JONATHAN D. CAVERLEY

Strategic and Operational Research Department United States Naval War College 686 Cushing Road Newport, RI 02841 (312) 636-1814 jon.caverley@usnwc.edu Twitter: @jcaverley www.jonathancaverley.com

ACADEMIC APPOINTMENTS

United States Naval War College, Newport RI

- Professor, Strategic and Operational Research, 2019-present
- Director, Bernard Brodie Strategy Group, 2020-2022
- Associate Professor, Strategic and Operational Research, 2016-2019

Massachusetts Institute of Technology, Cambridge MA

- Research Affiliate, Security Studies, 2021-present
- Research Scientist, Political Science and Security Studies, 2016-2021
- Research Associate, Political Science and Security Studies, 2014-2016

Northwestern University, Evanston IL

- Assistant Professor of Political Science, 2009-2014
- Co-Chair and Founder, Working Group on Security Studies, Buffett Center for International and Comparative Studies, 2009-2014
- Weinberg College Fellow, 2008-2009

United States Navy at Northwestern University, Evanston IL

• Assistant Professor of Naval Science, 2001-2003

EDUCATION

Ph.D., Political Science, University of Chicago, 2008

M.P.P., Harris Graduate School of Public Policy Studies, University of Chicago, 2003

A.B., History and Literature, Harvard College, 1995

BOOK

- Democratic Militarism: Voting, Wealth, and War, (London: Cambridge Studies in International Relations, 2014)
 - Honorable Mention, William H. Riker Award for best book on political economy, 2015

- Books of the Year, Lowy Institute (Australia), 2014; War Studies Publications (French), 2014
- Selected Book Reviews: Tyler Cowen, New York Times Magazine; Abigail Hall, Public Choice; John L. Hewitt III, Military Review; Jean Joana, Revue Française de Science Politique; Ingo Trauschweizer, Journal of Military History

REFEREED JOURNAL ARTICLES

- "Leaders but not Authorities: Gender, Veterans, and Messages About National Security," with Yanna Krupnikov, *American Political Science Review* (forthcoming)
- "Too Important to Be Left to the Admirals: The Need to Study Maritime Great Power Competition," with Peter J. Dombrowski, *Security Studies*, 29, no. 4 (August 2020)
 - Review "Why Do We Need to Study Naval Power as a Tool of Statecraft?" Alessio Patalano, H-DIPLO, no. 149 (September 2021)
 - Reprinted in *Security Studies in a New Era of Maritime Competition*, eds. Jonathan D. Caverley and Peter J. Dombrowski (London: Routledge, 2023)
- "Cruising for a Bruising: Maritime Competition in an Anti-Access Age," with Peter J. Dombrowski, *Security Studies*, 29, no. 4 (August 2020)
 - Reprinted in *Security Studies in a New Era of Maritime Competition*, eds. Jonathan D. Caverley and Peter J. Dombrowski (London: Routledge, 2023)
- "Military Technology and the Duration of Civil Conflict," with Todd Sechser, *International Studies Quarterly* 61, no. 3 (September 2017), pp. 704-720
- "Aiming at Doves: Experimental Evidence of Military Images' Political Effects," with Yanna Krupnikov. *Journal of Conflict Resolution* 61, no. 7 (August 2017), pp. 1482-1509
- "American Training of Foreign Militaries and Coup Propensity," with Jesse Dillon Savage, *Journal* of Peace Research 54, no. 4 (July 2017), pp. 542-557
- "Explaining U.S. Military Strategy in Vietnam: Thinking Clearly about Causation." *International Security* 35, no. 3 (Winter 2011), pp. 124-143
- "Power and Democratic Weakness: Neoconservatism and Neoclassical Realism." *Millennium* 38, no. 3 (May 2010), pp. 593-614
- "The Myth of Military Myopia: Democracy, Small Wars, and Vietnam." International Security 34, no. 3 (Winter 2010), pp. 119-157
- "United States Hegemony and the New Economics of Defense." *Security Studies* 16, no. 4 (October–December 2007), pp. 597–613

REFEREED BOOK CHAPTERS

- "Domestic Sources of Grand Strategy," Oxford University Press Handbook on Grand Strategy, eds. Thierry Balzacq and Ronald Krebs (London: Oxford, 2021)
- "When an Immovable Object Meets an Irresistible Force: Military Popularity and Affective Partisanship," *Reconsidering American Civil-Military Relations: The Military, Society, Politics, and Modern*

