

MOLLY DUNIGAN, PH.D.

RAND Corporation
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PROFESSIONAL EXPERIENCE

RAND Corporation

- Senior Political Scientist 2016 – Present
- Associate Director, Defense and Political Sciences Department 2016 – 2020
- Political Scientist 2012 – 2016
- Associate Political Scientist 2008 – 2012
- Summer Associate 2006

Carnegie Mellon University

- Senior Lecturer 2021 – Present
- Lecturer 2015 – 2021
- Adjunct Professor 2014 – 2015

Duquesne University

- Adjunct Professor 2011

Physicians for Social Responsibility

- Scoville Peace Fellow 2002 – 2003

Senator Daniel Patrick Moynihan

- District Office Press Assistant 1997
- Legislative Intern 1996 – 1997

Manuscript Reviewer

2011 – Present

- Stanford University Press, Oxford University Press, University of Pennsylvania Press, University of Toronto Press, *Security Studies*, *Journal of International Relations & Development*, *International Interactions*, *Journal of Global Security Studies*, *Conflict Management and Peace Science*

EDUCATION

Cornell University, Department of Government 2008

- M.A. and Ph.D. in Government (Major in International Relations; Minor in Military Studies)

Vassar College, Departmental and General Honors 2002

- B.A. in Political Science (Minor in Economics)

RESEARCH INTERESTS

Strategic competition; military privatization; outsourcing; operational contract support; civilian deployment; total force mix; reserve component integration and force mix; deployment-related health issues; post-deployment reintegration; civil-military relations; arms control and nonproliferation; deterrence; irregular warfare; counterinsurgency; counterterrorism; military history

AWARDS & HONORS

- **RAND Corporation** Spotlight Award for Team/Task Leadership 2015
- **International Studies Association** Catalytic Research Grant 2011
- **U.S. Institute of Peace** Jennings Randolph Dissertation Fellowship 2007-2008
- **U.S. Army War College** Adjunct Research Fellowship 2007-2008
- **Cornell University** Peace Studies Program Graduate Research Fellowship 2006
- **U.S. Department of State** Foreign Language Area Studies (FLAS) Fellowship 2004-2005
- **Cornell University** Sage Fellowship 2003-2004
- **Herbert Scoville Jr. Peace Fellowship** 2002-2003

SELECT LEADERSHIP & PROJECT MANAGEMENT ROLES

Identifying and Leveraging Frameworks for Enabling Army Contributions to Competition 2020-2021

- Co-led an 8-person research team conducting a study for the Army to assess where DoD and Army processes and organizations pertinent to U.S. strategic competition efforts would benefit from modification, and to improve understanding of existing Army capabilities that enable the U.S. to effectively compete.

Coordinating for Competition: the U.S. Army and the Interagency 2019-2020

- Co-led a 6-person research team conducting a study for the Army exploring interagency coordination on strategic competition, and identifying ways in which the Army might best contribute to ongoing coordination efforts.

Associate Director, Defense and Political Sciences Department 2016-2020

- Serve as the deputy director of a research department of over 200 permanent and approximately 150 adjunct staff. Co-lead recruitment efforts for research personnel, in close coordination with management at various levels across RAND. Provide reviews of departmental staff performance on an annual basis and make relevant salary determinations. Provide input on personnel and structural/organizational decisions to the larger RAND Global Research Talent team across disciplines, as well as to the Vice President for Global Research Talent.

