

Mission Statement

Old Dominion University

The Mission of Old Dominion University is as follows:

“Old Dominion University, located in the City of Norfolk in the metropolitan Hampton Roads region of coastal Virginia, is a dynamic public research institution that serves its students and enriches the Commonwealth of Virginia, the nation and the world through rigorous academic programs, strategic partnerships, and active civic engagement.”

The Mission Support section of the mission statement describes in detail the principles and practices that underlie the University’s undergraduate and graduate teaching, research, and service missions: a sound general educational program; critical thinking; diversity; academic freedom; serving the needs of the local, national, and international communities, including military members and their families; and collaborating with government, industry, and alumni. Finally, the Major Goals of the University are described under the following headings: Students, Faculty, Academic Programs, Teaching, Research, Scholarship and Creativity, Distance learning, Lifelong Learning, Community Service, Student Life, Alumni, and Quality.

A complete statement of the mission and major goals may be found in the Old Dominion University Undergraduate Catalog, 2010-2011 (pp 2-3) and it is available at the following url: <http://www.collegesource.org/displayinfo/catalink.asp?pid={EB81D78F-3B8B-45A0-AB9F-0BEF026324C5}&oig={B2F671C7-589E-4645-8AEC-2EC460F9F03A}&vt=5>.

Summary of Accomplishments

Teaching

Steve Yetiv has won numerous teaching awards over the past 20 years and has worked hard to become a public intellectual, extending the classroom to a much larger national and global audience. In 2009, he was designated a University Professor at Old Dominion University. In 2007, he won the Robert Stern Award for Excellence in Teaching at ODU's College of Arts and Letters. This award reflects a long tradition of commitment to teaching. As a post-doctoral fellow at Harvard University, he won two teaching awards (1991, 1992), and later received the 1999 Scholar Award from the Virginia Social Science Council for teaching/research.

Professor Yetiv helps students improve their analytical skills through hypothesis-building and testing, while pushing them hard to think about real-world problems. For example, students in his International Relations Theory class are required to create hypotheses tied to modern world affairs, which are then tested according to seven criteria for a good hypothesis. Students test their hypotheses on subjects such as what causes cooperation or conflict, and they also apply them to dynamics such as the chance of conflict between China and the United States or alternatively cooperation via interdependence in the areas of energy security and global oil dependence. Professor Yetiv encourages historic and contemporary applications, requiring knowledge of theory, history, and modern cases and how they inform each other. As one student noted, class discussions were "very good at making me think about the applications of theories...to real-world situations past and present." Another student described Professor Yetiv as a "fantastic teacher...whose exceptional awareness of current application and emerging concepts kept the course material interesting and helped to maintain high motivation in the classroom. His lecture style and consistent engagement of all students promoted critical thought and insightful discussions."

Dr. Yetiv brings his own real-world experience to teaching. This includes drawing on his own research, consulting with the U.S. Departments of State and Defense, international travel to more than twenty countries, and media contributions ranging from the *Christian Science Monitor* to NPR to Dow Jones. He also has drawn on his contacts with key decision makers at the mid- and highest levels of the government in the United States and other countries. They have included such figures as Colin Powell; Stuart Levey, Assistant Secretary of the US Treasury under President Barack Obama, in charge of financial counter-terrorism; and Guy Caruso, former longtime Director of the Energy Information Administration.

Yetiv's experience, contacts, and scholarship facilitate efforts to teach students real-world decision-making and problem-solving. He puts students in the position of being consultants, based in part on his knowledge and experience of what consultants do. For instance, he tasked students in his Energy and Globalization class with creating a comprehensive US energy policy. They identified criteria for judging various energy solutions ranging from bio-fuels to nuclear power. They then identified which mix of energy sources would be best and most politically feasible. Professor Yetiv backs up this approach with direct questions to make sure students sharpen real-life thinking skills. As one student put it, "Dr. Yetiv is the perfect Socratic teacher... who pushes us with his questioning..."

Professor Yetiv advances the careers of his undergraduate and graduate students through collaborations on research projects. Taking the lead in the College, Dr. Yetiv's students have co-authored 14 journal articles with him. This process of collaboration has increased his

students' expertise and confidence, and their connection to the broader local and national academic community. It has also helped them obtain good jobs in academia, the private sector and in government. Students with whom he has co-authored one or more refereed articles are well-situated professionally: for example, Dr. Tom Lansford is a professor and associate dean at Southern Mississippi University; Dr. Chunlong Lu is associate professor of International Studies at the People's University of China in Beijing; and Kimberly Van Dyke is at Oak Ridge National Laboratories. In addition, all of Dr. Yetiv's dissertation students have found good jobs in and out of academia. For example, Eric Miller is now a senior U.S. Department of Defense analyst, and Jim Radford is assistant professor and Director of the International Studies minor at Radford University.

Dr. Yetiv began to mentor graduate students earlier in his career, but ODU students are reaping the benefits. For example, Frederic Ruiz-Ramon, whom he mentored as a post-doctoral fellow at Harvard University, became director and chief of International Programs, U.S. Department of Defense, Chem-Biological Defense. Dr. Yetiv's influence came full circle when Dr. Ruiz-Ramon hired Dr. Yetiv's student, Elena Watson, launching her career in international relations.

Dr. Yetiv pushes students to make their own judgments based on the evidence presented in lectures and in various readings. As one student put it, reflecting broader opinion, "What I like most about Dr. Yetiv is that he was not one-sided with issues."

