

Smart Power Bibliography
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globalization

- (1999). Final Report of the Defense Science Board Task Force on Globalization and Security. Washington, D.C., Defense Science Board.
<http://www.acq.osd.mil/dsb/reports/globalization.pdf>

The Defense Science Board (DSB) reviews how globalization is affecting the Department of Defense, including its impact on the defense industrial base and the international military-technological environment. DSB recommendations address the following concerns: maintaining U.S. military dominance amidst global technological leveling; commercial acquisitions; the globalization of the U.S. defense sector; and personnel security.

governance

- Freier, N. (2009). DoD Leaders, Strategists, and Operators in an Era of Persistent Unconventional Challenge. Washington, D.C., Center for Strategic and International Studies.
http://csis.org/files/publication/090529_Freier_DoDLeadersStrategists-Web.pdf

Outlines the strategic and operational demands of managing persistent unconventional conflict. Calls for the development of a new strategic competency in key defense actors. Provides key near-term policy recommendations to better equip leaders for an unconventional future.

irregular warfare

- Kilcullen, D. (2009). The Accidental Guerilla: Fighting Small Wars in the Midst of a Big One. s.l., Oxford University Press.

Who are the accidental guerillas? The author describes this population as disenfranchised young men who take up arms against foreign invasion, not because they are committed to political causes, but, rather, are alienated by government corruption, local warring factions and unrest. Successful policy requires provision of relief and security to struggling populations, not armed conflict.

- U. S. Government Interagency Counterinsurgency Initiative. (2009). U.S. Government Counterinsurgency Guide. Bureau of Political-Military Affairs, Department of State.
<http://www.state.gov/documents/organization/119629.pdf>

Provides an overview of the theory and principles of insurgency and counterinsurgency (COIN). Reviews key aspects of COIN strategy, including: political action; an economic and development component; a security component; an information component; and control. Lists key actors and offers guidelines for COIN assessment and planning.

- (2008). Department of Defense Directive 3000.07: Irregular Warfare (IW). Department of Defense.
<http://www.dtic.mil/whs/directives/corres/pdf/300007p.pdf>

Establishes policy and assigns responsibilities for DoD conduct of irregular warfare and

development of capabilities to address irregular challenges to national security.

Larson, E. V., D. Eaton, et al. (2008). *Assessing Irregular Warfare: A Framework for Intelligence Analysis*. Santa Monica, Rand Corporation.

http://www.rand.org/pubs/monographs/2008/RAND_MG668.pdf

Rand presents an analytic framework for understanding irregular warfare, including both population-centric operations (such as counterinsurgency) and counterterrorism. The framework includes three main activities: initial conflict assessment and data gathering; detailed stakeholder analysis; and dynamic analyses, defined as the integration of intelligence information to determine a threat's likely course of action and to understand the possible trajectory of the situation. This framework is compatible with existing intelligence analytic processes.

(2007). *Irregular Warfare (IW) Joint Operating Concept (JOC) Version 1*. Department of Defense.

http://www.dtic.mil/futurejointwarfare/concepts/iw_joc1_0.pdf

This JOC describes how future joint force commanders will accomplish strategic objectives through the conduct of protracted irregular warfare on a global or regional scale. It identifies capabilities and capacities required to successfully prosecute irregular warfare.

Sullivan, M. P. (2007). *How to Win and Know It: An Effects-Based Approach to Irregular Warfare*. Department of Defense Analysis. Monterey, Naval Postgraduate School. Master of Science in Defense Analysis.

http://edocs.nps.edu/npspubs/scholarly/theses/2007/Dec/07Dec_Sullivan.pdf

Reviews the nature of effects-based thinking and irregular warfare. Studies the application of an effects-based approach to irregular warfare, using the Special Operations Command Pacific's own approach to the War on Terror as a case study.

(2006). *Counterinsurgency, Field Manual No. 3-24*. Department of the Army

<http://www.usgcoin.org/library/doctrine/COIN-FM3-24.pdf>

This field manual, based on lessons gleaned from earlier counterinsurgency operations, establishes doctrine for the military operation in the counterinsurgency environment (COIN). The manual addresses aspects of intelligence, principles for the integration of civilian and military activities, design and execution of these operations, development of host-nation security forces, and use of social network analysis tools.

Nagl, J. A. and P.J. Schoomaker. (2005). *Learning to Eat Soup with a Knife: Counterinsurgency Lessons from Malaya and Vietnam*. Chicago, University of Chicago Press.

