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DEFENSE TECHNICAL INFORMATION CENTER

8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6218

APR 16 2019

IN REPLY
REFER TO: DTIC-R (FOIA 2019-92)

This is in response to your email dated March 22, 2019, requesting information under the Freedom of Information Act (FOIA) (enclosure 1). Under Department of Defense rules implementing the FOIA, published at 32 CFR 286, your request was categorized as "other".

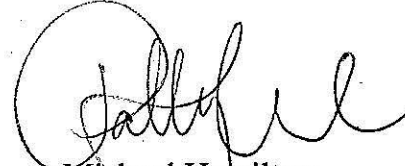
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contact me at (703) 767-9204 if you have any questions. Thank you for your interest in obtaining information from DTIC.

Sincerely,



Michael Hamilton
FOIA Program Manager

3 Enclosures

Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Abstract/Objective	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
AD1009234	Center for Strategic and International Studies Washington United States	Peake,James B., Morrison,J. S., Ledgerwood,Michele M., Gannon,Seth E.	6/1/2011	(U) In the spring of 2010, CSIS launched a year-long, independent examination of the U.S. Army and U.S. Navy overseas medical research laboratories. The impetus was an awareness that despite the laboratories' impressive scientific accomplishments and contributions to U.S. national interests and global health, they are not well understood outside of research circles, and consequently find themselves undervalued in today's environment of fiscal austerity. They stand at the intersection of health and security, a topic of increased importance to U.S. approaches to global health. The CSIS project aimed to assess the laboratories' contributions and achievements; examine the factors that constrain their performance; and propose reforms that will put them on the best course to continued success. It included considerable background research, three formal meetings of experts, travel to five overseas laboratories, and interviews with dozens of laboratory researchers and collaborators.	Technical Report	50				A - 01 - APPROVED FOR PUBLIC RELEASE	Approved For Public Release;	U - Unclassified
AD1014663	Center for Strategic and International Studies Washington United States	Hunter,Andrew, McCormick,Rhys	5/13/2015	(U) The Federal Procurement Data System (FPDS) was the primary source for this report. Federal regulations only require that all unclassified prime contracts worth \$2,500 and above be reported to FPDS. Overseas Contingency Operations funding and other supplementals are not separately classified in FPDS. The study team analyzed contracts using contract signed dates to divide the contracts into reform periods for analysis. The reform periods were determined by the date the final implementing guidelines were issued. All dollar figures are in constant 2014 dollars.	Conference Paper	24				A - 01 - APPROVED FOR PUBLIC RELEASE	Approved For Public Release;	U - Unclassified
AD1016750	Center for Strategic and International Studies Washington United States	Hunter,Andrew, Sanders,Gregory, Ellman,Jesse, Johnson,Kaitlyn	4/30/2016	(U) As the current budget drawdown has progressed, numerous policy makers and informed observers have expressed concerns about the effect on federal research and development (R and D) efforts. Across the federal government, but particularly within the Department of Defense (DoD), there have been fears that the sharp downturn in federal contract obligations would disproportionately impact the R and D contracting portfolios within individual agencies and their major components. Looking at the period from 2000-2014, this report examines data for the four major R and D contracting agencies: the DoD, NASA, the HHS, and the Department of Energy. It also examines four hypotheses, generated by the study team from a review of the literature and consultation with experts, that test how the budget drawdown has affected the R and D contracting portfolios, and the industrial base that supports those efforts, within each R and D contracting agency. The main finding of this initial inquiry is that the conventional wisdom regarding how R and D contracting would be affected by the budget drawdown has not been borne out. Early stage,seed corn R and D has been relatively protected, cuts were not done within agencies on a salami slice basis, and large prime vendors have seen their shares of the federal R and D contracting market decline precipitously.	Conference Paper	40				A - 01 - APPROVED FOR PUBLIC RELEASE	Approved For Public Release;	U - Unclassified

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AD1016770	Center for Strategic International Studies Washington United States	Harrison,Todd	4/30/2016	(U) Since the enactment of the Budget Control Act (BCA) of 2011, much attention has been paid to the near-term effects of budgetary constraints on national defense. What has received less attention are the looming budgetary challenges that defense faces beyond the BCA budget caps and the Defense Departments five-year budget planning horizon. Many weapons programs will be at or near their peak years of funding requirements at roughly the same time in the 2020s, creating a modernization bow wave. Just as a large bow wave slows a ship by diverting its energy, carrying a large modernization bow wave is a drag on defense because it leads to program instability and inefficient procurement practices that weaken the buying power of defense dollars. Current plans for major acquisition programs appear to follow the typical pattern of a modernization bow wave, with funding projected to increase by 23 from FY 2015 to the peak in FY 2022. However, this modernization bow wave is not evenly distributed across the Services and defense-related agencies. Much of the projected increase in modernization funding is driven by Air Force aircraft modernization programs, which are projected to nearly double in costs and account for nearly half of the overall bow wave increase. In contrast, Navy and Marine Corps modernization funding remains relatively flat through the early 2020s and then declines in the later part of the decade, driven mainly by a decline in aircraft procurements. The Armys budget for major acquisition programs is projected to increase 28% in real terms from FY 2015 to the peak in FY 2022, with notable bow waves in funding for ground and communications systems. However, these increases are balanced in part by a sharp reduction in Army aircraft procurements, and the total magnitude of increase in Army funding for major programs dwarfs in comparison to the increase in Air Force major programs.	Conference Paper	19				A - 01 - APPROVED FOR PUBLIC RELEASE	Approved For Public Release;	U - Unclassified
AD1016813	Center for Strategic and International Studies (CSIS) Washington United States	Hunter,Andrew P., Sanders,Gregory, Cohen,Samant ha	4/30/2016	(U) International joint development programs are important because of their potential to reduce costs and increase partnership benefits such as interoperability, economies of scale, and technical advancement. However, the performance of international joint development programs varies greatly. This paper compares the best practices of international joint development and domestic development programs through case-study analysis to identify the key variables that contribute to a programs eventual success or failure and to understand the elements that are crucial to managing these programs.	Conference Paper	44	SYM-AM-16-070 (SYMAM16070)	SYM-AM-16-070 (SYMAM16070)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved For Public Release;	U - Unclassified
AD1016831	Center for Strategic and International Studies Washington United States	Hunter,Andrew	5/4/2016		Conference Paper	8				A - 01 - APPROVED FOR PUBLIC RELEASE	Approved For Public Release;	U - Unclassified

Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Abstract/Objective	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
ADA098637	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Cottrell, Alvin J., Cline, Ray S., Moodie, Michael, West, Francis, Kemp, Geoffrey	1/29/1980	(U) This document is a compilation of papers prepared at the request of the study director, critiqued at seminars convened in Newport, RI and Washington, DC, and fused in the Executive Summary. The papers each address maritime policy and the direction the U.S. should be taking in the future. (Author)	Final rept.,	257			N00014-78-C-0437 (N0001478C0437)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA101012	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Dismukes, Bradford, MccGwire, Michael, Record, Jeffrey, West, Francis J., Woolsey, R. James	1/1/1980	(U) This report contains the findings from two conferences held at the Center for Strategic and International Studies, one on April 1, 1980 on The Future of Maritime Power, and the other on September 17, 1980 on Geopolitics and Maritime Power. There is some inevitable overlap between the findings of the two conferences, but the proceedings of each have been reported on separately. (Author)		213			N00014-78-C-0437 (N0001478C0437)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA125411	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, William J., Jr., Kupperman, Robert H.	11/1/1982	(U) Provides an executive summary of study tasks, assumptions, statements of U.S. interests and objectives. Summary of worldwide trends, implications of these trends for the Army and a quick reference to broad Army solutions. (Author)	Final rept. Oct 81-Nov 82,	26	CSIS-903-81-C-05-VOL-1 (CSIS90381C05VOL1)		MDA903-81-C-0594 (MDA90381C0594)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA125412	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, William J., Jr., Kupperman, Robert H.	11/1/1982	(U) Provides global and regional requirements which will contribute to development of Army long-range doctrine, manning, force design and materiel requirements. Determines a range of environments which will likely confront the nation and the Army and identifies factors that will have major implications for the Army. Develops Army-wide strategic requirements and recommends general directions that the Army can take to meet strategic requirements. This paper is a broad overview based on the conclusions of the supporting papers. (Author)	Final rept. Oct 81-Nov 82,	95	CSIS-903-81-C-05-VOL-2 (CSIS90381C05VOL2)		MDA903-81-C-0594 (MDA90381C0594)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA125413	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, William J., Jr., Kupperman, Robert H.	11/1/1982	(U) Provides global and regional requirements which will contribute to development of Army long-range doctrine, manning, force design and materiel requirements. Determines a range of environments which will likely confront the nation and the Army and identifies factors that will have major implications for the Army. Develops Army-wide strategic requirements and recommends general directions that the Army can take to meet strategic requirements. Region-specific to the Western Hemisphere, both North and South America, excluding the U.S. (Author)	Final rept. Oct 81-Nov 82,	98	CSIS-903-81-C-05-VOL-3 (CSIS90381C05VOL3)		MDA903-81-C-0594 (MDA90381C0594)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified

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ADA125414	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, William J. , Jr., Kupperman, Robert H.	11/1/1982	(U) Provides global and regional requirements which will contribute to development of Army long-range doctrine, manning, force design and materiel requirements. Determines a range of environments which will likely confront the nation and the Army and identifies factors that will have major implications for the Army. Develops Army-wide strategic requirements and recommends general directions that the Army can take to meet strategic requirements. Analysis of the Western European region. Suggests new Army force structures for dealing with future strategic requirements. (Author)	Final rept. Oct 81-Nov 82,	117	CSIS-903-81-C-05-VOL-4 (CSIS90381C05VOL4)		MDA903-81-C-0594 (MDA90381C0594)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA125415	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, William J. , Jr., Kupperman, Robert H.	11/1/1982	(U) This report provides global and regional requirements which will contribute to development of Army long-range doctrine, manning, force design and materiel requirements. It determines a range of environments which will likely confront the nation and the Army and identifies factors that will have major implications for the Army. It also develops Army-wide strategic requirements and recommends general directions that the Army can take to meet strategic requirements and contains an analysis of the Middle East and Southwestern region.	Final rept. Oct 81-Nov 82,	116	CSIS-903-81-C-05-VOL-5 (CSIS90381C05VOL5)		MDA903-81-C-0594 (MDA90381C0594)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA125416	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, William J. , Jr., Kupperman, Robert H.	11/1/1982	(U) This report provides global and regional requirements which will contribute to development of Army long-range doctrine, manning, force design and materiel requirements. It determines a range of environments which will likely confront the nation and the Army and identifies factors that will have major implications for the Army. It also develops Army-wide strategic requirements and recommends general directions that the Army can take to meet strategic requirements. A specific regional analysis of the countries in the East Asian and Western Pacific Region is included.	Final rept. Oct 81-Nov 82,	98	CSIS-903-81-C-05-VOL-6 (CSIS90381C05VOL6)		MDA903-81-C-0594 (MDA90381C0594)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA125417	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, William J. , Jr., Kupperman, Robert H.	11/1/1982	(U) This report provides global and regional requirements which will contribute to development of Army long-range doctrine, manning, force design and materiel requirements. It determines a range of environments which will likely confront the nation and the Army and identifies factors that will have major implications for the Army. It also develops Army-wide strategic requirements and recommends general directions that the Army can take to meet strategic requirements. Region-specific analysis was performed for African continent. Likely areas of conflict in Africa are identified.	Final rept. Oct 81-Nov 82,	87	CSIS-903-81-C-05-VOL-7 (CSIS90381C05VOL7)		MDA903-81-C-0594 (MDA90381C0594)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA137857	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Silverstein, M. E.	2/6/1984	(U) This report addresses the state of the art of the decision-making process and the technology of disaster victim rescue. A technique of disaster reconstruction based on autopsy reports and physical evidence is utilized to determine the potential survivability under improved or optimum conditions. The report concludes that advanced technological preparation based on scientific hazard assessment and state of the art of disaster medicine would significantly increase survivability.	Final rept. 5 May 83-6 Feb 84,	92	CSIS-MED-1 (CSISMED1)		EMW-C-1202 (EMWC1202)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified

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ADA148776	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Jones,R. W.	4/30/1983	(U) The objective of this study is to identify and assess the implications of the proliferation of nuclear forces in the Middle East and South Asia for U.S. security interests, policies, and planning. To fulfill this objective, this study seeks to: 1) Project the potential size and capabilities of local nuclear forces, and define the spectrum of threats that such forces could pose to the security interests of the U.S. and of other important actors, both in this region and elsewhere; 2) Assess the probable impact of proliferating nuclear forces on international stability, military balances, the character of conflict, arms control issues, conventional arms competition and U.S. forces; 3) Assess how new nuclear powers will behave and how their neighbors and other nuclear powers will react; 4) Assess Soviet perception and response; 5) Identify the likely patterns and outcomes of nuclear and other military interaction, including perceptions, use of leverage, employment of force, conflict escalation, nuclear warfare, and crisis management, within and beyond the region of concern; 6) Discuss the implications for U.S. defense policy and planning, indicating areas in which future preparation or decisions may be called for.	Technical rept.,	140	DNA-TR-82-125 (TR82125), (DNATR82125), SBI-AD-E301 531 (SBIAD E301531)	TR-82-125 (TR82125), AD-E301 531 (ADE301531)	DNA001-82-C-0119 (DNA00182C0119)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA157852	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Niksch,L. A., Colbert,E., Thayer,N., Eiland,M. D., Muego,B. N.	6/1/1985	(U) Papers delivered at a conference of Southeast Asia which covered Cambodia and world power involvement in Southeast Asia; leadership, legitimacy and succession in the Philippines, Malaysia and Indonesia; and the current and future role of the military in Vietnam, Burma, and Thailand. Official representatives of the ASEAN states discussed future economic, political and social prospects for their region. Keywords: Asean, Southeast Asia, Cambodia, Japan, Philippines, Malaysia, Indonesia, Vietnam, Burma, Thailand, Brunei, Southeast Asia: Leadership, Southeast Asia: Legitimacy, Southeast Asia: Succession, Military in Southeast Asia. (Author)	Final rept. Aug 84-Jun 85,	154			MDA908-84-M-1827 (MDA90884M1827)	A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified
ADA187298	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Fauriol, Georges	1/1/1985	(U) Contents: Insurgencies and the Latin American Environment; Overview of Latin America Insurgencies; The International Terrorist Network; The Sendero Luminoso Rebellion in Rural Peru; The Highlands War in Guatemala; US Policies Toward Insurgencies In Latin America; The Future of Latin American Insurgencies.		226				A - 01 - APPROVED FOR PUBLIC RELEASE	Availability: Superintendent of Documents, GPO, Washington, DC 20402 Stock no. 008-020-01030-8 PC \$3.25.	U - Unclassified

