

# Elizabeth “Ellie” Bartels

## SUMMARY

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Experienced national security game designer and policy analyst specializing in emerging and non-traditional political-military challenges. Dissertation develops methods to improve wargame design, analysis, and oversight.

## EDUCATION

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**Pardee RAND Graduate School**, Santa Monica, CA

**Ph.D. Candidate in Policy Analysis**, September 2015-present

**Dissertation:** *Building Better Games for National Security Policy Analysis*

**Massachusetts Institute of Technology**, Cambridge, MA

**M.S. in Political Science**, September 2010

**University of Chicago**, Chicago, IL

**B.A. in Political Science, minor in Near Eastern Languages and Civilization**, June 2009

## SKILLS

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**Analytical Skills:** wargaming, scenario planning, case studies and qualitative analysis, systems thinking models, linear regression, text analysis, social network analysis.

**Management Skills:** experienced briefer and facilitator, project management, client relationship development, trained COTR with experience in contract drafting and oversight.

**Software:** Stata, R, Gephi, ArcGIS, ExtendSim, Analytica, Vensim, and Stella.

## PROFESSIONAL EXPERIENCE

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**RAND Corporation**, Washington, DC and Santa Monica, CA

*Assistant Policy Researcher* September 2015-Present

- *Project Management:* Co-Principle Investigator for *OCEANS17 Wargame*
  - Developed and analyzed an original wargame to generate innovative organizational models to make trans-regional military air operations involving high-demand, low-density platforms more effective.
  - Managed a budget of \$500,000 and project staff of 10 researchers and administrators.
  - Processes developed in the game briefed to sponsor leadership, shaped focus area for future exercise.
- *Wargame Development:* Led the development of 7 original political-military games and supported 8 more, on topics such as force structure, will to fight, and operational command and control. Key tasks include:
  - Led discussions with sponsor to define event purpose, objectives, and logistics.
  - Developed research design and work plans for researchers and administrative staff.
  - Designed and tested game mechanics and material to capture conflict dynamics.
  - Directed game execution, including briefings, facilitation, and event management.
  - Conducted analysis of qualitative and quantitative data to develop policy relevant insights.
  - Presented insights in written reports and oral briefings to DoD leadership.
- *Wargaming Capabilities Evaluation:* Assessed current wargaming efforts by U.S. and allied governments, curated best practices, and advised sponsors on investments in future capabilities.
- *Research and Analysis:* Supported DoD clients by providing analysis of strategic and operational issues, including Israel experiences of hybrid warfare, the impact of emerging technology on

deterrence, joint phasing doctrine, with a focus on conducting and analyzing interviews of military planners and analysts.

- *Business Development*: Developed successful proposals for internal and external funders totaling \$600,000.
- *Quality Assurance*: Reviewed gaming projects to ensure they met RAND's standard for analytic integrity, advised on the development of standards for evaluation of games for Department of Defense clients.

#### **Caerus Associates, Arlington, VA**

*Senior Associate*, April 2014-August 2015

- *Project Management*: Led a team of three analysts; primarily responsibility for administrative overhead, client and stakeholder relations, and managed a project budget of \$700,000.
- *Analytical Framework Design*: Developed concepts and build tools to support planning and intelligence analysis in urban environments by the Department of Defense.
- *Wargaming*: Led design, execution, and analysis of 4 workshops and planning wargames to understand how draft concepts and tools were leveraged by target audiences.
- *Research and Analysis*: Conducted qualitative case studies and quantitative hierarchical clustering to develop typologies and demonstrate Framework's utility to potential users.

#### **Center for Applied Strategic Learning, National Defense University, Washington, DC**

*Research Analyst*, February 2011-April 2014, promoted February 2014

- *Project Management*: Managed a research and development project with a project budget of \$75,000, responsible for oversight of contractor work and writing statements of work.
- *Client Development*: Increased demand from 2 to 13 games per year, added to accredited curriculum.
- *Wargaming*: Led teams to develop, execute, and assess analytical and educational wargames.
- *Organizational Strategy*: Analyzed and coordinated policy recommendations for the university to accommodate declining budgets; advised NDU's president.

### **SELECTED PUBLICATIONS AND PRESENTATIONS**

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#### **Monographs**

- *What Might Happen if Palestinians Started Voting in Jerusalem Municipal Elections? Gaming the End of the Electoral Boycott and the Future of City Politics*, with Jonathan Blake, Shira Efron, and Yitzhak Reiter, RAND RR-2743-RC, 2018.
- *From Cast Lead to Protective Edge: Lessons from Israel's Wars in Gaza*, with R. Cohen, D. Johnson, D. Thaler, B. Allen, J. Cahill and S. Efron, RAND RR-1888-A, 2017.

#### **Book Chapters and Peer-Reviewed Articles**

- "Inhabited Models and Irregular Warfare Games: An Approach to Educational and Analytical Gaming at the US Department of Defense," In Pat Harrigan and Matthew Kirschenbaum, eds. *Zones of Control*. Cambridge: MIT Press, April 2016.
- "Designing Peace and Conflict Exercises: Level of Analysis, Scenario, and Role Specification." with M. McCown, and T. Wilkie, *Simulation and Gaming*, February 2013.

#### **Commentaries and Essays**

- "Is Iron Dome a Poisoned Chalice? Strategic Risks from Tactical Success," *The Strategy Bridge*, 2017.
- "Adding Shots on Target: Wargaming Beyond the Game," *War on the Rocks*, 2017.
- "Options to Deter Cyber-Intrusions into Non-Government Computers," *Divergent Options*, May 2017.

- “Getting the Most out of Your Wargame: Advice for Game Sponsors,” *War on the Rocks*, 2016.
- “City As a System Analytical Framework: A Structured Analytical Approach to Understanding and Acting in Urban Environments,” with M. Lomedico, *Small Wars Journal*, 2015.
- “Gaming: Learning at Play.” *OR/MS Today*, August 2014.

#### **Conference and Workshop Presentations**

- International Studies Association Annual Convention, 2018.
- Connections Wargaming Conference, 2018, 2012, 2011.
- Institute for Defense Analysis Analyzing Information Effects Workshop, 2017
- *MORS Community of Practice*, 2017, 2015, & 2014.
- Connections UK Wargaming Conference, 2016.
- MORS Annual Symposium, 2015, 2014, 2013, & 2012

#### **PROFESSIONAL AFFILIATIONS**

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- **Truman National Security Program** *Security Fellow*, 2016-Present
- **Military Operations Research Society (MORS) Social Science Working Group** *Co-chair*, 2013-Present.
- **Connections Wargaming Conference** *Organizing Committee Member*, 2012-Present.
- **CASL Roundtables on Innovation in Strategic Gaming & Lectures on Strategic Gaming** *Co-organizer*, 2011- 2014.
- **Good Judgement Project** “*Superforecaster*” (*top 3% of participants*), 2014-2015.
- **Model United Nations Conferences at the University of Chicago** 2005-2009.