War., eds. Lionel Beehner and Daniel Maurer (London: Oxford, 2020)

- "The Economics of War and Peace," Oxford University Press Handbook of International Security, eds. Alexandra Gheciu and William Wohlforth (London: Oxford, 2018)
- "Neoconservatism, Neoclassical Realism, and the Narcissism of Small Differences," After Liberalism: The Future of Liberalism in International Relations, eds. Rebekka Friedman, Kevork Oskanian, and Ramon Pardo (London: Palgrave, 2013)

SELECTED OTHER PUBLISHED WORK

- "German Conventional Deterrence or Allied Integrated Deterrence: Pick One," *Lawfare* blog, April 17, 2022, with Lucas F. Hellemeier
 - German translation, "Zeitenwende light," Internationale Politik, May 19, 2022
- "A Liberal Case for Seapower?" War on the Rocks blog, February 26. 2021, with Sara Mitchell
 Spanish translation, Revista de la Escuela Superior de Guerra Naval (Peru), forthcoming
- "Biden Must Base Arms Sales on U.S. Interests—Not U.S. Jobs," *Foreign Policy*, February 26, 2021, with Ethan Kapstein
- "Introduction: A Bumpy Road to Normalcy," Policy Roundtable: The Future of Japanese Security and Defense, *Texas National Security Review*, Oct 1, 2020, with Peter J. Dombrowski
 - Japanese translation, Japan Maritime Self-Defense Force Command and Staff College Review, forthcoming
- "What Type of Fleet can Keep the Indo-Pacific Free and Open?" *Japan Maritime Self-Defense Force Command and Staff College Review* 9, no. 2 (December 2019), with Peter J. Dombrowski
 - Reprinted in Revista de Marina (Chile), August 5, 2020
 - Spanish translation, Revista de la Escuela Superior de Guerra Naval (Peru), forthcoming
- "F-35 Sales Are America's Belt and Road," *Foreign Policy*, July 13, 2019, with Ethan B. Kapstein and Srdjan Vucetic
- "Want to Punish Saudi Arabia? Cut Off Its Weapons Supply," New York Times, October 12, 2018
- "Amphibs in Sea Control and Power Projection," *Proceedings* 144, no. 4 (April 2018) pp. 18-22, with Sam J. Tangredi
- "A Good Cartel? Slowing the Proliferation of Major Conventional Weapons." *Ethics & International Affairs* 31, no. 4 (Winter 2017)
- "Critical Dialogue." Perspectives on Politics 15, no. 3 (2017), pp. 804-805, with Jessica L. P. Weeks.
- "Review of John Schuessler, Deceit on the Road to War: Presidents, Politics, and American Democracy." H-Diplo/ISSF Roundtable 9, no. 21 (July 2017)
- Author's Response, H-Diplo/ISSF Roundtable Review of Democratic Militarism, April 25, 2016
- "Sub-Optimal: The Pivot and Australia's New Fleet" Foreign Affairs "Snapshot", March 14, 2016
- "Who's Arming Asia?" Survival 58, no. 2 (April/May 2016) pp. 167-184
- "When Peacekeepers Come Home," New York Times, February 21, 2016
- "Outgunned: A Debate Over the Shifting Global Arms Market," *Foreign Affairs* 92, no. 2 (March/ April 2013), pp. 177-182, with Ethan Kapstein

- "Arms Away: How Washington Squandered its Monopoly on Weapons Sales," with Ethan Kapstein. *Foreign Affairs* 91, no. 5 (September/October 2012), pp. 125-132
- "Review of Jean-François Drolet, American Neoconservatism: The Politics and Culture of a Reactionary Idealism." Political Science Quarterly 127, no. 2 (Spring 2012), pp. 327-329
- "Review of Michael E. O'Hanlon, The Science of War: Defense Budgeting, Military Technology, Logistics, and Combat Outcomes." Perspectives on Politics 8, no. 2 (June 2010), pp. 720-721

WORK IN PROGRESS

- "Arms for Influence: The Global Arms Trade and the Future of U.S. Power," book manuscript
- "So What? The Operational Implications of a PRC-Controlled Taiwan," under review
- "Naval Procurement: Grand Strategy Made Manifest," under review
- "Political Pull Factors and International Human Capital," with Jesse Dillon Savage
- "Exporting Victory? Arms Transfers and Allies' Civil War Performance"