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ADA263426	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Shaffer, Jeffrey, Ederington, Benjamin	3/1/1993	(U) The new security environment has a number of distinguishing characteristics. The formerly dominant bipolar power structure now exists only artificially, in the nuclear balance. By every measure of usable power, economic and political as well as military, the world is at a thoroughly multilateral stage, albeit with a single and unquestioned lead actor: the United States. But more and more states in the developing world have the ability to challenge U.S. and allied military forces, a fact demonstrated repeated by Saddam Hussein's Iraq. From an intense focus on a single global threat, Western defense planning has moved to the more complex and varied task of analyzing and preparing for regional crises and wars involving a kaleidoscopic variety of potential aggressors and victims. In part it has done so because such operations may be more likely today than during the cold war, when the risk of escalation to superpower war lurked in all regional conflicts. This shift demands, among other things, forces that are more flexible and agile than those deployed during the cold war. It also requires better intelligence on the developing world, where most immediate military missions lie.	Final rept.	67		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA269633	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Laqueur, Walter	1/1/1984	(U) More Third World countries have turned towards the Soviet Union or realigned to the West as a result of coups d'etat than any other factor. The present work deals with the why and how, and presents a systematic survey of coups during the last fifteen years: operational details, motivational background, their foreign dimensions and their internal effects. It investigates Soviet attitudes towards coups, as well as the degree and the specifics of Soviet involvement. It then turns to the question of defending Third World regimes from coups and the general problem of an American coup policy. Indications are that military coups will continue in the years to come and their frequency may increase. U.S. vital interests in the Third World have been threatened by coups in the past and they will be further threatened in the future. A U.S. coup policy must consist of the ability to intervene to defeat coups when such intervention is in the American interest, (i.e., the existence of a counter-coup force).	Final rept.	287	OSD/NA-84-3926 (OSDNA843926)	84-3926 (843926), OSD/NA (OSDNA)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA438876	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Barton, Frederick D.	7/20/2005	(U) The task before us in Iraq has never been an easy one. Renewing Iraq's economy after decades of Saddam's totalitarian rule would have been a challenge even in the most peaceful of conditions. With the insurgency, it has proven near impossible. The security, political, and economic situations in Iraq today must be seen as part of an integrated whole. Improving Iraq's economy will not drive success by itself, but it is essential to making progress. Fewer choices remain today because of missed opportunities. Any successful strategy will reach well beyond Baghdad to empower local governing councils, independent authorities, and individuals. When you get to this stage of reconstruction, it is imperative to pick winners and to give them the means to succeed. My belief is that the status quo will not achieve the desired results this Administration and its Iraqi partners are looking for. Iraq requires a dramatic shift in the way we do business. We need to put the Iraqi people first, and we need to operate in a more creative, entrepreneurial, and agile way. We cannot hunker down in the Green Zone and expect results. Nor can we expect that the Iraqi central government will be able to deliver. What does it mean to put the Iraqi people first?: (1) Don't count on the central government to find the people, (2) Get the money moving faster, (3) Give Iraqis a direct stake in their oil flow, and (4) Create integrated benchmarks that matter. This shift will not be easy. We will worry about the loss of control, of oversight, of leverage. We will feel pressure to carry out our work in traditional ways. The reality is that success in post-conflict reconstruction depends on more than stamping our name on a list of projects completed, goods delivered, or elections successfully run. Post-conflict reconstruction must not be ideological or utopian. Rather, it must offer a pragmatic view that engages local people and encourages the expansion of their basic rights and freedoms.	Congressional testimony	10		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA472939	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Cordesman, Anthony H.	10/1/2007	(U) Briefing on the political, military, and economic dynamics in Iraq. Briefing consists mainly of maps, graphs and charts.	Briefing charts	43		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA473826	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Campbell, Kurt M., Gullede, Jay, McNeill, J. R., Podesta, John, Ogden, Peter, Fuerth, Leon, Woolsey, R. J., Lennon, Alexander T., Smith, Julianne, Weitz, Richard	11/1/2007	(U) Although the consequences of global climate change may seem to be the stuff of Hollywood--some imagined, dystopian future--the melting ice of the Arctic, the spreading deserts of Africa, and the swamping of low lying lands are all too real. We already live in an "age of consequences," one that will increasingly be defined by the intersection of climate change and the security of nations. For the past year a diverse group of experts, under the direction and leadership of the Center for Strategic and International Studies (CSIS) and the Center for a New American Security (CNAS), met regularly to start a new conversation to consider the potential future foreign policy and national security implications of climate change. The group consisted of nationally recognized leaders in the fields of climate science, foreign policy, political science, oceanography, history, and national security.		125		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA490800	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Langevin, James R., McCaul, Michael T., Charney, Scott, Raduege, Harry	12/1/2008	(U) The Center for Strategic and International studies began this project in August 2007, after the United States suffered a wave of damaging attacks in cyberspace Guided by our congressional coauthors, we assembled a group of individuals with experience in both government and cybersecurity The aim of the group was to identify recommendations that the next administration can implement quickly to make a noticeable improvement in the nation's cybersecurity as well as formulate longer-term recommendations that are critical to the nation's future cyber objectives The Commission's three major findings are: (1) cybersecurity is now a major national security problem for the United States, (2) decisions and actions must respect privacy and civil liberties, and (3) only a comprehensive national security strategy that embraces both the domestic and international aspects of cybersecurity will make us more secure. We were encouraged in our work by senior officials in the Department of Defense, the intelligence community, and other agencies who told us that cybersecurity was one of the greatest security challenges the United States faces in a new and more competitive international environment. They encouraged us to think strategically and to be innovative in proposing how the United States organizes itself: Both our findings and their advice are reflected in our recommendations.		97		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA491441	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Berteau, David, Brannen, Samuel J., Douglas, Eleanore, Freier, Nathan, Murdock, Clark A., Wormuth, Christine E.	12/1/2008	(U) Presidential transitions often bring the promise of new opportunities and the threat of reversing key advances. In the United States, the change from one administration to the next is by its very nature a political event. Political calculations about the initiatives of one's predecessor, in turn, can sometimes outweigh policy considerations of their value where the two may seem in conflict. Making such a determination requires an accurate understanding of how issues have evolved and been resolved, and an assessment of the adequacy of action to date. In March 2008, the Defense and National Security Group and the Defense Industry Initiatives Group at the Center for Strategic and International Studies (CSIS) began a study effort aimed at informing the next Secretary of Defense's transition decisions. The CSIS study team focused where it felt it could provide the most value to incoming decision-makers, assessing that set of little understood defense organizational and process changes that the George W. Bush administration has implemented in an attempt to improve the Defense Department's internal operations. In so doing, the team sought to complement rather than replicate the strong body of existing and ongoing work relating to the advisability of continuing "hot button" policies related to Iraq, Afghanistan, Iran, and other prominent topics. The CSIS study team's efforts were sponsored by the Office of the Under Secretary of Defense for Policy (OUSDP), but its findings and recommendations are independent of Department of Defense (DoD) influence and partisan sentiment. This report presents the study team's analysis. It incorporates a wide range of personal interviews with key Bush administration defense officials, career civilian and military subject matter experts, and leading outside defense thinkers, including senior leaders from prior administrations. It also relies on the extensive written record that exists on many of these issues.		85		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Abstract/Objective	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
ADA493851	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Chao, Pierre A.	5/1/2007	(U) The Department of Defense Strategy Document has two major thrusts: 1) long term warfare against terrorist extremists and 2) possessing unquestioned military superiority so that near peer competitors find unthinkable. These objectives will have to be accomplished in a resource constrained environment. This has market implications. This briefing looks at the life cycle of technologies.	Briefing charts	21		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA505784	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Lewis, James A.	4/26/2007		Briefing charts	12		NDU/INSS (NDUINSS)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA508408	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Verrastro, Frank	9/30/2009	(U) The title of the symposia is the Emerging Petroleum and Natural Gas economy. Topical focus in these briefing charts is on: peak oil, technology developments, NOCs and IOCs, game changes, climate and natural gas.	Briefing charts	27		NDU/INSS (NDUINSS)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA508493	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Pumphrey, David	9/29/2009	(U) AVOIDING RESOURCE CONFLICTS: Key energy security issue is dealing with the growth in Chinese energy demand * Resource conflict is not inevitable in a global market * Investments by Chinese companies likely to increase total production available * China should be brought into organizations and processes promoting collaboration on energy security * IEA is principal body but will need to modify its charter * Members will have to make room for China * China should also be encouraged to join transparency initiatives.	Briefing charts	19		NDU/INSS (NDUINSS)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA510826	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Chapman, Dennis P.	2/26/2009	(U) Since 1991, the Kurdistan has enjoyed autonomy from the rest of Iraq. Despite upheavals and setbacks, during this period the Kurds of northern Iraq have established viable government institutions including legally constituted legislative, executive, judiciary, and security entities. These structures were the only state elements in Iraq to remain intact in the aftermath of the 2003 U.S. invasion, and have continued to develop in the intervening 6 years. Their existence and authority was ratified on an interim basis by the Transitional Administrative Law and permanently by the terms of the 2005 Constitution of Iraq. This paper examines a segment of this Kurdistan Regional Government that has been heretofore little noted and poorly understood by the world at large: The large and well-developed security sector. The KRG security sector consists of military forces (the Peshmerga), investigative and policing entities (the Municipal Police and the Asayish), intelligence services (Parastin and Dazgay Zanyari), the Judiciary, and the penal system. Related to the KRG security sector are Government of Iraq forces operating inside the KRG, or consisting of personnel and units formerly part of the Peshmerga.	Research paper	312		USAWC (USAWC)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA510845	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Hamilton, Robert	3/2/2008	(U) The war between Russia and Georgia is a watershed event in the post-Soviet history of the Eurasian geopolitical space. The war represents a direct challenge to U.S. interests in the region, which can be defined as access to energy supplies, continuation of the security contributions and defense reform efforts of regional states, support for the political and economic transition processes underway there, and setting conditions for Russia's own political and economic transformation. How the United States responds to this crisis will play a large part in determining the geopolitical future of Eurasia. The Russo-Georgian War has thrust Georgia to the foreground of the discussion of U.S. policy in Eurasia. Our future policy in Georgia will affect not only that country, but also other potential NATO members such as Ukraine and Azerbaijan; new NATO members with their own histories of subjugation by Russia; the NATO Alliance itself; and finally Russia and its relationship to the West. While there are certainly no simple options in the wake of the Russo-Georgian War, the stakes in the region and beyond are high enough to demand a comprehensive and coherent U.S. response.	Research paper	106		USAWC (USAWC)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA522000	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Murdock, Clark A., Weitz, Richard W.	1/1/2005	(U) On March 18, 2004, the Center for Strategic and International Studies (CSIS) released "Beyond Goldwater-Nichols: Defense Reform for a New Strategic Era: Phase 1 Report." This event culminated almost 2 years of effort at CSIS, which began by developing an approach for both revisiting the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and for addressing issues that were beyond the scope of that landmark legislation. The project was officially launched in November 2002. When a CSIS team briefed Secretary of Defense Donald Rumsfeld and his top advisers on January 10, 2003, the Secretary urged CSIS to accelerate its efforts so the results would be available for the 2004 legislative cycle. In response, the center decided to address its issue agenda in two tranches, planning initially to release a Phase 1 report in February that both analyzed and made recommendations on a smaller set of issues, with a Phase 2 report to follow in December 2003. Congressional interest in defense reform grew as a result of the Bush administration's last-minute (that is, shortly before the House and Senate voted on the defense authorization bill) submission of its proposals for changes in the military and civilian personnel system. Although the provisions affecting military personnel were stripped from the authorization bill, the House version, which was largely accepted by the Senate during conference negotiations in the fall, substantially revamped the civilian personnel system. Congressional appropriators, however, decided that defense reform issues warranted additional attention and provided \$1 million in the fiscal year 2004 defense appropriations bill to support further work. This enabled CSIS to address a much broader range of issues during its Phase 2 effort, which will end with the release of its report. This article summarizes the Phase 1 report and outlines the Phase 2 agenda.	Journal article	9		NDU/INSS (NDUINSS)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA528114	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Berteau, David J.	5/14/2009	(U) What do we mean by "complexity" ? Different from "complicated" -- Large scale / multiple elements / non-linear -- Whole different than sum of parts -- Changes to (interaction of) elements cannot be accurately predicted -- Integration brings additional capability not otherwise achievable -- Organizational politics internal to complexity -- Programs implemented in pluralist environment with divergent views.	Briefing charts	12		NPS (NPS)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA530059	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Berteau, David, Hofbauer, Joachim, Sanders, Gregory, Ben-Ari, Guy	4/30/2010	(U) Cost and time overruns in Major Defense Acquisition Programs (MDAPs) have become a high-profile problem attracting the interest of Congress, government and watchdog groups. According to the GAO, the 96 MDAPs from FY2008 collectively ran \$296 billion over budget and were an average of 22 months behind schedule. President Obama's memo on government contracting of 4 March 2009 also highlighted this issue. This paper presents interim findings of research on the root causes of cost growth and schedule delays for MDAPs. The paper analyzes a series of variables -- namely, realism of baseline program cost estimates, government management and oversight, quantity and schedule changes, the role of prime contractors and lead military services, extent of competition, and contract structure -- to determine what factors might contribute to the observed cost overruns in the execution of MDAPs. The research draws on four primary data sources: Selected Acquisition Reports (SARs), Federal Procurement Data System (FPDS), and Department of Defense Budget Documents. This research is ongoing and will incorporate the 2010 SAR data. The final findings and policy recommendations will be presented at the May 2011 Naval Post Graduate School annual Acquisition Symposium. The presentation includes 11 briefing charts.	