- Cost-Effective Operational Contracting to Maintain and Enhance Army Readiness in Contingency Operations** 2018-2020
- Co-led a 10-person research team conducting a study for the Army exploring both monetary and non-monetary costs associated with contracting in various contingency scenarios
- RAND Women in Defense** 2014-2019
- Co-led a cross-office initiative to raise the profile of RAND's female researchers and analysts working on defense and national security-related topics.
- Manpower Alternatives to Enhance Total Force Capabilities** 2017-2018
- Co-led a 7-person research team conducting a study for the Office of the Secretary of Defense to explore variable participation models aimed at enhancing labor pool and availability of the Reserve Component workforce.
- Assessing Army Requirements for Expeditionary Civilians in Contingency Operations** 2016-2017
- Proposed and led a 10-person research team conducting a study for the Army aimed at modeling their near-term demand for deployable civilians.
- Review and Analysis of Civilian Post-Deployment Reintegration Practices Across U.S. Federal Government Agencies** 2016-2020
- Proposed and co-led a 5-person research team on an internally-funded RAND Corporation study exploring best practices for, and possible standardization of, post-deployment reintegration practices for government civilians returning from overseas deployment across the U.S. interagency community.
- Defining Total Force Staffing Requirements to Enable Operational Contract Support** 2015-2017
- Proposed and led 6 researchers on a Joint Staff-funded study on the manpower requirements, position descriptions, and training requirements for Department of Defense personnel engaged in enabling operational contract support personnel at numerous levels.
- Reviewing Alternative Methods to Inventory Contracted Services Within the Department of Defense** 2015-2016
- Proposed and co-led a team of 7 researchers on a Congressionally-mandated study funded by the Office of the Secretary of Defense to assess the methods used to produce the Department of Defense Annual Inventory of Contracted Services and recommend improvements to facilitate data collection on service contracts that will help strategic planning across the Department.
- Department of Defense Civilian Deployment** 2014-2015
- Led a project team of 5 researchers to perform an end-to-end review and analysis of the Department of Defense's policies and practices pertaining to expeditionary civilians. Coordinated closely with Forces and Resources Policy Center management and the sponsoring office (OUSD/Civilian Personnel Policy) to produce multiple briefings and a RAND report.

- The Markets for Force** 2011-2014
- Organized and led a workshop with 18 international academics at the 2011 International Studies Association Annual Convention that considered regional variation in the forms of privatized security. The resulting edited volume, of which I am one of two co-editors, was published in January 2015 (University of Pennsylvania Press).

- Health and Well-Being of Private Military Contractors** 2012-2013
- Proposed and led an internally-funded, survey-based RAND project exploring the prevalence of health and well-being problems among private military and security contractors, with a focus on mental health issues. Culminated in a published RAND report, multiple briefings to stakeholders in both the U.S. and abroad, and extensive media coverage.

SELECT PUBLICATIONS

Books

Dunigan, Molly and Ulrich Petersohn, eds. *The Markets for Force: Global Variation in the Trade of Military and Security Services*. Philadelphia: University of Pennsylvania Press, January 2015.

Dunigan, Molly. *Victory For Hire: Private Security Companies' Impact on Military Effectiveness*. Stanford, CA: Stanford University Press, March 2011.

RAND Publications

Dunigan, Molly, Kristie L. Gore, Katherine Kidder, Michael Schwille, Samantha Cherney, James Sladden. *Civilian Post-Deployment Reintegration: A Review and Analysis of Practices Across U.S. Federal Agencies*. Santa Monica, Calif.: RAND, 2020. RAND Report – RR-3220-RC.

Dunigan, Molly, Ryan Andrew Brown, Samantha Cherney, Maria DeYoreo, Katherine C. Hastings, Jennifer Lamping Lewis, Christina Panis, Leslie Adrienne Payne, Michael Schwille, Lauren Skrabala. *Army Expeditionary Civilian Demand: Forecasting Future Requirements for Civilian Deployments*. Santa Monica, Calif.: RAND, 2019. RAND Report – RR-2854-A.

Dalzell, Stephen, Molly Dunigan, Phillip Carter, Katherine Costello, Amy Grace Donohue, Brian Phillips, Michael Pollard, Susan A. Resetar, Michael Shurkin. *Manpower Alternatives to Enhance Total Force Capabilities*. Santa Monica, Calif.: RAND, 2019. RAND Report – RR-3055-OSD.

Dunigan, Molly, Michael Schwille, Samantha Cherney, Katherine Hastings, Brian Nichiporuk, Peter Schirmer. *Human Capital Needs for the Department of Defense Operational Contract Support Planning and Integration Workforce*. Santa Monica, Calif.: RAND, 2017. RAND Report – RR-1847-JS.