Discovery

In the words of his former department chair, Dr. Jie Chen, "Dr. Yetiv's long list of publications accomplished within 20 years would be considered an extraordinarily prolific record in the most reputable political science programs in the United States; the presses and journals where he publishes represent the highest standards of the field, and are the envy of students of political and international studies."

Dr. Yetiv's research focuses on three areas related to national and international security: global energy and American foreign policy; U.S. decision making and foreign policy in the Middle East; and the link between globalization and national security (in particular that of the United States).

His contributions to the area of discovery have garnered two coveted Choice awards from the American Library Association, the Scholars Award from the Virginia Social Science Association, and the Burgess Award for Outstanding Scholarship from Old Dominion's College of Arts and Letters. He has published six major books, among other works.

Scholars have found Yetiv's *Explaining Foreign Policy* (2004; 2nd ed. 2011) to be potentially one of the most important contributions to the field of foreign policy in the past thirty-five years. One book reviewer asserted, "Whether or not *Explaining Foreign Policy* ultimately takes its place beside *Essence of Decision* as a seminal work in this field [a leading book in the discipline for more than 35 years], the book serves the same function in challenging analysts to question conventional models and accommodate complexity in the scholarly study of foreign policy." Another book reviewer claimed: "Rarely does one find a book that both thoroughly presents a theoretical framework and then actually tests that framework against reality by the rigorous use of history.... In sum, it is difficult to do justice to this work in the short space provided here."

"[Yetiv's *Crude Awakenings*] is one of the best [books] that I have read in recent years on oil security, notes Bruce Kuniholm of Duke University, a leading scholar of international security, in a book review. "Yetiv's discussion is thorough, grounded in a sound understanding of each development's history and versed in the nuances that are required to appreciate its complexities." Scholars have found this book useful in that it represents the most involved analysis to date of political-security threats to global oil supplies, and offers a much-needed conceptual framework for analyzing these threats.

The Wall Street Journal called *Crude Awakenings* (Cornell University Press, 2004; paperback, 2010) a "smart, practical and convincing" book. Based on significant primary research, including work at the library of OPEC headquarters in Vienna and data analysis on global energy, Yetiv shows that scholars and global markets misunderstand the real challenges of global oil dependence. The book finds that the challenge is not chiefly due to the problem of physical oil disruptions, which are usually exaggerated. His study illuminates how three decades of major changes in the Middle East--in world politics and in the global energy sector--actually decreased political and military threats to global oil supplies from 1975 to 2003. This finding challenges conventional wisdom on the state of global oil security. However, while such threats are real, it is crucial to base foreign policy on sound knowledge and not mere belief, as other factors should hasten our move toward decreased oil dependence. As one reviewer among many has noted: "This is an excellent book that goes against the grain of much of today's thinking. It is a rare example of superb integration of domestic politics, geopolitics, international politics and market economics."

In *The Absence of Grand Strategy: The United States and Persian Gulf (1972-2005)*, Dr. Yetiv again challenges conventional theory, drawing on the widest set of primary documents to date and engaging in unusually rigorous testing of these theories. In this work, Yetiv introduces the concept of "reactive engagement" as an alternative approach to understanding great power behavior. He finds that great powers are far more likely to react to events than to engage according to the theories of grand strategy that scholars and others sometimes ascribe to them. By operationalizing key concepts, by drawing on military and economic data on the balance of power, by utilizing archival research and testing novel hypotheses, the book represents cutting edge rigor for its genre. Patrick James, the former Vice President of the International Studies Association and a professor at the University of Southern California, noted in a book review of *The Absence of Grand Strategy* that the book "makes an original contribution and is a welcome relief from much of the polemical writing on the subject of American foreign policy. The scholarship is excellent. It will be essential reading for those in securities studies and international relations."

America and the Persian Gulf: The Third Party Dimension in World Politics (1995) examines the impact of the Soviet intervention in Afghanistan, the Iran-Iraq war and the 1990-91 Persian Gulf crisis on the U.S. strategic position in the Middle East. It develops a theoretical and methodological framework for understanding how conflicts impact actors other than the direct antagonists (the two initial actors in a conflict), a framework with applicability beyond the Middle East. Rather than assuming conventionally that the key issue in understanding conflict is how third parties affect conflict, the framework turns the tables and examines how conflict affects third parties. Empirically and theoretically, it shows that using this framework illuminates much better the real costs and benefits of foreign policy actions, because it takes into consideration their broader and longer term effects on third parties.

The Persian Gulf Crisis (Conn: Greenwood Press, 1997) takes us behind the closed doors of decision makers and tells the history of the 1990-91 Persian Gulf crisis using a combination

of primary documents and the widest set of on-the-record interviews to date. These interviewees included all the actors in President George H.W. Bush's cabinet, except the president himself, who has not granted such access, as well as many other American and foreign actors.

Yetiv's 2011 book, *The Petroleum Triangle*, draws on an array of data and evidence to argue that Middle East oil and globalization have combined to augment the real and perceived threat of transnational terrorism. Steven David, Professor and Director of International Studies at Johns Hopkins University, reviewed it by saying that "Much has been written about how the impact of oil, globalization, and terror has transformed the lives of individuals and states. Less has been written about how these three forces connect with and reinforce one another to create an entirely new phenomenon. Thankfully, Steve A. Yetiv has met this need in a beautifully written book that will be embraced by students, policymakers, and the interested public."

