

Elizabeth “Ellie” Bartels

SUMMARY

Experienced national security game designer, policy analyst, & project manager specializing in emerging & non-traditional security challenges. Sought out as an expert in wargame methodologies & facilitation techniques. Dissertation develops methods to improve wargame design, analysis, & oversight.

EDUCATION

Pardee RAND Graduate School, Santa Monica, CA

Ph.D. Candidate in Policy Analysis, estimated date of completion Fall 2019

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

Analysis with Games and Models: wargaming, scenario planning, systems thinking models (Vensim & Stella), regression (Stata & R), text analysis (RANDLex), social network analysis (R & Gephi).

Qualitative Research: framework development, case studies, interviews, and literature reviews.

Management Skills: experienced briefer and facilitator, project management, client relationship development.

PROFESSIONAL EXPERIENCE

RAND Corporation, Washington, DC and Santa Monica, CA

PhD Candidate and Assistant Policy Researcher September 2015-Present

- **Project Management:** Co-Principal Investigator for *A New Tool for Evaluating Alternative Acquisition Policies? A proposal for a gaming approach*
 - Designed, executed, and analyzed a wargame to inform acquisition policies by designing an original game.
- **Project Management:** Co-Principal Investigator for *OCEANS17 Wargame*
 - Developed an original wargame and analyzed results to generate innovative organizational models to improve effectiveness of trans-regional military air operations.
 - Game insights briefed to COCOM and Joint Staff leadership, shaped focus area for future exercise.
- **Wargame Development:** Led the development of 10 original political-military games and supported 8 more, on topics such as force structure, will to fight, and operational command and control. Key tasks included:
 - Leading discussions with sponsor to define event purpose, objectives, and logistics.
 - Developing research design and work plans for researchers and administrative staff.
 - Designing and tested game mechanics and material to capture conflict dynamics.
 - Directed game execution, including delivering briefings, overseeing adjudication, and event management.
 - Facilitated games for mid- and senior-level government officials.
 - Conducting analysis of qualitative and quantitative data to develop policy relevant insights.
 - Presenting 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 through written reports.
- **Research and Analysis:** Supported DoD clients by providing analysis of strategic and operational issues with a focus on conducting and analyzing interviews of military planners and analysts.

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.

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

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

- **Wargaming:** Led teams to develop, execute, and assess analytical and educational wargames.
- **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.
- **Organizational Strategy:** Analyzed and coordinated policy recommendations for the university to accommodate declining budgets; advised NDU's president.

PUBLICATIONS AND PRESENTATIONS

Monographs and Reports

- *Conceptual Design for a Multiplayer Security Force Assistance Strategy Game*, with C. Chivvis, A. Grissom and S. Pettyjohn, RAND, 2019.
- *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 J. Blake, S. Efron, and Y. Reiter, RAND, 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, 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

- "Building a Pipeline of Wargaming Talent: A Two-Track Solution," *War on the Rocks*, 2018.
- "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 Presentations

- International Studies Association Annual Convention, 2019 & 2018
- Connections Wargaming Conference, 2018, 2012, & 2011
- Institute for Defense Analysis Analyzing Information Effects Workshop, 2017
- Military Operations Research Society (MORS) Wargaming Community of Practice, 2017, 2015, & 2014
- Connections UK Wargaming Conference, 2016.
- MORS Annual Symposium, 2015, 2014, 2013, & 2012

PROFESSIONAL AFFILIATIONS

- **Truman National Security Program** *Security Fellow*
- **King’s College Wargaming Network** *Education Working Group Member*
- **Military Operations Research Society (MORS) Social Science Working Group** *Co-chair*
- **Good Judgement Project** *“Superforecaster” (top 3% of participants)*
- **Model United Nations Conferences at the University of Chicago** *Competitive team member and conference organizer*