
Foreword

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*It is better to let them do it imperfectly
Than to do it perfectly yourself.
For it is their country, their way,
and your time is short.*

T.E. Lawrence: *Seven Pillars of Wisdom*

When my colleague, Ted Woodcock, asked me to contribute a foreword to this volume of Cornwallis proceedings, my first thought was “Why me, for heaven’s sake?” Neither a theoretician, nor a leading-light in putting the fruits of operations research into practice, I am simply a diplomat who had the opportunity to face on the ground many of the issues that are grist for the operations research mill.

True, I had attended earlier sessions of the Cornwallis Group; in the process, either through osmosis or indirection, becoming a sort of intellectual straphanger. I am also honored to acknowledge that this distinguished group of scholars and researchers saw fit, to welcome me as a full-fledged insider from the very beginning of our acquaintanceship. For me, therefore, it was an altogether happy circumstance: I got to listen by day to brainy papers and socialize by night with their authors — some of the best minds in the business

Having been personally exposed to the prickly aftermath of Bosnia and Herzegovina’s nearly four-year civil war — the gravest outbreak of mass violence on the continent of Europe since 1945, I have become an avid student of peace operations. My particular area of interest revolves around the question of how to unravel the complexities of post-conflict peace interventions so that all moving parts mesh together operationally. For example, I am intrigued by the process the “international community” utilizes to decide whether to intervene in a post-conflict theater, first, to quench the hot war and, then, to undertake the massive effort of rebuilding a shattered society and economy. Critical to that effort, of course, is the huge question of how to measure progress along the agonizingly slow and tortuous road back to societal health. That’s where operations research comes in.

As I browse through this volume, I am struck anew by how greatly I would have benefited from the theoretical analyses contained in these research papers. I cannot say they would necessarily have made me a better administrator, since so much depends on personality and the unique skill sets one brings to the table. But I can attest without reservation to the overall calming effect they would have had on me. Simply to have been

exposed, for example, to the ordered thinking that went into each paper — to know it was OK to be confused and unsure at times about how to proceed — would have provided me with a measure of comfort as I grappled with the myriad of issues on my plate. As several papers make abundantly clear, there is no silver bullet, no single textbook solution to the challenges one confronts without letup in these complex and stressful situations. This alone will be vastly reassuring to practitioners who consult the Cornwallis papers, which now number in the scores.

Although I was introduced to the world of peace-building, peace-making, etc., before I became aware of the growing theoretical framework — the intellectual glue — that undergirds the process, it need not be that way for others embarking on peace operations in the future. Mark my words, the need for peace building will grow in coming years. Unfortunately, there are likely to be more Iraqs, Afghanistans, Bosnias to attend to down the road — enough, in any case, to complicate the lives of the next generation of peace interveners. They will need all the help they can get. Cornwallis can be an important source of that help.

In closing, I'd like to cite an instance where the theories and analyses propounded here have had an impact on policy deliberations in the "real" world. I came across these words from ...an account in the Washington Post for December 15, 2006, of the previous day's testimony of General Peter Schoomaker, U.S. Army Chief of Staff, before the House of Representatives' Commission on National Guard and Reserves:

"...out of the total of 522,000 Army National Guard and reserve members, only about 90,000 are still available to be mobilized... 'We're out of Schlitz' declared an Army chart depicting the shortage as a depleted barrel, saying this leaves 'future missions in jeopardy.'"

On seeing the phrase "We're out of Schlitz!" my thoughts went immediately to the Allenberry Hotel in Boiling Springs, Pennsylvania, where Cornwallis XI convened in the spring of this year. There, Colonel Chris Holshek, U.S. Army Reserve (Civil Affairs), used, for the first time in the Cornwallis context, those very words in his enlightening presentation lamenting the draw-down in numbers of civil affairs officers available for deployment to hot spots like Iraq and Afghanistan. (Note: The phrase had its origins years ago in a commercial ad for the once popular brand of Schlitz Beer.) Clearly, Holshek's clever use of the phrase caught the eye of the Pentagon's high command, thus ending up in congressional testimony.

May Cornwallis's impact in the operational world of peace interventions continue to grow!

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A career Foreign Service officer, Robert William Farrand was appointed Ambassador to Papua New Guinea, Solomon Islands, and Vanuatu in April 1990. In 1993, he became Deputy Commandant for International Affairs at the Industrial College of the Armed Forces at Fort McNair in Washington. In 1995, Farrand joined the staff of the Inspector General of the State Department as senior team leader.

In March 1997, Farrand was named Deputy High Representative in Bosnia and Herzegovina and Supervisor of the city of Brcko (population 80,000). Departing Bosnia in

May 2000, he entered retirement and is now with George Mason University in Virginia as affiliate professor and distinguished fellow. Farrand participates regularly in military readiness exercises preparing U.S. Army units for deployment to crisis areas abroad.

Farrand joined the U.S. Foreign Service in 1964 serving in embassies in Kuala Lumpur, Moscow, Prague, and Port Moresby with several intervening tours in the Department of State in Washington. Farrand is a graduate of Mount Saint Mary's College in Maryland and of Georgetown University where he earned a Master's Degree in Economics. He is a graduate of the National War College (1981) and was an officer in the U.S. Navy (1957-1964).