- Moore, Nancy Young, Molly Dunigan, Frank Camm, Samantha Cherney, Clifford A. Grammich, Judith D. Mele, Evan Peet, Anita Szafran. *A Review of Alternative Methods to Inventory Contracted Services in the Department of Defense*. Santa Monica, Calif.: RAND, 2017. RAND Report – RR-1704-OSD.
- Schnaubelt, Christopher, Raphael S. Cohen, Molly Dunigan, Gian Gentile, Jaime L. Hastings, Joshua Klimas, Jefferson P. Marquis, Agnes Gereben Schaefer, Bonnie Triezenberg, Michelle Darrah Ziegler. *Sustaining the Army's Reserve Components as an Operational Force*. Santa Monica, Calif.: RAND, 2017. RAND Report – RR-1495-A.
- Dunigan, Molly, Susan Everingham, Todd Nichols, Michael Schwille, Susanne Sondergaard. *Expeditionary Civilians: Creating a Viable Department of Defense Civilian Deployment Practice for the Future*. Santa Monica, Calif.: RAND, 2016. RAND Report – RR-975-OSD.
- Dunigan, Molly, Michael Schwille, Susanne Sondergaard, Susan Everingham, Todd Nichols. *Expeditionary Civilians: Creating a Viable Practice of Civilian Deployment Within the U.S. Interagency Community and Among Foreign Defense Organizations*. Santa Monica, Calif.: RAND, 2016. RAND Report – RR-1249-OSD.
- Greenberg, Michael, Caroline Batka, Molly Dunigan, Samantha Cherney, Joslyn Hemler, Parisa Roshon, and Jonathan Welch. Chapter Four: VA Purchased Care Authorities and Mechanisms in Practice. In *Authorities and Mechanisms for Purchased Care at the Department of Veterans Affairs*. Santa Monica, CA: RAND, 2015. RAND Report 1165/3-VA.
- Dunigan, Molly, Carrie M. Farmer, Rachel M. Burns, Alison Hawks, Claude Messan Setodji. *Out of the Shadows: The Health and Well-Being of Private Contractors Working in Conflict Environments*. Santa Monica, Calif.: RAND, 2013. RAND Report – RR-420.
- Paul, Christopher, Colin P. Clarke, Beth Grill, and Molly Dunigan. *Paths to Victory: Lessons from Modern Insurgencies*. Santa Monica, Calif.: RAND, 2013. RAND Report – RR 291/1.
- Paul, Christopher, Colin P. Clarke, Beth Grill, and Molly Dunigan. *Paths to Victory: Detailed Insurgency Case Studies*. Santa Monica, Calif.: RAND, 2013. RAND Report – RR 291/2.
- Paul, Christopher, Colin P. Clarke, Beth Grill, and Molly Dunigan. *Counterinsurgency Scorecard: Afghanistan in Early 2013 Relative to Insurgencies Since World War II*. Santa Monica, Calif.: RAND, 2013. RAND Report – RR 396.
- Dunigan, Molly, Dick Hoffmann, Peter Chalk, Brian Nichiporuk, Paul DeLuca. *Characterizing and Exploring the Implications of Maritime Irregular Warfare*. Santa Monica, Calif.: RAND, 2012. RAND Monograph – MG-1127-NAVY.

Stephen Watts, Caroline Baxter, Molly Dunigan, Christopher Rizzi. *The Uses and Limits of Small-Scale Military Interventions*. Santa Monica, Calif.: RAND, 2012. RAND Monograph – MG-1226-RC.

Dunigan, Molly. *Considerations for the Civilian Expeditionary Workforce: Preparing to Operate Amidst Private Security Contractors*. Santa Monica, Calif: RAND, 2012. RAND Occasional Paper – OP-359-OSD.

Dunigan, Molly. *Considerations for the Use of Private Security Contractors in Future U.S. Military Deployments*. Testimony Submitted to the Commission on Wartime Contracting on June 18, 2010. Santa Monica, Calif: RAND, 2010. RAND Testimony – CT-349.

Cotton, Sarah K., Ulrich Petersohn, Molly Dunigan, Q Burkhart, Megan Zander-Cotugno, Ed O'Connell, Michael Webber. *Hired Guns: Views About Armed Contractors in Operation Iraqi Freedom*. Santa Monica, Calif: RAND, 2010. RAND Monograph – MG-987-SRF.

