



THEATER SECURITY DECISION MAKING COURSE INTRODUCTION

Focus

The National Security Affairs (NSA) department educates students in contemporary national security studies. This eight-credit hour course provides a broad interdisciplinary foundation by studying international security, regional studies, and foreign policy analysis so that students can navigate the national security system more effectively. The curriculum combines academic rigor with policy relevance to meet the needs of the Navy and the intent of the Joint Professional Military Education system.

Theater Security Decision Making (TSDM) is focused at the theater-strategic level where students intensively study one region of the world and analyze how U.S. government foreign policy decisions impact theater security. Through TSDM, students develop the ability to assess a regional security environment, develop theater military strategy, and identify capability gaps to advance and defend national interests.

OBJECTIVES

- Define national security and the influences that lead to foreign policy decisions.
- Identify how great power competition manifests in each region of the world.
- Understand the course structure, assignments, and expectations

Guidance

- What are the key features of the national and international landscape that impact theater security?
- What is a pressing national security issue in your assigned region and the key drivers that affect how the U.S. government addresses this issue? Consider both international and domestic factors.
- What does great power competition look like in each region of the world?

Required Readings (78 Pages)

- [Jones, James L. "Foreword: U.S. National Security for the Twenty-First Century" in The Oxford Handbook of U.S. National Security, 2018.](#)
- [Gates, Robert M. Exercise of Power: American Failures, Successes, and a New Path Forward in the Post-Cold War World, \(New York: Alfred A. Knopf, 2020\), Chapters 1 and 2 \(pp. 13-76\)](#)
- [Reveron, Derek S. Exporting Security: International Engagement, Security Cooperation, and the Changing Face of the US Military, \(Washington DC: Georgetown University Press, 2016\) Chapter 4.](#)
- [Hardt, Brent. "NWC Talks: What on Earth is the Liberal International Order?" YouTube video. 18:03. Nov 13, 2019.](#)

Foundational Resources

- [Turner, Stansfield. \(1998\). Convocation address. Naval War College Review, 51\(1\), 72-80](#)

FOR TSDM-1 Please join the following Zoom Meeting:

Join Zoom Meeting:





FOREIGN POLICY ANALYSIS - 01

INTRO TO FPA AND FOUNDATIONAL CASE

Focus

We launch the Foreign Policy Analysis (FPA) sub-course by examining various theories of foreign policy analysis and providing an overview of the international, domestic, and bureaucratic forces that shape national security policy. This session lays out themes that will be discussed in more detail in subsequent sessions and explores ways in which the study of decision-making can be a valuable way to analyze foreign policy actions at the national level. These decisions often deal with issues such as going to war, negotiating a cease fire, imposing sanctions, entering an alliance, or signing a treaty. This session examines some of these types of decisions and provides a brief introductory look at various decision-making models. We also introduce a case study--the Cuban Missile Crisis--that has been foundational to the development and study of FPA.

OBJECTIVES

- Familiarizes students with terms of art and examples of some of the more prevalent foreign policy analysis models.
- Distinguishes, through examples and discussion, the various lenses through which foreign policy decisions and actions can be interpreted.
- Sets the stage for more in-depth examination of theories and frameworks in following sessions.

Guidance

- The textbook chapters note that "a [foreign policy] decision may be less about what a president or other leaders want, and more about what options are possible given political and systemic constraints." What are some of those constraints? How might they affect the outcome of a foreign policy decision? What is the "Levels of Analysis" framework and how might focusing on explanations at different levels help to answer these types of questions?
- What is the "two-level games" framework? How does it help to explain how international and domestic political systems interact to influence policymaking?
- Decision makers inevitably must act with incomplete information. Foreign policy analysts face similar informational challenges. What information would be especially important in a foreign policy context, and what data is easiest to come by, harder to come by, and nearly impossible to come by? What tools and methods can analysts use to understand foreign policy actions and their consequences?
- How can the various FPA frameworks and tools discussed in the textbook chapters help us to understand the actions taken by the United States and the Soviet Union during the Cuban Missile Crisis?

Required Readings (82 Pages)

- [Gvosdev, Nikolas K., Jessica D. Blankshain, and David A. Cooper, "Foreign Policy Analysis," Chapter 2 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 14-51.](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Domestic Politics," Chapter 9 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 284-296.](#)
- [Blankshain, Jessica D. and Andrew L. Stigler, "Applying Method to Madness: A User's Guide to Causal Inference in Policy Analysis," Texas National Security Review 3, no. 3 \(2020\), 76-89.](#)
- [Allison, Graham, "The Cuban Missile Crisis," in Foreign Policy: Theories Actors Cases, 3rd edition. eds Steve Smith, Amelia Hadfield, and Tim Dunne. Oxford University Press, 2016, 263-279. \[Accessed via E-Reserves\]](#)

Foundational Resources

- [Cuban Missile Crisis, Harvard Kennedy School Belfer Center for Science and International Affairs.](#)
- [JFK and the Cuban Missile Crisis, University of Virginia Miller Center.](#)





INTERNATIONAL SECURITY - 01

INTERNATIONAL SECURITY FOUNDATIONS

🔍 Focus

The International Security subcourse emphasizes regional studies and the role combatant commands (CCMD) play in advancing and defending national interests. Grounded in the international level of analysis, the subcourse organizes students within CCMD-specific seminars to explore a region's political geography, economic challenges, socio-cultural challenges, security challenges and diplomatic challenges. With an understanding of U.S. strategic guidance, students examine the challenges of translating national strategy into theater strategy. To ensure students improve their appreciation of global security challenges and U.S. national interests, the course concludes with dedicated sessions to all regions of the world. Writing is a key component of the International Security subcourse. Students will conduct research and then write an analytic research paper of 2500-3000 words (10 to 12 pages). Given the complexity of developing and executing a theater strategy, the paper challenges students to explore, in depth, an issue confronting a CCMD. A good rule of thumb is that the paper topic must be relevant to a CCMD's theater strategy.

OBJECTIVES

- Introduce the objectives and scope of the International Security subcourse.
- Comprehend the importance of strategy and regional awareness in the development of a geographic combatant commander's theater strategy.
- Review the purpose and procedures for writing the required International Security analytic research paper.

📖 Guidance

- In his opening statement to the Senate Armed Services Committee on January 25, 2018, Henry Kissinger observed that "the international situation facing the United States is unprecedented. What is occurring is more than a coincidence of individual crises across various geographies. Rather, it is a systemic failure of world order which, after gathering momentum for nearly two decades, is trending towards the international system's erosion rather than its consolidation, whether in terms of respect for sovereignty, rejection of territorial acquisition by force, expansion of mutually beneficial trade without geo-economic coercion, or encouragement of human rights." Based on the readings offered in this session (and your own experience and perceptions), do you agree with Kissinger's statement?
- Much of the International Security subcourse covers ideas, issues and concepts that are associated with the field of international relations, or IR. Concepts include (1) the state, including its historical origins, legal status and obligations to its citizens; (2) the concept of sovereignty (including juridical vs. empirical statehood); and (3) the concept of globalization, among others. The readings provide an overview of key foundational topics related to the international system that will underpin analysis in future sessions. What is the 'international system'? What are the key actors that exist within this system and how are they related (and how do they interact with each other)?

📖 Required Readings (62 Pages)

- [Kagan, Robert. "A Superpower, Like it Or Not: Why Americans must Accept their Global Role." Foreign Affairs, Mar, 2021, 28-32,34-38\]](#)
- [Jackson, Robert and Georg Sorensen. "Why Study IR?" Chap. 1 in Introduction to International Relations: Theories and Approaches. Oxford University Press, 2010, pp. 1-26. \[Accessed via E-Reserves\]](#)
- [Gvosdev, Nikolas \(ed\), Navigating the Theater Security Enterprise, Chapter 7 "The Regional and International Context for Theater Security," pp. 125-151.](#)

📖 Foundational Resources

- [Feickert, Andrew. "The Unified Command Plan and Combatant Commands: Background and Issues for Congress." Congressional Research Service, January 3, 2013\) \[pp. 1-13 \(read\) and scan remainder \(particularly sections that pertain to your CCMD assignment\).](#)





FOREIGN POLICY ANALYSIS - 02

UNITARY STATE PERSPECTIVE

Focus

Level I of the levels of analysis framework focuses on international systemic-level explanations. One lens with which to view these systemic-level explanations is the unitary state perspective. This perspective draws attention to states as unitary actors who make decisions through a rational process of weighing the costs and benefits of different options in the pursuit of national interests. This is, of course, a theoretical abstraction. We know that states are, in fact, made up of people and organizations, as will be discussed in later sessions. But assuming that states act as if they are rational unitary actors allows the analyst to explain and predict a wide range of foreign policy actions with limited information. As a result, this perspective has been widely used, implicitly or explicitly, by scholars, practitioners, and the press.

OBJECTIVES

- Comprehend how states can be analyzed as unitary actors who make foreign policy decisions through a process of optimization.
- Identify the strengths and limitations of the unitary state perspective.
- Apply the unitary state perspective to a case study to better understand a U.S. foreign policy decision.

Guidance

- What does it mean to think of a state as unitary actor? What sorts of disagreements and divisions does this perspective assume away?
- What is "rational" decision-making, in a social science context? What would it mean for a state to make rational foreign policy decisions? What factors would we expect to influence these decisions?
- How does the unitary state perspective help us understand the U.S. response to the 1999 Kargil crisis?

Required Readings (50 Pages)

- [Gvosdev, Nikolas K., Jessica D. Blankshain, and David A. Cooper, "Unitary State Perspective," Chapter 3 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 52-87.](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Annex: Case Studies," in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 378-382.](#)
- [Pegahi, T. Negeen and David T. Burbach, "The Indopakistani Kargil Conflict of 1999" USNWC Faculty Paper, revised by Jessica D. Blankshain, April 2021.](#)

Foundational Resources

- [Allison, Graham and Philip Zelikow, "The Cuban Missile Crisis: A First Cut," Chapter 2 in Essence of Decision: Explaining the Cuban Missile Crisis. New York: Longman Press, 1999, 109-120.](#) [Accessed via E-Reserves].





INTERNATIONAL SECURITY - 02

GLOBAL SECURITY ENVIRONMENT

Focus

Although every combatant command is regionally situated, each occupies a particular space within the larger international security environment. The spectrum of global security challenges is never static and increasingly more diffuse. Geopolitics and competition among states has made a comeback, but globalization continues to point out the salience of transnational threats such as crime, terrorism, climate change, cyber-attacks, pandemics, weapons proliferation, and human trafficking, among many others. The purpose of this session is to examine the world's chief security challenges and to become familiar with three major theories of international relations: realism, liberalism, and constructivism.

OBJECTIVES

- Identify and analyze future security challenges in the international system.
- Identify and examine the differences in scope and impact between threats emanating from state actors versus non-state actors.
- Analyze the concept of human security and the role it plays in the international system.
- Comprehend the major theories of international relations.

Guidance

- Do current threat assessments accurately reflect the global security environment? Do they miss any important trends or issues?
- Does your seminar's AOR have specific security challenges that are not captured in global threat assessments?
- How should the United States prioritize current security challenges? Which ones do you think are of greatest concern? What are the best approaches/solutions to these challenges?
- Are international relations theories helpful in understanding, analyzing, and responding to the global security environment? Are some theories more useful than others? Which theory best explains U.S. behavior in the international system?

Required Readings (57 Pages)

- [National Intelligence Council. "Global Trends: A More Contested World." March 2021. pp. 1-16, 30, 42, 54, 66-68, 78, 90, 120-140.](#) [Read the regional section that applies to your seminar only].
- [Office of the Director of National Intelligence. "Annual Threat Assessment of the US Intelligence Community." April 2021. pp. 6-27.](#)
- [Snyder, Jack. "One World, Rival Theories," Foreign Policy, No. 145, November/December 2004, pp. 53-62.](#)

Additional Foundational Resources

- [International Crisis Group, "COVID-19 and Conflict: Seven Trends to Watch," March 24, 2020.](#)
- [The National Security, Military, and Intelligence Panel on Climate Change. "A Security Threat Assessment of Global Climate Change: How Likely Warming Scenarios Indicate a Catastrophic Security Future." February 2020.](#)





FOREIGN POLICY ANALYSIS - 03

ORGANIZATIONAL PROCESS PERSPECTIVE

Focus

Level II of the levels of analysis framework focuses on state and societal-level explanations. One lens with which to view these state-level explanations is the organizational process perspective. This perspective draws attention to organizations as actors who systematically process information and produce organizational output in the form of options and lower-level actions. Military and civilian staff organizations are an essential component of the U.S. national security environment. These staffs exist for a multitude of purposes and perform a wide range of tasks. To some degree, this makes every staff unique. However, any major staff, military or civilian, is an organization and organizations tend to follow certain patterns of behavior. These patterns allow the observant practitioner to anticipate potential actions and reactions in the policymaking process. For example, the very structure of the organization will affect the manner in which the staff acquires and processes information, assigns work, makes decisions, and implements policy. Over time, organizations also develop their own cultures, which in turn significantly influence their behavior. National security professionals who work on major staffs need to understand the impact of these factors in order to enhance the contribution they make to organizational success as well as limit the degree of personal frustration they might experience over organizational factors beyond their control. National security professionals who understand the impact of organizational behavior will find their jobs far easier to master and are far more likely to make positive contributions to their organizations and to understand the ways in which their organizational context shapes their own behavior.

OBJECTIVES

- Identify the behavioral characteristics and limitations of organizations, such as major staffs, in formulating and implementing effective policies.
- Identify the behavioral characteristics of, and competing cultures inside, different types of military and civilian organizations.
- Examine the possible cascading and reinforcing effects of organizational behavior on mission accomplishment.
- Apply the organizational process perspective to a case study to better understand a U.S. foreign policy decision.

Guidance

- Every government organization—whether a department, agency, service, or staff—develops its own culture. How do these different cultures and sub-cultures impact the way in which organizations operate internally and externally? Can you think of examples in your own career of instances where organizational behavior affected decision-making, processes or practices?
- How might military officers and civil servants operating in the national security policy arena navigate the dynamics of organizational behavior to assure mission success?
- How does the organizational process perspective help us understand the mini case studies on the 2007 Minot Barksdale Bent Spear incident and 2014 missile officer cheating scandal?

Required Readings (40 Pages)

- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Organizational Process Perspective," Chapter 5 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 125-161.](#)
- [Grier, Peter. "Misplaced Nukes," Air Force Magazine, 26 June, 2017.](#)
- [Brumfiel, Geoff. "To Stop Cheating, Nuclear Officers Ditch The Grades." NPR, 28 July, 2014.](#)

Foundational Resources

- [Halperin, Morton H. and Priscilla Clapp, with Arnold Kanter, "Organizational Interests," Chapter 3 in Bureaucratic Politics and Foreign Policy, 2nd edition, 25-27, 38-40, 49-61. \[Accessed via E-Reserves\].](#)
- [Allison, Graham and Philip Zelikow, "The Cuban Missile Crisis: A Second Cut," Chapter 4 in Essence of Decision: Explaining the Cuban Missile Crisis. New York: Longman Press, 1999. 217-236. \[Accessed via E-Reserves\].](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Annex: Case Studies," in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 378-382. \(Review as needed\).](#)





INTERNATIONAL SECURITY - 03

INTERSTATE RIVALRY

🔍 Focus

In recent years, U.S. officials have used increasingly grim and foreboding language to characterize the international security environment. For instance, the 2021 Interim National Security Strategic Guidance asserts that "we face a world of rising nationalism, receding democracy, growing rivalry with China, Russia, and other authoritarian states and a technological revolution that is reshaping every aspect of our lives." Similarly, the 2018 National Defense Strategy argues that the United States is facing "increased global disorder" and that "inter-state strategic competition, not terrorism, is now the primary concern in U.S. national security." It also characterizes China and Russia as "revisionist powers" that want "to shape a world consistent with their authoritarian model." These sentiments are confirmed by the 2018 Nuclear Posture Review, which argues that "Russia and China are contesting the international norms and order" that the United States, its allies and others have sought to build and sustain. As reflected in these official statements, the growing sense of inter-state rivalry has profound implications for the future of peace or conflict. This session seeks to build on theoretical concepts explored in previous sessions to explore the dynamics of interstate rivalry and their implications and to assess factors that both exacerbate and mitigate this phenomenon.