Integration of Knowledge

Integration of knowledge is a key feature of Dr. Yetiv's research. His *Explaining Foreign Policy* (Johns Hopkins, 2011) provides one recent example. The goal of the integrated approach is to explain a foreign policy behavior (such as the choice to go to war, to sign a peace treaty, or to decrease trade barriers), using different slices of reality derived from different models or perspectives. Many professors use Yetiv's book, extending his integrated approach for teaching worldwide. Indeed, it is a required text in undergraduate and graduate programs at more than 45 universities. They include Yale, Cornell, Georgetown, UCLA, Ohio State, Southern California, Denver, Colorado, American, University of Helsinki, University of St. Andrews, Central European University, and Tidewater Community College. Parts of this book are used even more widely.

Yetiv's research has been used in key international relations textbooks as a model for integration of knowledge in that field. For instance, one prominent textbook, *Theory and Practice in International Relations* (Oxford University Press, 2007), devotes more than three full pages to discussing Yetiv's findings in *Explaining Foreign Policy*. Oxford University Press has also invited and published his "Politics of Oil," 10,000 word essay (2011) describing what Yetiv considers to be the best works on this subject in its online bibliography collection. It is being used at ODU and globally for learning about the pressing issues of energy today.

Dr. Yetiv's integrated research model was recently featured in an issue of *International Studies Perspectives* (a key journal of the International Studies Association). The volume included works by Patrick James and Jacek Kugler (the former Vice President and President of the world-wide ISA), and used Dr. Yetiv's work as a springboard for thinking about greater interdisciplinary thought in the field of international studies.

Steve Yetiv consciously integrates knowledge into his teaching approach in a way that benefits students at ODU and around the world. His students learn that we can explain how governments behave in multiple ways. For instance, students in his graduate theory course examine historical documents related to the 1990-91 Persian Gulf Crisis. These documents include primary documents and interviews with key actors. Declassified based on Dr. Yetiv's Freedom of Information requests in the late 1990s, many of these documents appear in Dr. Yetiv's book, *Explaining Foreign Policy*, for the first time. Students also read Dr. Yetiv's book to understand the various perspectives and how they can be applied. They are then tasked with explaining foreign policy behavior using five different models of decision-making derived from business, psychology, sociology, and policy studies. Students work in teams of two and

become experts in the application of one of these models. In-class presentations of the narratives derived from these perspectives provide a basis to discuss and compare the narratives as different explanations of foreign policy behavior. The resulting tension among the different narratives yields a fuller understanding of the situation and better understanding of the models themselves. Students then synthesize the different approaches and create new hypotheses and questions involving two or more models and disciplines--weaving together a more complete story based on various applications of these perspectives. All the while, Yetiv's students are learning what scholarship is about—searching for deeper meaning and connections.

Doing so yields better explanations of government behavior than his students would have produced using just one perspective or model as a guide to explanation. For example, studies show that scholars and lay people often interpret foreign policy actions as if they resulted from a rational process of cost-benefit analysis. But, in fact, the other models of the integrated approach tell a different tale. For instance, the cognitive perspective highlights how decisions are impacted by analogies that sometimes mislead us to think falsely that the present is like the past, and interrupt rational calculations. After testing the perspectives against the record, the integrated approach can also be used to bridge areas of theory that tend to be treated as separate, such as the domains of system structure and individual psychology.

At Old Dominion, Steve Yetiv has been a pioneer in curriculum development. In 1996, he helped develop the revised curricula for the M.A. and Ph.D. program in international studies. He created and became the director of one of major tracks in the program on Global Interdependence, recognizing that students needed an understanding of this critical phenomenon, long before it became a buzzword. The track developed curricula for the study of Energy and of Terrorism, long before September 11 and rising concerns about foreign dependence on oil. Dozens of students have graduated in this track from 1996-2011. In 1998, he spearheaded the development of the Middle East minor at Old Dominion, providing undergraduate students with an opportunity to learn about this region.

Service

Steve Yetiv has drawn on his expertise to promote informed dialogue in the public media, at home and abroad. In 1996, he received the Secretary's Open Forum Distinguished Public Service Award from the U.S. State Department for his "contributions to national and international affairs." The award was presented at the U.S. State Department, and has been given to thinkers including the late Sen. Daniel Patrick Moynihan and Secretary of State Madeleine Albright. It recognized Dr. Yetiv's tireless efforts to turn his research into policy and public outreach for improving U.S. and international security. Dr. Yetiv is firmly wedded to the notion that academics can play an important role in the public sphere, and he has made unique contributions.

As a consultant to the U.S. Departments of State and Defense and to the General Accounting Office, Yetiv has informed executive decisions regarding a wide-range of issues: from US security in the Gulf, to the impact of globalization on terrorism, to the effects of American oil dependence. For example, in his latest 2010-11 project, he wrote a long report that helped national security leaders develop an economical and effective approach to future challenges. Jeff Becker, Principal Analyst for Science Applications International Corporation and formerly one of the team leaders for the US Joint Forces' "Joint Forces Group," attests to the impact of one of Dr. Yetiv's recent collaborations: "I have frequently consulted with Dr. Yetiv over the course of my professional career. As late as 2011, Dr. Yetiv collaborated with my team at US

Joint Forces' Command's Joint Futures Group on the Joint Operating Environment document. This document addresses likely military challenges to America some 10 to 20 years in the future, and has been US Joint Forces' Command's flagship product, downloaded over one million times. His [Yetiv's] written work on this project has formed much of the intellectual backbone of the latest version of the document and is notable for translating academic concepts into usable and readily-understandable materials for use in capabilities development and experimentation efforts across the entire U.S. military.”

