

AGENDA ITEM BRIEFING

Submitted by: Michael K. Young, President
Texas A&M University

Subject: Establishment of the Center for Grand Strategy

Proposed Board Action:

Establish the Center for Grand Strategy (CGS) in The Bush School of Government and Public Service at Texas A&M University (Texas A&M).

Background Information:

The CGS will play a leading role in shaping the emerging “great debate” about U.S. grand strategy by serving as an intellectual hub for the critical reexamination of current U.S. grand strategy. The CGS will foster, examine and disseminate innovative, theoretically and empirically based U.S. grand strategic options that would directly promote the security of the United States.

By doing so, Texas A&M’s CGS will fill a gap by: promoting new thinking about U.S. grand strategy; leveling the playing field between primacy’s advocates and its critics; promoting and disseminating innovative research that takes a fresh look at America’s grand strategic choices; and engaging in “bridging the gap” programs that will foster dialogue between grand strategic innovators and the policy world. By promoting a robust debate about U.S. grand strategic choices, the CGS will fill an important need and help inform both current and future administrations’ thoughts on grand strategy.

A&M System Funding or Other Financial Implications:

A proposal for \$12.1 million has been submitted to the Charles Koch Foundation for start-up funding and support for the CGS for a five-year period. The sustaining support for CGS will be from external grants, primarily from private foundations and individual donors.

Agenda Item No. 4.2

TEXAS A&M UNIVERSITY
Office of the President
May 24, 2017

Member, Board of Regents
The Texas A&M University System

Subject: Establishment of the Center for Grand Strategy

I recommend adoption of the following minute order:

“The Center for Grand Strategy is hereby established as an organizational unit of Texas A&M University within The Bush School of Government and Public Service.”

Respectfully Submitted,

[ORIGINAL SIGNED BY]

Michael K. Young
President

Approval Recommended:

Approved for Legal Sufficiency:

[ORIGINAL SIGNED BY]

John Sharp
Chancellor

[ORIGINAL SIGNED BY]

Ray Bonilla
General Counsel

[ORIGINAL SIGNED BY]

Billy Hamilton
Executive Vice Chancellor and
Chief Financial Officer

[ORIGINAL SIGNED BY]

James R. Hallmark, Ph.D.
Vice Chancellor for Academic Affairs

**Texas A&M University
Center for Grand Strategy**

EXECUTIVE SUMMARY

1. Rationale for the Creation of the Center

When thinking about grand strategy, there is an understandable tendency to focus on material factors like military and economic power rather than on ideational factors. It must be remembered, however, that the emerging great debate on America's future grand strategic alternatives is foremostly a contest of ideas. The Center for Grand Strategy (CGS) will be dedicated to stimulating scholarship and discussion about U.S. grand strategy. The program will also identify and train a cadre of scholars, policy analysts, and public servants who will become grand strategic innovators and spearhead a continuing examination of when and where the U.S. will need to make strategic readjustments in the coming decades.

2. General Description of the Center and its Mission and Goals

The programs of the CGS will be developed to accomplish these five objectives:

- Provide an intellectual magnet for policy-oriented research on U.S. grand strategy by supporting the research of its core, affiliated, and visiting scholars.
- Foster cutting edge research on U.S. grand strategy and the respective arguments for primacy and for strategic adjustment.
- Train a new generation of both scholars and public servants to be grand strategy innovators. To facilitate this objective, CGS will establish a robust program for both pre-doctoral and post-doctoral fellows.
- Bridge the gap between the community of security studies scholars and policymakers by facilitating intellectual exchanges between them.
- Undertake a robust outreach program to disseminate alternative concepts from leading grand strategy scholars both to policymakers and to the wider foreign policy establishment. To facilitate these objectives, the CGS will hold conferences and workshops on a regular basis in both College Station and Washington, D. C. that will bring together security scholars and policymakers.

3. Potential Faculty Associated with the Center

The CGS will be a collaborative enterprise anchored by The Bush School of Government and Public Service (the Bush School), the Department of International Affairs, and the College of Liberal Arts, Department of History. As a multi-disciplinary program, the CGS will actively seek opportunities to interact with other academic disciplines across campus. During the start-up phase, the program will seek to enlist current Texas A&M University (Texas A&M) scholars in areas of relevant expertise to advance its mission. The list that follows is just a starting point, but is intended to highlight the fact that there is clearly enough resident expertise at Texas A&M with which to successfully launch CGS programs and activities.