Conference paper	34	NPS-AM-10-026 (NPSAM10026)	AM-10-026 (AM10026), NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA530181	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Berteau, David J., Levy, Roy, Zlatnik, Matthew	5/1/2010	(U) The defense sector's fundamentals in terms of operating margin and cash flow return on investment (CFROI) are stronger today than at any point in the past two decades due to better cash flow management, operating efficiencies, and record US defense spending. However, the economic and business environment for the defense sector moving forward is likely to be more difficult because of the Federal budget deficit and the government's nondefense spending requirements. Likely changes in spending priorities have the potential to change the industry significantly. Assessing the vulnerability of the defense sector to potential market changes -- both as a whole and within the various segments it comprises -- is of the utmost importance.	Conference paper	16	NPS-AM-10-052 (NPSAM10052)	NPS (NPS)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA531113	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Nussio, Rick	11/1/2010	(U) With the continuous deployment of units over the past nine years and before that, to a lesser extent, the peace operations in Bosnia and Kosovo, the U.S. Army has lost many of its core competencies and training skills. One of those degraded skills is officer professional development (OPD). Bearing the urgent need emphasized by a number of forward thinkers and the stark reality the Army faces with more deployments, it remains imperative that the U.S. Army officer corps increasingly emphasize its professional development programs.	Journal article	4		USAWC (USAWC)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA539933	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Yoshihara, Toshi, Holmes, James R.	1/1/2011	(U) Deja vu surrounds reports that Beijing has claimed a "core interest" in the South China Sea. High-ranking Chinese officials reportedly asserted such an interest during a private March 2010 meeting with two visiting U.S. dignitaries Deputy Secretary of State James Steinberg and the senior director for Asian affairs at the National Security Council, Jeffrey Bader. Subsequently, in an interview with The Australian, Secretary of State Hillary Clinton disclosed that Chinese delegates reaffirmed Beijing's claim at the Second U.S.-China Strategic and Economic Dialogue, a gathering held in Beijing in May 2010. Conflicting accounts have since emerged about the precise context and what was actually said at these meetings. Since then, furthermore, Chinese officials have refrained from describing the South China Sea in such formal, stark terms in a public setting.	Journal article	16		NWC (NWC)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA540834	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Lamb, Robert D., Tarzi, Amin	3/1/2011	(U) The Afghanistan-Pakistan border region is the traditional territory of the Pashtun people, who have experienced a series of wars and other disruptions since the 1970s. Since then, little academic research about this group has been undertaken, although beliefs about Pashtuns affect policies and strategies in the region, including counterinsurgency. This study's purpose was to measure beliefs about Pashtuns among English-speaking policy makers, experts, and other opinion leaders. The authors analyzed 138 articles and 52 interviews and coded them based on how Pashtuns were characterized. Pashtuns were most commonly characterized as proud, victimized, sectarian, tribal, and hospitable; they were not stereotyped as warlike, misogynous, illiterate, conservative, or medieval. Diversity was widely acknowledged, as were changes Pashtuns have experienced in recent decades. Some saw Pashtuns as natural Taliban allies, while others considered them more opportunistic, suggesting competing schools of thought about counterinsurgency: population-centric versus enemy-centric. This study points to a need for more extensive and systematic research.	Research rept. Jul 2010-Jan 2011	32		ONR (ONR)	N00014-10-C-0508 (N0001410C0508)	A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA543709	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Berteau, David J.	5/11/2011		Briefing charts	7		NPS (NPS)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA543723	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Berteau, David, Ben-Ari, Guy, Hofbauer, Joachim, Sanders, Gregory, Ellman, Jesse, Morrow, David	4/30/2011	(U) Cost and time overruns in Major Defense Acquisition Programs (MDAPs) have become a high-profile problem attracting the interest of Congress, government, and watchdog groups. According to the GAO, the 98 MDAPs from FY2010 collectively ran \$402 billion over budget and were an average of 22 months behind schedule since their first full estimate. President Obama's memorandum on government contracting of 4 March 2009 also highlighted this issue. This paper presents findings of research on the root causes of cost and schedule delays for 92 MDAPs active in 2010 and 12 cancelled programs. The results do not establish causality but they do indicate multiple notable correlations. Inaccurate cost estimates are responsible for the strongest correlation with net cost growth changes and are associated with 40% of the accumulated cost overruns. In addition, the start year has little impact on the compound annual growth rate of cost overruns. This suggests that relatively better performance of newer programs may prove illusory as programs age. Finally, fixed price contracts appear to have relatively smaller overruns, although this may tell us more about which programs are likely to receive fixed price contracts rather than what effect fixed price contracts may have on program performance.	Research paper	32	NPS-AM-11-C8P14R02-053 (NPSAM11C8P14R02053)	NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA543897	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Berteau, David, Levy, Roy, Ben-Ari, Guy, Moore, Cornelia	4/30/2011	(U) Private companies rely on cash raised from capital markets to finance their operations, including expenditures on long-term assets (such as facilities and equipment), independent research and development (IRAD), and retirement of old debt. Capital markets play a role in shaping the depth and breadth of the U.S. defense industry and the capabilities it has to offer, as well as in the cost of these capabilities to the Department of Defense. This paper presents interim findings of research on defense companies' access to capital markets. The research is ongoing, and a final version, including policy recommendations, will be presented at the May 2012 Naval Postgraduate School Annual Acquisition Symposium.	Research paper	45	NPS-AM-11-C8P11R01-045 (NPSAM11C8P11R01045)	NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA555621	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Levy, Roy, Crotty, Ryan, Moore, Cornelia	11/1/2011	(U) Defense firms rely in part on cash raised from capital markets to finance ongoing operations as well as new investments in long-term assets, independent research and development, and retirement of maturing debt. The ability to access capital markets shapes the depth and breadth of the U.S. defense industry, the capabilities it can offer, and the cost of these capabilities to the Department of Defense. Given the monolithic nature of the defense market, it is paramount that decisionmakers understand the relationship between defense spending and the financial metrics that drive access to--and cost of--capital for defense firms. This paper presents the data and findings of research conducted by the Defense-Industrial Initiatives Group at the Center for Strategic and International Studies (CSIS) on defense companies' access to capital markets during the period 1990-2010. The analysis shows that for the universe of defense equities analyzed, there exists a positive relationship between defense spending, companies' financial health, and the industry's relative market valuation. However, no evidence was found to suggest that these firms encountered difficulties accessing capital markets either during a period of market contraction (1990-2001) or during the recent budget buildup (2002-2010).		32	CSIS-FM-11-207 (CSISFM11207)	NPS (NPS)	N00244 10 1 0081 (N002441010081)	A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA563567	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Berteau, David, Ben-Ari, Guy, Sanders, Greg, Morrow, David, Ellman, Jesse	4/30/2012	(U) The first goal of this research is to analyze trends in Department of Defense (DoD) services contract actions from 1990-2011 for the DoD overall and for individual DoD components (Army, Navy, Air Force, and "other"); by area of defense services contract action; and by level of competition, type of contract, and type of funding mechanism. The second goal is to analyze the composition of the industrial base supporting DoD service contracts by using a breakdown of the defense services industrial base into small, medium, and large companies, and by identifying the top 20 defense services companies (by total dollars obligated) for the DoD overall and for each DoD component (Army, Navy, Air Force, and "other"). Six categories of services serve as the foundation for this analysis: Information and communications technology (ICT) services; Professional, administrative, and management services (PAMS); Research and development (R&D) Equipment-related services (ERS); Facility-related services and construction (FRS&C) services; and Medical services. The Federal Procurement Data System (FPDS) is the primary data source for this project, supplemented with the Bloomberg government contract database and verified with the USASpending.gov query tool. This annotated brief presents the preliminary findings of this research, and covers only the years of 2000-2011 for the DoD overall. The presentation includes 14 briefing charts.	Conference paper	36	NPS-AM-12-C9P16R01-074 (NPSAM12C9P16R01074)	AM-12-C9P16R01-074 (AM12C9P16R01074), NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA563866	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Berteau, David J., Green, Michael J., Kiley, Gregory T., Szechenyi, Nicholas F., Bower, Ernest Z., Cha, Victor, Inderfurth, Karl F., Johnson, Christopher K.	6/27/2012	(U) The president signed the Fiscal Year 2012 National Defense Authorization Act (NDAA, or Public Law 112-81) in December 2012, setting in motion the requirement under Section 346 of the NDAA to commission a report on force posture and deployment plans of the U.S. Pacific Command (PACOM). One week later, on January 5, 2012, the president released at the Department of Defense (DoD) a new Strategic Guidance document that directed a rebalancing toward the Asia Pacific region of military forces and national security efforts across the government. This guidance, and the Fiscal Year 2013 defense budget, marks only the beginning of force posture rebalancing. In March, DoD tasked the Center for Strategic and International Studies (CSIS) to undertake that study, with a report due 180 days after enactment, or by the end of June, 2012.		110		OSD (OSD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA565078	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Heslin, Jr, Thomas F.	6/7/2011	(U) To what extent does the Posse Comitatus Act require changes to best support local law enforcement operation? The Posse Comitatus Act was created to limit the military's role in civilian law enforcement. The original act was passed in June 1878 as part of the Army appropriation bill. The National Security Act of 1947 further directed the Secretary of Defense to publish regulations that do not permit direct participation by the Army or Air Forces in search, seizure, arrest, or other similar activities, except when permitted by law. The Posse Comitatus Act does not apply to National Guard formations while they are under state control, and therefore allows governors the flexibility to utilize the Guard in support of law enforcement missions. This exception is lost once National Guard formations are called to serve on active duty. This paper will explore the history of the use of the Posse Comitatus Act before and during the Revolutionary War, the Civil War, and in present-day situations. The paper will examine when the Posse Comitatus Act applies and when it does not apply to active duty and National Guard formations. Exceptions to the law that have been granted by Congress for counterdrug operations, suppression of insurrection, and emergencies related to weapons of mass destruction also will be examined. Three situations will be examined in detail: the Los Angeles Riots in 1992, the World Trade Organization Ministerial Conference in Seattle in 1999, and the use of Military Police in Samson, Alabama, in 2009. Finally, the paper will examine command and control issues related to the use of Federal Armed forces in support of local law enforcement. The Posse Comitatus Act restricts the Federal Government in all but extraordinary situations. Its intent to limit federal involvement in domestic affairs is still sound. In the future, commanders at all levels should be required to receive training on the Posse Comitatus Act to ensure understanding and intent. Congress sh	Research paper	34		USAWC (USAWC)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA565134	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Nussio, Ricky J.	5/25/2011	(U) During the recent decade, the U.S. Army primarily operated in the counterinsurgency environment following relatively short conventional combat operations in Iraq and Afghanistan. With the current number of failed states in the world and the likelihood of more, military analysts predict an increase in the potential of conducting more military stability operations versus conventional military operations. The Secretary of Defense recently commented on the lack of potential need or desire to commit significant conventional forces into a fight in the near future. Many experts would agree that a professional military force can only train and equip to be fully effective in one environment, either conventional or stability operations, but not both. Given current Army doctrine and the CSA's directive to be prepared to execute full-spectrum operations, what is the correct structural guidance for the Army to embark on in preparing for future national defense requirements?	Research paper	24		USAWC (USAWC)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA573885	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Morrow, David, Ellman, Jesse, Sanders, Gregory, Heselden, Luke	12/1/2012	(U) This report analyzes contract spending on services by the U.S. Department of Defense (DoD) between the years 1990-2011. It does so using data from the Federal Procurement Data system (FPDS) in conjunction with other sources. It first describes the trends in overall DoD service contracting, breaking the dollars obligated down by DoD component (Army, Air Force Navy, and civilian agencies), by service area, by level of competition, by funding mechanism and by contract vehicle. It also presents the top 20 service defense contractors and the breakdown of service contract obligations by small, medium, and large companies. Next, the report analyzes contract spending in six service areas: Professional Administrative and Management Services (PAMS), Information and Communications Technologies (ICT), Research and Development (R&D), Facilities-Related Services and Construction (FRS&C), Equipment-Related Services (ERS), and Medical Services (MED). For each of these areas, the report presents how contract obligations are broken down by DoD component, by level of competition, by funding mechanism, and by contract vehicle. It also presents the top 20 contractors for each service area and the obligated dollars by small, medium, and large contractors.		68	CSIS-CM-12-219 (CSISCM12219)	NPS-GSBPP (NPSGSBPP)	N00244-12-10011 (N002441210011)	A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA586413	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Ellman, Jesse, Hofbauer, Joachim, Berteau, David J., Ben-Ari, Guy	4/1/2013	(U) Over the last decade, Department of Defense (DoD) spending on service contracts more than doubled in constant terms, from \$90 billion in 2000 to \$183 billion in 2012. Policy makers have recently attempted to reduce or even reverse this trend, in part by emphasizing instead the "in-sourcing" of work performed under services contracts. Over the last three years, the Center for Strategic and International Studies (CSIS) has worked to develop a more systematic framework for guiding sourcing decisions for services contracts within the DoD which would have broader implications for the whole universe of budget-based decisions within the DoD. Towards that purpose, this paper analyzes the stated motivations, implementation strategies, and guiding analytical underpinnings for previous outsourcing efforts and for the currently ongoing in-sourcing initiative. It then assesses current and previous DoD methodologies for guiding sourcing decisions, highlighting the individual strengths and shortcomings of these methodologies. The third section of this paper analyzes public sector sourcing decisions in the wider context of economics and business management, to provide broader conceptual insights for more informed determinations on these sourcing decisions. All of this research is being used to develop a repeatable, verifiable, data-driven methodology to guide sourcing decisions, which will be presented in the final report of this project.	