Schaefer, Agnes Gereben, Lynn E. Davis, Ely Ratner, Molly Dunigan, Jeremiah Goulka, Heather Peterson, Kevin Jack Riley. *Developing a Defense Sector Assessment Rating Tool*. Santa Monica, Calif: RAND, 2010. RAND Technical Report – TR-864-OSD.

Contributions to Edited Volumes and Journal Articles

Batka, Caroline, Molly Dunigan, and Rachel Burns. "Private Military Contractors Financial Experiences and Incentives." *Defense & Security Analysis*, April 17, 2020.

Paul, Christopher, Colin P. Clarke, Beth Grill, and Molly Dunigan. "Moving Beyond Population-Centric vs. Enemy-Centric Counterinsurgency." *Small Wars & Insurgencies*, Vol. 27, No. 6, 2016.

Dunigan, Molly. "The Consequences of Outsourcing Military Support Functions." In Christopher Kinsey and Joakim Berndtsson, eds., *Routledge Companion on Outsourcing Security*. Burlington, VT: Ashgate, 2016.

Dunigan, Molly. "Review of *The Modern Mercenary: Private Armies and What They Mean for World Order*, by Sean McFate." *Journal of the Middle East and Africa*, Vol. 6, Issue 2, 2015.

Dunigan, Molly. "The Future of U.S. Military Contracting: Current Trends and Future Implications for Various Types of Contracted Services." *International Journal*, December 2014.

Dunigan, Molly. "Prince Strikes Back: A Review of Erik Prince's *Civilian Warriors: The Inside Story of Blackwater and the Unsung Heroes of the War on Terror*." *Fletcher Security Review*, 1:2, May 22, 2014.

Dunigan, Martha Clark. "Private Forces in the New Millennium: Domestic & International Regulatory Options to Ensure the Effective Use of Private Military & Security Companies in the Face of Changing Warfare." In James Forest and Isaiah Wilson III., eds., *Defence Politics: International and Comparative Perspectives*. London: Routledge, 2008 (with Olivia Allison).

Clark, Martha K. "The Russian Factor in European-American Relations: Comments." In Matthew Evangelista and Vittorio Emanuele Parsi, eds., *Partners or Rivals?: European-American Relations After Iraq*, 243-245. Milan: Vita e Pensiero, 2005.

Clark, Martha K. "Deadly Chemicals, Domestic Politics, and Dissent: The Case of Russian Chemical Weapons Destruction and Lessons for Regime Theory." *The Cornell International Review* 1:1 (Spring 2005), 19-40.

Opinion-Editorial Articles

Dunigan, Molly. "How to Destroy Afghanistan: Establish a Private Contractor Army." *The National Interest*, August 13, 2017.

Dunigan, Molly and Carrie Farmer. "Military Security Contractors Get PTSD, Too: Column." *USA Today*, June 11, 2015.

Dunigan, Molly and Carrie Farmer. "Out of the Shadows, Into the Light: Why Americans Should Care About the Health of Contractors Deploying to Conflict Environments." *RAND blog*, January 20, 2014.

Dunigan, Molly. "A Lesson From the Iraq War: How to Outsource War to Private Contractors." *The Christian Science Monitor*, March 19, 2013.

Dunigan, Molly. "High Hopes for Philippine Peace Plan." *U.S. News & World Report*, December 6, 2012.

Dunigan, Molly. "U.S. Control of Contractors in Iraq is Vital." *The Hill*, February 1, 2012.

SELECT MEDIA COVERAGE

Scott Maucione. "Seasonal Working Reservists? DoD Entertains Some Creative Ideas to Recruit and Retain Better." *Federal News Network*. September 22, 2019.

Dunigan, Molly and Jeffrey Hobson. "One Analyst on Why the Boom in America's Privatized Military is 'Here to Stay.'" *National Public Radio: Here & Now*. May 10, 2017.

Sicard, Sarah. "Why We Should Be Talking About Military Contractors With PTSD." *Task & Purpose*, December 9, 2015.

Orlando Crowcroft. "Blackwater 'Soldiers of Fortune' Jailing Over Iraq Massacre Sheds Light on Risks of Private Military Contracts." *International Business Times*, April 15, 2015.