OBJECTIVES

- Comprehend the concept of interstate rivalry and competition and relate this to current U.S. strategy.
- Identify the putative causes of interstate rivalry.
- Analyze the concept of geopolitics and understand how geographical factors influence international politics.

📌 Guidance

- Interstate rivalries have existed throughout history. What are the major causes of rivalries and how do they typically end? In some cases, territorial disputes may lie at the heart of a rivalry (e.g., the Kashmir dispute between India and Pakistan). To what extent do territorial disputes act as root causes of rivalries (as opposed to being byproducts of the same)?
- Some argue that the character of rival states (i.e., states governed by authoritarian or democratic regimes, etc.) can shape the contours and outcome of the rivalry. Does it matter that the United States and China—two countries engaged in perhaps the most significant rivalry of the early 21st century—have very different types of governing systems? Does this portend inevitable conflict? How does trade affect the relationship?
- Some others believe that interstate rivalries can be assuaged through normative constraining mechanisms. What role do institutions, norms and rules have in constraining or dampening rivalries? What is the role of trust or mistrust in promoting or reducing rivalries? How do perceptions of relative rise / decline affect the dynamics of rivalries? What other factors might reduce or exacerbate rivalries?
- What do we mean by "geopolitics"? How does geography affect interstate competition or rivalries?

📖 Required Readings (45 Pages)

- [DiCicco, Jonathan M. and Brandon Valeriano. "International Rivalry and National Security." Chap. 30 in The Oxford Handbook of U.S. National Security. Edited by Nikolas K Gvosdev, Derek S. Reveron, and John A. Cloud. New York, NY: Oxford University Press, 2018. \[Accessed via E-Reserves\].](#)
- [Mazarr, Michael J., Jonathan Blake, Abigail Casey, Tim McDonald, Stephanie Pezard, and Michael Spirtas. "Understanding the Emerging Era of International Competition: Theoretical and Historical Perspectives." RAND Corporation, 2018.](#)
- [Scholvin, Sören. "Geopolitics: an Overview of Concepts and Empirical Examples from International Relations." The Finnish Institute of International Affairs, April 2016, pp. 1-25.](#)

👤 Foundational Resources

- There are no additional foundational resources for this session.





FOREIGN POLICY ANALYSIS - 04

BUREAUCRATIC AND SUB-BUREAUCRATIC POLITICS PERSPECTIVES

Focus

A federal official named Rufus E. Miles, Jr. once quipped that in government "where you stand depends on where you sit." This axiom has become known as Miles' Law. We have already used the organizational process perspective to examine how individual organizations within the national security system process information and enact policy, with or without guidance from senior leadership. In this session, we introduce two additional Level II perspectives that focus on the role of the various individuals who represent these organizations within the wider government: the bureaucratic and sub-bureaucratic politics perspectives. Bureaucratic politics focuses analysis on the bargaining that occurs among senior leaders of organizations arguing for policies that protect or promote the core interests of their specific agency or department. Decisions are seen as the result of compromises among competing bureaucratic interests. The sub-bureaucratic politics prism peers even further into organizations to explore how bargaining works at lower bureaucratic levels, often focusing on specific issue interests rather than broader agency interests.

OBJECTIVES

- Identify how bureaucratic interests can both intersect with and diverge from the unitary state perspective's "national interest" as agency leaders evaluate a given national security problem in terms of threats or opportunities to their particular organization.
- Explain how bureaucratic bargaining among senior agency leaders shapes the outcome of national security decisions.
- Identify the extent to which lower-level officials can influence decisions and how bargaining and coalition building is different at subordinate bureaucratic levels.
- Apply the bureaucratic politics and sub-bureaucratic politics perspectives to a case study to better understand a U.S. foreign policy decision.

Guidance

- How does the bureaucratic politics perspective challenge the common assumption that countries function as unitary actors that make foreign policy decisions that are intended to optimize their national interests? Why does high-level bargaining among senior leaders of key national security agencies sometimes lead to an outcome that was nobody's initial preference?
- How do sources of influence, bureaucratic interests, and bargaining tactics differ between high-level bureaucratic politics and bargaining at lower levels?
- How do the bureaucratic politics and sub-bureaucratic politics perspectives help us understand mini case study on President Richard Nixon's decision to renounce the U.S. offensive biological weapons program?

Required Readings (83 Pages)

- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Bureaucratic Politics Perspective," Chapter 6 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 162-191.](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Sub-Bureaucratic Politics Perspective," Chapter 8 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 238-241, 253-283.](#)
- [Cooper, David, "NWC Talks: Understanding the Real 'Deep State.'" YouTube video, 13:36, July 1, 2019.](#)
- [Tucker, Jonathan B. and Erin R. Mahan, "President Nixon's Decision to Renounce the U.S. Offensive Biological Weapons Program," Case Study Series Center for the Study of Weapons of Mass Destruction, National Defense University, 2009.](#)

Foundational Resources

- [Allison, Graham and Philip Zelikow, "The Cuban Missile Crisis: A Third Cut," Chapter 6 in Essence of Decision: Explaining the Cuban Missile Crisis. New York: Longman Press, 1999, 329-347. \[Accessed via E-Reserves\].](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Annex: Case Studies," in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 378-382. \(Review as needed\)](#)





INTERNATIONAL SECURITY - 04

INTERNATIONAL POLITICAL ECONOMY

Focus

The state and future direction of the international economy is a crucial element of the security environment. One obvious reason is that national economies provide the resources that can be converted into defense and internal security capabilities. The wealth, distribution of wealth, and composition of a state's economy and its participation in international trade do much to shape its priorities and interests. It is also important to note that politics, not just market exchanges in the narrowest sense, matter in international economic relations. Different states and leaders have different ideas about how national and global economies should be structured, and states may pursue goals that strictly speaking, economists would find "irrational." In this session we cover classic economic theory as well as a discussion of how the United States uses its economic strength as leverage in security matters and how other countries are receiving the current administration's major economic initiatives.

OBJECTIVES

- Identify the advantages and disadvantages of global trade and considerations that drive state decision-making with respect to international trade policy.
- Comprehend the major economic trends shaping the global economy and the relative economic power of different nations.
- Analyze how global economic competition can both strengthen as well as damage relations among global economic actors.

Guidance

- What is the global rules-based economic order? How did it function in the past? What challenges does it face now? What are the security implications of these changes in the international order?
- What are the security implications of increased globalization? In what ways does globalization advance American security interests? In what ways does it serve as an obstacle?
- Who benefits and loses from free trade? What are the political implications of this?
- How does the U.S. Government implement sanctions? How effective are sanctions? When should this tool be used?

Required Readings (80 Pages)

- [Cohn, Lindsay P. 2020 \(revised\). "Introduction to Political Economy Parts I & II: Comparative & International" U.S. Naval War College.](#)
- [Farrell, Henry, and Abraham Newman. "Will the Coronavirus End Globalization as We Know It?" Foreign Affairs. August 10, 2020.](#)
- [O'Neil, Shannon K. "Protection Without Protectionism." Foreign Affairs. December 22, 2020.](#)
- [Farrell, Henry, and Abraham L Newman. "Weaponized Interdependence: How Global Economic Networks Shape State Coercion." International security 44, no. 1 \(2019\): 42–79.](#)

Foundational Resources

- [Dalio, Ray. "How the Economic Machine Works." YouTube video. 30:59, September 22, 2013.](#)





FOREIGN POLICY ANALYSIS - 05

PALACE POLITICS PERSPECTIVE

Focus

Previous sessions introduced theories of foreign policy analysis at the systemic (unitary state) and state (organizational process, bureaucratic and sub-bureaucratic politics) levels. This session moves to the individual level of analysis and introduces a further approach, one that is often overlooked in academic studies of executive level decision-making: the impact of "palace politics." This perspective focuses on key individuals as they attempt to influence the primary decision maker. Put simply, it matters a great deal who is whispering in the president's ear; advisers therefore jockey for position in trying to get as close as possible to the centers of power. In examining this process, we will look at the influence these dynamics within the president's inner circle exert on the shaping of American foreign policy.

OBJECTIVES

- Comprehend how palace politics can cause policy to intersect with or diverge from the unitary state perspective's "national interest" as agency leaders, White House staff, and other members of the President's inner circle jockey to gain the president's ear.
- Comprehend how the palace politics approach differs from but builds upon other approaches studied in the sub-course.
- Apply the palace politics perspective to a case study to better understand a U.S. foreign policy decision.

Guidance

- Why is this perspective termed "palace politics" and what does this mean? What examples stand out from the readings to illustrate the palace politics approach?
- How does this approach differ from perspectives we have previously discussed, particularly the bureaucratic politics perspective?
- What do we mean by the term 'groupthink'? What is the difference between groupthink and polythink? How might each of these dysfunctions be avoided in policy discussions?
- How does the palace politics perspective help us understand the mini case study on U.S. policy toward Afghanistan? Compare and contrast the dynamics of the Trump administration's 2017 decision vs. the Biden administration's 2021 decision.

Required Readings (51 Pages)

- [Gvosdev, Nicholas, Jessica Blankshain and David Cooper, 'Palace Politics Perspective', Chapter 7 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 192-237.](#)
- [Rucker, Philip and Robert Costa, "'It's a hard problem': Inside Trump's decision to send more troops to Afghanistan," The Washington Post, 21 Aug 2017.](#)
- [Cooper, Helene, Eric Schmitt and David Sanger, "Debating Exit from Afghanistan Biden Rejected Generals' Views," The New York Times, 17 Apr 2021.](#)

Foundational Resources

- [Allison, Graham and Philip Zelikow, "The Cuban Missile Crisis: A Third Cut," Chapter 6 in Essence of Decision: Explaining the Cuban Missile Crisis. New York: Longman Press, 1999, 329-347. \[Accessed via E-Reserves\].](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Annex: Case Studies," in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 378-382. \(Review as needed\).](#)





INTERNATIONAL SECURITY - 05 STRATEGY AND YOUR THEATER

🔍 Focus

Strategy can be understood as the steps taken to advance and to defend national interests during peace and war. In general, strategy provides a framework for establishing priorities, choosing a strategic approach, and allocating the resources necessary to achieve national ends. In the absence of such a framework, responses are often incoherent and reactive, and resources are allocated on the basis of short-term, parochial interests rather than long-term, national ones. This lesson will explore strategy as a concept and its effect on developing the appropriate tools to advance and defend national interests in your assigned region.

OBJECTIVES

- Comprehend the meaning of strategy and its relation to policy, current goals, challenges, and interests of the United States.
- Comprehend the various levels of strategy and how they relate to each other.
- Identify the tenets of theater strategy in your assigned region.
- Analyze the essential elements of the geographic combatant commander's theater posture statement.

📌 Guidance

- What is the relationship between strategy and security? How does national-level strategy influence theater strategy?
- In an era of interstate competition, what steps should the United States take in order to formulate a successful strategy?
- When reading the command posture statement, consider the combatant commander's answers to the following questions: How does the combatant command perceive the security environment given threats, challenges, and opportunities? What policy objectives does the combatant command want to achieve (ends)? How does the combatant command plan to execute its strategy (ways)? What resources are available to achieve the policy objectives (means)? What are the mismatches (risk)?
- What are the key goals of the United States Strategy on Women, Peace, and Security (WPS)? What are the desired impacts of WPS to national security?

📖 Required Readings (51 Pages)

- [Reveron, Derek S. and James L. Cook. "From National to Theater: Developing Strategy." Joint Force Quarterly : JFQ no. 70 \(2013\): 113.](#)
- ["United States Strategy on Women, Peace, and Security." The White House, October 2019.](#)
- [Johnson-Freese, Joan and Andrea Goldstein. "Women, Peace, and Security at Twenty." The Strategy Bridge, April 2020.](#)
- Theater Posture Statement. Read only the posture statement for the region you are assigned:
 - [U.S. Senate Armed Services Committee. "Statement of Stephen J. General Townsend, Commander, United States Africa Command", April 20, 2021.](#)
 - [U.S. Senate Armed Services Committee. "Statement of General Kenneth F. McKenzie, Jr., Commander, United States Central Command", April 20, 2021.](#)
 - [U.S. Senate Armed Services Committee. "Statement of General Tod D. Wolters, Commander, United States European Command", April 13, 2021.](#)
 - [U.S. Senate Armed Services Committee. "Statement of Admiral Philip S. Davidson, Commander, United Indo-Pacific Command", March 9, 2021.](#)
 - [U.S. Senate Armed Services Committee. "Statement of Admiral Craig S. Faller, Commander, United States Southern Command", March 16, 2021.](#)

📚 Foundational Resources

- [The Joint Staff. Joint Doctrine Note 1-18: Strategy. 25 April 2018.](#)
- ["Women, Peace, and Security," Videos \(Department of Defense, December 8, 2020\).](#)
- [United States Department of Defense. "Women, Peace, and Security Strategic Framework and Implementation Plan." June 2020.](#)





FOREIGN POLICY ANALYSIS - 06

COGNITIVE PERSPECTIVE

Focus

In the “unitary state perspective,” we filter out the influence of individual human beings by treating the state as a single “rational actor.” Similarly, the organizational process and bureaucratic politics perspectives focus on organizations as actors in their own right. But, as we saw in the palace politics perspective, states and organizations are composed of people who bring to the table a range of human characteristics when trying to reach decisions, including biases, intuition, previous experiences, limited information, and other factors. Continuing at the individual level of analysis, the cognitive perspective examines the way people, and in particular leaders, think, process information, and make decisions.

OBJECTIVES

- Comprehend how an individual decision maker can be affected by their experiences, expertise, biases, heuristics, emotions, belief systems, operational codes.
- Identify the role of risk and uncertainty in cognitive processes that impact decision-making in policymaking.
- Apply the cognitive perspective to a case study to better understand a U.S. foreign policy decision.

Guidance

- How does having an awareness of the natural limitations of the cognitive abilities of individual decision makers help us to understand the decision-making process?
- “Heuristics” are convenient and useful mental shortcuts that people rely on when faced with complex decisions. They rely on what they know, or on previous rules or examples, to help them navigate situations in which they are confronted by risk, ambiguity, and uncertainty. These same heuristics, however, can lead decision makers astray. How can we recognize both the positive and negative effects associated with such heuristic shortcuts?
- Why do state leaders and their advisers tend to misperceive the leaders and actions of other states in the national security environment? Why do they assume, for example, that their own actions are clear and positive, while those of their adversaries are ambiguous or even hostile? What cognitive factors sometimes push otherwise intelligent and prudent leaders toward conclusions that are based more in belief than in reality?
- How does the cognitive perspective help us understand the mini case study on the 2017 military strike against Syria?

Required Readings (42 Pages)

- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Cognitive Perspective," Chapter 4 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 88-124.](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Annex: Case Studies, Case No. 5: Military Strike against Syria \(2017\)," in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 406-410.](#)

Foundational Resources

- [Kelly, Anne, "Think Twice: Review of Thinking, Fast and Slow by Daniel Kahneman \(2011\)." Numeracy 10, Iss. 2 \(2017\): Article 15.](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Annex: Case Studies," in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 378-382.](#)
(Review as needed)





INTERNATIONAL SECURITY - 06A: REGIONAL ASSESSMENT 1

U.S. AFRICA COMMAND

Focus

One of the key elements of U.S. security planning is the way the Department of Defense has apportioned the regions of the world and made geographic combatant commands major components of national security. This session is the first in a series that will focus on your assigned region while viewing it from different perspectives. The first step in understanding your theater or region is to see it from a broad point of view – learn the essentials of the geography, history and culture to place them into a context from which security issues and challenges can be better analyzed and understood. As the sub-course progresses, future sessions will examine political, economic and security dynamics and challenges.