Dr. Yetiv has written more than 250 editorials. Many of them have appeared in national papers, including *USA Today*, *Los Angeles Times*, *International Herald Tribune*, *New York Daily News* and over thirty op-eds in the *Christian Science Monitor*. Many of these op-eds have been carried in syndication to papers in the United States and around the world, including the largest English dailies in China, Taiwan, India, and Mexico; and to major Internet sites, including Google, Yahoo, ABCNews.com, CBSNews.com, MSNBCNews.com, and Salon. For example, his *Christian Science Monitor* piece on oil speculation (April 27, 2011) made it onto Yahoo's most viewed and emailed lists (600 million-plus unique monthly visitors to Yahoo), and the entire piece was on 46 full pages of Google sites.

National television and radio outlets have come to rely on Professor Yetiv's expert contributions: CNN, CNBC, CSPAN, and National Public Radio, among them. He helped CNN develop two major documentaries on the United States and the Middle East. One of them, "Back to Baghdad" (Feb. 25, 1996), won an Edward R. Murrow Overseas Press Club Award. He had the honor of being invited for a one-hour "Close Up Foundation" program on the U.S. role in the Middle East (debating U.S. Ambassador Edward Peck) on CSPAN (aired Oct. 4, 5 and 7, 1995). Dr. Yetiv is also interviewed by various print media.

At the university level, Professor Yetiv also serves on the Promotion and Tenure Committee of the College of Arts and Letters and represented the college on the University Promotion and Tenure Committee (2006-07), and on many other committees, including the 2009 University Research committee, tasked with enhancing research at ODU. He has also served as an academic advisor for the student scholarly and refereed journal, *International Topics*; and has successfully supervised or served on more than 30 Ph.D. and M.A. thesis committees.

In sum, Dr. Yetiv has excelled in teaching, research and service, but has also sought diligently to share his work with the national and global public and the U.S. government.

Personal Statement

My goal is for informed and effective decision making to drive U.S. foreign policy. My interest in this area started with research on energy security and sustainability. As I studied problems such as oil dependency, I realized that I had to bring my research to the attention of policy makers and the general public, and that the next step was to act as a consultant. In that role for the U.S. Departments of State and Defense and for the General Accounting Office, I was able to inform decisions on issues such as U.S. security in the Gulf, the impact of globalization on terrorism, the nature of decision making, and American oil dependency. Based on these experiences as a consultant, I became concerned that blind spots in foreign policy decision-making were producing unnecessary costs in lives and resources.

Energy security and sustainability, oil dependence, and terrorism, and the future of US foreign policy are among the key, defining issues and threats of our time. Increasingly, I have felt that our failure to study these questions rigorously in academic and policy terms could really mean the difference between wealth and health, poverty and sickness, even life and death, for many people in the United States and around the world.

For this reason, I decided to incorporate a model of the scholar-consultant into my teaching and to structure classes so that students take on the role of consultant. When students leave my classes, they are poised to participate in decision-making that affects foreign policy. In short, they are decision-makers and ready to engage U.S. foreign policy and the general public. It gives me joy to watch them develop from budding scholars to real contributors to society.

Many students find jobs in areas dealing with longer-term global problems (defense, intelligence, and foreign services here and abroad, and academic jobs in these areas of international security). This is true at the undergraduate and the doctoral level especially, where, for instance, one of my dissertation students, Allison Greene, is now associate director for cultural affairs in the U.S. Department of Defense.

Many of the assignments and classroom activities that I've developed ask students to take on the role of a consultant. Recently, graduate students in my International Relations of the Middle East course were tasked with writing a memo to Secretary of State Hillary Clinton, answering this question: How has the Arab spring affected American interests in the Middle East and world and what is the likely impact over time? Students examined its impact on democracy, war and peace, energy, and terror. Their work was not futuristic gaming; it was based on knowledge about the history of the Middle East and of American foreign policy toward the region which we studied in depth; current American and global policies toward the region; current economic, political and strategic trends; and theory about the impact of such factors as democratization on conflict; and political events on global oil prices and dynamics.

One of my favorite classes is a graduate course called "Energy and Globalization." This course exposes students to the fundamentals of global energy, with an emphasis on the most critical energy source—global oil. What pleases me most is the collaborative atmosphere of the class and how my students have used research developed and conducted in this class as a springboard for publication. For example, in Summer 2011, Eric Fowler and I published, "The Challenges of Reducing Oil Dependence: Quantifying Collective Action Problems" in *Political Science Quarterly*. This is the oldest and most widely read journal in my field, and it is an important first step in Eric's development as a scholar and future consultant. This class was so popular that it led to the development of a new graduate emphasis on energy and terrorism in our graduate program. As a doctorate-granting institution, Old Dominion is obligated to develop

curricula bolstered by its faculty's research. And this course reflects my driving interest in helping people understand major current security problems from a big-picture perspective.

My research has been used not only in academia, but across the foreign policy, defense, and intelligence communities, and in international organizations such as the United Nations. For example, my integrated approach to studying national security and foreign policy has helped students, scholars, and decision makers worldwide to appreciate the threats to rational processes of decision making. This has helped them understand how others make decisions and has also alerted them to the many errors that we all can make when making decisions.

In addition to my work with U.S. Joint Forces Command on future threats to American security, I have been working to develop a long-term national energy policy and to project how this policy will affect oil prices and security, terrorism, and global oil policies. I have also joined two colleagues (including Steve Carmel, who is vice president of Maersk Line Ltd.) to explore how vulnerable the global shipping system is to terrorist attacks. Using computer modeling and knowledge of terrorist networks and globalization, we have found in initial simulation and modeling work that a few targeted attacks on key nodes could cause great damage to the U.S. and global economy. These attacks could initiate a cascading effect, accentuated by the myriad connections in a globalized world.