Counterinsurgency expert Lt. Col. (ret.) John Nagl, using examples from earlier wars, writes about the ability of armed forces to apply lessons learned in order to adapt with agility warfighting strategy and tactics. Nagl makes the case for molding American forces into "modern learning organizations."

psychological operations

(2000). *Report of the Defense Science Board Task Force on the Creation and Dissemination of All Forms of Information in Support of Psychological Operations (PSYOP) in Time of Military Conflict*. Washington, D.C., Defense Science Board.

<http://handle.dtic.mil/100.2/ADA476419>

DSB reviews the state-of-the-practice of psychological operations within the Department of Defense. This DSB report assesses the capability of the United States Armed Forces to develop programming and to broadcast factual information to a large segment of the general public; the potential of various airborne and land-based mechanisms to deliver such information; and other issues in the creation and dissemination of all forms of information in times of conflict, including satellite broadcasts and the use of emerging mobile communication technologies.

public diplomacy

(2008). Getting the People Part Right: A Report on the Human Resources Dimension of U.S. Public Diplomacy. The United States Advisory Commission on Public Diplomacy.

<http://www.state.gov/documents/organization/106297.pdf>

This report looks at the human resources dimension of U.S. public diplomacy. Specifically, the bipartisan commission examines how public diplomacy professionals are recruited, tested, trained and evaluated and measures the degree to which the public diplomacy function has been integrated into the work of the State Department.

smart power

(2009). Letter from Senator Christopher S. Bond to President-Elect Barack Obama on Smart Power.

http://www.embassyofindonesia.org/press/docpdf/Obama_SmartPower_Indonesia.pdf

U.S. Senator Christopher "Kit" Bond, an expert in Southeast Asia, urges the then President-Elect Barack Obama to adopt smart power practices in his administration.

(2009). "Secretary Gates On Afghanistan Mission, Iraq Exit." *National Public Radio*.

<http://www.npr.org/templates/story/story.php?storyId=101669758>

Summarizes an interview by Robert Siegel on All Things Considered with Secretary of Defense Robert Gates on the U.S. mission in Afghanistan.

(2009). Smart Power in Pakistan [podcast]. Council on Foreign Relations.

<http://www.cfr.org/publication/18646/>

CFR interviews Suzanne Nossel, Chief of Operations, Human Rights Watch, and Jonah Blank, chief policy adviser for South Asia on the U.S. Senate Foreign Relations Committee, on the use of smart power in Pakistan.

Barzegar, K. (2008). Joseph Nye on Smart Power in Iran-U.S. Relations. Cambridge, Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University.

http://belfercenter.ksg.harvard.edu/publication/18420/joseph_nye_on_smart_power_in_iranus_relations.html

Iranian international relations scholar Kayhan Barzegar interviews Harvard University professor Joseph S. Nye on the use of smart power to further Iran-U.S. relations. Nye is the author of several books on soft power, including *Soft Power: The Means to Success in World Politics*.

Hunter, R. E. (2008). Integrating Instruments of Power and Influence: Lessons Learned and Best Practices. Santa Monica, Rand Corporation.
http://www.rand.org/pubs/conf_proceedings/2008/RAND_CF251.pdf

Across four conflicts (Bosnia, Kosovo, Iraq and Afghanistan), a panel of senior practitioners shares smart power lessons learned and best practices from pre-conflict through post-conflict stages. Covers planning; engagement; interagency issues; theater and field needs; provincial reconstruction teams; the role of non-governmental organizations and private contractors; and international cooperation. Makes key recommendations and lists eighteen basic principles for success.

(2008). Implementing Smart Power: Setting an Agenda for National Security Reform. U.S. Senate Foreign Relations Committee.
<http://foreign.senate.gov/testimony/2008/NyeTestimony080424a.pdf>

This prepared statement by Richard L. Armitage and Joseph S. Nye, Jr. presents recommendations from the Center for Strategic and International Studies Commission on Smart Power.

(2007). CSIS Commission on Smart Power: A Smarter, More Secure America. Washington, D.C., Center for Strategic and International Studies.
http://csis.org/files/media/csis/pubs/071106_csissmartpowerreport.pdf

Analyzes U.S. reputation abroad and recommends a set of policies that could help the U.S. become smarter and more secure through investments in the global good. Offers a smart power strategy that takes into account alliances, partnerships and institutions; global development; public diplomacy; economic integration; and technology and innovation.

social media

Drapeau, M. and L. Wells II (2009). Social Software and National Security: An Initial Net Assessment. Washington, D.C., Center for Technology and National Security Policy, National Defense University.
http://www.ndu.edu/ctnsp/Def_Tech/DTP61_SocialSoftwareandNationalSecurity.pdf

Social software is defined in this report as "applications that inherently connect people and information in spontaneous, interactive ways." Social software fills four governmental functions, including: inward sharing, or sharing information within agencies; outward sharing, or sharing internal agency information with external entities; inbound sharing, which allows government to obtain input from citizens and other persons; and outbound sharing, whose purpose is to communicate with and/or empower people outside the government. This report describes a handful of social software projects implemented by the U.S government, its allies and its adversaries. It also reviews social software adoption challenges and describes how social software has impacted worldwide events. The authors make recommendations to advance the incorporation of social software into national security missions.