OBJECTIVES

- Comprehend how major political and geopolitical trends affect the security of countries in Africa.
- Comprehend how history and geography matter within Africa.

Guidance

- How has Africa's colonial history shaped contemporary regional political, economic and cultural characteristics?
- Why must strategists and planners understand contemporary regional political, economic, and security dynamics and their geographic, historic, and cultural contexts?
- How do gaps between where maps depict political power and where actual control exists affect regional politics and security and in turn how the United States should approach addressing security challenges and undertaking security cooperation in Africa?

Required Readings (41 Pages)

- [Englebert, Pierre. "The 'Real' Map of Africa," Foreign Affairs Snapshot, November 8, 2015.](#)
- [Hydén, Göran. "The Problematic State," Chapter 3 in African Politics in Comparative Perspective. \(New York: Cambridge University Press, 2013\).](#)
- [Duerksen, Mark. "Nigeria's Diverse Security Threats." Spotlight - Africa Center for Strategic Studies. March 30, 2021.](#)

Additional Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 06B: REGIONAL ASSESSMENT 1

U.S. CENTRAL COMMAND

Focus

One of the key elements of U.S. security planning is the way the Department of Defense has apportioned the regions of the world and made geographic combatant commands major components of national security. This session is the first in a series that will focus on your assigned region while viewing it from different perspectives. The first step in understanding your theater or region is to see it from a broad point of view – learn the essentials of the geography, people, economics, culture, and society and to place them into a context from which security issues and challenges can be better analyzed and understood. As the sub-course progresses, future sessions will examine socio-economic challenges, security challenges and diplomatic challenges.

OBJECTIVES

- Comprehend how major political and geopolitical trends affect the security of the Middle East and Central Asia.
- Comprehend how history and geography matter within the Middle East and Central Asia.

Guidance

- How has colonial history shaped contemporary regional political, economic and cultural characteristics in the Middle East and Central Asia?
- From your perspective, how has the United States shaped the geopolitics of the Middle East?
- How do current crises like COVID-19, the war against ISIS, the Palestinian-Israeli conflict, the Persian Gulf countries' internal and regional issues, and Iran's nuclear program and regional ambitions affect U.S. foreign policies? How do they affect CENTCOM's theater strategies?
- How does the China-U.S. rivalry affect U.S. interests in the Middle East?
- What should the U.S. overall strategy be with the Middle East? Who should be the main partners? What areas are the main challenges?

Required Readings (54 Pages)

- [Scheinmann, Gabriel. "The Map that Ruined the Middle East." The Tower Magazine, July 2013, pp. 1-9.](#)
- [Nasr, Vali. "The Middle East's Next Conflicts Won't be Between Arab States and Iran." Foreign Policy, March 2021.](#)
- [Bolan, Christopher J., Jerad I. Harper, Joel R. Hillison. "Diverging Interests: US Strategy in the Middle East." Parameters, Winter 2020-21.](#)

Foundational Resources

- [Mckenzie, Kenneth F. "U.S. CENTCOM Posture Statement." 12 March 2020, pp 1-16.](#)
- ["The Middle East and North Africa," The Military Balance, February 2020, pp. 324-387.](#)





INTERNATIONAL SECURITY - 06C: REGIONAL ASSESSMENT 1

U.S. EUROPEAN COMMAND

Focus

One of the key elements of U.S. security planning is the way the Department of Defense has apportioned the regions of the world and made geographic combatant commands major components of national security. This session is the first in a series that will focus on your assigned region while viewing it from different perspectives. The first step in understanding your theater or region is to see it from a broad point of view – learn the essentials of the geography, people, economics, culture, and society and to place them into a context from which security issues and challenges can be better analyzed and understood. As the sub-course progresses, future sessions will examine socio-economic challenges, security challenges and diplomatic challenges.

The goal of this session is to provide an overview of the European theater, the importance of the Euro-Atlantic region, and the dynamics of European security, as well as the role of the United States within the European security system.

OBJECTIVES

- Comprehend the structural and institutional factors that impact European security.
- Comprehend the strategic importance of the Euro-Atlantic region to U.S. security.
- Comprehend the principal challenges and issues facing the European theater.

Guidance

- How do Europe and the United States coordinate and work together to advance common global security objectives?
- What contributions do Europe and the United States both make to European and global security? Has the balance and focus of contributions shifted over time?
- How do you assess the full range of threats to security in the European theater? How do divergences in threat perception between European states and across the Atlantic complicate the development of theater security strategies?
- How successful have the European Union and other European structures been in coping with the different internal and external security challenges confronting Europe? Is European integration necessary for European security and to advance U.S. national security goals?
- What role can the United States play in European security, both within the NATO alliance as well as through other means? How important is European security to U.S. security?

Required Readings (63 Pages)

- Overview: [Gvosdev, Nikolas K. "Does America Still Need to Worry So Much About Europe? National Interest, March 29, 2021.](#)
- [Mattox, Gale A. "The Transatlantic Security Landscape in Europe." Chap. 32 in The Oxford Handbook of U.S. National Security. Edited by Nikolas K Gvosdev, Derek S. Reveron, and John A. Cloud. New York, NY: Oxford University Press, 2018. \[Accessed via E-Reserves\].](#)
- [NATO 2030: United for a New Era. Analysis and Recommendations of the Reflection Group Appointed by the NATO Secretary General, November 25, 2020. Please read chapters 2 and 3, pp. 5-22.](#)
- [Hamilton, Daniel S. and Joseph P. Quinlan, The Transatlantic Economy 2021 \(Washington, DC: Foreign Policy Institute, Johns Hopkins University SAIS/Woodrow Wilson Center, 2021\). Please read Executive Summary, pp. v-xi, and Chapter 1, pp. 2-10.](#)

Foundational Resources

- ["The North Atlantic Treaty \(1949\)." Washington D.C., April 4, 1949.](#)
- [North Atlantic Treaty Organization. "Wales Summit Declaration." September 5, 2014.](#)





INTERNATIONAL SECURITY - 06D: REGIONAL ASSESSMENT 1

U.S. INDO-PACIFIC COMMAND

Focus

One of the key elements of U.S. security planning is the way the Department of Defense has apportioned the regions of the world and made geographic combatant commanders major components of national security. This session is the first in a series that will focus on your assigned region while viewing it from different perspectives. The first step in understanding your theater or region is to see it from a panoramic point of view, or, in other words, through its broad geopolitical context. To achieve this, this session will focus on two major themes: U.S. strategy toward the Indo-Pacific (and how this strategy has evolved since the last administration) and the role of China and the related question of U.S.-China relations. |

OBJECTIVES

- Understand the basic geopolitical structure of the Indo-Asia Pacific and U.S. strategy as applied to this region.
- Comprehend how economic, trade, and humanitarian issues affect countries and populations within the Indo-Pacific region.
- Understand how history and geography matter within the Indo-Pacific region. |

Guidance

- What changes, if any, do you see in terms of U.S. strategy toward the Indo-Pacific region in the Biden Administration (compared to the previous administration, which had as its hallmark the 'Free and Open Indo-Pacific [FOIP]' concept)? Is the current U.S. strategy (and associated alliance structure) sustainable—why or why not?
- What makes Xi Jinping so different from previous Chinese leaders? Why has Xi been so focused on enhancing and centralizing government power? What does this portend for both Chinese domestic and foreign policy? (and for relations with the United States?)
- What role does the People's Liberation Army have in shaping Chinese Government actions in the region? How do Chinese force planning decisions provide indicators of long-term geopolitical goals? Would enhanced U.S.-China military confidence-building interaction help alleviate growing tensions in the relationship?
- The Trump Administration, in its last days, declassified (in part) its "U.S. Strategic Framework for the Indo-Pacific." To what extent does this strategy reflect durable American interests and goals in the region? Does the Biden Administration's strategy toward the Indo-Pacific differ significantly? How? |

Required Readings (48 Pages)

- [Campbell, Kurt M. and Jake Sullivan. "Competition without Catastrophe: How America can both Challenge and Coexist with China." Foreign Affairs, Sep, 2019, 96-110\]](#)
- [Economy, Elizabeth C. "China's New Revolution: The Reign of Xi Jinping." Foreign Affairs 97, no. 3 \(2018\): 60-74.](#)
- [Jiasheng, Liu, Sun Datong and Peng Fubing. "Construction of Carriers for Strategic Power Projection in Response to National Security Needs." Journal of Military Transportation University. v. 21, n. 2 \(February 2019\). pp. 9-13. Translated by China Maritime Studies Institute.](#)
- [Roehrig, Terence. "The United States and Asia in 2020." Asian Survey 61, no. 1 \(2021\): 11-20.](#)
- [White House, "U.S. Strategic Framework for the Indo-Pacific" \(Declassified in Part on 1/5/2021\) |](#)

Foundational Resources

- [Department of Defense, "Military and Security Developments Involving the People's Republic of China 2020." |](#)





INTERNATIONAL SECURITY - 06E: REGIONAL ASSESSMENT 1

U.S. SOUTHERN COMMAND

Focus

One of the key elements of U.S. security planning is the way the Department of Defense has apportioned the regions of the world and made geographic combatant commands major components of national security. This session is the first in a series that will focus on the U.S. Southern Command Area of Responsibility (AOR) while viewing it from different perspectives. The first step in understanding this diverse and strategically important region is to see it from a broad point of view – learn the essentials of the geography, people, economics, culture, and society and to place them into a context from which security issues and challenges can be better analyzed and understood. As the sub-course progresses, future sessions will examine socio-economic challenges, security challenges and diplomatic challenges.

OBJECTIVES

- Comprehend how major political and geopolitical trends affect the security of countries in Latin America and the Caribbean.
- Identify how history, culture and geography matter within Latin America and the Caribbean.

Guidance

- How has Latin America's colonial history shaped contemporary regional political, economic and cultural characteristics?
- How has the United States' legacy of military intervention in Latin America impacted its ability to implement contemporary foreign policy in the region?
- Taking U.S. - Latin American history into consideration, how might the United States modify its Latin American policy to obtain more influence in the region?

Required Readings (65 Pages)

- [Wiarda, Howard J. and Harvey F. Kline. "The Context of Latin American Politics," "The Pattern of Historical Development," and "Interest Groups and Political Parties," Chap. 1-3 in Latin American Politics and Development. Boulder, Colorado: Westview Press. \[Accessed via E-Reserves\]](#)
- [McKinley, Michael. "The Case for a Positive U.S. Agenda with Latin America." Center for Strategic & International Studies. April 2021, pp 1-8.](#)
- [Arias, Oscar. "Culture Matters." Foreign Affairs, Vol. 90, No. 1 \(February 2011\), pp. 2-6.](#)
- [Stuenkel, Oliver. "Latin America's Darkest Hour," Foreign Affairs, 28 January 2021, pp. 1-5.](#)

Additional Foundational Resources

- [Sullivan, Mark P. "Latin America and the Caribbean: Issues in the 116th Congress." Congressional Research Service, January 8, 2021.](#)
- [McCabe, Larry. "NWC Talks: Central and South America." YouTube video. 15:06, Sept 27, 2019.](#)





FOREIGN POLICY ANALYSIS - 07

CASE STUDY ANALYSIS: BEIRUT 1983

Focus

The Reagan administration's decision to deploy Marines twice as a response to the growing violence in Lebanon in the early 1980s is an example of decision-making undertaken in a highly complex international environment. However, it was also profoundly affected by domestic U.S. factors, the interplay between national policymakers in Washington, front-line military and diplomatic organizations, as well as the particular interpersonal dynamic that shaped the first term of the Reagan presidency. This case, which has enduring relevance in the study of foreign policy analysis, helps illustrate how the theoretical concepts used in this sub-course highlight the entire spectrum of influences at work in particular cases in order to grasp the full breadth of the policy environment and gain a better understanding of how and why decisions are made.

OBJECTIVES

- Analyze and explain a complex national security Case.
- Analyze the domestic and international influences on both senior policymakers and as well as national security organizations in the assessment and prioritization of national security threats and challenges.
- Apply foreign policy analysis theories to a major foreign policy decision.

Guidance

- Based on the information in the case study and the film, what were the international and domestic factors that affected the president's decisions, first to deploy Marines in Lebanon to facilitate the withdrawal of Palestinian fighters from Beirut, and then to return the Marine contingent in the wake of the massacres at Sabra and Shatila? Did any of these factors change over time? How accurately did decision makers in Washington perceive the influences -- both domestic and international -- that ultimately had an impact in determining the success of their policy?
- To what extent (if at all) should military officers and other national security professionals consider political, social, and economic factors alongside military considerations when advising their military and civilian superiors? When is it appropriate (or inappropriate) to bring these factors into consideration when assessing strategic and tactical measures?

Required Readings (28 Pages)

- [Gvosdev, Nikolas K., "Case Study: Lebanon Revisited," Chapter 10 in Navigating the Theater Security Enterprise. Newport, RI: Naval War College, 2017, 219-246.](#)
- [Frontline, Season 1985 Episode 7, "Retreat from Beirut". William H. Greider, 55:58, February 26, 1985.](#)

Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 07A: REGIONAL ASSESSMENT 2

U.S. AFRICA COMMAND

Focus

This session examines governance and politics in Africa. U.S. Africa Command partners with African governments, and therefore activities are shaped by the nature of these partners and the political challenges that they face. This session introduces the idea of neopatrimonialism and how it shapes political relationships in many African states, whether democratic or undemocratic. It also explores how patronage is used and the challenges that opposition political parties face. Lastly, it examines African political attitudes about democracy at an individual level. Democratic governments exist in Africa, but (just as elsewhere in the world) they face a variety of different challenges, and the process of extending democracy and effective governance remains an ongoing struggle.

OBJECTIVES

- Identify significant political dynamics in Africa and examine how this shapes U.S. engagement with Africa.
- Comprehend the political challenges present in the U.S. Africa Command theater from both the regional and U.S. points of view.

Guidance

- What is neopatrimonialism? How does it shape African politics? What relevance does it have for security?
- How democratic are countries in Africa? What challenges do African democracies face? What strengths do they have?
- How do Africa's political strengths and challenges relate to African security? How do these factors impact AFRICOM's mission?

Required Readings (53 Pages)

- [Erdmann, Gero. "Neopatrimonialism and political regimes," Chapter 5 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2013\) pp. 59-64.](#)
- [van de Walle, Nicolas. "Electoral Authoritarianism and Multi-Party Politics," Chapter 18 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2013\) pp. 227-237.](#)
- [Lindberg, Staffan. "The Power of Elections," Chapter 19 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2013\) pp. 238-251.](#)
- [Mattes, Robert. "Democracy in Africa: Demand, Supply and the 'Dissatisfied Democrat'." Afrobarometer Policy Paper No. 54 \(2019\). pp 1-25.](#)

Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 07B: REGIONAL ASSESSMENT 2

U.S. CENTRAL COMMAND

Focus

After World War II, the United States was instrumental in creating with its allies an international economic system that spurred unparalleled growth and transformation around the world. Globalization, open international trade, rapidly increasing capital flows, and new technologies have benefited many nations. This is important for individuals' human security and national and international security. Many believe the key to global security lies with advancing global economic development, yet it is difficult to enhance economic prosperity in an insecure environment hampered by socioeconomic challenges. This session will look at the full range of socioeconomic challenges in your theater of study and weigh their impact on regional stability, security and prosperity |

OBJECTIVES

- Comprehend key elements of the international political economy and examine the role economic power can play as an engagement tool in your theater.
- Comprehend the socioeconomic challenges present in the CENTCOM area of responsibility from both the regional and the combatant commander's points of view.
- Comprehend the complex relationships among economic factors and their effects on stability, security, and prosperity. |

Guidance

- What are the main socioeconomic challenges and opportunities in the CENTCOM AOR?
- What are some sources of socioeconomic resilience in the Middle East? How are they being challenged?
- What is the impact of economic cooperation among states in the AOR?
- What are the socioeconomic implications of China's economic initiatives in the region?
- What are the primary U.S. national interests relative to the socioeconomic issues in the AOR? |

Required Readings (32 Pages)

- [Heydemann, Steven. "In the Middle East, Poverty is Down but Economic Grievance is Up. Why?" Brookings, 2021.](#)
- [Lynch, Marc. "The Arab Uprisings Never Ended: The Enduring Struggle to Remake the Middle East." Foreign Affairs, January / February 2021.](#)
- [Hussain, Ejaz. "CPEC and the Belt and Road Initiative: Economic Implications for the Greater Middle East." Asian Journal of Middle Eastern and Islamic Studies, 2020.](#) |

Foundational Resources

- There are no additional foundational resources for this session. |





INTERNATIONAL SECURITY - 07C: REGIONAL ASSESSMENT 2

U.S. EUROPEAN COMMAND

Focus

The North Atlantic Treaty Organization (NATO) is America's oldest operating multilateral alliance. The European Union (EU) is the world's most ambitious attempt to promote regional integration. This session will focus on NATO and the EU and how the United States relies both on its membership in NATO and its partnership with the EU to advance both European and global security.

