

## MARA E. KARLIN, Ph.D.

### EDUCATION

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#### **Johns Hopkins University-Paul H. Nitze School of Advanced International Studies (SAIS)**

*Ph.D.*, Department of Strategic Studies (2012)

- Dissertation: “Training and Equipping is Not Transforming: An Assessment of U.S. Programs to Build Partner Militaries.” Qualitative cross-case analysis involving archival and international field research.
  - Comprehensive exams: International Relations, Middle East Studies, and American Foreign Policy.
- M.A.*, Strategic Studies, Middle East Studies, and International Economics *with distinction* (2005)

#### **Newcomb College, Tulane University**

*B.A.*, Political Science and Jewish Studies, *summa cum laude* and Phi Beta Kappa (2001)

- Studied abroad at The Hebrew University of Jerusalem and on Semester at Sea.

### PROFESSIONAL EXPERIENCE

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#### **Johns Hopkins University-Paul H. Nitze School of Advanced International Studies (SAIS)**

Associate Professor of Practice

Associate Director of Strategic Studies

Executive Director, The Merrill Center for Strategic Studies

#### **The Brookings Institution**

Non-resident Senior Fellow, Security and Strategy, Foreign Policy

#### **Semester at Sea, Colorado State University**

*Faculty* (Spring 2017 Semester)

- Teaching U.S. Foreign Policy, International Security, and International Relations to undergraduates on unique study abroad program sailing around the world and exploring 11 countries through experiential learning.

#### **Office of the Under Secretary of Defense for Policy (OUSDP)**

*Deputy Assistant Secretary of Defense-Strategy and Force Development* (January 2015-Dec 2016)

- Directed an office of 30 people focused on assessing the future global security environment, crafting defense strategy and policy in alignment with it, and implementing a resource-informed and executable plan to guide the development of a prepared and capable U.S. military.
- Developed and executed the overarching policy and strategy to shape the \$550B+ Defense Department budget. Oversaw two Defense Planning Guidance documents to direct this budget, including the earliest one in history, effectively translating the defense strategy into force planning and programming.
- Served as the key architect of several mission-critical and classified strategies, including the 2014 Quadrennial Defense Review (QDR), the President’s 2015 National Security Strategy, the counter-ISIL strategy, and two ground-breaking Secretary of Defense-signed strategies on global challenges.
- Established analytic agenda for all Departmental analysis on the size and shape of the future U.S. military. Revised criteria for building and evaluating the military’s capacity and capabilities in alignment with the changing character of warfare.

- Led three Departmental reviews on strategic portfolios focused on power projection which guided more than \$20B in investments. Oversaw a groundbreaking study assessing the current policy and implications of lethal autonomous weapons.
- Inaugurated the first Departmental effort to shape close allies' defense strategies and budgets, resulting in three successful examples. Oversaw the first formal efforts to actively assess the defense strategy with key offices from the Department, outside scholars, and Asian and European allies.

## **PREVIOUS EXPERIENCE**

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### **Johns Hopkins University; University of Delaware; Naval Postgraduate School; and, West Point's Combating Terrorism Center**

*Adjunct Professor, Strategic Studies and Middle East Studies (2007-2016)*

- Courses taught include Crisis Simulation Seminar, Middle East Political & Security Issues, Contemporary Issues, U.S. Foreign Policy since 1945, and U.S. Foreign Policy in the Middle East.

### **OUSDP**

*Principal Director-Strategy and Force Development/Strategy (October 2012-October 2014)*

- Supervised policy analysis and advice to senior Departmental leadership on strategic planning and developing the future military, including facilitating implementation of the QDR and attendant guidance, assessing capabilities in light of potential future challenges, and appropriately allocating resources in alignment with the defense strategy.
- Led Strategic Portfolio Review for Deputy Secretary of Defense influencing nearly \$4B in Departmental programs. Facilitated exploration of innovative concepts of operations, emerging capabilities, and evolving relations with allies and partners.
- Managed successful and complex merger of two distinct offices, comprising 30 personnel, and transitioned them into a single effective office focused on defense strategy development and strategic analysis for the Secretary of Defense.
- Facilitated a wide-range of efforts for guiding Department analysis and review, including: QDR, Asia/Pacific rebalance, future national security challenges and risk management, long-term strategies, force planning scenarios, global and internal policy planning, and evolving alliances.
- Led priority team on Middle East affairs and played key role in formulating strategic objectives for 2014 QDR. Supervised pillar of Secretary of Defense's 2013 Strategic Choices & Management Review on fundamentally changing how the Department collaborates with allies.