In public service, my goal has been to make academic knowledge accessible in the effort to illuminate and solve real-world problems, to spur debate, and to force consideration of the controversial or unpleasant realities that we must face. To this end, I have written over 250 editorials and op-ed pieces, dealing with issues such as terrorism, energy, oil prices and U.S. foreign policy in the Middle East. Media outlets--ranging from CNN, to the *Christian Science Monitor*, to NPR-- have provided me with the opportunity to communicate the historical context and the data necessary for grasping major threats and engaging in longer term thinking. I want my readers and viewers to be able to connect the dots in a globalized, interconnected world—a type of thinking that failed us on September 11. They also need to understand that history, data and making connections can help us generate educated guesses, but that prediction is often elusive.

In a society facing longer term problems, and sometimes affected by short term thinking, such efforts are worthwhile. Big picture, longer range thinking can help students and scholars avoid the type of myopic views that have hurt groups, institutions, and countries. In his farewell address, President Dwight Eisenhower told Americans to “avoid the impulse to live only for today, plundering, for our own ease and convenience, the precious resources of tomorrow. We cannot mortgage the material assets of our grandchildren without risking the loss also of their political and spiritual heritage.” What Eisenhower said then is doubly true in an age of massive budget deficits, financial crises, terrorism, nuclear proliferation, and the rising challenges of oil dependence. Learning from each other, my students and I have grappled with these questions in class and then in the field as they have taken jobs in the business, academic, diplomatic, intelligence, and strategic fields, and in non-profit and international organizations.

Crude Awakenings: Global Oil Security and American Foreign Policy (Cornell University Press, 2004, paperback, 2010); Choice Award Winner for Outstanding Academic Book, 2005

The Persian Gulf Crisis (Conn: Greenwood Press, 1997); Choice Award Winner, 1998

America and the Persian Gulf: The Third Party Dimension in World Politics
(Conn: Praeger, 1995)

Journal Articles (3 of 17 single-authored works; 3 of 14 co-authored with graduate students)

"History, International Relations, and Integrated Approaches: Thinking About Greater Interdisciplinarity," *International Studies Perspectives* (2011) 12, 94–118.

(with Eric Fowler), "The Challenges of Reducing Oil Dependence: Quantifying Collective Action Problems," *Political Science Quarterly* 126 (Summer 2011), 287-314.

(with Hilde Halland Kramer) "How The UN Security Council Responded to Transnational Terrorism: A Before/After Comparison," *Political Science Quarterly* 122 (Fall 2007), 409-432.

(with C. Lu) "China, Global Energy, and the Mideast," *The Middle East Journal* 61 (Spring 2007), 199-218.

"*The Travails of Balance of Power Theory: America and the Middle East*," *Security Studies* 15 (Winter 2006), 70-105.

"Groupthink and the Gulf Crisis," *The British Journal of Political Science* 33 (July 2003), 419-442.

Community-Based Education and Media

250+ different commentary pieces, including *USA Today*, *Los Angeles Times*, *International Herald Tribune*, and the *Christian Science Monitor*

Consultant to, and interviewed for, the CNN Special ("Back to Baghdad," February 25, 1996) This documentary won an Edward R. Murrow Overseas Press Club Award; and for CNN's special programming, "What's Behind Saddam's Calculations," (February 22, 23: 1998)

Extensive media experience: CNN, CNBC, C-SPAN, National Public Radio, Associated Press, Bloomberg, Dow Jones, UPI

Letters of Support (Excerpted)

TEACHING

“...All in all, I strongly believe that Dr. Yetiv has set the highest standards of teaching and research on this campus. Students commend him on his brilliant teaching techniques... his quantitative evaluations have always scored significantly higher than the department, college and university averages...”

--Jie Chen, former Chair (2006-2011), Department of Political Science, ODU

“As my dissertation chair, Dr. Yetiv was not only a guiding force and inspiration academically, but his personal encouragement and dedication to my work was above and beyond expectations. He was always available for consultation when needed, and provided critical input and analysis that forced me to challenge my own standards of excellence... I'm not certain if “outstanding” does justice to describing the impact I have seen him have not just on me, but on many of my classmates. Other words that come to mind are: exceptional, sincere, brilliant, insightful, and committed. Quite honestly, I may not be a Ph.D. today if it were not for Dr. Yetiv.”

--Former ODU PhD student: Dr. Allison Greene, Associate Director, Cultural Affairs, US Department of Defense

“I spent 40 years as a student at various levels in colleges throughout the world; Steve Yetiv is simply the finest professor I ever met. He is a dedicated instructor devoted to the educational process... Dr. Yetiv's approach to classroom instruction...is nothing short of inspirational. His complete and thorough knowledge of, and enthusiasm for, the subject matter is obvious from the first day of class... As a particularly succinct example of his phenomenal expertise in teaching, I would point to the number of students in my graduate cohort who have gone on to teach at the university level. For me, he was exactly the right dissertation chair...he ALWAYS provided quick feedback on anything I sent him and stuck with me through writer's block, language proficiency horrors, and a move that took me 300 miles away. While that might seem unremarkable, as a doctoral student in his fifties, I am grateful Dr. Yetiv exemplified the instructional notion that it is never too late.”