Taylor, Marisa. "Report: PTSD Plagues Civilian Contractors in War Zones." *AlJazeera America*, December 11, 2013.

Zoroya, Gregg. "PTSD Hits Civilians Serving on War Fronts, Study Finds." *USA Today*, December 10, 2013, p. 3A.

Hicks, Josh. "PTSD Rates Similar Among Defense Contractors and Veterans, Report Says." *The Washington Post – Federal Eye Blog*, December 10, 2013.

Ruiz, Rebecca. "Report: Contractors Sent to War Zones Often Experience PTSD." *Forbes*, December 10, 2013.

"Military Contractors Suffer High Rates of PTSD, Study Finds." *U.S. News & World Report*, December 10, 2013.

Kapadia, Shefall. "Defense Contractors Show Rates of PTSD Similar to Veterans." *Federal News Radio*, December 10, 2013.

Sepp, Kalev I. "RAND's 'Paths to Victory': A Valuable New Study of What Works in COIN Campaigns – and Also of What Doesn't." Thomas Ricks' "Best Defense" blog, *foreignpolicy.com*, September 26, 2013.

REVIEWS OF PUBLISHED WORK

Anonymous. "Editor's Shelf (Review of *Victory for Hire*)." *Parameters* Vol. 41, Issue 1 (Spring 2011): 135-137.

Farley, R.M. "Victory for Hire: Private Security Companies' Impact on Military Effectiveness," *Choice: Current Reviews for Academic Libraries* Vol. 49, Issue 5 (January 2012): 972.

Hammes, T.X. "Book Review: *Victory for Hire: Private Security Companies' Impact on Military Effectiveness*," *PRISM* 3, no. 3 (June 2012): 147-149.

Hunt, Amara. "Molly Dunigan, *Victory for Hire: Private Security Companies' Impact on Military Effectiveness*, Stanford, CA: Stanford University Press, 2011." *Journal of Military and Strategic Studies* Vol. 13, Issue 3 (Spring 2011).

Kinsey, Christopher. "Victory for Hire: Private Security Companies' Impact on Military Effectiveness," *Journal of Military History* Vol. 75, Issue 4 (October 2011): 1360.

McMaster, H.R. "Book Review of *Victory for Hire: Private Security Companies' Impact on Military Effectiveness*." *Survival: Global Politics and Strategy* Vol. 53, No. 5 (2011): 190-191.

Reinhold, MAJ Herman. "Victory for Hire: Private Security Companies' Impact on Military Effectiveness." *Military Review* (January-February 2013): 78.

SELECT CONFERENCE PRESENTATIONS

- Dunigan, Molly. "Privatizing the Force in Afghanistan: Underlying Issues for Consideration." U.S.-Russia Security Analysis Summer Workshop, Harriman Institute, Columbia University, New York, NY, June 2019.
- Dunigan, Molly. "Out of the Shadows: The Health and Wellbeing of Private Contractors Working in Conflict Environments." PMSC Workshop, Webster Vienna Private University, Vienna, Austria, May 2019.
- Dunigan, Molly. "Private Military Contractors: Terms and Conditions May Apply." Debate Against Former Chair of U.N. Working Group on Mercenaries. Lewis & Clark College 57th International Affairs Symposium, Portland, OR, April 2019.
- Dunigan, Molly. "Privatizing the Force in Afghanistan: Underlying Issues for Consideration." Invited Presentation at the Annual Conference on U.S.-Russia Security Relations, Harriman Institute, Columbia University, New York, NY, February 2019.
- Dunigan, Molly. "Out of the Shadows: The Health and Wellbeing of Private Contractors Working in Conflict Environments." Keynote Presentation at the Institute for Leadership and Strategic Studies Symposium on Leadership in a Complex World, University of North Georgia, Dahlonega, GA, November 2019.
- Dunigan, Molly. "Privatizing the Force in Afghanistan: Underlying Issues for Consideration." Invited Presentation at the Institute for Leadership and Strategic Studies Symposium on Leadership in a Complex World, University of North Georgia, Dahlonega, GA, November 2019.
- Dunigan, Molly. "Military Coordination with Private Security Contractors: Lessons Learned and Potential Future Applications." Invited Workshop Presentation for United Kingdom Special Air Service Personnel, Hereford, UK, July 2018.
- Dunigan, Molly. "Human Capital Needs for the Department of Defense Operational Contract Support Planning and Integration Workforce." Western Economic Association International Conference, Vancouver, BC, June 2018.
- Dunigan, Molly. "A Review of Alternative Methods to Inventory Contracted Services in the Department of Defense." Western Economic Association International Conference, San Diego, CA, July 2017.
- Dunigan, Molly. Participated in a "Roundtable on the Future of Private Security". International Studies Association, New Orleans, LA, February 2015.