Department of International Affairs, Bush School:

- Christopher Layne, University Distinguished Professor of International Affairs (Great Power Politics, U.S. Grand Strategy)
- F. Gregory Gause, Department Head of International Affairs and Professor (Middle East/Persian Gulf)
- Andrew Ross, Professor and Director of the Certificate in National Security Affairs (U.S. National Security Policy)
- Jasen Castillo, Associate Professor (Military Power, Nuclear Weapons and Deterrence)
- Mohammad Tabaar, Assistant Professor (Middle East)
- Erin Snider, Assistant Professor (Middle East)
- William Norris, Associate Professor (China, Role of Economic Statecraft in Chinese Grand Strategy)
- Gabriela Thornton, Instructional Associate Professor (Europe, Transatlantic Security Relations, Role of the European Union)
- John Schuessler, Associate Professor (Security Studies, U.S. Foreign Policy)
- Josh Shiffrin, Assistant Professor (International Politics, U.S. Foreign Policy)

Department of History, College of Liberal Arts:

- Elizabeth Cobbs, Professor and Melbern G. Glasscock Chair in American History (American Foreign Relations)
- Brian Linn, Professor (Military History)
- Adam Seipp, Professor (European Military History, World War I)
- Jason Parker, Associate Professor (American Foreign Policy)

Department of Political Science, College of Liberal Arts:

- Matthew Fuhrmann, Professor (International Relations, International Security)

4. Potential Activities

- The first goal of the CGS is to support original research on grand strategy by affiliated faculty, resulting in path-breaking books and articles that advance the state of knowledge in the field. Philanthropic support will enable course buyouts, summer stipends, research travel, and the hiring of graduate assistants. An External Advisory Council will review proposals submitted for research support from affiliated faculty and make recommendations to the center director, Senior Scholar, and dean or his/her designee for funding. The core purpose of the research funds is to produce scholarship that informs and broadens the debate on U.S. grand strategy.
- Core Seminar in Grand Strategy: Inspired by the Yale Grand Strategy Seminar, the Core Seminar will be a two semester course that introduces students to the theory, history, and practice of grand strategy, and their applicability to the analysis of contemporary grand strategic issues in international politics. In addition to weekly seminar meetings, prominent grand strategy experts will be invited to speak to the Core Seminar.
- Speakers' Series: The speakers' series will bring the leading participants in the grand strategy debate to College Station. The series will target a broad audience – campus wide and external constituencies. Invited speakers will be leading scholars, current and former policymakers, and policy analysts from leading think tanks.

- **Annual Conference on Grand Strategy:** The CGS will hold one major conference each academic year to bring together leading scholars and policy analysts to discuss an important current topic affecting American grand strategy. Conference venues will alternate between College Station and Washington, D.C. Scholars, journalists and policymakers will be invited to attend the conferences. Each conference will have a publishable deliverable: either an edited volume published by a leading university press, or a special issue in a leading peer-reviewed journal that publishes policy-relevant scholarship (*International Security*, *Security Studies*). The annual conference program will seek to shape the scholarly and policy debates about U.S. grand strategy by introducing innovative analytical approaches to important grand strategic issues.

5. Impact on Education and Training of Students

- **Post-Doctoral Fellow in Grand Strategy:** Post-doctoral fellowships will help newly-credentialed Ph.D.s develop a portfolio of research productivity that is critical to their academic careers. Research support will enable the fellows to transform their dissertations into book manuscripts and to spin off their research into articles for leading peer-review journals such as *International Security* and *Security Studies* and important policy journals such as *Foreign Affairs* and the *National Interest*, and op-ed articles for influential newspapers. The fellowship stipend will be set at a competitive level to attract recent Ph.D.s engaged in the study of some novel aspect of grand strategy. The center will also provide a pool of research funding for post-doctoral fellows. There will be up to two two-year appointments per year.
- **Pre-Doctoral Fellowship in Grand Strategy:** Pre-doctoral fellowships will support doctoral students engaged in the study of some novel aspect of grand strategy. The fellowship stipend will be set at a competitive level to attract the highest quality talent available. Pre-doctoral fellows will also have a dedicated pool of research funding. There will be up to four one-year appointments per year.
- **Core Seminar in Grand Strategy:** To attract top students to the Core Seminar, first-year students will receive a \$4,000 stipend. Second-year students will receive a \$6,000 stipend. Students will be encouraged to apply to serve as research assistants to the core faculty of the CGS and support its ongoing initiatives such as the conferences and workshops. The Core Seminar and availability of a competitive stipend will have a positive effect on the caliber of the Bush School's applicant pool.
- **Speakers' Series:** For the CGS and Bush School faculty, the opportunity to interact with leading scholars, current and former policymakers, and policy analysts from leading think tanks is an important means of intellectual engagement. For students, a speakers program will offer an opportunity to hear leading scholars and policymakers in the field of grand strategy present their ideas.