OBJECTIVES

- Comprehend the structure and roles of NATO and the EU
- Identify the dynamics of NATO-EU relations especially in matters of security
- Analyze the U.S. approach to NATO and the EU.

Guidance

- NATO is often used as shorthand for describing a “trans-Atlantic” community. How does the alliance enable the United States to remain a factor in European affairs?
- What are the tensions between viewing NATO as a European defense alliance versus the security agency of the trans-Atlantic community globally?
- Why would a country seek to be a member of the EU but not NATO (or vice versa)? How do NATO-EU relations navigate the reality of countries which are not members of both institutions?
- Do the EU and NATO have a competitive relationship when it comes to security matters? Are U.S. interests threatened if the EU assumes more of the responsibility for European security?

Required Readings (45 Pages)

- [Gvosdev, Nikolas. "NWC Talks: Will NATO Live to 75?" YouTube video. 21:26. May 17, 2019.](#)
 - Accompanying article: ["NATO Has a Future." The National Interest 161, \(May/June 2019\): 38-52.](#)
- [Hardt, Brent. "NWC Talks: The European Union - America's Indispensable Global Partner." YouTube video. 15:01. October 16, 2019.](#)
- [Archik, Kristine, Shayerah Akhtar, Paul Belkin and Derek Mix. Transatlantic Relations: U.S. Interests and Key Issues. Congressional Research Service report R45745 \(April 27, 2020\).](#)
- [Kunz, Barbara. "Europe's Defense Debate is All About America," War on the Rocks, March 4, 2020.](#)

Foundational Resources

- Video discussion: [Rautio, Sari, Lieutenant General Esa Pulkkinen, Kori Schake, Douglas Lute, and Erik Brattberg. European and Transatlantic Security in the 2020s, Carnegie Endowment for International Peace, January 30, 2020. \(1:15\)](#)





INTERNATIONAL SECURITY - 07D: REGIONAL ASSESSMENT 2

U.S. INDO-PACIFIC COMMAND

🔍 Focus

This session will focus on Northeast Asia and will assess key security challenges and U.S. national interests that exist within this subregion. Northeast Asia contains two of America's most important alliance relationships: Japan and South Korea. On Japan, the Pentagon's Indo-Pacific Strategy report states that the "U.S.-Japan Alliance is the cornerstone of peace and prosperity in the Indo-Pacific, with the United States remaining steadfast in its commitment to defend Japan and its administered territories." Regarding South Korea, the same report states that the "U.S.-ROK Alliance is the linchpin of peace and prosperity in Northeast Asia, as well as the Korean Peninsula." One of the key goals for the United States is the achievement of North Korea's final and fully verifiable denuclearization.

OBJECTIVES

- Comprehend U.S. national interests and alliance relationships within Northeast Asia.
- Identify long-term security challenges within this subregion.
- Comprehend U.S. strategic goals vis-à-vis North Korea.

📌 Guidance

- What have been the major changes to Japan's defense posture over the past decade and how significant are they? Are the changes, particularly its articulation of free and open Indo-Pacific, evolutionary or revolutionary? What impact will they have on Japan's regional and global position along with its alliance with the United States?
- What are North Korea's long-term goals? Is North Korea willing to give up its nuclear weapons program? What is the correct strategy for dealing with North Korea?
- What is the condition of the U.S. alliances with Japan and South Korea? How important are these relationships for U.S. interests and regional security? What measures are needed to sustain and improve these relationships?

📖 Required Readings (73 Pages)

- [Kei Koga, "Japan's 'Indo-Pacific' question: countering China or shaping a new regional order?" International Affairs 96:1 \(2020\), pp. 49-73.](#)
- [Mount, Adam, Andrea Berger, et. al., "Report of the International Study Group on North Korea Policy," Federation of American Scientists," 2019, pp. 1-31.](#)
- [Heginbotham, Eric and Richard J. Samuels, "Vulnerable US Alliances in Northeast Asia: The Nuclear Implications," Washington Quarterly \(Spring 2021\), pp 157-175.](#)

📚 Additional Foundational Resources

- [Republic of Korea Ministry of Defense. "2020 Defense White Paper."](#)
- [Japanese Ministry of Defense. "Defense of Japan 2020 \(Annual White Paper\)."](#)
- [General Robert Abrams, US Forces Korea, Statement before the House Armed Services Committee, 10 March 2021.](#)
- [Video: Narushige Michishita, "Myths and Realities of Japan's Security Policy," Wilson Center, September 26, 2019.](#)





INTERNATIONAL SECURITY - 07E: REGIONAL ASSESSMENT 2

U.S. SOUTHERN COMMAND

Focus

After World War II, the United States was instrumental in creating with its allies an international economic system that spurred unparalleled growth and transformation around the world. Globalization, open international trade, rapidly increasing capital flows, and new technologies have benefited many countries. This is important for both individuals' human security as well as, more broadly, national and regional security in the SOUTHCOM AOR. Historically, Latin America has experimented with a variety of economic systems with some providing prosperity while others, for various reasons, resulting in economic hardship. Many believe the key to global security lies with advancing global economic development, yet it is difficult to enhance economic prosperity in an insecure environment hampered by socio-economic challenges. This session will look at the full range of economic systems and socio-economic challenges in Latin America and weigh their impact on regional stability, security and prosperity.

OBJECTIVES

- Comprehend the socio-economic challenges present in the SOUTHCOM theater from both the regional and U.S. points of view.
- Comprehend the complex relationships among socio-economic factors and their effects on stability, security, and prosperity in Latin America and the Caribbean.

Guidance

- What socio-economic factors have contributed to or detracted from economic development and prosperity in Latin America? In what way does egregious government corruption affect the security, social, and economic development of a country? What steps do you believe a country should take to reduce the level of corruption in the government and the economy?
- What role have international trade regimes had in the economic development of the SOUTHCOM AOR? Should the Pacific Alliance or the MERCOSUR trade regime model be the future of Latin America trade policy?
- How should the United States react to increased foreign investment activity and influence in Latin America? From a strategic perspective, does it matter what region of Latin America (South America, Central America, or the Caribbean) China or another foreign power chooses to engage?

Required Readings (39 Pages)

- [Moises, Naim and Toro, Francisco. "Venezuela's Problem Isn't Socialism," Foreign Affairs, January 27, 2020, pp 1-5.](#)
- [Villarreal, M. Angeles. "The Pacific Alliance: A Trade Integration Initiative in Latin America," Congressional Research Service, March 29, 2016, pp. 1-12.](#)
- [Yu, Lei. "China's Strategic Partnership with Latin America: A Fulcrum in China's Rise," International Affairs, September 16, 2015, pp. 1047-1068.](#)

Additional Foundational Resources

- There are no additional foundational resources for this session.





FOREIGN POLICY ANALYSIS - 08

THE PRESIDENCY AND NATIONAL SECURITY

Focus

Article II of the U.S. Constitution makes the president commander in chief of the armed forces and confers significant executive power in the office. Most scholars agree that the power of the presidency in the realm of foreign policy has grown over the last 70 years -- mostly at the expense of the legislative branch. This session explores the question of how a president shapes the national security decision-making process, and what makes the process successful or not. The increasing complexity of foreign policy requires that a president gain advice and information from a wide variety of expert sources, which is one reason for the expansion of the executive branch. Personality and cognitive disposition are important, since so much power is vested in a single person, but the president's world view and decision-making style can also play a key role in shaping national security.

OBJECTIVES

- Comprehend the role of the president, and tools available, in shaping and implementing foreign policy.
- Analyze the constitutional powers vested in the executive and identify the changing relationship between the president and other branches of government, looking especially for stress points.
- Examine how theater level problems rise to the level of the presidential agenda.
- Examine lessons learned from how presidents handled specific foreign policy making challenges.

Guidance

- Brattebo and Landsford write that "the personal characteristics of the president can often reinforce, eclipse, or even contradict the objective national security interests of the United States when it comes to making important decisions about the direction, scope, and tenor of national security policy." Considering the dozen presidents who have served since the establishment of the National Security Council, which ones -- and which structures -- were most adept at organizing what can be an unwieldy system?
- How does the long-established practice of "multiple advocacy" (encouraging debate rather than groupthink) within the NSC and Interagency play out in the formulation of national security policy? Can you think of examples where lack of debate limited presidential choices?
- How important is "chemistry" in the relationship between a president and his National Security Advisor (NSA)? What are some common traits and workplace practices among NSAs seen as most successful? What causes this relationship to fail? How does this relate to palace politics?
- How has the presidency changed over time? Is the executive branch too big for the president to lead today? What are the factors that limit the president's ability to make effective national security policy?

Required Readings (25 Pages)

- [The U.S. Constitution.](#)
- [Brattebo, Douglas M. and Tom Landsford., "Chapter 5: The Presidency and Decision-Making," The Oxford Handbook of U.S. National Security, ed. Derek S. Reveron, Nikolas K. Gvosdev, and John Cloud, \(New York: NY: Oxford University Press, 2018\), 1-16.](#)
- [Dickerson, John., "What if the Problem Isn't the President it's the Presidency?" The Atlantic 321, no. 4 \(2018\): 46.](#)
- [Knott, Stephen, "NWC Talks: Presidential Power and National Security." YouTube video, 17:15, May 1, 2019.](#)

Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 08A: REGIONAL ASSESSMENT 3

U.S. AFRICA COMMAND

Focus

The African continent is home to some of the poorest people in the world. While there is considerable variation in the level of economic development across and within African countries – from gleaming glass skyscrapers in many cities to simple mud houses in the countryside – on average African countries rank among the less developed in the world. The purpose of this session is to explain the roots of this lack of development, in terms of geography, colonial experience, social structure, post-independence policy and treatment by the outside world. This session also seeks to explore the recent economic boom of the last two decades, explaining its causes and consequences. Both the long term lack of development and the recent growth have consequences for security in the continent and for the role that AFRICOM can play in developing partner capacity.

OBJECTIVES

- Comprehend key elements of the international political economy and examine the role economic power can play as an engagement tool in Africa.
- Identify and analyze the economic challenges present in Africa from both the regional and the U.S. perspectives.

Guidance

- What factors explain Africa's relative lack of economic development?
- What are the security implications associated with Africa's poverty?
- What are the reasons behind the economic boom of the last two decades?
- What are the security implications associated with recent economic growth?

Required Readings (58 Pages)

- [The Economist. "Many of Africa's economies are doing well." The Economist, March 26, 2020.](#)
- [The Economist. "Why are some African countries improving and others not?" The Economist, March 28, 2020.](#)
- [Devarajan, Shantayanan and Wolfgang Fengler. "Africa's Economic Boom: Why the Pessimists and the Optimists are both Right." Foreign Affairs 92, no. 3 \(2013\): 68-81.](#)
- [Collier, Paul and Jan Willem Gunning. "Why has Africa Grown Slowly?" The Journal of Economic Perspectives 13, no. 3 \(1999\): 3-22.](#)
- [Williams, Martin. "Aid, Trade, Investment and Development," Chapter 23 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2015\) pp. 295-308.](#)

Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 08B: REGIONAL ASSESSMENT 3

U.S. CENTRAL COMMAND

🔍 Focus

The CENTCOM region is volatile with a number of security challenges that include inter-state rivalries, sectarian tensions, human security issues, transnational threats, and external powers striving for regional influence. Moreover, the 2018 National Defense Strategy's focus on geopolitical competition makes it clear that CENTCOM "will not be the main effort of our nation's scarce resources in perpetuity." To more fully appreciate the complexities and implications for the combatant command, this session seeks to assess contemporary dangers through a regional lens and from the perspective of the United States and its national interests.

OBJECTIVES

- Identify significant states, sub-national and transnational groups, and transnational trends that pose security challenges to U.S. interests in the CENTCOM theater.
- Examine the security challenges through a regional lens and a U.S. perspective.

⚙️ Guidance

- What are Iran's regional ambitions? Does Tehran have a viable strategy to advance its interests? How does the influence of external powers such as Russia and China affect the regional balance of power?
- Do you agree that diplomacy is the best approach to resolve the Yemen crisis and does CENTCOM have a role? How does the proxy nature of this conflict and the Sunni-Shia divide complicate finding a political solution in Yemen?
- How does the Syrian civil war end and what are the prospects for reconstruction? What are the implications for CENTCOM, its partners and other key actors in the region?
- Would a less active U.S. foreign policy in the Middle East advance its national interests? What are the benefits? What are the risks?

📖 Required Readings (44 Pages)

- [Seyed Hossein Mousavian and Mohammed Reza Chitsazian, "Iran's Foreign Policy in the Middle East: A Grand Strategy," Middle East Policy, December 2020, pp. 99-111. \[Accessed via E-Reserves\]](#)
- [Malley, Robert and Pomper, Stephen, "Accomplice to Carnage: How America Enables War in Yemen," Foreign Affairs, March/April 2021, pp. 73-88.](#)
- [Stein, Aaron. "Talking to Russia: A Plan for Syria." Foreign Policy Research Institute. 24 February 2021.](#)

🖥️ Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY-08C: REGIONAL ASSESSMENT 3

U.S. EUROPEAN COMMAND

Focus

The Russian Federation is the largest power in the European theater—a major regional actor with some global reach—that is neither part of the EU nor of NATO. Russia's efforts to revise and in some cases forcibly change the post-Cold War security order in Europe makes it the principal challenge to European security and U.S. policy.

Guidance

- Is European security a zero-sum game? Can Russian concerns be reconciled with those of the United States and its allies in Europe?
- How much of the current crisis in Europe is a product of the Vladimir Putin administration? Would a change in administration in Russia lead to changes in Russian policy? To what extent does encouragement of democratic reform in Europe's east threaten the Kremlin?
- How far should the Euro-Atlantic zone expand? How committed are current EU and NATO members to continue to enlarge? How much of this is a driver for deteriorating relations with Russia?
- To what extent is the U.S.-Russia relationship driven by developments in Europe? Can the United States reach accommodation with Russia over issues in other parts of the world (the Middle East, etc.) if tensions in Europe are unresolved?

OBJECTIVES

- Comprehend the role of Russia in European affairs and its strategic outlook and points of contention with U.S. preferences.
- Comprehend the dynamics of Russian involvement in the post-Soviet space.
- Identify differing perspectives within Europe on Russia
- Examine the impact of the Ukraine crisis on Russia's relations with the West.