Conference paper	27	NPS-CM-13-C10P03R02-053 (NPSCM13C10P03R02053)	NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA586419	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Berteau, David J., Ben-Ari, Guy, Archer, Joshua, Raghavan, Sneha	4/1/2013	(U) Acquisition governance currently confronts two problems: the growing size and complexity of systems-of-systems capabilities and the limited effectiveness of existing governance models to ensure the on-cost and on-schedule delivery of those capabilities. The Center for Strategic and International Studies (CSIS) is engaging in research on systems-of-systems acquisition governance best practices that could help the defense acquisition community overcome some of these problems. This report provides an update on the progress of that effort. It reviews the evolution of acquisition governance models throughout the history of U.S. defense acquisition, characterizes the ways in which those models fall short of meeting the challenges of complex systems-of-systems acquisition, and offers preliminary observations on best practices to overcome those challenges based on the results of CSIS research to date. That research to date includes two new case studies: Future Combat Systems (FCS) and Maritime Domain Awareness (MDA). The research is continuing beyond this interim report. The final report will reflect additional work and incorporate more case studies.	Conference paper	21	NPS-SE-13-C10P07R0 2-072 (NPSSE13 C10P07R0 2072)	NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA591728	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Berteau, David, Ben-Ari, Guy, Ellman, Jesse, Hofbauer, Joachim	7/30/2013	(U) Over the last decade, Department of Defense (DoD) spending on service contracts more than doubled in constant terms, from \$90 billion in 2000 to \$183 billion in 2012. Policy-makers have recently attempted to reduce or even reverse this trend, in part by emphasizing instead the "in-sourcing" of work performed under services contracts. Over the last three years, CSIS has worked to develop a more systematic framework for guiding sourcing decisions for services contracts within the DoD, which would have broader implications for the whole universe of budget-based decisions within the DoD. Towards that purpose, this paper analyzes the stated motivations, implementation strategies, and guiding analytical underpinnings for previous outsourcing efforts and for the currently ongoing in-sourcing initiative. It then assesses current and previous DoD methodologies for guiding sourcing decisions, highlighting the individual strengths and shortcomings of these methodologies. The third section of the paper presents an analysis of public sector sourcing decisions in the wider context of economics and business management, to provide broader conceptual insights for more informed determinations on these sourcing decisions. The final section analyzes recently updated DoD cost estimating guidance and discusses drawing on object class code data as a potential data source for cost estimation.	Research rept.	68	CSIS-CE-13-086 (CSISCE13 086)	NPS-GSBPP (NPSGSBPP)	N00244-12-1-0042 (N00244121 0042)	A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA592900	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Hodne, David M.	4/1/2013	(U) This analysis suggests the current Army strategic leadership competencies are necessary but insufficient. Today's Army leaders constitute the most combat-experienced force fielded in recent memory; however, much of this experience reflects a decade of experience in counterinsurgency that may only be partially relevant for other uncertain strategic challenges. In addition, a combination of pressing and complex factors of organizational uncertainty complicates today's efforts in developing leaders, and more importantly, limits leaders from achieving their strategic potential. This paper suggests leader development efforts reinforce critical thinking and problem solving skills with bilateral mentorship, accrual of personal knowledge, and mind fitness to respond to strategic and organizational uncertainty and preserve the competitive advantage of the U.S. Army.	Civilian research project	60		USAWC (USAWC)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA601872	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Berteau, David, Ben-Ari, Guy	2/8/2014	(U) Acquisition governance currently confronts two problems: the growing size and complexity of systems-of-systems capabilities and the limited effectiveness of existing governance models to ensure the on-cost and on-schedule delivery of those capabilities. The Center for Strategic and International Studies (CSIS) is engaging in research on systems-of-systems acquisition governance best practices that could help the defense acquisition community overcome some of these problems. This report provides the results of several case studies illustrating the challenges of complex systems-of-systems acquisitions. It characterizes how existing acquisition governance models fall short of meeting the challenges of complex systems-of-systems acquisition, and offers five best-practice themes meant to address those challenges based on the results of CSIS research and interviews with stakeholders in the acquisition community. Finally, it concludes that the attributes most critical to success in complex acquisition efforts are level of organizational focus, decision-making authority, and enforcement.	Research rept.	82	CSIS-AM-14-006 (CSISAM14006)	NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA623059	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Hunter, Andrew, Sanders, Gregory, Meitiv, Alexander L.	4/30/2015	(U) Fixed-price contracts offer the promise of controlling costs but are less likely to succeed when there is uncertainty regarding requirements. While these broad principles are uncontroversial, disagreement rages regarding the practical question of how widely they should be used. This study tests a variety of hypotheses regarding what contract characteristics are associated with better performance under fixed-price contracts. Here, performance is measured across three dependent variables: (a) the Number of Offers Received for competed contracts, (b) whether the contract was terminated, and (c) the extent to which change-orders raised the contracts cost ceiling. The study team has created a Bayesian network, populated by completed, publicly reported DoD contracts from FY2007 to FY2013 to address this research question. The public purpose of this process also includes facilitating future acquisition research on a range of topics. To support future research, all analytical data and codes developed and/or used are posted on the CSISdefense GitHub (Sanders, 2015). This resource addresses two vexing issues that bedevil a wider use of the Federal Procurement Data System (FPDS) by academia, government, and industry researchers, namely (a) the data-selection barrier to using the FPDS and (b) the difficulty of deriving performance outputs from FPDS.	Conference paper	23	NPS-GSBPP-SYM-AM-15-106 (SYMAM15106), NPS-(NPSGSBP PSYMAM 15106)	SYM-AM-15-106 (SYMAM15106), NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA623291	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Hunter, Andrew, Sanders, Gregory, Ellman, Jesse	4/30/2015	(U) Existing research on defense products contracting shows a marked focus on large and high-profile programs that qualify as Major Defense Acquisition Programs (MDAPs). In an effort to fill a gap in the literature of product contracting, CSIS has launched this study an analysis of trends in DoD products contracting covering all contracting types, key components accounts, and categories of products. Looking at the period from 1990 2014, this report presents initial results and focuses on three notable questions: How have rates of effective competition differed between different categories of products throughout the period? How have the industrial bases for different categories of products changed since 1990? And how did sequestration and its aftermath affect DoD products contracting? Additionally, this report identifies notable data quality issues with both the Federal Procurement Data System and DD350 data to aid future research. The main findings of this initial inquiry are threefold: first, that Last Supper industry consolidation has affected the vendor size mix and levels of competition in the defense products industrial base to this day; second, that sequestration has had profound effects on what products the DoD buys; and third, that contracting trends vary significantly for the various DoD components and categories of products.	Conference paper	23	NPS-GSBPP-SYM-AM-15-091 (SYMAM15091), NPS-(NPSGSBP PSYMAM 15091)	SYM-AM-15-091 (SYMAM15091), NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA623297	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Hunter, Andrew, Sanders, Gregory, Ellman, Jesse	4/30/2015	(U) Promoting competition in contracting has been a focus of Department of Defense (DoD) efforts for many years, but this focus has heightened in recent years as defense budgets have declined dramatically. Though there has been much written about the results of these efforts, most of the literature has focused on rates of competition for the DoD overall. In previous work on DoD contracting, however, the Center for Strategic and International Studies (CSIS) has found that competition rates vary not just on what is being purchased, but by who in the DoD is doing the purchasing. This research effort builds upon previous CSIS work on defense contracting, using publicly available data from the Federal Procurement Data System. The study team has undertaken to build a predictive model of defense contracting, identifying factors that correlate with higher or lower rates of effective competition, and using data from past years to generate an expected rate of competition. With this model, CSIS digs a step deeper by examining trends in competition by Place of Performance (states) and by Major Contracting Command. The findings from this analysis are used to generate an improved predictive model, which is previewed in this report.	Conference paper	24	NPS-GSBPP-SYM-AM-15-085 (SYMAM15085), NPS-(NPSGSBP PSYAM 15085)	SYM-AM-15-085 (SYMAM15085), NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA623394	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Hunter, Andrew, Sanders, Gregory, McCormick, Phys, Ellman, Jesse, Riley, Madison	4/30/2015	(U) This paper works to establish measurements to evaluate the success of the Department of Defense (DoD) components in implementing recent acquisition reform efforts, most notably the Weapon Systems Reform Act of 2009 and the differing iterations of Better Buying Power (BBP). By using publicly available data from the Federal Procurement Data System, this paper addresses three major questions: Have the DoD components increased their rates of effective competition since the introduction of BBP in 2010? How successful have the components been at promoting contracting opportunities for small businesses? Have the DoD components implemented the guidance in BBP 2.0 regarding the proper mix of fixed price and cost plus contracts? By analyzing contracting trends for the Army, Navy, Air Force, Defense Logistics Agency, Missile Defense Agency, and the Military Health programs, this report provides important insights into what the data actually show in regards to the implementation, or nonimplementation, of acquisition reform efforts. In future research, the measurements seen in this report will ultimately be used to answer the question, how can the services better institutionalize acquisition reform efforts?	Conference paper	24	NPS-GSBPP-SYM-AM-15-067 (SYMAM15067), NPS-(NPSGSBP PSYAM 15067)	SYM-AM-15-067 (SYMAM15067), NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA624423	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Berteau, David, Ellman, Jesse, Sanders, Gregory, McCormick, Phys	4/30/2014	(U) Over the past decade, the Center for Strategic and International Studies (CSIS) has been analyzing and reporting on contract spending for national security and across the federal government. This presentation analyzes contracting for products, services, and research and development (R&D) by the U.S. Department of Defense (DoD) and its key components. It provides an in-depth look at the trends currently driving nearly 70% of all federal contract dollars throughout the growth and subsequent inflection of defense spending of the 2000-2013 study period. This data will be analyzed in greater detail in the FY2013 update of the study team's series of reports on Defense Contract Trends, to be released later this spring. Throughout the year, the study team will publish and update the data underlying shorter publications on key issues relevant to the defense-industrial base.	Conference paper	34	NPS-AM-14-C11P21R01-073 (NPSAM14C11P21R01073)	AM-14-C11P21R01-073 (AM14C11P21R01073), NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA624557	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Berteau, David, McCormick, Rhys, Sanders, Gregory	4/30/2014	(U) This presentation provides an overview from the Center for Strategic and International Studies (CSIS) of the U.S. defense industrial base from the perspective of contract obligations by the U.S. Department of Defense (DoD). It draws on data, charts, and analysis from current and existing CSIS projects and reports, and it represents a work in progress.	Conference paper	47	NPS-AM-14-C11P14R01-054 (NPSAM14C11P14R01054)	NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA624740	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Archer, Joshua, Berteau, David	4/30/2014	(U) Increasing budgetary constraints and the rapid growth of threats to global security have made the need for a new model of acquisition governance ever more obvious. In order to make better use of its defense dollars while contracting to acquire more advanced defense capabilities, the defense acquisition community in the United States needs to improve governance processes for complex acquisitions. Over the last decade, researchers at the Center for Strategic and International Studies (CSIS) have studied and analyzed the increased challenges of complexity in defense acquisitions. Through workshops, conferences, and publications, CSIS has examined how the government purchases complex systems, what challenges it encounters in doing so, and what key attributes of governance can be modulated to provide more effective acquisition. The study underlying this report explored one simple question: In complex systems of systems, what best practices contribute to better, more efficient acquisitions? To answer this question, the CSIS project team reviewed its past work on complexity in acquisitions, analyzed new scholarship on the subject, and conducted detailed interviews with executives from across the defense acquisition community. This 12-month effort culminated with the production of a new model of acquisition governance model presented in this abridged version of a longer technical report on the research.		22	NPS-AM-14-C11P05R01-031 (NPSAM14C11P05R01031)	NPS-GSBPP (NPSGSBPP)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADA627113	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Hunter, Andrew, Ellman, Jesse, Sanders, Gregory	5/13/2015	(U) Methodology: The Federal Procurement Data System (FPDS) was the primary source for this electronic data summary for 2000-2014. Federal regulations require only that all unclassified prime contracts worth \$2,500 and above be reported to FPDS. FPDS data are constantly being updated, including those for back years. As a consequence, the dollar totals for a given year may have changed since the data was downloaded. Overseas Contingency Operations funding and other supplemental appropriations are not separately classified in FPDS. CSIS defines effective competition as competitively sourced contracts that receive two or more offers. All dollar figures are in constant 2014 dollars.	Briefing charts	19		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA627146	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Sanders, Greg, Hunter, Andrew	5/13/2015	(U) This slide describes the overall methodology employed to develop this dataset. Aggregated data downloads from FPDS are unavailable for pre-2000 data, requiring a different approach. The data set of approximately six million entries includes all contracts in the Federal Procurement Data System (FPDS) completed between FY2007 and FY2013. Federal regulations require only that all unclassified prime contracts worth \$2,500 and above be reported to FPDS. FPDS data are constantly being updated, including those for back years. As a consequence, the dollar totals for a given year may have changed since the data was downloaded. All dollar figures are in current dollars because contract ceilings do not account for inflation.	Briefing charts	17		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified
ADA627149	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC DEFENSE INDUSTRIAL INITIATIVES GROUP (DIIG)	Hunter, Andrew, Ellman, Jesse, Sanders, Gregory	5/14/2015	(U) This slide describes the overall methodology employed to develop this dataset. Aggregated data downloads from FPDS are unavailable for pre-2000 data, requiring a different approach. The Federal Procurement Data System (FPDS) was the primary source for this electronic data summary for 2000-2013. For 1990-1999, data from the legacy DD350 contract information system was used. Federal regulations require only that all unclassified prime contracts worth \$3,000 and above be reported to FPDS, although this level has varied during the study period. FPDS data are constantly being updated, including those for back years. As a consequence, the dollar totals for a given year may have changed since the data was downloaded. Contract classifications sometimes differ between FPDS and individual companies, resulting in contracts that a company considers as services being labeled as products by FPDS and vice versa. Overseas Contingency Operations funding and other supplemental appropriations are not separately classified in FPDS. All dollar figures are in constant 2014 dollars.	Briefing charts	21		XD (XD)		A - 01 - APPROVED FOR PUBLIC RELEASE	Approved for public release; distribution is unlimited.	U - Unclassified

