

## Cornwallis XI: Analysis for Civil-Military Transitions

Comments from Professor David Davis,  
Founding Chair of the Cornwallis Group

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*Upon his retirement from the US Army Corps of Engineers, Professor Davis established the Peace Operations Policy Program at George Mason University in 1994 and created the initial version of the Conceptual Model of Peace Operations the following year. He is a co-developer of Facilitated Problem Solving workshops, which are designed to bring diverse groups together to solve problems in participatory and consensus-building environments; used in Liberia, Sierra Leone and Bosnia. He has served as facilitator and adjunct faculty for the US-German Marshall Center's Crisis Management Seminar Series given throughout Eastern Europe, the Baltic States and Central Asia, and as a professional adjunct to the Institute for Defense Analyses. His application of mathematical modeling and operations research techniques to conflict analysis and resolution focuses on the ability to represent various processes in peace operations. During the Spring and Summer of 2004 he was on sabbatical from GMU working in the Coalition Provisional Authority, and later US Embassy, Baghdad. In Baghdad he was the lead risk and conflict analyst for the Office of Policy Planning and Analysis and later the lead strategic planner for the Iraq Reconstruction Management Office in the US Embassy.*

Every year our Editor and Chair, Dr. Ted Woodcock, has asked me to prepare a couple of pages for the proceedings. I have always been the last, or next to the last submission - thus contributing to the graying of his hair. This isn't because I have nothing to say about the workshops, but rather the opposite – what to bring out among the many things that happened. Some years I have written a quick review of the program – “Sally said this and John said that whereas George contributed again.”

Some years I have waxed philosophic about the theme or some related issue – those years my contributions have usually been rightly ignored. So what this year, our eleventh? I think this year I will take the time and space to talk about the growth of the group itself.

In 2005, the tenth year of the Cornwallis Group, Gene Visco and George Rose both contributed retrospectives of the first decade. Gene went back and provided a discussion of all the key note presentations that the group had received. George and his group did a statistical analysis of the papers, presentations and preferences of the attendees. These papers are contained in the proceedings of that year, Cornwallis X: Analysis for New and Emerging Societal Conflicts.

The statistical analysis indicated that the primary reason that the participants returned to a Cornwallis Group was the networking that occurred and the opportunity to present a paper to one's peers. What was not as clear was what motivated people to attend in the first place. The Call for Papers is now reaching more and more folks through the various Operations Research or Analysis links both in the US and UK. We are advertising more to the Non-Governmental Organizations (NGO) community and the non-military analysts in the US. What we have not done is appreciably increase our visibility throughout the rest of the world. This we must do something about.

The Cornwallis Group has been attended by participants from fourteen different countries. Primarily the participants have come from the US, UK and Canada but with significant contributions from Sweden, Germany, Norway and The Netherlands. The occasional participant has come from Russia, the Philippines, Australia, South Africa, Belgium, the Ukraine and the Democratic Republic of the Congo (studying in Canada) and therefore kept the group somewhat diverse.

The world situation is increasingly complex with missions in or near every continent. Now is the time to increase our outreach to nations who may not have a culture of analysis in the defense, foreign affairs or development ministries. It is important to continue to welcome participants from the NATO nations. However, we must not continue with this narrow a focus.

Of equal concern to me is the need to diversify beyond the defense analyst and operator. The current and past participants have been overwhelmingly from the defense domain. They have been analysts and operators who see the need to expand into the domains of the civilian diplomat, humanitarian, governance or media professional. However, getting participants directly from these professions has been less than would be wanted.

This lack of diversity in profession is not unique but reflects the situation in the larger domain of the multi-agency operation. By multi-agency is meant the multi-disciplinary, inter-agency that is present in current stability and reconstruction missions. This collection of military, diplomatic, justice and other governmental agencies (the national inter-agency) is joined by inter-agencies of other governments and non-governmental organizations. These multi-agency operations are ubiquitous. Yet, theories and doctrines that should make these operations more efficient are yet to be created.

From the early days of Cornwallis and my organization, the Peace Operations Policy Program, we have spoken about the phenomena of the *Sarajevo Street Corner*. If you stood on the street corner in front of the Office of the High Representative in Sarajevo in the mid 1990s you would see an interesting and mixed group of people pass by. Fifteen or twenty differing military uniforms, suits, jackets, 'cut offs and Birkenstocks.' This diversity of representatives from the international defense, governmental and non-governmental communities was placed down in the midst of the citizens from Bosnia and Herzegovina, who were also separated into communities and professions. The key to success rested in many cases on knowing who the 'other' was and what the 'other' was doing. This situation simply highlights the need to increase and diversify our participation at future Cornwallis Group meetings.

As we take steps to increase and diversify our participants, we must also look at what our themes are. The theme for Cornwallis XII is Analysis for Multi-Agency Support. The Cornwallis Group is trying to provide a venue for the discussion and study of these issues.

In March of 1996 the Cornwallis group first met in the facilities of the Lester B. Pearson Canadian International Peacekeeping Training Center, the PPC. We met there for eight years and then took the group on the road for the past three years; to Stadschlaining, Austria, Kingston, Ontario, and Boiling Springs, Pennsylvania. For Cornwallis XII we are back to our original venue, the PPC.

If you are reading this and have not participated in a Cornwallis Group, please come join us. Those of you that have – you are always welcomed back.

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Oberammergau, Germany