Maybury, M. (2008). New Media in Heil, A. (ed.) Local Voices/Global Perspectives: Challenges Ahead for U.S. International Media. Washington, D.C.: Public Diplomacy Council. Pp. 107-116.
http://www.publicdiplomacycouncil.org/Local_Global.html

Media continues to evolve, increasing global reach and access, personalization and interactivity.

This chapter explores new media in international broadcasting, characterizing some media trends, introducing some of the forms of new media and discussing the implications of these for international broadcasting.

social network analysis

Ressler, S. (2006). "Social Network Analysis as an Approach to Combat Terrorism: Past, Present, and Future Research." *Homeland Security Affairs* 2(2).
<http://www.hsaj.org/pages/volume2/issue2/pdfs/2.2.8.pdf>

Reviews the history of Social Network Analysis (SNA) theory, highlighting major scholarly contributions. Discusses the application of SNA to understanding and countering terrorism. Describes the roles of the data collectors, who analyze information through description and straight forward modeling, and the modelers, who model the shape of covert networks when little information is known. Points out the limitations of SNA and suggests areas for future research.

Soft power

Nye, J. (2004). "Soft Power: The Means to Success in World Politics" Public Affairs.
<http://www.publicaffairsbooks.com/publicaffairsbooks-cgi-bin/display?book=1586482254>

The term "soft power", coined by Dr. Joseph Nye in the late 1980s, describes the ability to attract and persuade. Whereas hard power—the ability to coerce—grows out of a country's military or economic might, soft power arises from the attractiveness of a country's culture, political ideals, and policies.

Stability, Security, Transition, and Reconstruction (SSTR)

Rooks, S. (2009). Conclusions from the Conference Where Peace Begins: The Pivotal Role of Education for Lasting Peace. Where Peace Begins: The Pivotal Role of Education for Lasting Peace, Sarajevo, International Save the Children Alliance.
http://savethechildren.net/alliance/resources/rewrite_the_future/Sarajevo_Rpt_2009_lores.pdf

Peace agreements set the agenda for post-conflict periods by mapping out funding and program priorities. This conference report advocates integrating quality education programs into peace agreements to foster lasting peace in post-conflict environments. It explains why quality education is an essential ingredient in recovery from conflict and describes how this goal can be achieved.

Smith Jr., D. F. (2009). Foreign Assistance for Peace: The U.S. Agency for International Development. Washington, D.C., Center for Strategic and International Studies.
http://pdf.usaid.gov/pdf_docs/PCAAB888.pdf

Part of a forthcoming book titled, *U.S. Peacefare: Organizing American Peace-Building Operations*, this report examines the peace building function within U.S. Agency for International Development (USAID). It reviews the foreign assistance strategy for reconstruction and stabilization under the Bush administration; changes to the USAID and State Department budget process for foreign operations; as well as USAID's organizational structure.

(Undated). National Security Presidential Directive-44: Frequently Asked Questions. Washington, D.C.,

Office of the Coordinator for Reconstruction and Stabilization, U.S. State Department.
http://www.crs.state.gov/index.cfm?fuseaction=public_display&shortcut=49QT

This FAQ summarizes key aspects of National Security Presidential Directive 44 (NSPD-44) which guides U.S. reconstruction and stabilization assistance to foreign states.

strategic communication

Paul, C. (2009). Whither Strategic Communication? A Survey of Current Proposals and Recommendations. Santa Monica, Rand Corporation.
http://www.rand.org/pubs/occasional_papers/2009/RAND_OP250.pdf

By reviewing key documents and interviewing relevant stakeholders and experts, the authors analyze contemporary thinking regarding strategic communication reform. Common key themes distilled from sources include: a call for "leadership;" demand for increased resources for strategic communication and public diplomacy; a call for a clear definition of an overall strategy; and the need for better coordination and organizational changes or additions.