### **The RAND Corporation**

*Adjunct Scholar, Project Air Force (February 2010-August 2012)*

- Advised senior U.S. Air Force leadership on sensitive issues involving Middle East political-military affairs and offered policy recommendations. Published chapter on U.S.-Tunisia defense relations.

### **OUSDP**

*Multiple Positions as Career Civil Servant (2005-2009)*

*Special Assistant to the Under Secretary of Defense for Policy*

- Advised Under Secretary of Defense for Policy on a wide-range of sensitive foreign policy issues and on internal management of OUSDP affairs.
- Served as Under Secretary's liaison to OUSDP 1000+ member organization on regional and functional affairs, including managing preparations for National Security Council decision-making, conveying guidance, recommending appropriate action, and facilitating policy initiatives.
- Co-led OUSDP preparations for 2009 transition of administrations.

### *Levant Director*

- Advised Secretary of Defense on strategic policy toward Syria, Lebanon, Jordan and Palestinian affairs with a focus on building militaries, strengthening partners, and countering destabilizing actors.
- Played key role in enhancing U.S.-Lebanon relations and rebuilding the Lebanese military, including designing a substantial security assistance program, organizing nearly \$400M in funding, and coordinating the most senior U.S.-Lebanon defense dialogue in more than two decades.
- Led Department's efforts to deepen U.S.-Jordan military assistance and cooperation, expand Palestinian security sector reform, and formulated numerous sensitive Departmental and interagency regional initiatives involving Syria, Gulf affairs, and Iran.
- Led Department's response to the 2006 Israel-Hizballah war, including the evacuation of 15,000 Americans and the disbursement of critical military assistance.

### *South Asia Desk Officer*

- Advised Secretary of Defense on strategic policy toward India, Pakistan, Sri Lanka, Nepal and Bangladesh with a focus on terrorism, governability, security sector reform, and nonproliferation.
- Coordinated senior Defense Department bilateral dialogues with India and Pakistan, respectively, facilitated significant expansion in U.S.-India defense relations, managed robust security cooperation efforts with Pakistan and Sri Lanka, and led assessment of U.S.-Nepal defense relations.

### *Levant Desk Officer*

- Prepared policy analyses and recommendations on U.S. policy toward Syria, domestic Lebanese affairs, Gaza disengagement and U.S.-Gulf Cooperation Council relations.

## **PUBLICATIONS**

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- Mara E. Karlin, *Building Militaries in Fragile States* (Philadelphia: University of Pennsylvania Press: 2017). NB: Slated for publication in mid 2017.
- Mara E. Karlin and Melissa G. Dalton, "It's Long Past Time to Re-think U.S. Middle East Posture in the Gulf," *Defense One*, August 2, 2017.
- Mara E. Karlin and Christopher Skaluba, "Strategic Guidance for Countering the Proliferation of Strategic Guidance," *War on the Rocks*, July 20, 2017.
- Mara E. Karlin, "You Get Deterrence and You Get Deterrence, Everybody Gets Deterrence," *War on the Rocks*, May 5, 2017
- Mara E. Karlin and Loren DeJonge Schulman, "Keeping Up Civ-Mil Relations," *War on the Rocks*, April 19, 2017.
- Mara E. Karlin, Shawn Brimley, and Loren DeJonge Schulman, "For an Audience of One: Re-booting Agenda SecDef," *War on the Rocks*, March 21, 2017.
- Mara E. Karlin, "Chapter 5: Tunisia," in *Understanding the Implications of the 'Arab Uprisings' and U.S. Military Cooperation*, ed. Jennifer Moroney and Ali Nader (Santa Monica: The RAND Corporation, July 2014).
- Mara E. Karlin, "The Lebanese Army: A National Institution in a Divided Society (Review)," *The Review of Middle East Studies* 46, no. 1 (Summer 2012): forthcoming.
- Mara E. Karlin and Christopher Clary, "The Pak-Saudi Nuke, and How to Stop It," *The American Interest*, VII, no. 6 (July/August 2012): 24-31.
- Mara E. Karlin and Christopher Clary, "Saudi Arabia's Reform Gamble," *Survival* 53, no. 5 (October-November 2011): 15-20.
- Mara E. Karlin, "The Role of Armed Forces in Post-Conflict Sri Lanka: Lessons Learned from a Global Perspective," in *Challenges of Post-Conflict Sri Lanka* (Ratmalana, Sri Lanka: General Sir John Kotelawala Defence University Press, 2011), 62-73.