Required Readings (62 Pages)

- [Euronews. "Putin Unveils New Russian Foreign Policy." YouTube video. 26:20, July 1, 2014.](#)
- [Goldgeier, James. "U.S.-Russian Relations Will Only Get Worse," Foreign Affairs, April 6, 2021.](#)
- [Pezard, Stephanie, Andrew Radin, Thomas S. Szayna, and F. Stephen Larrabee. "European Relations with Russia: Threat Perceptions, Responses, and Strategies in the Wake of the Ukrainian Crisis." RAND Corporation, 2017. \[READ the summary \(ix-xviii\) and chapter 3 \(31-52\).\]](#)
- [Charap, Samuel, Alice Lynch, John J. Drennan, Dara Massicot, and Giacomo Persi Paoli. "Threat Perceptions" \(chapter 2\), A New Approach to Conventional Arms Control in Europe: Addressing the Security Challenges of the 21st Century." RAND Corporation, 2020. \[NOTE: Chapter 3 may be useful for the FX\]](#)

Foundational Resources

- [Gerasimov, Valery. "The Value of Science is in the Foresight." Military Review 96, no. 1 \(2016\): 23.](#)
- [Putin, Vladimir. "Putin delivers annual address to Federal Assembly \(ENGLISH\)." YouTube Video. 2:17:24. April 21, 2021. \[Watch from 1:23:32 to 1:36:00\]](#)
- [Petersen, Mike. "NWC Talks: Russia's Great Power Competition." YouTube video. 12:10, Nov 25, 2019.](#)





INTERNATIONAL SECURITY - 08D: REGIONAL ASSESSMENT 3

U.S. INDO-PACIFIC COMMAND

🔍 Focus

This session will focus on Southeast Asia (including the South China Sea) and will assess key security challenges and U.S. national interests that exist within this subregion. According to the Pentagon's Indo-Pacific Strategy report, the United States is "continuing to strengthen security relationships with partners in Southeast Asia, including Vietnam, Indonesia, and Malaysia, and sustaining engagements with Brunei, Laos, and Cambodia." As part of its Free and Open Indo-Pacific strategy, the United States supports a free and open South China Sea and is opposed to militarization within this maritime space, which is a critical transit zone for regional and global trade.

OBJECTIVES

- Comprehend key elements of the international political economy within Southeast Asia.
- Identify key security challenges within Southeast Asia and U.S. national interests.
- Comprehend the complex relationships among socio-economic factors within this subregion and their effects on stability, security, and prosperity in the Indo-Pacific.
- Analyze U.S. interests (and possible policy options) in the South China Sea.

📌 Guidance

- What are the chief concerns of countries in Southeast Asia? What impact do these assessments have on U.S. interests and relations in the region?
- What are the perceptions of the United States and China in Southeast Asia and what impact do these perceptions have on U.S. relations in the region? What interests does the United States have at stake in Southeast Asia and how important are these interests? What is the best strategy for the United States to achieve those interests?
- What are the United States' and Chinese interests in the South China Sea, how important are these interests, and why do they clash? What is the best strategy for the United States in dealing with this clash of interests?

📖 Required Readings (58 Pages)

- [Brandon, John J., et al. "Urgent Issues in U.S.-Southeast Asian Relations for 2021," Asia Foundation, 2020, pp 13-39.](#)
- [Seah, Sharon, et al. "The State of Southeast Asia: 2021." \(Singapore: ISEAS-Yusof Ishak Institute, 2021\) Skim pp 1-6; 7-43; 48-51.](#)
- [Brands, Hal and Zach Cooper. "Getting Serious about Strategy in the South China Sea," Naval War College Review 71:1 \(2018\): 1-20.](#)
- [Malesky, Edmund. "The genie will not return to the bottle: Understanding the pro-democracy protests in Myanmar." The Brookings Institute. February 11, 2021.](#)

🖥️ Additional Foundational Resources

- [Dutton, Peter. "Strategic Dynamics in the South China Sea" US Naval War College Lecture on YouTube. Video 59:39. March 2, 2021.](#)





INTERNATIONAL SECURITY - 08E: REGIONAL ASSESSMENT 3

U.S. SOUTHERN COMMAND

Focus

Traditionally, national security has been viewed through a state-centric lens in which preservation of territorial integrity and government survival are prioritized. In recent decades, some have argued that the definition of national security should be expanded to include human security with an emphasis on health, the environment and crime. With both of these approaches in mind, this session seeks to assess contemporary dangers in the SOUTHCOM AOR through a regional lens and from the perspective of the United States and its national interests.

OBJECTIVES

- Identify significant states, sub-national and transnational groups, and transnational trends that pose security challenges to U.S. interests in Latin America and the Caribbean.
- Analyze the security challenges through a regional lens and a U.S. perspective.

Guidance

- What do you see as the root cause(s) of the high violent crime rate in the SOUTHCOM AOR? What is your prognosis of the region's long-term viability? Is increased policing or improved social and economic programs the answer to reducing crime in the region?
- What are the economic implications of violent crime and transnational organized crime in the SOUTHCOM AOR? What are the societal and developmental implications of the increasingly problematic increase in transnational organized crime in the region?
- In what ways have foreign external actors contributed to insecurity in the SOUTHCOM AOR?

Required Readings (45 Pages)

- [Ellis, R. Evan. "Transnational Organized Crime and Violence in the Americas." Chap. 10 in Violence in the Americas. Edited by Hanna S. Kassab and Jonathan D. Rosen. Lanham, Maryland: Lexington Books, 2018. \[Accessed via E-Reserves\]](#)
- [Gurrola, George. "China-Latin America Arms Sales: Antagonizing the United States in the Western Hemisphere?" Military Review, July-August 2018, pp -131.](#)
- [Moises, Naim and Winter, Brian. "Why Latin America Was Primed to Explode," Foreign Affairs, October 29, 2019, pp 1-4.](#)

Foundational Resources

- [Sullivan, Mark P. and June S. Beittel. "Latin America: Terrorism Issues." Congressional Research Service, December 15, 2016.](#)





FOREIGN POLICY ANALYSIS - 09

PRESIDENCY CASE STUDY: MEDIA AND PUBLIC OPINION

🔍 Focus

In March 2003, the United States invaded Iraq, invoking the recently announced "Bush Doctrine" on preemptive war. Perhaps no event in contemporary American history generated as much controversy as this decision. The Iraq invasion was the biggest gamble of George W. Bush's presidency, and one that altered the landscape of the Middle East and arguably broke the Bush presidency. The idea that "Bush Lied and People Died" persists to this day, as does the accusation that many members of the media acted as "cheerleaders" in the run-up to the war. This session will examine the role of the media in the buildup to the war in Iraq, and also analyze the administration's efforts to sell the public on the idea that Saddam Hussein's regime presented an existential threat to the United States.

OBJECTIVES

- Comprehend the role the media plays in both the formal and informal national security process.
- Discuss the impact of media coverage on both the development and the execution of security policy.
- Analyze the role of public opinion in democratic policy-making and civil-military relations, and what influences can affect it.

⚖️ Guidance

- What limitations exist, or should exist, regarding the ability of a president to "sell" their policy preferences to the public?
- What advantages does the presidency possess in terms of marketing its policies and building public support?
- Why did many members of the media put aside their skepticism regarding claims that Saddam was linked to Al Qaeda and that he was developing a wide-array of WMD?
- What role did Bush's post-9/11 popularity play in convincing the public to support the invasion of Iraq?
- What limits exist, or should exist, regarding the media's access to information in the planning and conduct of war?
- Does the media's role as an independent watchdog protected by the First Amendment hold greater, lesser, or equal weight to those roles performed by the constitutionally established branches of government?
- Why does Congress seem to lack the ability to check the President in the battle for public opinion, particularly in national security matters?
- Does this case undermine the notion that the American media is intrinsically "adversarial"?
- Has the proliferation of sources of information through social media networks made it less likely that another Iraq could happen?

📖 Required Readings (35 Pages)

- [Cappello, Dan and Ken Auletta, "Bush's Press Problem," The New Yorker, January 11, 2004.](#)
- [PBS News Hour, "The New York Times WMD Coverage," May 26, 2004 \(read transcript\).](#)
- [Lewis, Charles and Mark Reading-Smith, "False Pretenses," The Center for Public Integrity, June 30, 2014.](#)
- [Kessler, Glenn, "The Iraq War and WMDs: An Intelligence Failure or White House Spin?," The Washington Post, March 22, 2019.](#)
- [Abramson, Jill, "Merchants of Truth: The Business of News and the Fight for Facts," Prologue and Conclusion, 1-12, 423-430. \[Accessed via E-Reserves\]](#)

🖥️ Foundational Resources

- [Bump, Phillip, "Why You Can Largely Be Confident in Public Political Polling", Washington Post, January 18, 2019.](#)
- [Harvard University Library, "LibGuide to Resources on Fake News, Disinformation, and Propaganda".](#)





INTERNATIONAL SECURITY - 09A: REGIONAL ASSESSMENT 4

U.S. AFRICA COMMAND

Focus

Security remains an important concern for many African countries, whether the threat is one of civil war, terrorism, or criminal activity such as illegal fishing. This session seeks to assess contemporary dangers through a regional lens and from the perspective of the United States and its national interests.

Guidance

- What factors best explain the prevalence and conduct of civil wars in Africa?
- How should countries best build lasting peace in the aftermath of violent conflict?
- How are security challenges examined in this session such as terrorism, civil war, illegal poaching and fishing, etc. shaped by interrelated geographic, political, cultural, economic and other factors ranging from the local to the global?

Required Readings (63 Pages)

- [Roessler, Philip. "Civil War," Chapter 13 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2013\) pp. 165-178.](#)
- [Curtis, Devon. "Post-conflict Peacebuilding," Chapter 16 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2013\) pp. 202-214.](#)
- [Ong, Sandy and Edward Carver. "The Rosewood Trade: An Illicit Trade from Forest to Furniture." Yale Environment Online, 2019.](#)
- ["Seasick as COVID Locks Africa Down its Waters Remain Open to Plunder." Greenpeace Africa. October 2020.](#)

Additional Foundational Resources

- There are no additional foundational resources for this session.

OBJECTIVES

- Identify significant states, sub-national and transnational groups, and transnational trends that pose security challenges to U.S. interests in the AFRICOM theater.
- Analyze the security challenges through a regional lens and a U.S. perspective.





INTERNATIONAL SECURITY - 09B: REGIONAL ASSESSMENT 4

U.S. CENTRAL COMMAND

Focus

This session examines the key diplomatic relationships and associated challenges in the region. These relationships may include bilateral ties between states, or ties between states and key intergovernmental organizations. The challenges may involve or derive from shifting regional distributions of power, persistent threats from non-state actors, and diplomatic tensions both within the region and between regional actors and the United States. A detailed understanding of these diplomatic factors is crucial for a complete appreciation of regional dynamics.

OBJECTIVES

- Identify significant diplomatic dynamics in the CENTCOM theater, including the relations between states, transnational or subnational groups and regional organizations.
- Comprehend the diplomatic dynamics using both regional perspectives and the U.S. perspective to analyze their impact on U.S. interests in the Greater Middle East and Central Asia.

Guidance

- How important is an Israeli-Palestinian peace agreement for regional stability? Does CENTCOM have a role to play now that Israel is in its Area of Responsibility?
- What is the likelihood of a new or revised Joint Comprehensive Plan of Action? What concessions should both sides be prepared to make to secure a new nuclear agreement? What are the risks?

Required Readings (45 Pages)

- [Hussein Agha and Ahmad Samih Khalidi, "A Palestinian Reckoning: Time for a New Beginning," Foreign Affairs, March/April 2021, pp. 129-141.](#)
- ["The Iran Nuclear Deal at Five: A Revival?" International Crisis Group, 15 January 2021 \(pp. 1-26\).](#)
- [U.S. Institute for Peace, Afghanistan Study Group Final Report: A Pathway for Peace in Afghanistan, February 2021, pp. 4-10, 13-18, and 47-55.](#)

Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 09C: REGIONAL ASSESSMENT 4

U.S. EUROPEAN COMMAND

🔍 Focus

Beyond the question of Russia, the European region is facing a series of challenges—resulting from a variety of factors including environmental change, economic and political pressures, the impact of terrorism and migration, and technological evolution. These factors can exacerbate instability within U.S. partners and create problems with the cohesiveness and responsiveness of NATO and the EU to regional and global issues. This session is designed to provide an overview of the principal issues for which EUCOM must grapple.

⚙️ Guidance

- The European region is beset by a series of simultaneous regional and functional threats to its security. What criteria should NATO and the EU use to determine priorities and responses? How does the Women, Peace and Security approach fit into Euro-Atlantic security?
- How do new challenges threaten European regional integration? What are the implications for the trans-Atlantic relationship?
- How do disagreements on trade, migration and the environment between European states and between Europe and the United States affect trans-Atlantic security cooperation?
- To what extent does the rise of illiberal and authoritarian tendencies in European politics impact European security? How cohesive can the EU and NATO remain if member states disagree on questions of values?

📖 Required Readings (85 Pages)

- [Dennison, Susi, Ulrike Esther Franke, and Paweł Zerka. "The Nightmare of the Dark: The Security Fears that Keep Europeans Up At Night." European Council on Foreign Relations, 2018, pp. 1-40. \[Read pages 1-5 and scan countries of interest.\]](#)
- [NATO 2030: United for a New Era. Analysis and Recommendations of the Reflection Group Appointed by the NATO Secretary General, November 25, 2020. Please read chapter 4, pp. 22-62. \[Please pay special attention to the section on Women, Peace and Security.\]](#)
- [Hamilton, Daniel S. and Joseph P. Quinlan. "The Transatlantic Economy 2021." Johns Hopkins, 2021, Ch. 2-3, pp. 15-56. \(NOTE: Chapter 4 may be useful for FX\)](#)
- [Loftus, Suzanne. "Democracy and Transatlantic Values in an Age of Great Power Competition," Orbis 65: 2 \(2021\), pp. 342-353.](#)

👤 Foundational Resources

- Issue papers in European Security (Loisach Group Notes, Garmisch-Partenkirchen: George C. Marshall European Center for Security Studies, 2018):
 - [Clarke, Jack. "Defeating the Russian Information Operations Challenge." \(LG Note 3\)](#)
 - [Vann, Joseph. "A Call for a Comprehensive Arctic Strategy." \(LG Note 4\)](#)
 - [Münchow, Sebastian von. "Terrorism Policy." \(LG Note 9\)](#)
 - [Clarke, Jack and Andreas Geuckler. "Cyber Security Policy." \(LG Note 6\)](#)
 - [Geuckler, Andreas. "Missile Defense Policy." \(LG Note 8\).](#)

OBJECTIVES

- Comprehend how changes in domestic conditions impact European security.
- Identify the interrelationships between external developments (and internal political and economic developments).
- Comprehend the economic underpinnings of the trans-Atlantic relationship.
- Analyze the challenges to European economies and networks from cyber and other transnational threats.
- Analyze the maritime dimension of European security.