FELLOWSHIPS, GRANTS, AND OTHER ACADEMIC HONORS

- Senior Visiting Fellow, Center for the Study of Statesmanship, Catholic University, 2019-20
- Fellow, Woodrow Wilson International Center for Scholars, Washington, DC, 2013-2014, 2016
- Honorable Mention, William H. Riker Award for best book on political economy (APSA), 2015
- Term Member, Council on Foreign Relations, 2009-2014
- Faculty Teaching Honor Roll, Northwestern Student Government, 2009-10 and 2012-2013
- Teaching Commendation, Northwestern University Pan-Hellenic Association, 2013
- Fellow, Teagle Foundation National Forum on the Future of Liberal Education, 2009-2012
- Dissertation Fellowship, Harry Frank Guggenheim Foundation, 2007-2008
- Pre-Doctoral Fellowship, Belfer Center for Science and International Affairs, Harvard, 2007-2008
- Grodzins Prize Lectureship, University of Chicago, Spring 2007
- Dean's Fellowship, Harris Graduate School of Public Policy, University of Chicago, 2001-2003
- John Clive English Prize for best undergraduate honors essay in field, Harvard College, 1995
- Naval Reserve Officers' Training Corps Scholarship, 1991-1995

SELECTED INVITED RESEARCH PRESENTATIONS

- International Institute of Strategic Studies, United Kingdom, June 22, 2022
- Lehigh University, April 4, 2022
- Project on the Political Economy of Security, Boston University, November 19, 2021
- Naval War College, Peru, October 5, 2021
- Defence Economics Lecture Series, Ministry of Defense, United Kingdom (remote), April 8, 2021

- Oxford Changing Character of War Centre, United Kingdom (remote), February 3, 2021
- Oxford China Centre, United Kingdom (remote), November 21, 2020
- Hague Center for Strategy Studies, Netherlands (remote), November 16, 2020
- Defence and Security Advisory Network Workshop, Vancouver (remote), September 10, 2020
- Centre for International Policy Studies, uOttawa, January 28, 2020
- Center for Security Studies, Fletcher School of Law and Diplomacy, Tufts, November 12, 2019
- Lone Star National Security Conference, Southern Methodist University, April 26-28, 2019
- International Security Colloquium, University of Washington, May 11, 2018
- Institute for Security and Conflict Studies, George Washington University, April. 30, 2018
- Yonsei University, Seoul, April 19, 2018
- War and Society Working Group, Northwestern University, November 17, 2017
- International Security Studies, Yale University, October 10, 2017
- Distinguished Speaker Series, Center for Security Policy, George Mason, April 7, 2017
- Centro Studi Americani, Rome, October 15, 2016
- Swedish Institute for International Affairs, June 15, 2016
- Stockholm International Peace Research Institute, June 14, 2016
- Methods and Design Brown Bag, United States Institute of Peace, May 5, 2016
- Chicago Council on Global Affairs, April 21, 2016
- Project on the Political Economy of Security, Boston University, April 8, 2016
- James Clarke Chace Speaker Series, Bard College, March 10, 2016
- Security Studies Program, Massachusetts Institute of Technology, April 29, 2015
- International Relations Workshop, Yale University, December 3, 2014
- International Political Economy and Security, University of Chicago, November 13, 2014
- Center for International Security Studies, University of Sydney, Australia, November 5, 2014
- Department of Politics and International Relations, Oxford University, May 1, 2014
- Transitions: Research in Change, Conflict & Security, King's College, London, April 30, 2014
- International Security Program, Notre Dame, October 16, 2013
- Elliot School of International Affairs, George Washington University, Oct. 21, 2013
- Reppy Institute for Peace and Conflict Studies, Cornell University, April 13, 2013
- Political Economy of International Conflict Workshop, SUNY Binghamton, March 22, 2013
- Florida State University Political Science Colloquium (via Skype), Feb. 15, 2013
- International Relations Colloquium, University of Wisconsin, Madison, April 10, 2012