6. Resource Requirements Including Potential Sources of Revenue

A proposal for funding has been sent to the Charles Koch Foundation to establish the CGS for \$12.1 million. The core elements and cost listed in the proposal include:

- **CGS Administration:** \$5,052,124 over five years
 - Director, Senior Scholar, and Administrative Staff
 - Graduate Research Assistants
 - CGS Website Development

- Undesignated Overhead/Program Contingency
- Scholarship/Research: \$3,500,000 over five years
 - Funds to support original research of grand strategy by affiliated faculty
 - Requested \$250K in year 1 and grows to \$1M by year 4
- Talent Development: \$3,293,129 over five years
 - Post Doctor Fellowships in Grand Strategy (Two per year)
 - Pre-Doctoral Fellowships in Grand Strategy (Up to 4 per year)
- Dissemination: \$1,002,051 over five years
 - Annual Conference on Grand Strategy (Venue alternates between College Station and Washington, D.C.)
 - Target of Opportunity Workshops (Up to two each year on “target of opportunity” topics)
 - Annual Book Prize (CGS will make annual award for Best Book on Grand Strategy)
- Student Impact: \$515,000 over five years
 - Core Seminar in Grand Strategy – Two semester course that introduces students to theory, history and practice of grand strategy
 - Speakers’ Series – Series will bring leading participants in the grand strategy debate to College Station
- Operations and Maintenance Expenses: \$589,661 over five years
 - Computers/Office Supplies
 - Communication and Utilities
 - Printing
 - Travel
 - Rental/Lease

7. Sources and Future Expectations of Financial Support

Once the CGS is fully established, fully engaged in the national and international debate on grand strategy, able to support and manage a broader set of activities, and having the impact envisioned, it is anticipated that there are additional potential activities that will provide opportunity for future collaboration with the Charles Koch Foundation, as well as other Foundations and individual donors who have an abiding interest in the national imperative of a comprehensive, affordable, and executable grand strategy. These potential activities include:

- Seminar “41” – Seminars that prepare mid-career individuals who may be assigned to the National Security Council Staff, National Intelligence Council, The State Department and other Departments, Services and Agencies.
- Texas A&M Grand Strategy Institute – Visiting Scholars program modeled after the highly successful Texas Institute for Advanced Study.
- Texas A&M Grand Strategy Colloquia – A three day meeting for policy makers from the U.S. government, prominent grand strategy scholars and members of the CGS affiliated faculty.

- Teaching Grand Strategy Workshop – Texas workshop will bring together scholars from a cross section of universities interested in teaching grand strategy and a group of established grand strategy educators.

8. Governance and Advisory Structure

The CGS will report directly to the dean of the Bush School at Texas A&M. It will be led by a director with relevant academic and/or foreign policy/defense policy credentials that are consistent with the program’s aspirational vision of national relevance within the grand strategy community. The director will be supported by a senior scholar, administrative assistant and program coordinator.

An External Advisory Council (Council) will be formed to support the work of the CGS. The purpose of the Council is to assist in prioritizing areas of research and providing periodic expert counsel to the center’s leadership and affiliated faculty. The Council will be composed of scholars and practitioners with an expertise in grand strategy.

The CGS will operate in accordance with existing Texas A&M, Bush School Department of International Affairs, and College of Liberal Arts Department of History’ academic policies and procedures.

CGS Administration:

- Director – Reports to Dean of the Bush School
- Senior Scholar and Director of Research – Reports to the Director
- Administrative Assistant to the Director– Reports to the Director
- Program Coordinator – Reports to Senior Scholar and Director of Research; Budget/Administrative support for research proposals and funds distribution
- Graduate Research Assistants (2) – Support to Director, Senior Scholar and affiliated faculty
- CGS Website Development Fund -- Managed by Director
- Undesignated Overhead/Program Contingency Fund – Managed by Director

9. Mechanisms for Periodic Review

The CGS will be reviewed every three years in accordance with System Policy [11.02, Creation of Centers and Institutes](http://policies.tamus.edu/11-02.pdf) (<http://policies.tamus.edu/11-02.pdf>), Texas A&M SAP *11.02.99.M0.01, Centers and Institutes* (<http://rules-saps.tamu.edu/PDFs/11.02.99.M0.01.pdf>), and guidelines established by the Division of Research at Texas A&M (Standard Administrative Procedure 11.02.99.M0.01). Reviewers will make recommendations to the dean of the Bush School who will provide a copy and make a recommendation to the Vice President for Research regarding the future of the CGS.