INTERNATIONAL SECURITY - 09D: REGIONAL ASSESSMENT 4

U.S. INDO-PACIFIC COMMAND

Focus

The region of Oceania consists of island states. Australia and New Zealand are the largest states, and the region also includes several smaller Pacific Island states, including Fiji, Papua New Guinea, and the Solomon Islands. Common issues include the rise of China as a strategic and economic actor in the region, environmental vulnerabilities linked to climate change, and, among the Pacific island states, limited developmental progress. Oceania's states also face an enduring challenge of how to articulate and defend their interests in a context of more powerful regional actors, especially China. This session will focus on the political and security challenges facing Oceania, and how these can impact and shape U.S. strategy in the Indo-Pacific |

OBJECTIVES

- Understand the core political and security challenges and U.S. interests in Oceania.
- Examine how DoD can assist regional states in addressing these issues, while also recognizing the risks of U.S. overreach and mission creep in doing so. |

Guidance

- Australia is a significant U.S. Indo-Pacific partner, yet sits within a regional context of dense geopolitical competition. What factors drive Canberra to continue to view the United States as its key partner in addressing its national security challenges? How does Australia view growing U.S.-China rivalry in the context of its own national interests?
- What are the key political, economic, and security challenges facing Pacific Island states? In a context of limited U.S. resources, should Washington devote additional resources toward deepening its strategic relationship with these states? How does China's growing presence in this part of the world affect U.S. calculations?
- Climate change is increasingly being viewed as an existential threat to global security. This may be especially true for Pacific Island States. What are the challenges facing this region in the context of growing climate instability? |

Required Readings (56 Pages)

- [Wallis, Joanne. "Is it Time for Australia to Adopt a "Free and Open" Middle-Power Foreign Policy?" Asia Policy 15, no. 4 \(10, 2020\): 7-20.](#)
- [Dupont, Patrick. "The United States' Indo-Pacific Strategy and a Revisionist China: Partnering with Small and Middle Powers in the Pacific Islands Region." Honolulu: Center for Strategic and International Studies \(CSIS\), 2021.](#)
- [Devadason, Caroline Anitha, Luke Jackson and Jennifer Cole. "Pacific Island Countries: An Early Warning of Climate Change Impacts." Rockefeller Foundation Economic Council on Planetary Health. Oxford, UK April 2019. pp. 1-15. |](#)

Foundational Resources

- [Australian Government, Department of Defence. "2016 Australia Defence White Paper."](#)
- [New Zealand, Department of the Prime Minister and Cabinet. "Briefing to Incoming Minister for National Security and Intelligence." #2021NSP/021. November 2, 2020.](#)
- [Lum, Thomas and Bruce Vaughn. "The Pacific Islands" Congressional Research Service. May 10, 2019, pp. 1-3. |](#)





INTERNATIONAL SECURITY - 09E: REGIONAL ASSESSMENT 4

U.S. SOUTHERN COMMAND

Focus

After addressing issues such as political geography, socio-economic factors and security threats, this session examines the key diplomatic relationships and associated challenges in the region. These relationships may include bilateral ties between states, or ties between states and key intergovernmental organizations. The challenges may involve or derive from shifting regional distributions of power, institutional corruption, persistent threats from non-state actors, and diplomatic tensions both within the region and between regional actors and the United States. A detailed understanding of these diplomatic factors is crucial for a complete appreciation of regional dynamics.

OBJECTIVES

- Identify significant diplomatic dynamics in the SOUTHCOM theater, including the relations between states, sub-national or transnational groups, regional organizations, and transnational trends.
- Comprehend the diplomatic dynamics using both regional perspectives and the U.S. perspective to analyze their impact on U.S. interests in Latin America and the Caribbean.

Guidance

- How might the United States overcome biases against and negative perceptions of the United States when crafting foreign policy for the Latin American region? How does corruption impact economic and social development in Latin America?
- What tool of United States' power do you think will be most effective in day-to-day engagement with Latin America? What military missions should SOUTHCOM prioritize to promote security and prosperity in the region?
- What policies and actions might the United States take early on to help the region avoid another catastrophe like Venezuela?

Required Readings (41 Pages)

- [Farah, Douglas and Kathryn Babineau. "Extra-Regional Actors in Latin America: The United States is Not the Only Game in Town." Prism : A Journal of the Center for Complex Operations 8, no. 1 \(2019\): 96-112.](#)
- [Naím, Moisés and Francisco Toro. "Venezuela's Suicide." Foreign Affairs 97, no. 6 \(2018\): 126-138.](#)
- [Lovejoy, Thomas. "The Amazon Is Nearing the Point of No Return," Foreign Affairs, 10 February, 2020. Pp1-3.](#)

Foundational Resources

- There are no additional foundational resources for this session.





FOREIGN POLICY ANALYSIS - 10

THE JUDICIARY AND NATIONAL SECURITY

Focus

The U.S. judiciary is the third and co-equal branch of the U.S. government. The Supreme Court adjudicates constitutional questions surrounding foreign policy, many of which involve the role of the military. Since 9/11 the Supreme Court has ruled on the extent to which the constitution permits -- or prohibits -- the President and Congress to limit civil liberties for the sake of national security. Importantly, both decisions and non-decisions by the judiciary have consequences on the scope of executive and legislative power, and the role of the military and national security establishment in executing U.S. foreign policy.

One of the most current, consequential, and neglected areas of constitutional law now concerns the issue of targeted killings, particularly by drone strikes against U.S. citizens. The U.S. government has extrajudicially killed American citizens while the Supreme Court has declined to adjudicate the power of the executive branch and rights of American citizens in this crucial domain of the Constitution. This session explores an unsettled area of constitutional law and judicial oversight that requires urgent attention as the U.S. policy of drone strikes is poised to continue and expand.

OBJECTIVES

- Discuss the role of the judiciary as a key player in adjudicating foreign policy issues.
- Discuss recent legal cases directly affecting the military and national security, such as AUMF, Targeted Killing, and Drone Strikes.
- Weigh different arguments over Executive power and constitutional rights.
- Examine the targeted killing of Anwar al-Awlaki, a U.S. citizen killed by a CIA-operated drone in Yemen.

Guidance

- Analyze the Constitutional issues that surround the executive ordering the targeted killing of terrorist suspects, and especially U.S. citizens. Is the current precedent with al-Awlaki sound policy? Should it change, and if so, how?
- What are the powers and limits of the executive branch in targeted killings?
- What is the role of the judiciary relative to the executive and legislative branches in foreign policy decisions like drone strikes?
- What sources of law does the executive draw upon to support its targeted killing policy? What sources of law can the judiciary rely on as a check on the executive?

Required Readings (40 Pages)

- [Reinhardt, Stephen, "The Judicial Role in National Security," 86 B.U. L. Rev. 1309 \(2006.\)](#)
- [Cole, David, "Killing Citizens in Secret," The New York Review, October 9, 2011.](#)
- [Goldsmith, Jack, "Fire When Ready," Foreign Policy, March 20, 2012.](#)
- [Coll, Steve, "Kill or Capture," The New Yorker, August 2, 2012.](#)
- [Mazzetti, Mark and Schmitt, Eric, "Terrorism Case Renews Debate Over Drone Hits," The New York Times, April 12, 2015.](#)
- [Dow, David R. "In assassinating al-Awlaki, Obama left the Constitution behind," Daily Beast, March 12, 2016.](#)

Foundational Resources

- ["Legality of U.S. Government's Targeted Killing Program Under Domestic Law," Lawfare \(See suggested readings at end of article.\)](#)





INTERNATIONAL SECURITY - 10A: REGIONAL ASSESSMENT 5

U.S. AFRICA COMMAND

🔍 Focus

African countries have never existed in isolation. African countries have interacted with their neighbors, their region, and countries in other continents for hundreds of years. African countries attract trade, aid and investment from a variety of different sources, both governmental and private. African governments engage in security cooperation with a wide range of countries as well, and for a variety of different purposes. This session describes some of the international relationships between non-African countries and the countries on the continent and explores the security implications of those relationships.

OBJECTIVES

- Identify significant diplomatic dynamics in Africa including the relations between states, sub-national or transnational groups, regional organizations, and transnational trends.
- Comprehend the diplomatic dynamics using both regional perspectives and the U.S. perspective to analyze their impact on U.S. interests in the Africa.

🔧 Guidance

- What is China doing in Africa and why? What are the security implications of China's actions?
- What efforts are the U.S. government as a whole -- and AFRICOM in particular -- currently engaged in with regards to security in Africa? How effective have these been?
- Why has Russia returned to Africa? What is it doing and do its activities pose a threat to Africans or U.S. interests?

📖 Required Readings (50 Pages)

- [Hicks, Marcus, Kyle Atwell, and Dan Collini. "Great-Power Competition Is Coming to Africa." Foreign Affairs, March 4, 2021.](#)
- [Alden, Chris and Lu Jiang. "Brave new world: debt, industrialization and security in China–Africa relations." International Affairs. Volume 95, Issue 3. May 2019, Pages 641–657.](#)
- [Singh, Naunihal and Josephine Appiah-Nyamekye Sanny, "U.S.-China Competition May Be a Win-Win for Africa - The Washington Post." November 20, 2020.](#)
- [Watts, Stephen, Kimberly Jackson, Sean Mann, Stephen Dalzell, Trevor Johnston, Matthew Lane, Michael J. McNerney, and Andrew Brooks. "Reforming Security Sector Assistance for Africa." RAND Corporation, 2018.](#)

📚 Foundational Resources

- [Hydén, Göran. "The External Dimension," Chapter 8 in African Politics in Comparative Perspective. \(New York: Cambridge University Press, 2013\).](#)
- [Menkhaus, Ken. "Terrorism, Security, and the State," Chapter 30 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2013\).](#)
- [Singh, Naunihal. "NWC Talks: China in Africa." YouTube video. 13:50, December 18, 2019.](#)





INTERNATIONAL SECURITY - 10B: REGIONAL ASSESSMENT 5

U.S. CENTRAL COMMAND

Focus

As Washington considers policy options toward Asia, geopolitical rivalries among major powers influence the prospects for future cooperation, growth, and stability in the region. Central Asia faces significant regional and transnational challenges such as terrorism, inter-ethnic tension, territorial disputes, resource constraints, and the specter of a volatile neighbor to the South, in Afghanistan. Due to its key location, Central Asia is re-emerging as a fulcrum of great power rivalry, particularly among Russia, China, and the United States, amid competition over energy supplies, trade routes, and a reassertion of traditional spheres of influence. It also borders two rival nuclear powers (Pakistan and India) and a Middle East regional power, Iran. Despite these challenges, some countervailing opportunities are emerging in the form of regional trade, energy, and security arrangements such as the Shanghai Cooperation Organization (SCO), in which China and Russia are the dominant founding members. With renewed efforts to link resource-rich regions with fast-growing markets, echoing the ancient Silk Road, South and Central Asia are positioned to play a significant role in the evolving geopolitics of the 21st century.

OBJECTIVES

- Identify and analyze the United States' and regional actors' interests in Central Asia.
- Identify and analyze threats, challenges, and opportunities to the United States and other nations in Central Asia.

Guidance

- Why should (or shouldn't) the United States care about Central Asia given its remote location?
- How does the Silk Road fit into the broader geopolitics of the CENTCOM AOR?
- How should the Trump Administration partner with other great powers in region of Central Asia?
- How important is the Central Asian region diplomatically, and more importantly, as an access point, for the United States and for CENTCOM?
- What importance for security does the issue of women, peace, and security have in Central Asia?
- What would the United States lose if it withdrew entirely from Central Asia? What would the strategic implications of this withdrawal be for U.S. interests in Central Asia?

Required Readings (45 Pages)

- [Baisalov, Ermek. "Central Asia 2021: Challenges and Trends." CABAR, Institute for War and Peace Reporting. January 08, 2021.](#)
- [Pantucci, Raffaello. "Not-So-Hidden Dragon: China Reveals Its Claws in Central Asian Security." Inside Central Asia, Pax Sinica. Carnegie Moscow Center. February 25, 2021.](#)
- Levi-Sanchez, Suzanne. "Central Asia Brief: Why Central Asia Matters," Unpublished Primer, 2021. (21 pages)
- ["Women Belong at the Peace Table – In Central Asia Too," Interview with Armands Pupols of the UN Regional Centre for Preventive Diplomacy for Central Asia in 2020.](#)

Foundational Resources

- [Bleuer, Christian. "The Exaggerated Threat of Islamist Militancy in Central Asia." World Politics Review. February 25, 2020, pp. 1-9.](#)
- [International Crisis Group. "Central Asia's Silk Road Rivalries," Europe and Central Asia Report, 27 July 2017, N°245 pp. 1-32.](#)





INTERNATIONAL SECURITY - 10C: REGIONAL ASSESSMENT 5

U.S. EUROPEAN COMMAND

Focus

U.S. strategic plans for both European as well as global security assume that Europe itself will remain reasonably stable, that the trans-Atlantic partnership will remain intact, and are predicated on the long-term stability and viability of both NATO and the EU. Will these assumptions remain valid as we move into the mid-21st century?

Guidance

- Does it make sense to continue to speak of “Europe” as a defined economic, political and security entity? Could major European institutions fracture in the coming years??
- Are U.S. assumptions that, in order to cope with the perceived authoritarian challenge posed by Russia and China, the United States must focus on Asia-Pacific while Europe should be able to secure itself, realistic?
- Based on readings for this and previous sessions, how important will Europe be for U.S. security in coming years? Will the United States pivot “back” to Europe or rebalance its commitments to other parts of the world? How will European states rebalance their own relations with Washington?

OBJECTIVES

- Comprehend drivers for future tensions within NATO and the EU
- Identify the factors which could complicate trans-Atlantic security cooperation
- Identify challenges for European cohesion in the next decade
- Identify security gaps which may emerge in the European theater.

Required Readings (54 Pages)

- [U.S. Senate Armed Services Committee. "Statement of General Tod D. Wolters, Commander, United States European Command", April 13, 2021, pp. 2-20.](#)
- [Trenin, Dmitri. "European Security is Becoming Euro-Asian," Carnegie Moscow Center, December 18, 2019.](#)
- [Manea, Octavian. "Interview: The West Needs to Redevelop the Tools and Mindset of Strategic Competition," \(interview with A. Wess Mitchell, co-chair of the NATO 2030 Reflection Process\), Small Wars Journal, April 5, 2021.](#)
- [Le Corre, Philippe. "Europe's Tightrope Diplomacy on China," Carnegie Endowment, March 24, 2021.](#)

Foundational Resources

- [Ellehuus, Rachel and Andrei Zagorski. "Restoring the European Security Order." Center for Strategic and International Studies, \(2019\): 1-7.](#)
- [Breedlove, Philip and Alexander Vershbow. "Permanent Deterrence: Enhancements to the U.S. Military Presence in North Central Europe: Atlantic Council, 2018.](#)





INTERNATIONAL SECURITY - 10D: REGIONAL ASSESSMENT 5

U.S. INDO-PACIFIC COMMAND

Focus

The region of South Asia consists of the states of Afghanistan, Bangladesh, Bhutan, Burma, India, the Maldives, Pakistan, Nepal, and Sri Lanka. While Afghanistan and Pakistan fall under the CENTCOM AOR rather than that of INDOPACOM, developments in those states unavoidably affect those in the broader South Asian region. This region holds a quarter of the world's population, is located in the center of the Indian Ocean. Political and security developments in this area are therefore of core concern to U.S. interests. Regional issues range from nuclear instability, to unresolved territorial disputes, to limited state capacities with regard to managing internal security. With India as the leading power of the region, this session will focus on the security challenges facing South Asia, and how these can impact and shape U.S. strategy in the Indo-Pacific.

OBJECTIVES

- Identify the core security challenges and U.S. interests in South Asia.
- Analyze how DoD can assist regional states in addressing these issues, while also recognizing the risks of U.S. overreach and mission creep in doing so.

Guidance

- For a number of reasons, India has begun to redefine its priorities and approach to the Indo-Pacific region, in particular reassessing its relationship with China. How has Indian foreign policy been changing? What implications does this recalibration have for India, the region, and for the United States? Will India become a greater Indo-Pacific player in the future or is this a momentary event?
- While U.S.-India relations have often been distant, since 2000, there has been a sustained bilateral effort since by Washington and New Delhi to build a strategic partnership. What are the key shared interests, policy differences, and challenges in the U.S.-India relationship? How can the DoD assist in strengthening the strategic partnership?
- In many respects, the most important challenges facing many of the countries in South Asia are not related to geopolitical competition but rather fall in the category of human security. What are the chief human security challenges facing the region and what implications do they have for regional peace and stability?