SELECTED INVITED SEMINARS AND WORKSHOPS

- "Integrated Deterrence Workshop," King's College London, June 20-21, 2022
- "Asian Seapower: Why it Matters and How it Works," Kerry Nankivell PhD Vita Examination, King's College London, November 2021
- Book Manuscript Conference "Proliferation and the Logic of the Nuclear Market," Eliza Georghe (remote), October 2021

- "A Bilateral Discussion on Operating Strategies in the Indo-Pacific: The Role of the Royal Navy in U.S. Strategy," Oxford University (remote), June 10, 2021
- "First Sea Lord's Sea Power Conference," International Institute for Strategic Studies, United Kingdom (remote), May 21, 2021
- "Workshop on Anti-Access Area Denial in Japan," Center for Strategic and Budgetary Assessments (remote), May 13, 2021
- "Bridging the Straits III: The Maritime Strategy of the 1980s: History Looks Ahead," Naval War College (remote), March 31, 2021
- "New Challenges in Deterring and Controlling Escalation in Major Power Conflict," Authors' Workshop (remote), George Washington University, May 22, 2020
- "Weaponized Interdependence in World Politics," Fletcher School of Law and International Relations, Tufts University, Medford MA, October 10-11, 2019
- "Revitalizing Transatlantic Maritime Security," Center for a New American Security and Norwegian Institute of International Affairs, Washington DC, September 11, 2018
- "The Eastern Mediterranean: Security, Energy, and Violence," School of Political Science, University of Haifa, Israel; June 10-14, 2018
- "Modern Topics in Global Conflict: Today's Emerging Threats," Harris Connect Weekend, Harris School of Public Policy, University of Chicago; May 4, 2018
- "Blurred Lines: Civil-Military Relations and Modern War," Modern War Institute, United States Military Academy; March 28-29, 2018
- "International Technological Cooperation" St. Andrews University and Korean Acquisition and Procurement Agency; August 15, 2017
- "Arms Racing in Asia," Rajaratnam School of International Studies, Singapore; November 11, 2016
- Book manuscript conference "When Soldiers Rebel: Ethnic Armies and Political Instability in Africa," Kristen A. Harkness, Notre Dame, Oct 20, 2016
- "Advances in the Economics of Conflict," Stockholm School of Economics, June 16-17, 2016
- Book manuscript conference "Triadic Deterrence: Israel, Arab States, and Nonstate Actors," Wendy Pearlman and Boaz Atzili, American University, July 24, 2015
- "The Global Arms Industry in 2030 (and Beyond)," Rajaratnam School of International Studies, Singapore; November 10, 2014
- "Nonverbal Communication in Politics," Multidisciplinary Opinion and Democracy Group, University of Gothenburg, Sweden; August 18-19, 2014
- Working Group on Strategy, Technology and Global Defense Industry, Center for a New American Security, Washington, DC; January 21, February 27, and March 20, 2014
- Book manuscript conference "Democracy, Deception, and the Use of Force," John Schuessler, Notre Dame, February 20, 2014
- "Costs and Consequences of War," Cornell University, April 13, 2013
- "The Emerging Asia Power Web: Implications for U.S. Strategy and Policy," Center for a New American Security, Washington, DC, March 29, 2013

- Book manuscript conference "Knowing Thy Adversary: Leaders, Intelligence and Assessments of Intentions in International Relations," Keren Yarhi-Milo, Princeton, November 19, 2012
- "National Intelligence Council Global Trends," Notre Dame, April 26, 2012

TEACHING EXPERIENCE

Northwestern University, Department of Political Science

- Undergraduate course, "U.S. Foreign Policy," 2008, 2010, 2012, 2014
- Undergraduate course, "War and Society," 2013
- Undergraduate course, "U.S. Power: Hyperpower or Hype?" 2010, 2012
- Undergraduate course, "National Security," 2008, 2011, 2013
- Graduate Course, "International Security," 2011, 2013
- Graduate Course, "Practicum in Political Analysis," 2010
- Graduate course, "International Relations Theory," 2008, 2010

Northwestern University, Department of Naval Science

- Undergraduate course, "Naval Engineering," 2001-2003
- Undergraduate course, "Naval Leadership and Management," 2001-2003