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ADP004493	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Taylor, W. J., Jr	4/4/1984	(U) The future political-military environment will be characterized by low-intensity conflict, defined as a range of operations involving Soviet special intelligence, Soviet psychological warfare, Soviet support for terrorism and insurgency, and increasing use of Soviet proxies. The primary focus of these activities will be in the Third World, focused along the sea lanes of communication vital to the security of the Western industrial democracies. Still in a period of isolation entered into about 1970, the United States will not be prepared to make requisite decision on defense capabilities until the late 1980s, unless the Soviets do something provocative which galvanizes U.S. public opinion. The Soviets will not give us the functional equivalent of Pearl Harbor. Thus, decisions which should be made to counter the low-intensity threat in the mid to late 1990s will be foregone. Major foreign policy decision by the United States could change these forecasted trends. This brief forecast is based three separate year-long studies completed at the Georgetown University Center for Strategic and International Studies (CSIS). The first two, entitled respectively 'The Future of Conflict in the 1980s' and 'Strategic Responses to Conflict in the 1980s,' were done under contract for the Los Alamos National Laboratory. The third, done under contract for the Army, was entitled, 'Strategic Requirements for the Army to the Year 2000.'		6				A - 01 - APPROVED FOR PUBLIC RELEASE		U - Unclassified

