

M. WADE MARKEL, PhD

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Senior Political Scientist, The RAND Corporation. Research interests focus on the intersection between military institutions and operational effectiveness, with emphasis on strategic human resource management. Related interests include resource implications of defense strategy; defense transformation; military institutions; security cooperation and assistance; military personnel policy; and, organizational culture.

Education

Harvard University, Master of Arts (1997) and Doctor of Philosophy (2000)

United States Military Academy, Bachelor of Science (1987; 4th in Class)

U.S. Army War College, Defense Strategy Course

U.S. Army Command and General Staff Officers' Course

Previous Professional Experience

2004-2007 Strategic Planner, US Army Capabilities integration Center, U.S. Army Training and Doctrine Command. Specialized in institutional redesign to more closely integrate Army institutions and operating forces for the conduct of irregular warfare; secondary focus on review and integration of Joint and Army concepts.

2004-2005 Chief, Strategy and Policy Branch, Directorate of Strategic Plans and Policy, Combined Forces Command-Afghanistan. Responsible for integrating political and military strategic planning, formulating policy recommendations on transition to NATO command, providing policy oversight of development of Afghan security forces and recommending U.S. force levels.

2003- 2004 Army Fellow, Institute for Defense Analyses, Joint Advanced Warfighting Program. Contributed to studies on U.S. Department of Defense strategic planning processes, capabilities assessment, future urban operations and strategic mobility

2000-2003 Strategic Planner, U.S. Army Transformation Office, Army G-3, Headquarters, Department of the Army. Analyzed strategic management issues for U.S. Army Transformation, to include integration with Defense Transformation. Primary author and project manager for two Army Transformation Roadmaps

1997-2000 Instructor and Assistant Professor, Department of History, United States Military Academy, West Point, NY

1992-1995 Company Commander and Battalion Staff Officer, 1st Battalion, 4th Infantry Regiment (Opposing Forces), Combat Maneuver Training Center, Hohenfels, Germany. Responsible for simulating complex tactical and operational environment loosely modeled on contemporary Balkans, to include civilian communities, displaced persons, insurgents, factional paramilitary organizations and conventional military forces.

1988-1992 Platoon Leader and Assistant Operations Officer, 2nd Battalion, 9th Infantry Regiment, 7th Infantry Division (Light), Fort Ord, California. Participated in contingency operations in Panama including Operation Just Cause.

Publications

Lead Author, *A Preliminary Assessment of the Regionally Aligned Forces (RAF) Concept's Implications for Army Personnel Management*, RAND (2015)

Lead author, *How Much Will Be Enough? Assessing Changing Defense Strategies' Implications for Army Resource Requirements*, RAND (2014)

Contributing author, *The 2008 Battle of Sadr City*, RAND (2014)

Contributing author, *Options for Filling Vacant Officer Positions*, RAND (2010)

Lead author, *Developing U.S. Army Officers' Capabilities for Joint, Interagency, Intergovernmental, and Multinational Environments*, RAND (2010)

Contributing author, *Preparing and Training for the Full Spectrum of Military Challenges: Insights from the Experiences of China, France, the United Kingdom, India, and Israel*, RAND, 2009

Review of *Beating Goliath: Why Insurgencies Win. Parameters* (Autumn 2008)

Field Manual 1-01, *Generating Force Support for Operations* (April 2008)

“The Limits of American Generalship: The JCS’ Strategic Advice in Early Cold War Crises, 1950-1964,” *Parameters* (Spring 2008)

Review of *The Making of A Terrorist: Recruitment, Training and Root Causes. Parameters* (Winter 2006-7)

“Building Partner Security Forces: Sometimes War is the Answer,” *Joint Forces Quarterly* (October 2006)

“Draining the Swamp: The British Strategy of Population Control,” *Parameters* (Spring 2006)

“The Generating Force for the Army in Joint Operations, 2015-2024,” U.S. Army Training and Doctrine Command White Paper

“Winning Our Own Hearts and Minds: Promotion in Wartime,” *Military Review* (November-December 2004)

Co-author, “2003 U.S. Army Transformation Roadmap,” November 2003

Lead author, “U.S. Army Transformation Roadmap,” June 2002

The Organization Man at War: Promotion Policies and Military Leadership 1929-1992 (Dissertation, 2000)

Contributor to *History in Dispute: World War II, 1942-1945*, Volume 5 (St. James Press, 2000)

CONFERENCE PAPERS

“Rationalizing the Officer Corps, 1947-1965,” Conference of Army Historians, 2002

“The Organization Man at War,” Vietnam War Symposium, University of Houston, 1999