--Former ODU PhD student: James H. Radford, Ph.D, Assistant Professor of Political Science, Director, International Studies Minor, Radford University

“It was my very great pleasure and great good fortune to study under Dr. Yetiv as a PhD student at Old Dominion University. He is exceedingly well thought of by his students. He is clear in his objectives, extremely knowledgeable, and quite engaging in class. He is able to draw his students into even the most difficult terrain with lectures that are well prepared and quite interesting. He actually made international relations theory understandable. There is no finer professor than Dr. Yetiv, and Old Dominion University is right to nominate him for this award as a way of recognizing his many outstanding talents.”

--Former ODU PhD student: Frances M. Jacobson, PhD, Associate Professor of History, Tidewater Community College

DISCOVERY

“As a scholar, I regard Steve Yetiv as world class. This is indicated by many major teaching and research awards and distinctions, and by novel, heavy volume research, including four top ten university press books in the past seven years. Because he is world class, he certainly deserves recognition within his own State of Virginia. I had the good fortune to see Steve give a

memorable performance at USC as a guest speaker. Both faculty and students commented afterward on his articulate and convincing presentation about the evolution of US foreign policy over a rather long period. His novel book on US grand strategy, like other works by him, reveals an extraordinary ability to engage in historical and theoretical analysis that is rigorous and relevant to present concerns.”

--Patrick James, Professor and Director, Center for International Studies, University of Southern California; Former Vice President, International Studies Association

Steve Yetiv won two awards for excellence in teaching at Harvard University...but he is also strong in research. Steve’s overall output and quality is very impressive, measured against high-level competition... In brief, Steve has attained a worthy national reputation—and I am delighted to recommend him.”

--Joseph S. Nye, Jr., Former U.S. Under Secretary of Defense; Director, National Intelligence Council; and Dean, John F. Kennedy School of Government; Current Professor, Harvard University

“His record speaks for itself... It is not common to win a Choice Award, and very rare to win two awards... It is also rare to publish four top-ten ranked books in seven years or in any time period. All in all, Steve's name is known at the national level, and across areas of political science (rather than in one niche of the field), and that's hard to achieve...he has *bona fide* national status. Old Dominion is lucky to have someone of his caliber on its faculty.”

--Lenore Martin, Professor Political Science, Emmanuel College, and Senior Fellow, Weatherhead Center for International Affairs, Harvard University

“Yetiv is a superb candidate for the SCHEV Award. His wide-ranging scholarship is critical to understanding international relations, US foreign policy and the role of oil in the increasingly complicated world.... What is most striking about Yetiv’s work is his ability to uncover and explain the connections among complex forces in today’s globalized world.”

--Steven. R. David, Professor and Director of International Studies, Political Science, Vice Dean, Zanvyl Krieger School of Arts and Sciences, Johns Hopkins University

“... Not only is Steve a remarkably gifted and dedicated instructor who has inspired hundreds of students over the years, but he has emerged as a world class researcher and one of the leading contributors to the study of international relations and foreign policy.”

--Francis Adams, Chair, Department of Political Science and Geography, ODU

INTEGRATION OF KNOWLEDGE

“[Dr. Yetiv] is the embodiment of the public scholar—producing highly regarded research while also articulating it for the consumption of the lay audience. Dr. Yetiv is the kind of university professor much needed in the twenty-first century. His critical analyses of international politics and economic trends, both penetrating and enlightening, reveal a bright and engaged mind.”

--Charles Wilson, Interim Dean, ODU College of Arts and Letters

“Dr. Yetiv’s...thoughtful treatment of the US role in the Middle East...has informed the views of senior policymakers and foreign affairs professionals...and has been instrumental in promoting a constructive dialogue on a complex set of policy issues...Dr. Yetiv's contributions to academic and public discourse reflect credit upon institutions of higher education in the Commonwealth of Virginia and Old Dominion University in particular. He is richly deserving of the honor for which he has been nominated. --Alan Lang, Former Senior Adviser, U.S. Department of State

“While I worked international policy issues in the Office of the Secretary of Defense, I know that my colleagues at senior levels of the Defense and State Departments and throughout the intelligence community utilized Steve's works in developing and analyzing key U.S. foreign and defense policies... This type of impact at key decision making nodes is an achievement that many senior academics in the social sciences can only dream of. Beyond mastery of theory across disciplines, Steve...has had more influence than many senior career policymakers... Most recently, as a Research Fellow at the National War College I personally witnessed Steve's books and ideas used as parts of discussions to train our future senior military and national defense leaders. Steve continues to have a real influence in the intellectual discussions that lead to US policies impacting the world. He has great potential to further enlighten generations of students, develop new and innovative approaches to issues in the social sciences, and positively impact policymakers.”

-- Former PhD student at Harvard: Dr. Frédéric Ruiz-Ramón, Former Chief, International Programs, Joint Program Executive Office for Chem-Biological Defense, US Department of Defense

"I recently published with Dr. Yetiv, learning the craft of high-level research, combining my interest in nuclear nonproliferation and his interest in oil, foreign policy, security, and the Middle East. I try to emulate his approach to teaching which demonstrates his expertise while encouraging students to ask questions. I use central knowledge and approaches from Dr. Yetiv's courses in my current nonproliferation projects which impact current and future U.S. policy."

--Former ODU PhD student, Kimberly Gilligan, Research and Development Staff Member at Oak Ridge National Laboratory; Adjunct Professor of Intelligence Studies at Mercyhurst College

SERVICE

“Steve Yetiv is one of our best teachers... and is an internationally recognized scholar. Yetiv's wider educational impact has been truly extraordinary. He is frequently interviewed on national radio and TV. He has written many news commentaries and is in great demand as a consultant.”