Required Readings (40 Pages)

- [Pant, Harsh V, and Premesha Saha. "India, China, and the Indo-Pacific: New Delhi's Recalibration Is Underway." The Washington quarterly 43, no. 4 \(2020\): 187–206.](#)
- [Singh, Sinderpal. "The Indo-Pacific and India-U.S. Strategic Convergence: An Assessment." Asia Policy 14:1 \(2019\): 77-94.](#)
- [Senaratne, Bhagya. "The Covid-19 Pandemic and the Power Rivalry in South Asia." National Bureau of Asian Research. December 19, 2020.](#)

Foundational Resources

- [Nooruddin, Irfan et al. "South Asia: The Road Ahead in 2020." Atlantic Council. March 3, 2020.](#)
- [Jackson, Van. "America's Indo-Pacific Folly: Adding New Commitments in Asia Will Only Invite Disaster." Foreign Affairs. March 12, 2021.](#)





INTERNATIONAL SECURITY - 10E: REGIONAL ASSESSMENT 5

U.S. SOUTHERN COMMAND

Focus

Despite the near proximity of Central America and the Caribbean to the United States, both regions have often been overlooked when thinking about security and economic prosperity in the Western Hemisphere. Ironically, in the 19th and 20th century the United States has often intervened in both regions to protect both economic and security interests. The United States is once again focused on Central America and the Caribbean region as thousands of citizens migrate north from Central America to escape criminal violence and economic disparity while large quantities of illegal narcotics once again are moving north through the Caribbean to consumption markets in the United States. Past attempts and policy solutions have not succeeded in stemming the illegal flow of people or drugs into the United States. Once again U.S. SOUTHCOM is confronted with the challenge of working with U.S. NORTHCOM and other government agencies to protect the southern border of the United States.

OBJECTIVES

- Identify significant states, sub-national and transnational groups, and transnational trends that pose security challenges to U.S. interests in Central America and the Caribbean.
- Analyze the security challenges through a regional lens and a U.S. perspective.

Guidance

- What are the primary reasons thousands of Central American migrants travel to the United States? What can SOUTHCOM do to help reduce the flow of migrants?
- How has a history of U.S. military intervention in Central America affected the ability of the United States to formulate an effective foreign policy for this region?
- How can the United States reduce the level of violence, smuggling and crime in the Caribbean region?

Required Readings (36 Pages)

- [Skidmore, Thomas E. "Central America: Within the U.S. Orbit." Chap. 4 in Modern Latin America. Edited by Peter H. Smith and James N. Green. New York: Oxford Press, 2019. \[Accessed via E-Reserves\]](#)
- [Clayton, Anthony. "The Threat Environment in the Caribbean." University of the West Indies, May 2019.](#)
- [Cone, Jason and Marc Bosch Bonacasa. "Invisible War: Central America's Forgotten Humanitarian Crisis." The Brown Journal of World Affairs 24, no. 2 \(2018\): 225-239.](#)
- [Dudley, Steven. "Gangs of El Salvador," Foreign Affairs, August 22, 2019, pp 1-4.](#)

Foundational Resources

- [Sullivan, Mark. "Caribbean Basin Security Initiative," Congressional Research Service, February 13, 2020.](#)





FOREIGN POLICY ANALYSIS - 11

CONGRESS AND NATIONAL SECURITY

Focus

As the constitutional scholar Edwin Corwin once famously observed, the Constitution is an "invitation to struggle for the privilege of directing American foreign policy." Although many scholars and casual observers argue that the executive branch dominates when it comes to national security policy making, the legislative branch does have the ability to have a significant influence on national and theater security policy. Article I of the Constitution grants Congress certain powers regarding national security, including those to declare war, raise and support armies, provide and maintain a Navy, make rules for regulating the land and naval forces, and to create and empower executive branch departments. In addition, Congress has the power of the purse and oversight responsibilities for how U.S. national security policy is formulated and executed.

Previous sessions in Foreign Policy Analysis have stressed that the authorities, missions, and budgets of different organizations within the national security enterprise ultimately are set by congressional mandate. This session examines Congress' roles and responsibilities in crafting legislation dealing with national and theater security affairs and in providing oversight of the U.S. national security establishment.

OBJECTIVES

- Comprehend the structure of Congress and its role in passing laws, appropriating funds, and overseeing the Executive Branch, as well as the processes that the Legislative Branch employs to implement policy.
- Discuss how Congress works with the Executive Branch, especially the Department of Defense, to establish effective national security policies, institutions, and processes.
- Analyze how military officers and other national security professionals interact with the Legislative Branch.

Guidance

- How do members of Congress seek to balance a strategic vision of the national interest with the need to focus on constituent service?
- How much influence does Congress have on defense policy relative to the executive branch?
- How does Congress conduct oversight of the executive branch?
- How does Congress exercise the "power of the purse" in overseeing the national security budget?

Required Readings (68 Pages)

- [Serafino, Nina M. and Eleni G. Ekmektsioglou, "Chapter 9: Congress and National Security," The Oxford Handbook of U.S. National Security, ed. Derek S. Reveron, Nikolas K. Gvosdev, and John A. Cloud, \(New York, NY: Oxford University Press, 2018\), 1-21.](#)
- [Bent, Rodney, "Chapter 14: Budgeting for National Security," The Oxford Handbook of U.S. National Security, ed. Derek Reveron, Nikolas K. Gvosdev, and John A. Cloud, \(New York, NY: Oxford University Press, 2018.\), 1-14.](#)
- [Walsh, Kathleen A. "Legislative Affairs and Congressional-Military Relations," Newport, R.I.: Naval War College faculty paper, updated 2012, pp. 1-11.](#)
- [Heflin, Zane, "The War Powers Act Explained." The New Center, January 16, 2020.](#)
- [Vladek, Steve, "The courts don't even try to settle fights about war powers anymore," The Washington Post, January 15, 2020.](#)
- [Smithberger, Mandy and William Hartung, "Making Sense of the \\$1.25 Trillion National Security State Budget," POGO, May 7, 2019.](#)
- [Dale, Catherine, Nina M. Serafino, and Pat Towell, "A Unified National Security Budget? Issues for Congress," CRS, March 14, 2013.](#)

Additional Foundational Resources

- [Joint Resolution, Public Law 107-40, 107th Congress, 1st session, September 18, 2001.](#)
- [Joint Resolution, Public Law 107-243, 107th Congress, 2nd session, October 16, 2002.](#)





INTERNATIONAL SECURITY - 11

DETERRENCE

Focus

The United States was the first nation to develop nuclear weapons and is the only state (so far) to have used them in war. Throughout the Cold War, nuclear weapons and theories of nuclear deterrence were central to U.S. strategy and defense planning. This was a paradox: nuclear weapons were unlikely to be used, but their destructive power demanded continual thinking and planning about their role in protecting American national security. In the years following the Cold War, both civilian and military analysts gave far less thought to deterrence and nuclear weapons as the threat of an existential nuclear conflict appeared to recede. Over the past decade, however, the nuclear question has resurfaced, not only because of the competition with China and Russia, but also because of the threats from a nuclear North Korea and continual concern over a potential Iranian nuclear program along with the consideration of deterrence in other domains such as cyber space and "gray zone" conflict.

OBJECTIVES

- Comprehend the workings of deterrence and the role deterrence plays in protecting U.S. interests.
- Identify and analyze the tools available for implementing deterrence in the individual AORs.
- Evaluate the role and composition of the U.S. nuclear force in the 21st century.

Guidance

- What are the basic concepts of deterrence and how does a state construct a credible deterrence commitment? What role does rationality play in deterrence calculations? What are the important distinctions in the different types of deterrence?
- How do deterrence concepts dating back to the Cold War era hold up in today's evolving international security environment? What are the challenges of multi-polar deterrence and how might new or emerging technologies alter deterrence stability?
- How large do you think the U.S. strategic nuclear force should be? Should certain parts of the force be adjusted? Can the United States afford all of the modernization plans to strategic nuclear forces that are on currently on the table? If not, what should the priorities be?

Required Readings (53 Pages)

- [Freedman, Lawrence. "The Meaning of Deterrence," Chapter 2 and "Strategic Coercion," Chapter 7 in Deterrence, \(Cambridge, MA: Polity Press, 2004\), pp. 26-42, 109-115. \[Accessed via E-Reserve\]](#)
- [Chyba, Christopher F. "New Technologies & Strategic Stability." Daedalus \(Cambridge, Mass.\) 149, no. 2 \(2020\): 150-170.](#)
- [Colby, Elbridge and Walter Slocombe. "The State of \[Deterrence by\] Denial." War on the Rocks. March 22, 2021.](#)
- [Woolf, Amy F. "U.S. Strategic Nuclear Forces: Background, Developments, and Issues," Congressional Research Service, 10 December 2020, pp. 1-9 and pp 49-58.](#)
- [Nichols, Tom. "NWC Talks: Preventive War in the 21st Century." YouTube video. 12:51, May 29, 2019.](#)

Additional Foundational Resources

- [Biddle, Tami Davis. "Coercion Theory: A Basic Introduction for Practitioners." Texas National Security Review 3:2 \(Spring 2020\): 94-109.](#)
- [Department of Defense, "Nuclear Deterrence: America's Foundation and Backstop for National Defense," April 6, 2020.](#)





FOREIGN POLICY ANALYSIS - 12

CONGRESSIONAL CASE STUDY: CREATING A NEW AGENCY

Focus

In the 2020 National Defense Authorization Act, a new U.S. military service was created for only the second time since the founding days of the nation. In this session, we apply previous lessons on bureaucratic politics and the role of Congress and the president in national security policy to understand why the option of a new service was chosen, how Congressional interests and oversight shaped the new Space Force, and consider the likely bureaucratic and political implications of a separate organization responsible for the space domain.

OBJECTIVES

- Discuss the creation of the U.S. Space Force.
- Identify the role of Congress in legislating the Space Force.
- Examine the different priorities stakeholders that influenced the congressional legislative process.
- Assess the strengths and weaknesses of the Space Force as it currently exists and how they reflect the legislative process that created it.

Guidance

- What problems have been identified with respect to U.S. space capabilities? To what extent do they represent changes in the international security environment vs domestic organizational and implementation difficulties?
- Why might space have been "neglected" bureaucratically within DoD before Space Force was created?
- What led to a separate space service being formally proposed? Would this specific choice have been likely without Donald Trump as President? Why did Congress approve a fully independent service after being opposed to even a Space Corps just a few years earlier?
- How did Congress shape the creation of the Space Force? What issues interested the House and Senate? What do you think the DoD and other Services wanted? What interest groups might have had a stake?
- What organizational and political challenges do you see for the new Space Force? Do you think the solution that was adopted will fix the problems that were identified several years earlier?
- How will a dedicated space service change the debates over U.S. military strategy and force planning? What role do you think Space Force will advocate for space in U.S. national strategy?

Required Readings (54) Pages)

- [Chaplain, Christina \(U.S. Government Accountability Office\), "SPACE ACQUISITIONS: DOD Continues to Face Challenges of Delayed Delivery of Critical Space Capabilities and Fragmented Leadership" \[testimony\], May 17, 2017, 2-6, 11-16.](#)
- [Harrison, Todd, "Why We Need a Space Force," Center for Strategic and International Studies, October 3, 2018.](#)
- [Johnson, Kaitlyn, "Why a Space Force Can Wait," Center for Strategic and International Studies, October 3, 2018.](#)
- [Burbach, David, Space Force Case Reader, U.S. Naval War College, 23 April 2021.](#)
- [Farley, Robert, "Space Force: Ahead of Its Time or Dreadfully Premature", Cato Institute, December 1, 2020, 1-15.](#)

Foundational Resources

- [Center for Strategic and International Studies, "Commanding Space: The Story Behind the Space Force", video, 20:00, April 2019.](#)
- [Spirtas, Michael, et. al., A Separate Space: Creating a Military Service for Space \(Santa Monica: RAND Corporation, 2020\).](#)
- [United States Department of Defense, Proposed Space Force Legislative Text, March 1, 2019.](#)
- [United States Public Law 116-92, "National Defense Authorization Act For Fiscal Year 2020", 116th Congress, 1st session, December 20, 2019, 365-373.](#)





INTERNATIONAL SECURITY - 12 CYBER, SPACE, AND TECHNOLOGY

Focus

The Defense Department defines cyberspace as "a global domain within the information environment consisting of the interdependent networks of information technology infrastructures and resident data, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers." Increasingly individuals, subnational groups, and intelligence services harness cyberspace to advance economic and political interests. Likewise, militaries have been developing cyber commands which are being integrated into traditional military planning efforts. To appreciate the national security challenges within cyberspace and how the Defense Department integrates new technology into defense planning, this session considers how states compete in cyberspace and space with implications for security strategies.

OBJECTIVES

- Define cyber power and analyze its role in security strategies
- Comprehend the role technology plays in security strategies
- Comprehend the space domain as it relates to cyber and technology issues
- Apply concepts of deterrence to cyberspace.

Guidance

- When is cybersecurity national security? How would you apply deterrence in the cyber domain? How would you apply deterrence in the space domain? What role can norms play in improving security in each domain?
- With respect to competing great powers, what challenges confront the United States in space and cyberspace? How should the United States respond while protecting its own plans and operations?

Required Readings (85 Pages)

- [Nye, Joseph S. Jr. "Deterrence and Dissuasion in Cyberspace." International Security, Vol. 41, No. 3 \(Winter 2016/17\), pp. 44-71.](#)
- [Schneider, Jacquelyn. "A Strategic Cyber No-First-Use Policy? Addressing the US Cyber Strategy Problem." The Washington Quarterly, Summer 2020, pp.159-175.](#)
- [Video: Brad Smith, "Cyber Security and Internet Governance," November 9, 2017.](#)
- [Paulauskas, Kestutis. "Space: NATO's Latest Frontier," NATO Review, 18 March 2020, pp. 1-6.](#)
- [Colby, Elbridge. "From Sanctuary to Battlefield: A Framework for a U.S. Defense and Deterrence Strategy for Space," Center for a New American Security, January 2016, pp. 4-33.](#)

Foundational Resources

- [Department of Defense. "Summary: Department of Defense Cyber Strategy." 2018.](#)
- [Cyberspace Solarium Commission. Final Report. March 2020.](#)
- [White House. "National Cyber Strategy of the United States of America." September 2018.](#)
- [Shahbaz, Adrian and Allie Funk. "Freedom on the Net." Freedom House. 2020.](#)
- [White House. "Space Policy Directive 4." February 2019.](#)
- [White, T.J., "U.S. Fleet Cyber Command/U.S. 10th Fleet Strategic Plan 2020-2025." August 2020.](#)





FOREIGN POLICY ANALYSIS - 13

THE DOMESTIC POLITICAL PROCESS

Focus

This session provides an overview of the national security structure of the U.S. government, focusing on the National Security Council and the interagency process. The United States has evolved its national security establishment over time to address perceived flaws and shortcomings in its structure and organization. Both Congress and the executive branch have periodically reformed the national security policymaking process in an effort to bring expertise to the table. The number of federal agencies that are stakeholders in the policymaking process is surprising, but reflects the sophistication of today's foreign policy issues that range from traditional diplomacy to energy, environment, economics, science, and technology. Taken as a whole, the elements of this session explain the U.S. national security policymaking structure and process. This session also introduces the players in this arena to help prepare for the interagency simulation in PA-18.

OBJECTIVES

- Understand the organization of the national security establishment
- Identify changes in the structure and operation of the national security establishment
- Apply organizational and bureaucratic theories to analyze the interagency process
- Understand the national security budget

Guidance

- What are the advantages and disadvantages of the structure of the executive branch as it pertains to policymaking?
- How has the NSC changed shape over time? Is the NSC too big or too small? What issues should the NSC primarily address?
- Which FPA perspectives does the U.S. interagency process reflect?
- What are the tradeoffs involved in the interagency process? Is there a cost to this method of formulating national security policy?
- Review the NSC structure and roles of the actors in the NSC.