Title	Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
(U) Nato: Meeting The Coming Challenge, An Alliance Action Plan For Conventional Improvements And Armaments Cooperation.	ADB173991	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC		12/18/1987	Final rept.	54		XD (XD)		E - 04 - DOD ONLY	Distribution authorized to DoD only; Direct Military Support; 18 Dec 87. Other requests shall be referred to OSD/Net Assessment, The Pentagon, Room 3A930, Washington, DC 20301.	U - Unclassified
(U) International Terrorism: Breaking The Cycle Of Violence.	ADB175552	CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES WASHINGTON DC	Borg, P.	7/1/1987	Final rept.,	20	PET-46 (PET46), OSD/NA-89-1157 (OSDNA891157)	89-1157 (891157), OSD/NA (OSDNA)		E - 04 - DOD ONLY	Distribution authorized to DoD only; Direct Military Support; 1 Jul 87. Other requests shall be referred to OSD/Net Assessment, The Pentagon, Washington, DC 20301.	U - Unclassified
(U) A Preface To A Policy Of Atlantic Unity.	ADB241058	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Allais, Maurice	3/1/1964	Advance study paper no. 16,	53		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified

Title	Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
(U) America's Forgotten Revolution Of 1789 - And Its Meaning For Atlantica Now,	ADB241059	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Streit, Clarence K.	4/1/1964		19		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Atlantic Alliance And East-central Europe.	ADB241062	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Drachkovitch, Milorad M.	4/1/1964	Advance study paper no. 12,	45		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Nato And The Economic Problems Of The Western Alliance.	ADB241063	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES		4/1/1964		27		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Sovereignty: Limitations And Leadership Problems.	ADB241064	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Strausz-Hupe, Robert	2/1/1964	Advance study paper no. 3,	21		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified

Title	Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
(U) Political Sovereignty, Leadership, And Cooperation.	ADB241104	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Birrenbach, Kurt	3/1/1964	Advance study paper no. 10,	29		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Economic Aspects Of The Nato Alliance.	ADB241174	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Uri, Pierre	3/1/1964	Study paper no. 9,	22		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) The Response Trigger And Its Activation,	ADB241222	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Possony, Stefan T.	5/1/1964		21		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Nato And Nuclear Policy.	ADB241241	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Knorr, Klaus	3/1/1964	Advance study paper no. 5,	19		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified

Title	Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
(U) Some Military Aspects Of Nato.	ADB241427	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Moore, James E.	3/1/1964	Advance study paper no. 6,	25		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) From Political Defense To World Leadership.	ADB241431	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Brugmans, Hendrik	2/1/1964	Advance study paper no. 4,	27		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Nato - Unity And Reality.	ADB241433	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Holmes, John W.	3/1/1964	Advance study paper no. 8,	22		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) The Crisis Of The Western Alliance.	ADB241434	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Morgenthau, Hans J.	3/1/1964	Advance study paper no. 7,	18		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified

Title	Accession Number	Corporate Author/ Performing Org	Author/ Performing Individual	Report/ Summary Date	Descriptive Note	Pagination	Report Number	Monitor Series	Contract Number	Distribution Code	Distribution Statement	Report Classification
(U) Nuclear Policy As It Affects Nato.	ADB241436	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Ruge, Friedrich	3/1/1964	Advance study paper no. 14,	25		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Major Nato Problems.	ADB241437	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Beaufre, Andre	2/1/1964	Advance study paper no. 15,	17		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified
(U) Nato Nuclear Strategy. Some Lessons From History.	ADB241489	GEORGETOWN UNIV WASHINGTON DC CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES	Slessor, John C.	1/1/1964	Advance study paper no. 1,	27		XD (XD)		C - 12 - U.S. GOVT. AND U.S. GOVT. CONTRACTORS ONLY	Distribution: DTIC users only.	U - Unclassified