--Chandra R. de Silva, former Dean, College of Arts and Letters, (2004-1010); Assistant to the Provost, Old Dominion University

“In effect, Dr. Yetiv extends the classroom to the broader regional, national, and global public. He is truly a rare public intellectual who tries to educate citizens on the pressing issues of the day, in a balanced manner. He has appeared in numerous major US and global media outlets, and is frequently quoted as an authority on security and energy issues.”

--John R. Broderick, President, Old Dominion University

"Dr. Yetiv was an important commentator and source of information for a CNN Special that I produced, Back to Baghdad--which won an Edward R. Murrow Overseas Press Club Award...He was vital to our program because he not only understood the wide range of issues...but could also convey their complexities...His enthusiasm for his subject is contagious...To be blunt: this guy likes to teach. We harnessed his energy."

--Andy Segal, Senior Producer, CNN International

Additional Documentation

TEACHING: Selected Student Comments from Course Evaluations

POLS 100S-INTRODUCTION TO INTERNATIONAL POLITICS

"I have never had an instructor here at ODU who demonstrates greater enthusiasm, humor, or compassion."

"Yetiv is an excellent instructor. He assists all students with any questions they have. He brought a sense of humor into the lectures and made the subject interesting. I feel he is a compassionate teacher. The only problem is that we cannot repeat this class for credit."

"Dr. Yetiv has been a wonderful inspiration to me in my pursuit of a political science degree. He has a great ability to communicate and get the class involved in discussion. We need more like him at ODU."

POLS 324-INTERNATIONAL RELATIONS THEORY

"A course in theory can seem very intimidating especially for a woman, but there was an open environment where ideas can flow freely. We had phenomenal class discussions!"

"I have learned so much about international politics from him. He is organized, punctual, intelligent, courteous, fair, friendly and helpful when we need clarification in our lessons. Dr. Yetiv is one of the best professors ODU has."

"I was surprised at how much I enjoyed it. Dr. Yetiv actively encourages participation and while I have difficulty speaking in classes, I have been a little better in this one....This is definitely a class that will have a direct impact on my career and future."

POLS 326-AMERICAN FOREIGN POLICY

"Yetiv is an awesome instructor. The guy really knows the material thoroughly and makes you enthusiastic about learning. I have learned more out of this class than any other."

"The instructor was well presented and instructor seemed to truly enjoy subject. The instructor was accessible even though it was beyond posted office hours. I would hope all instructors at ODU were as committed to the students."

International Studies 795/895-INTERDEPENDENCE

"Dr. Yetiv is interesting and stimulating. Enthusiastic instructor, engaged well with the class. Overall, one of the best classes I have ever taken."

"The class had a healthy amount of discussion on both theoretical and practical topics and the instructor was willing to entertain various ideas. Also, he was very well-versed in the topic and a dynamic teacher."

POLS 327-POLITICS OF NATIONAL SECURITY

"When I enrolled at ODU this was a class that I had hoped to take. Academic instruction and class interaction were at the highest level. Debates, arguments and professional moderation made this the best non-history class I have taken. His knowledge and experience are impeccable and are great reflections on the university."

"Dr. Yetiv is one of the most influential instructors of all I have had the pleasure to study under throughout my college career. His unique teaching style couples a thorough knowledge of the

subject material with a keen insight and great sense of humor. It is a pleasure to be in his class. We learn about the world above and beyond the limits of the class topics. Kudos and accolades don't do justice to his talent."

POLS 601-INTERNATIONAL RELATIONS THEORY

"Instructor's enthusiasm to teach was very extraordinary."

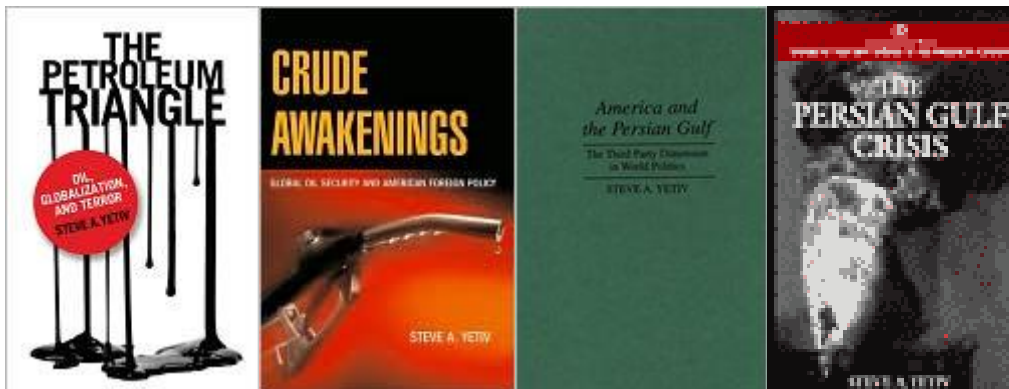
"He has a great sense of humor and he makes classes very interesting by launching debates. He has very effective teaching methods and he really incentivizes the students to participate in the weekly discussions. Great teacher. My favorite course."

POLS 466 AND 795/898 - POLITICS OF THE MIDDLE EAST

"By Far the BEST TEACHER I'VE Ever HAD! The class is always filled with students because he makes it so enjoyable and fun. Critical thinking skills are developed in this class. It is my favorite course this semester."

