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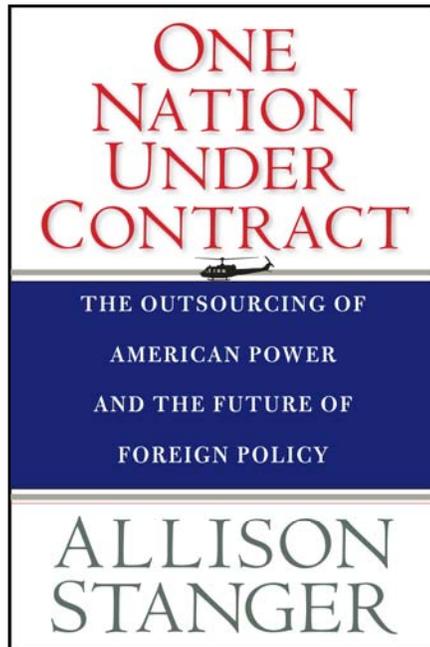
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“As we debate how many more troops to dispatch to Afghanistan, it might be a good time to also debate just how far we’ve already gone in hiring private contractors to do jobs that the State Department, Pentagon, and C.I.A. once did on their own. A good place to start is . . . Allison Stanger’s new book.”
— Thomas Friedman, *New York Times*

“A fascinating book about military contractors and just how big a role they play in U.S. defense policy.”
— Fared Zakaria, CNN “GPS,” *Book of the Week*

“In many ways, the real strength of this superb book is not what it reveals, as stunning as that may be, but how well [Stanger] assimilates the changed circumstances of modern-day governance and simply addresses what now must be done. . . . Stanger deserves a gold medal for this book.”
— Mickey Edwards, *Boston Globe*

In her timely new book *One Nation Under Contract: The Outsourcing of American Power and the Future of Foreign Policy* (Yale University Press; publication date October 27, 2009; \$26), Allison Stanger provides a definitive and disturbing look at one of the most important trends in politics: the privatization of American foreign policy and its consequences. Stanger shows how private contractors have become an integral part of American foreign policy, often in scandalous ways. But contractors aren’t the problem, she maintains; the absence of good government is.

In fact, outsourcing done right is indispensable to American interests in the information age. Stanger shows:

- The outsourcing of U.S. government activities is far greater than most people realize, has been very poorly managed, and has inadvertently militarized American foreign policy.
- Despite this mismanagement, public-private partnerships are here to stay, so we had better learn to do them right.
- With improved transparency and accountability, public-private partnerships can significantly extend the reach and effectiveness of U.S. efforts abroad.

Much has been made of the unprecedented numbers of private contractors in U.S. government activities under President George W. Bush, but the growing use of private contractors actually predates Bush's era. Stanger argues it is both impossible and undesirable to turn back the clock and simply reabsorb all outsourced functions back into government. Through explorations of the evolution of military outsourcing, the privatization of diplomacy, the dysfunctional homeland security apparatus, and the slow death of the U.S. Agency for International Development, Stanger shows that the requisite public-sector expertise to implement foreign policy no longer exists. The successful activities of charities and NGOs, coupled with the growing participation of multinational corporations in development efforts, make a new approach essential. Provocative and far-reaching, *One Nation Under Contract* presents a bold vision of what that new approach must be.

Advance Praise for *One Nation Under Contract*

*“As governments around the world contract out important tasks to private corporations, Allison Stanger has asked the key question: How do citizens reestablish effective oversight over private-public partnerships? **One Nation Under Contract** is a clarion call to bring the business of government under more effective public control.”*

— **Michael Ignatieff, Leader of the Liberal Party of Canada**

*“A superb work on government outsourcing and contracting for those who want to get past the myths and truly understand this hot topic. **One Nation Under Contract** should be required reading for all those leaders involved in fixing this process in order to get a clear sense and scope of this critical issue.”*

— **General Anthony C. Zinni USMC (Retired)**

*“Stanger argues that the outsourcing of foreign policy functions as currently practiced is scandalous, but we cannot turn the clock back to top-down government. **Smart power requires smart government, and this well-reasoned book suggests how better to harness all the networks at our disposal in the information age.**”*

— **Joseph S. Nye Jr., Harvard University, author of *The Powers to Lead***

*“**Breaks new ground** in describing how the emergence of joint ventures between the government and private actors is transforming government accountability and diplomacy.”*

— **Charles MacCormack, CEO, Save the Children**

*“Aims admirably for both breadth and depth, examining the specifics of private activity in defense, diplomacy, development and security under an intellectual rubric that cuts across all four spheres. **This is a fascinating treatment of an important subject.**”*

— **Debora Spar, President, Barnard College**



About the Author . . .

Allison Stanger is the Russell Leng '60 Professor of International Politics and Economics and Director of the Rohatyn Center for International Affairs at Middlebury College. The author of numerous articles and essays, she is also co-editor and co-translator (with Michael Kraus) of *Irreconcilable Differences? Explaining Czechoslovakia's Dissolution*, with a foreword by Václav Havel. Her op-eds about the privatization of American power have appeared in the *New York Times*, *Washington Post*, and *Financial Times*.

Stanger will be speaking about One Nation Under Contract at a number of venues. For her latest schedule or to request an interview, contact Brenda King at (203) 432-0917 or brenda.king@yale.edu.

10/21/09, Council on Foreign Relations, New York, NY

10/22/09, Columbia University, Columbia Seminar on Modern Europe, New York, NY

10/27/09, Women's Foreign Policy Group (WFPG) and NAFSA: Association of International Educators, Washington, DC

11/3/09, Brookings Institution, 21st Century Defense Initiative, Washington, DC

11/5/09, Green Mountain Global Forum, Waitsfield, VT

11/9/09, Middlebury College Alumni Association, New York, NY

11/11/09, William J. Clinton Presidential Library and Museum, William J. Clinton Distinguished Lecturer, Little Rock, AK

11/12/09, Carnegie Endowment for International Peace, Washington, DC

11/13/09, Truman Project on National Security, Washington, DC

11/16/09, Middlebury College Alumni Association, Boston, MA

11/17/09, World Affairs Council of New Hampshire, Concord, NH

11/20/09, Dayton Council on World Affairs, Global Economic Luncheon Series, Dayton, OH

12/4/09, 2009 Eliot S. Berkley Lecture, International Relations Council, Kansas City, MO

12/7/09, World Affairs Council of Northern California, San Francisco, CA

One Nation Under Contract: The Outsourcing of American Power and the Future of Foreign Policy
By Allison Stanger

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