- Dunigan, Molly and Carrie Farmer. *Out of the Shadows: The Health and Well-Being of Private Contractors Working in Conflict Environments*. Presented at the International Stability Operations Association Annual Summit, Washington, DC, October 2013.
- Dunigan, Molly and Carrie Farmer. *Out of the Shadows: The Health and Well-Being of Private Contractors Working in Conflict Environments*. Presented to an audience hosted by the Security in Complex Environments Group (SCEG), London, UK, September 2013.
- Dunigan, Molly. *Security Contracting and PSC-Military Relations in the United States*. Presented at the Expert Seminar on Private Security, Swedish Armed Forces Headquarters, Stockholm, Sweden, October 2012.
- Dunigan, Molly. *PMSCs in Maritime Irregular Warfare: Potential Roles and Issues for Consideration*. Presented at the Second Annual Private Military and Security Conference, sponsored by King's College London and the Royal United Services Institute, London, England, September 2012.
- Dunigan, Molly. *The Markets for Force: Regional Variation in the Forms and Functions of Security Commodification*. Chair and Organizer, ISA Catalytic Workshop at the International Studies Association Annual Convention, Montreal, Quebec, March 2011.
- Dunigan, Molly. *Villains or Saviors? A Comparison of Abuses Committed by Private Contractors and the Military Against Local Civilians in Iraq and Afghanistan*. Presented at the International Studies Association Annual Convention, Montreal, Quebec, March 2011.
- Dunigan, Molly. *Variance and Cohesiveness in the Transnational Markets for Force: The Causes and Consequences of Regional Private Military and Security Company Employment*. Panel Chair, International Studies Association Annual Convention, Montreal, Quebec, March 2011.
- Dunigan, Molly. *Variance and Cohesiveness in the Transnational Markets for Force: The Causes and Consequences of Non-Traditional Force Commodification Across World Regions*. Panel Chair, International Studies Association Annual Convention, Montreal, Quebec, March 2011.
- Dunigan, Molly. *Ethical Security: Do Private Security Contractors Have an Adverse Impact on Local Civilians?* Presentation for the "Ethical Security" panel at the Annual Summit of the International Peace Operations Association (IPOA), Washington, DC, October 2010.
- Dunigan, Molly. *Hired Guns: Views About Armed Contractors in Operation Iraqi Freedom*. Presented to the Commission on Wartime Contracting in Iraq and Afghanistan, Washington, DC, July 2010.

- Clark, Martha K. *Rethinking the Unthinkable: The Linkages Between Missile Defense and Counterproliferation*. Presented at the National Press Club, Washington, DC, August 5, 2003. Aired on C-SPAN.

ADDITIONAL PROFESSIONAL INSTRUCTION

- **International School on Disarmament & Research on Conflicts (ISODARCO)**
Andalo, Italy, January 2007
- **Institute on Qualitative Research Methods (IQRM)**
Arizona State University, Tempe, AZ, January 2006)
- **Summer Workshop on the Analysis of Military Operations and Strategy (SWAMOS)**
Columbia University's Institute of War and Peace Studies, Cornell University, Ithaca, NY, July 2005

PROFESSIONAL ASSOCIATION MEMBERSHIPS

- American Political Science Association (APSA)
- International Studies Association (ISA)
- Women in International Security (WIIS)
- Pittsburgh World Affairs Council

LANGUAGES & RESEARCH SKILLS

- Qualitative and field research methods
- Quantitative methods including survey design and trend analysis; familiarity with statistical and machine learning models
- Spanish language proficiency
- Elementary French language
- Elementary Russian language