"The professor is particularly sensitive to the diverse backgrounds of his students in this area. He makes all students feel comfortable learning and exploring subjects on the topic."

DISCOVERY

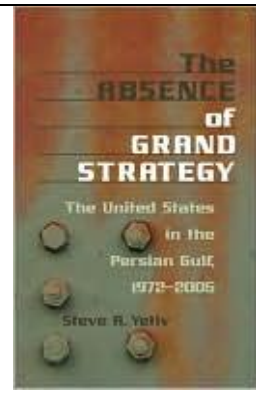
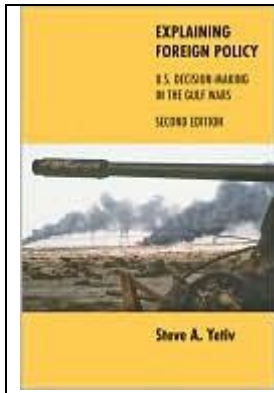


"Two Cornell University Press books in seven years is a productive record for any scholar; to have written them in a period when Steve Yetiv also finished two books for Johns Hopkins is quite remarkable. Both presses are highly selective, relying on rigorous review procedures... In the case of Cornell, I'm regularly offered some 2,500 new projects each year, and sponsor the publication of only 25-30 new books annually... CRUDE AWAKENINGS was featured in a strongly positive review in the WALL STREET JOURNAL shortly after its release. It was also named an "Outstanding Academic Title" by CHOICE magazine...CHOICE tells us that the magazine reviews 7,000 books each year and gives the "outstanding" designation to only 10 percent of them. We expect similarly broad and favorable reactions to Yetiv's new title... *The Petroleum Triangle*..." --Roger Haydon, Executive Editor, Cornell University Press

"*Crude Awakenings* is an excellent book that goes against the grain of much of today's thinking. It is a rare example of superb integration of domestic politics, geopolitics, international politics, and market economics. Steve A. Yetiv sheds light on an important subject that pertains to the largest single sector of global trade and the locus of two very large wars fought by the United States over the past dozen years." --Edward L. Morse, former Deputy Assistant Secretary of State for International Energy Policy

"Conflicts emerge from other conflicts, and Yetiv masterfully links several separated by many years and usually thought to be independent."

- *Choice*, January 1996, "America and the Persian Gulf"



"In *Explaining Foreign Policy*, Yetiv examines how important foreign policy decisions are made. His fresh and interesting contribution brings together competing decision-making theories-rational choice, cognitive, domestic policy, organization, and groupthink-to produce a rich interpretation... and is also novel in considering both U.S. and Iraqi decision-making processes. Intriguing, accessible, and useful, this book will appeal to students, experts, and general readers."

-Richard Herrmann, Director of the Mershon Center at the Ohio State University

"[*The Absence of Grand Strategy*] is...a very creative and innovative methodological tour de force...It should be required reading for all graduate students contemplating a doctoral thesis in international relations theory." - David E. Long, *Middle East Journal*

KNOWLEDGE INTEGRATION: Shaping Foreign Policy

"I was welcomed at the United Nations as a graduate student of Dr. Yetiv who is well-known there for his academic contributions on Middle East, and on theory and foreign policy perspectives. It was a great honor, when my supervisor at United Nations advised me to read Dr. Yetiv's books before beginning my internship since his books are referenced and used there on foreign policy field of analysis."

--Ruslan Ismayil-zada, J. William Fulbright Scholarship Grantee from the Republic of Azerbaijan, Master of Arts Nominee at the Graduate Program in International Studies, Old Dominion University

"My ability to work successfully in the field...is based, in large part, on the ideas, skills, attitudes, and intellectual reflexes I learned during my time with Dr. Yetiv... I observed his remarkable ability to develop in his classes, a strong understanding of complex concepts...emerging from his research...and his vivid and active teaching style meant that these concepts have stuck with me over the years and provided me with a ready "tool kit" to develop an understanding of "real world" military and strategic problems and methods to approach solutions."

--Former ODU PhD student, Jeff Becker, Principal Analyst, Science Applications International Corporation

Before Yetiv's book [*Explaining Foreign Policy*], there was little done in the innovative use of applying multiple models...and integrating insights and developing hybrid hypotheses from this approach, except partly for Harvard's Graham Allison. Yetiv's book moves well past Allison's tome, *Essence of Decision*—a classic work in political science for the past thirty years..."

--Lenore Martin, Professor of Political Science, Emmanuel College; Associate, Weatherhead Center of International Affairs and Co-Chair, Middle East Seminar, Harvard University

SERVICE: The Epitome of a Public Intellectual

Steve Yetiv on CNBC's "Closing Bell" with Maria Bartiromo



2 of Over 250 Op-Ed Pieces Published in National and Local Outlets

U.S. must find new energy sources, (*New York Daily News*, February 24, 2011)

The biggest problem is not that we will face major oil disruptions. Even if Libya shut down production altogether, which is not likely, the Saudis alone have enough spare capacity to make up for Libya's roughly 1.1 million barrels per day of exports. They have said that OPEC is ready to meet any shortage in supply if that happens. It's the international effects of global oil dependence that's the problem.

March 25, 2011

Recognize Libya's Rebel Government

Steve Yetiv, *Christian Science Monitor*



AP Photo

The US, Western, and Arab allies must recognize and support Libya's newly formed provisional, rebel government: the National Council. Doing so is key to a plan that will help avoid the most-feared scenarios, remove Qaddafi, and enable a more stable transition to democracy in Libya.

MORE FROM THIS AUTHOR

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