- Mara E. Karlin and Andrew J. Tabler, “Washington Should Plan for a Post-Assad Syria,” *CNN.com*, May 26, 2011. (Reprint)
- Mara E. Karlin and Andrew J. Tabler, “Obama’s Push-Pull Strategy: How Washington Should Plan for a Post-Assad Syria,” *Foreign Affairs* (online), May 25, 2011.
- Mara E. Karlin and Eric S. Edelman, “Fool Me Twice: How the United States Lost Lebanon—Again,” *World Affairs*, May/June 2011.
- Mara E. Karlin, “The Druze Factor,” *Foreign Affairs* (online), February 16, 2011.
- Mara E. Karlin, “Why the U.S. Needs an Envoy in Syria,” *The Daily Star* (Lebanon), January 26, 2011. (Reprint)
- Mara E. Karlin, “Why the US Needs an Ambassador in Damascus,” *Bitterlemons-International*, January 20, 2011.
- Mara E. Karlin and Caitlin Talmdage, “Under the Radar Rapprochement: Turkey and the Iraqi Kurds,” *Foreign Policy Magazine* (online), June 24, 2010.
- Mara E. Karlin, “Lebanon’s Scud Row: Why Hezbollah Will Stay Armed and Dangerous” *Foreign Affairs* (online), May 13, 2010.
- Mara E. Karlin, “Where is Beirut’s cogent defense plan?” *The Daily Star* (Lebanon), March 30, 2010.
- Mara E. Karlin and Tony Badran, “The Pretense of Reform” *The Washington Times*, October 23, 2009.
- Mara E. Karlin, “Will Syria Fold?” *Foreign Policy Magazine* (online), August 13, 2009.
- Mara E. Karlin, “The Day After—Don’t Give Up on Lebanon,” *Middle East Times*, June 6, 2009.
- Mara E. Karlin, “The Syrian and Lebanese tracks should be a priority,” *The Daily Star* (Lebanon), May 20, 2009. (Reprint)
- Mara E. Karlin, “Syria-Lebanon First,” *Bitterlemons-International*, May 14, 2009.
- Christopher Clary and Mara E. Karlin, “A Fine Balance: India and Middle East Diplomacy,” *Indian Express* (India), May 9, 2009.
- Mara E. Karlin, “A Strong Lebanese Army is Good for Israel,” *Haaretz* (Israel), March 22, 2009.
- Mara E. Karlin, “The Terrorist Rolodex: How Islamists Join Terrorist Organizations and Coalesce (Review),” *SAIS Review* 24, no. 2 (Summer-Fall 2004): 201-2.

## **ADDITIONAL INFORMATION**

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- *Presentations*: Provided numerous briefings to Members of Congress (including official testimony), senior officials from the State and Defense Departments, senior National Security Council officials, senior U.S. military officials, the intelligence community, and academic and think tank audiences (in Washington, the Middle East, Europe, and Asia).
- *Awards and Fellowships*: Secretary of Defense Meritorious Civilian Service Award, Secretary of Defense Medal for Outstanding Public Service, Special Under Secretary Award for Strategic Choices & Management Review, OUSDP Award for Excellence, OUSDP Group Award for 2015 Defense Planning Guidance, OUSDP Group Award for 2015 Quadrennial Defense Review, Council on Foreign Relations Term Member, Center for a New American Security (CNAS) Next Generation National Security Leader, Truman Project National Security Fellow, German Marshall Fund (GMF) Young Strategist, and *Diplomatic Courier’s* Top 99 Foreign Policy Leaders Under 33. Recipient of Smith Richardson Foundation, Johns Hopkins University, International Studies Association, David M. Kagan, William and Marie-Daniele Zartman, Bradley Foundation, and Merrill Foundation fellowships.
- *Languages*: Arabic (intermediate proficiency); Spanish (intermediate reading proficiency).