(2009). Report of the Defense Science Board Task Force on Understanding Human Dynamics. Washington, D.C., Defense Science Board.
http://www.acq.osd.mil/dsb/reports/2009-03-Human_Dynamics.pdf

The task force reviews the DoD's human dynamics capacity and operational requirements. (Human dynamics is defined here as the actions and interactions of personal, interpersonal, and social/contextual factors and their effects on behavioral outcomes.) This DSB report makes recommendations on how the DoD can translate what they have learned in response to the conflicts in Iraq and Afghanistan into a long-term human dynamics capability. These recommendations address future DoD strategy, planning, doctrine and training.

Armstrong, M. (2008). Principles of Strategic Communication. MountainRunner.us.
http://mountainrunner.us/2008/09/principles_of_strategic_communication.html

Debates the meaning and usage of the terms public diplomacy and strategic communication. Recommends the August 2008 DoD publication, Principles of Strategic Communication Guide. Summarizes the Guide's nine fundamental tenets of strategic communication: leadership-driven, credible, dialogue, unity of effort, responsive, understanding, pervasive, results-based, and continuous.

(2008). Commander's Handbook for Strategic Communication. Suffolk, Joint Warfighting Center, U.S. Joint Forces Command
http://www.carlisle.army.mil/DIME/documents/sc_hdbk.pdf

This pre-doctrinal handbook was written to help joint force commanders and their staffs understand alternative perspectives, techniques, procedures, best practices, and organizational options associated with strategic communication. It addresses the following strategic communication issues: communication challenges; established policy and guidance; current practices and initiatives; planning and assessment; and operational implications.

Kiehl, W. P. (2008). Seduced and Abandoned: Strategic Information and the National Security Council Process. Affairs of State: The Interagency and National Security. G. Marcella. Carlisle, Strategic Studies Institute, U.S. Army War College: 321-370.

<http://www.strategicstudiesinstitute.army.mil/pdf/files/PUB896.pdf>

Provides a history of the National Security Council from its founding in 1947 under Harry Truman through the George W. Bush administration. Emphasizes the value of field experience to successful public diplomacy campaigns. Provides three case studies taken from the author's own public diplomacy career.

- (2008). Report of the Defense Science Board Task Force on Strategic Communication. Washington, D.C., Defense Science Board.

http://www.acq.osd.mil/dsb/reports/2008-01-Strategic_Communication.pdf

As the third study on strategic communication by the DSB, this report reviews and assesses the recommendations made in the 2004 DSB report on Strategic Communication and the 2001 DSB report on Managed Information Dissemination. It also evaluates strategic communication activities since 2004 and establishes actionable recommendations for strategic communication in the 21st century.

- (2007). Department of Defense Strategic Communication Plan for Afghanistan. Department of Defense.

http://mountainrunner.us/files/pubd/dod_afghan_sc_plan.pdf

The purpose of this strategic communication plan is to identify messages and tasks for DoD strategic communication efforts in support of U.S. objectives in Afghanistan. Includes an execution matrix that identifies desired effects by intended audience.

- Stavridis, J. G. (2007). "Strategic Communication and National Security." *Joint Forces Quarterly* 46: 4-7.

<http://www.carlisle.army.mil/DIME/documents/Stavridis%20Strategic%20Communication%20and%20National%20Security.pdf>

As then Commander, U.S. Southern Command, Stavridis shares best practices and case studies in strategic communication. He provides the following guidelines: tell the truth; have a good message; understand the audience; develop a good plan fast and execute it; think at the strategic level and organize at the operational level; measure results and adjust plan as needed; accept that some battles are unwinnable; and recognize when you are winning. Case studies examined include involuntary feeding of detainees at Guantanamo Bay; publicity for a humanitarian exercise in the Dominican Republic; and the cruise of the Navy hospital ship, USNS Mercy, through the Pacific.

- (2004). Report of the Defense Science Board Task Force on Strategic Communication. Washington, D.C., Defense Science Board.

http://www.acq.osd.mil/dsb/reports/2004-09-Strategic_Communication.pdf

The DSB re-examines the purposes of strategic communication and the salience of recommendations made in the 2001 DSB study on Managed Information Dissemination. This report addresses three questions: (1) What are the consequences of changes in the strategic communication environment? (2) What Presidential direction and strategic communication means are required? And (3) What should be done about public diplomacy and open military information operations?

- (2001). Report of the Defense Science Board Task Force on Managed Information Dissemination. Washington, D.C., Defense Science Board.

<http://www.acq.osd.mil/dsb/reports/mid.pdf>

The DSB investigates the need for and feasibility of a coordinated U.S. information dissemination capability. The DSB reviews current DoD and State Department programs as well U.S. international broadcasting and presents a way forward.