DISSERTATION COMMITTEE MEMBERSHIP

- Florian Bodamer, "High Politics and State Capacity: Understanding Variation in Defense Industries' Foreign Inputs," (PhD candidate, Boston University)
- Lucas Hellemeier, "Defense Industrial Globalization and US Hegemonic Strategy" (PhD candidate, Freie Universität Berlin)
- Xiaodang Liang, "The Civil-Military Politics of Arms Production in Less-Developed States" (PhD candidate, Tufts)
- Sanne Verschuren, "Imagining the Unimaginable: War, Weapons and Procurement Politics" (2021, Brown)
- Matthew Hill, "Arms Wrestling: The Strategic Implications of Defense Industrial Capacity," (2021, Cornell)
- Renanah Miles Joyce, "Exporting Might and Right: Great Power Security Assistance and Developing Militaries" (2020, Columbia)
- Raymond Rounds, "Sourcing Air Supremacy: Determinants of Sourcing Change in the International Fighter Jet Network" (2019, Georgetown)
- Katrin Katz, "Territorial Dispute Dynamics in the Midst of Economic Interdependence: The Cases of Dokdo and Senkaku" (2017, Northwestern)
- Abdeta Beyene, "The Political and Security Dimensions of Buffer Zones" (2017, Northwestern)
- Mauro Gilli, "Military Innovations and First Mover's Advantage in World Politics" (2015, Northwestern)

- Daniel Szarke, "Political Order and Weak States: Peripheral Challengers and Central Authority in the Sahel" (2014, Northwestern)
- Romain Malejacq, "Neo-Chiefs in the International State System: Power Strategies and Authority in Afghanistan (1992 to the Present)" (2013, Northwestern)
- Jesse Dillon Savage, "Patrons, Proxies, and International Competition: Political Survival, the Surrender of Sovereignty, and Informal Empire" (2012, Northwestern)

SELECTED GUEST LECTURES, PRESENTATIONS, AND MEDIA APPEARANCES

- Keynote, "US and Allied Naval Diplomacy in the Indo-Pacific," Conference on European and Dutch contributions to maritime security, environmental security, and law enforcement in the Indo-Pacific, Hague Center for Strategic Studies, Netherlands, June 17, 2022
- Interview, "On Arms to Ukraine," BBC World News Live, April 20, 2022
- Keynote, "Naval Diplomacy in an Era or Maritime Competition," Bicentennial International Seapower Symposium, Lima, Peru, October 6, 2021
- Written Testimony, "A Comparative Assessment of the Royal Navy," Select Committee on Defense, UK Parliament, September 12, 2021
- Interview "Kauf des F-35: Fixe Preise nur für die Schweiz?," Schweizer Radio und Fernsehen, August 31, 2021
- Interview "The Hidden Costs of U.S. Weapons Sales to the Middle East," Carnegie Endowment, July 16, 2021
- Oral Testimony, Inquiry on "The Navy: purpose and procurement," Select Committee on Defense, UK Parliament (remote) June 8, 2021
- Interview "The US Defense Industry: Arsenal of Democracy or the Walmarts of War?" Power Problems Podcast, Cato Foundation, August 29, 2019
- Interview, "Full Steam Ahead: Naval Competition with China," Podcast, War on the Rocks, December 21, 2018
- Interview, "Vente d'armes : quand le business dicte sa loi," *Cultures Monde*, France Culture, Radio France, November 5, 2018
- Interview, "La obsesión militar del príncipe saudí," El Mundo, October 25, 2018
- Interview, "Donald Trump touts nonexistent \$450 billion in Saudi orders and 1 million jobs" *Politifact*, October 23, 2018.
- Interview, "US weapons sales a flashpoint as President Trump presses Saudi Arabia over missing journalist," USA Today, October 15, 2018.
- Interview, "U.S. Weighs Arms Export Pressure on Saudi Arabia," Warcast podcast, War on the Rocks, October 15, 2018
- Interview, "Slowing the Proliferation of Major Conventional Weapons" Carnegie Council for Ethics & International Affairs, December 5, 2017
- Interview, "The Pentagon Has a Small Coup Problem" The Nation, August 11, 2017

