

EXTERNAL RESEARCH ASSOCIATES PROGRAM **U.S. Army War College Strategic Studies Institute**

The Strategic Studies Institute (SSI) is the U.S. Army's research organization for the analysis of national security policy and military strategy. SSI is part of the U.S. Army War College at Carlisle Barracks, Pennsylvania. It provides direct analysis for Army and Department of Defense leadership and serves as a bridge to the wider strategic community.

The External Research Associates Program (ERAP) is used to build and sustain relationships between SSI and outstanding scholars in the global strategic studies community undertaking research of interest to leaders of the U.S. Army and Department of Defense.

The Program.

SSI uses the External Research Associates Program to fund research by scholars who are not affiliated with the U.S. military, the U.S. government, or for-profit consulting firms. These scholars can be located either in the United States or abroad.

ERAP is a contractual relationship rather than a grant. Payment for the research product is provided by the U.S. government upon completion of the project.

The normal end-product of ERAP research is a monograph of 40-50 pages in length that makes recommendations on issues and policies of strategic issues of importance to the Army that is published by the Strategic Studies Institute. SSI studies are distributed to key leaders in the Army and Department of Defense, the military educational system, Congress, the media, other think tanks and defense institutes both in the United States and internationally, and major colleges and universities. They are also available on the SSI web site. When ERAP is used to fund a research monograph, the product becomes the property of the U.S. government

Examples of SSI publications supported by ERAP include:

- *The Future Of The Australian – United States Security Relationship*, by Rod Lyon and William T. Tow (2003)
- *Countering Global Terrorism: Developing Antiterrorist Capabilities of the Central Asian Militaries*, by Roger N. McDermott (2003)
- *Maintaining Effective Deterrence*, by Colin S. Gray (2003)
- *Waging Ancient War: Limits on Preemptive Force*, by D. Robert Worley (2003)
- *European Adaptation to Expeditionary Warfare*, Andrew Dorman (2002)
- *Growing U.S. Security Interests in Central Asia*, by Elizabeth Wishnick (2002)

- *Defining and Achieving Decisive Victory*, by Colin S. Gray (2002)
- *The New Craft of Intelligence: Achieving Asymmetric Advantage in the Face of Non-traditional Threats*, by Robert D. Steele, February (2002)
- *The Hart-Rudman Commission and the Homeland Defense*, by Ian Roxborough (2001)

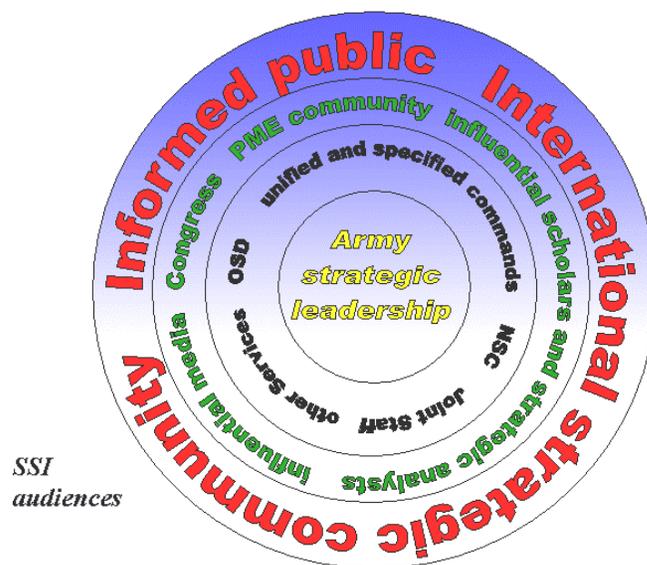
Other types of research projects that support the objectives of SSI and ERAP will also be considered for funding under this program. For instance, ERAP has been used to support research for major journal articles on topics of interest to Army and DoD leaders.

About the Strategic Studies Institute.

SSI's mission is to help the Army and Department of Defense's leaders identify key strategic issues, provide detailed, rigorous analysis of them, and offer recommendations.

SSI's civilian research professors and uniformed officers form the heart of its research efforts. All have extensive credentials and experience. They are trained in fields such as political science, history, law, or strategic studies. Full information is the Institute's web page at: <http://www.carlisle.army.mil/ssi/>.

For research and analysis, SSI is divided into three components: the *Art of War Department* focuses on global, transregional, and functional issues; the *Regional Strategy and Planning Department* focuses on regional strategic issues; and the *Academic Engagement Office* creates and sustains partnerships with the scholarly strategic community in order to bring its resources to bear on Army issues. The following is a graphic representation of SSI's targeted audiences:



Submitting an ERAP Proposal

A scholar may submit an ERAP proposal to SSI at any time. Proposals are considered by a Review Board. This normally takes place within four weeks of submission, but may take longer under extraordinary conditions. For proposals accepted by the Board, contracts are usually in place within four weeks. Normally these call for completion of the project within six months, but this is negotiable.

The Board evaluates proposals based on: 1) available funds; 2) SSI's research needs; and 3) the relevance of the proposal to Army and DoD leaders. Generally ERAP is not used to support research that is purely scholarly but focuses on projects that use rigorous scholarly research to develop policy and strategy-relevant recommendations.

Scholars are strongly encouraged to consult the U.S. Army War College Key Strategic Issues List (<http://www.carlisle.army.mil/ssi/pubs/ksil.pdf>) before submitting a proposal. Proposals linked to issues from this list will have a much greater chance of acceptance.

Proposals should include:

- A short summary of the project, emphasizing its relevance to SSI's target audience
- A description of the expected product
- A timeline
- The amount of support requested
- A CV or other summary of the researcher's credentials

Proposals should be e-mailed, faxed, or mailed to:

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