- Interview, "Brexit, Accordi Militari e Integrazione della Difesa Europea" AirPress, October 10, 2016
- Interview, "Le Democrazie et la Guerra" AirPress, September 30, 2016
- Interview, "¿Qué pasará con Turquía?" Metro, July 20, 2016
- Interview, "Derribo de avión ruso puede crear tensiones entre aliados contra el EI" *Metro*, November 25, 2015
- Interview, United States operations in Syria, Al Jazeera English, September 21, 2015
- Briefing, "Who's Arming Asia?" Office of the Assistant Secretary of Defense for South Asia, Washington, DC, December 16, 2014
- Interview, "Does Rising Inequality Make a Democracy More Warlike?" Moyers & Company, October 16, 2014
- Interview, responding to Syrian chemical weapons use, Libération, August 27, 2013
- Interview, "Does Rising Inequality Make Democracies Meaner?" AlterNet Radio, March 16, 2013
- Interview, Osama Bin Laden operation, "The Talk," NBC Chicago, May 5, 2011
- Interview, the Libya No-Fly Zone, "Chicago Tonight," WTTW, April 1, 2011
- Lecture "The American People and their Military–Are They Disconnected?" Naval Leadership Weekend, Notre Dame, South Bend, IN, February 26, 2011

RELATED PROFESSIONAL EXPERIENCE

United States Navy, USS Houston (SSN-713)

- Operations/Communications Officer: Directed daily operations of the submarine and 140 crew members in four tactical exercises and five special operations missions, 1999-2001
- Main Propulsion/Reactor Controls Assistant: Directed operations and quality control of all maintenance and repairs on nuclear mechanical and reactor control systems, 1998-1999
- Navy Commendation Medal for "leadership skills and technical ability" as "tactician and strategic planner" for "missions of vital importance to national security," 1999, 2000, 2003
- Navy Achievement Medal for "superior performance of his duties," 1997, 1998

Summer Research Associate, RAND Corporation

• Research on the optimal use of U.S. bases and territories following a biological weapon attack in the Western Pacific, 2004

PROFESSIONAL AND UNIVERSITY SERVICE

Field Service

• Advisory Board Member, Economic Warfare Research Group, Defence Academy of the United Kingdom, 2022-present

- Vice Chair, International Security Studies Section, International Studies Association (ISA) 2021 present
- Governing Council, International Security Studies Section, International Studies Association
 (ISA) 2018-present
- Program Chair, International Security Studies Section, ISA Annual Meeting, 2019

Journals and Presses

- Editorial Board, Journal of Global Security Studies, Security Studies
- Associate Editor, Security Studies, 2019-2022
- Reviewer, American Journal of Political Science, American Political Science Review, American Sociological Review, Cambridge University Press, Conflict Management and Peace Sciences, Defence & Peace Economics, Defence Studies, Praeger Publishing, Georgetown University Press, Global Change, Peace & Security, Graduate Journal of Social Science, Grawemeyer Award, International Affairs, International Interactions, International Organization, International Security, International Studies Review, International Studies Quarterly, International Theory, Journal of Conflict Resolution, Journal of Global Security Studies, Journal of Peace Research, Journal of Political Ideologies, Naval War College Review, New America Foundation, Netherlands Organisation for Scientific Research, Oxford Research Encyclopedia of International Studies, PS: Political Science & Politics, Rowman & Littlefield, Security Dialogue, SAGE Open, Security Studies, Sociological Inquiry, Stanford University Press, Stockholm International Peace Research Institute, University of Chicago Press, War on the Rocks

University Service

- U.S. Naval War College: CONTOUR Presidential Advisory Committee, 2017; Navy Key Strategic Issues Committee, 2017-2019; Faculty Search Committee 2017, 2019, 2020, 2021, 2022; Brodie Group Director, 2020-2022; Faculty Awards Committee 2022
- Northwestern University: International Studies Committee, 2009-2014; International Studies Program Awards Committee, 2009-2014; Political Science Faculty Search Committee 2010, 2012; Political Science Graduate Student Committee, 2011; Medill School National Security Journalism Initiative Faculty Advisory Board, 2010-2014; Radiation Safety Committee, 2000-02

REFERENCES

- Virginia "Robbin" Beale, Head, Campaign Analysis and Modeling, Office of the Deputy Chief of Naval Operations
- Daniel Drezner, Professor, Fletcher School of Law and Diplomacy, Tufts University
- John Mearsheimer, Professor, Department of Political Science, University of Chicago
- Allan C. Stam, Professor, University of Virginia
- William C. Wohlforth, Professor, Department of Government, Dartmouth College
- Thomas Wright, Senior Director for Strategic Planning, National Security Council