Required Readings (55 Pages)

- [Rosenwasser, Jon, and Michael Warner, "History of the Interagency Process for Foreign Relations in the United States", in George and Rishikoff, eds., The National Security Enterprise: Navigating the Labyrinth, Georgetown University Press \(2017\), 13-30. \[Accessed via E-Reserves\]](#)
- [Destler, I.M. and Ivo H. Daalder, "A New NSC for a New Administration," Brookings, November 15, 2000.](#)
- [White House, National Security Council.](#)
- [Deutch, John, Arnold Kanter, and Brent Scowcroft, "Strengthening the National Security Interagency Process," Belfer Center.](#)
- [Eaton, David and Gus Otto, "Interagency: Nice to Talk About...Hard to Do," Interagency Journal, The Simons Center, Interagency Journal, Vol. 6, Issue 3, Summer 2015, 23-31.](#)
- [CFR Model Diplomacy: Review NSC Structure and Roles.](#)

Foundational Resources

- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper, "Domestic Politics," Chapter 9 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, 296-333. \(Review as needed\).](#)





INTERNATIONAL SECURITY - 13 NATIONAL STRATEGIC GUIDANCE

Focus

Congress mandates that the Executive Branch submit several strategy documents that serve many purposes. They serve to create internal coherence on foreign and defense policy within the Executive Branch and provide a basis for Congress to fund defense priorities. The President's National Security Strategy (NSS) outlines the administration's strategic vision and approximate grand strategy, detailing major security concerns and how the administration plans to use the instruments of national power to address them. The Secretary of Defense produces the National Defense Strategy (NDS), justifying the military's major missions and how these relate to force structure. The Chairman of the Joint Chiefs of Staff creates the National Military Strategy (NMS), explaining how the Joint Force would be employed to meet NDS objectives.

OBJECTIVES

- Comprehend the purpose of National Strategic Guidance documents and how current strategies define U.S. security concerns and efforts to address them.
- Analyze the opportunities and challenges the strategies presents for the CCMDs.

Guidance

- What different purposes do the national strategy documents serve? Do they function as a strategic communications tool for various domestic and international audiences? How well does the executive branch follow the strategic guidance laid out in these documents? What utility do they provide to Congress? How well do the strategy documents assist the planning needs of combatant commands?
- Do the strategy documents meet the requirements of a balanced strategy? In what ways do they dilute or detract from national and combatant command efforts?
- How does the current NSS define the primary (vital) national interests of the United States and what concepts does it include to address them? How well does the NSS capture what we know of this administration's strategic vision? Is the NDS consistent with the NSS? What are some of the challenges to implementing the NDS?

Required Readings (67 Pages)

- [Biden, Joseph. "Interim National Security Strategic Guidance." The White House. 3 March 2021.](#)
- [Mattis, James. "Summary of the 2018 National Defense Strategy of the United States of America," The Office of the Secretary of Defense, January 2018, pp. 1-11.](#)
- [Dougherty, Christopher M. "Why America Needs a New Way of War." Center for a New American Security, June 2019, pp 6 - 37. \[Read 1-11 and 32-37, Scan 12-31\].](#)

Additional Foundational Resources

- [Gallagher, Mike. "State of \(Deterrence by\) Denial." The Washington Quarterly 42, no. 2 \(2019\): 31-45.](#)
- [Lettow, Paul. "U.S. National Security Strategy: Lessons Learned." Texas National Security Review. Vol 4, Iss 2, Spring 2021.](#)
- [Reagan, Ronald. "National Security Decision Directive 238." Declassified October 27, 2005. The Reagan Library. September 2, 1986.](#)





FOREIGN POLICY ANALYSIS - 14

DOD, WASHINGTON, AND COMBATANT COMMANDERS

Focus

This session provides an overview of the U.S. Department of Defense (DoD) and its component organizations and commands. Each component plays a vital role in the defense of U.S. national interests: from development of national defense and military strategies and doctrine, to execution of statutory authorities, missions, roles, capabilities, processes and product development, through the conduct of military operations..

Guidance

- Why is DoD organized the way it is, and how does this affect the formulation of defense policy? Where are the power centers, how do they operate, and what impact do they have on defense policy? How has DoD changed over time, why, and what implications are these changes likely to have in the future?
- What are the cascading effects on the Defense Department from internal changes (i.e., to a focus on great power competition) or surprising events around the globe that have strategic impact (e.g., the outbreak of a global pandemic)? What other internal and external factors affect DoD's mission, why and how? How do decisions in the Pentagon impact combatant commands?
- How does the addition of a new military department affect national and theater security decision-making in the Pentagon, combatant commands and beyond? How do changes in national and defense policy and budgets impact U.S. defense planning, policymaking, operations and the war-fighting abilities as well as day-to-day experiences of Sailors, Soldiers, Airmen, Marines, and Guardians?

Required Readings (49 Pages)

- [McInnis, Kathleen J., "Defense Primer: The Department of Defense" IFI0543 \(Washington, DC: Congressional Research Service, updated January 15, 2021\).](#)
- [McMillan, Joseph and Miller, Franklin C., "The Office of the Secretary of Defense," Chapter 6 in The National Security Enterprise: Navigating the Labyrinth, Roger Z. George and Harvey Rishikof, eds. \(Washington, DC: Georgetown University Press, 2nd edition, 2017, 120-141. \[Accessed via E-Reserves\]](#)
- [Garamone, Jim. "Space Force Leader to Become 8th Member of Joint Chiefs of Staff," DoD News \(December 20, 2020\).](#)
- [O'Rourke, Ronald, "Renewed Great Power Competition: Implications for Defense -- Issues for Congress" R43838 \(Washington, DC: Congressional Research Service, updated March 4, 2021\), 1-20.](#)
- [Eaglen, Mackenzie, "Putting Combatant Commanders on a Demand Signal Diet," War on the Rocks \(November 9, 2020\).](#)

Foundational Resources

- [Peters, Heidi M., "Defense Primer: The Military Departments," IFI0550 \(Washington, DC: Congressional Research Service, updated November 28, 2018\).](#)

OBJECTIVES

- Comprehend the structure, hierarchy, and functions of the Department of Defense, National Command Authority and subordinate actors and organizations in U.S. national and theater security decision-making and policy processes.
- Identify the strategic and theater issues facing the US Department of Defense and the role of DoD components in deciding or executing policy.
- Understand the role that DoD components play in developing and implementing national defense and military policy.





INTERNATIONAL SECURITY - 14

MARITIME STRATEGY

Focus

The global maritime commons -- oceans and littorals -- provide everything from convenient transportation routes to primary food sources, to billion-dollar tourist and recreational industries, to underwater hiding places for nuclear arsenals. This session challenges students to consider the current maritime security environment, including traditional military threats the U.S. Navy (and other maritime services) might confront, as well a broader range of challenges to good order at sea. Students should also think about strategies to respond to those challenges, at the level of U.S. defense policy as a whole, theater strategies and plans, and the interests and capabilities of the countries in your assigned theater.

OBJECTIVES

- Comprehend principal traditional and non-traditional maritime security challenges.
- Analyze U.S. maritime strategy and assess its suitability to the maritime security environment.

Guidance

- What are the principal maritime interests of the United States? What are some current challenges facing maritime strategists? How are those challenges different from those confronting maritime strategists five or ten years ago?
- What maritime security threats loom in your region of study? Who is responsible for dealing with maritime security challenges?
- A maritime strategy goes beyond solely naval power. How should the various components of maritime power be integrated to best serve the needs of the United States?
- What do "hybrid warfare" and "gray zone" mean in a maritime context? How should the United States respond to hybrid / gray zone maritime challenges around the world?

Required Readings (79 Pages)

- [Hattendorf, John B. "What is a Maritime Strategy?" Soundings. October 2013, Nr.1, pp: 1-9.](#)
- [Maritime Security Working Group. "The National Strategy for Maritime Security." September 2005. pp 1-31.](#)
- [Berger, Gilday and Schultz. "Advantage at Sea: Prevailing with Integrated All-Domain Naval Power." December 2020.](#)
- [Bueger, Christian and Timothy Edmunds. "Beyond Seablindness: A New Agenda for Maritime Security Studies." International Affairs 93, no. 6 \(2017\): 1293-1311.](#)

Foundational Resources

- [Richardson, John M. "A Design for Maintaining Maritime Superiority, Ver 2.0." Washington, DC, December 2018, pp. 1-16.](#)
- [Gilday, Michael. "FRAGO 01/2019: A design for Maintaining maritime superiority." United States Navy. December 2019.](#)
- [Berger, David. "Commandant's Planning Guidance." United States Marine Corps. August 2019.](#)
- [United States Government Accountability Office, Report to the Committee on Commerce, Science, and Transportation, U.S. Senate, "MARITIME SECURITY: National Strategy and Supporting Plans Were Generally Well Developed and Are Being Implemented," June, 2008. pp. 1-32.](#)





FOREIGN POLICY ANALYSIS - 15

STATE DEPARTMENT, FOREIGN SERVICE, AND DIPLOMACY

Focus

Diplomacy is the foremost instrument of statecraft to manage foreign relations, minimize external threats, defuse regional crises, and advance security and prosperity in the global arena. Diplomacy is the art of managing interactions with friends and foes alike to find common ground and advance national interests. Diplomatic success is often measured by crises resolved or conflicts avoided, while diplomatic failures can lead to war or loss of influence. Diplomats represent the American people and the president in remote outposts, warzones, and bustling capitals, building enduring relationships that allow the United States to manage global challenges, provide unique understanding and insights to policymakers on emerging threats and opportunities, and protect American citizens abroad. This session offers a recent case study where U.S. diplomacy led a far-reaching and complex international effort that involved all the great powers -- the United States, EU, Russia, and China -- in a multilateral framework to constrain Iranian nuclear development and remove a major source of regional tension in the Middle East. The case study demonstrates how persistent, creative, and skillful diplomatic engagement, drawing on all the tools of statecraft, can advance core national interests, reduce the risk of military conflict, and enhance regional stability.

OBJECTIVES

- Comprehend the vital role of diplomacy and the Department of State in advancing national and regional security and stability.
- Examine the unique strengths, capabilities, and constraints of the State Department as an instrument of theater security.
- Analyze the inter-relationship between diplomatic and military elements of national power.

Guidance

- What are the primary roles of a diplomat? How is the State Department staffed and resourced as compared to DOD? What is the role of an Ambassador in coordinating the interagency process overseas? What is the country team and what purposes does it serve?
- Why do states engage diplomatically with both friends and adversaries? How does this engagement differ? What is the difference between bilateral and multilateral diplomacy, and what advantages and disadvantages does each offer?
- What foreign policy priorities did Secretary of State Blinken lay out in his February 2021 speech? What was/were the intended audiences for the speech? How did Secretary Blinken signal the primacy of diplomacy in the current administration?
- How does the case of the Iranian nuclear deal demonstrate diplomacy can be used to resolve and prevent conflict? How did bilateral and multilateral efforts complement one another in reaching agreement? What role did economic pressure and the threat of military action play in supporting diplomatic efforts? What other factors shaped the diplomatic outcome of the JCPOA and the subsequent U.S. decision to withdraw from the agreement?

Required Readings (68 Pages)

- [Cloud, John A. and Damian Leader, "Chapter 10: Diplomacy, the State Department, and National Security," The Oxford Handbook of U.S. National Security, ed. Derek S. Reveron, Nikolas K. Gvosdev, and John A. Cloud, \(New York, NY: Oxford University Press, 2018\), 185-195.](#)
- [U.S. Department of State, "A U.S. Embassy at Work." \(Washington, DC: U.S. State Department, September, 14, 2009\).](#)
- [Blinken, Antony, "A Foreign Policy for the American People," video, 27:44, or transcript, \(March 3, 2021\).](#)
- [Burns, William, "Iran and the Bomb: The Secret Talks," in The Back Channel: A Memoir of American Diplomacy and the Case for Its Renewal \(New York, Random House, 2019\), 337-387. \[Accessed via E-Reserves\]](#)

Foundational Resources

- [Cloud, John A. "NWC Talks: The Role of Diplomacy." U.S. Naval War College YouTube video. 9:52, \(September 10, 2019\).](#)
- [Putnam, Thomas. "Leveraging US Embassy Support to Assist Joint Force Commands." Fires \(July 2017\), 18-22.](#)





INTERNATIONAL SECURITY - 15

SECURITY COOPERATION

🔍 Focus

The U.S. military has a longstanding tradition of international engagement designed to shape the security environment and advance national security and foreign policy objectives. Security Cooperation encompasses all Department of Defense interactions, programs and activities with foreign security forces. Combatant Commanders with areas of responsibility, in coordination with the Department of State, develop security cooperation programs to build enduring relationships, enhance U.S. access to partner territory and resources, and strengthen partner capacity in line with U.S. national security objectives. These programs support U.S. national security and theater strategies, advance prioritized theater campaign objectives, and flow from specific legal authorizations. In a fluid security environment, security cooperation gives CCDRs the ability to invigorate and expand regional networks of allies and partners, which is a pillar of defense strategy. While not directly related to security cooperation, a structured assessment methodology is added to the lesson for use in International Security's culminating Theater Security lessons and the TSDM Final Exercise.

OBJECTIVES

- Comprehend the strategic foundations of security cooperation and the practical role and interdependencies of the U.S. country team.
- Analyze how geographic combatant commanders use security cooperation activities to advance and defend U.S. interests.
- Learn structured assessment methodology for use during the Final Exercise.

🔧 Guidance

- The expanding scope of security cooperation programs and the evolving range of tools to implement them have generated concerns that military cooperation is eclipsing traditional diplomatic and developmental elements of statecraft, resulting in a militarization of U.S. foreign policy. Is this a legitimate concern and, if so, how should CCDRs seek to address it? Where does the U.S. country team fit into the picture?
- Recognizing that military assistance in weak states is not a panacea for broader problems within a country, what can theater commanders and interagency partners do to align security cooperation programs with larger purposes of U.S. support for a country or region?
- Why have some security cooperation efforts succeeded while others failed? How are the goals of security assistance established, implemented and assessed in widely varying regional and domestic circumstances? Do we do enough to adapt programs to local political, economic, social and cultural factors? What can the military practitioner learn from past failures to avoid potential pitfalls ensure future success?

📖 Required Readings (56 Pages)

- [Reveron, Derek. "NWC Talks: Military Partnerships" YouTube.com Video. April 8, 2019.](#)
- [Reveron, Derek. "Security Cooperation," Chapter 5 in *Exporting Security: International Engagement, Security Cooperation, and the Changing Face of the U.S. Military* 2nd ed. \(Washington, DC: Georgetown University Press, 2016\), pp. 121-146. \[Accessed via E-Reserve\]](#)
- [Murray, Shoon and Anthony Quainton. "Combatant Commanders, Ambassadorial Authority, and the Conduct of Diplomacy" in *Mission Creep: The Militarization of US Foreign Policy?* \(Washington, DC: Georgetown University Press, 2014\).](#)
- [Karin, Mara. "Why Military Assistance Programs Disappoint," *Foreign Affairs*, Vol. 96, No. 6 \(November/December 2017\), pp. 111-120.](#)

📚 Additional Foundational Resources

- [Epstein, Susan B. and Liana W. Rosen. *U.S. Security Assistance and Security Cooperation Programs: Overview of Funding Trends* \(Washington, DC: Congressional Research Service, February 1, 2018\).](#)
- [Joint Chiefs of Staff, Joint Publication 3-20, "Security Cooperation," May 23, 2017.](#)
- [Coffey, Ross. "NWC Talks: Security Cooperation." YouTube.com Video. January 14, 2021.](#)
- [Miller, Mike. "TSDM SWOT Demonstration." Video.](#)





FOREIGN POLICY ANALYSIS - 16

THE INTELLIGENCE COMMUNITY

Focus

The Intelligence Community (IC) is an integral part of the interagency and the national security process. The IC is comprised of many disparate agencies, each with its own purpose, history, and organizational culture. This session addresses how the IC contributes to U.S. theater and national security policy decision-making, as well as strategic and operational decisions. The session illustrates the critically important advisory role that the IC plays in theater and national security policy decision-making and its connections within and beyond the military and defense sectors.

OBJECTIVES

- Identify the roles, functions, structure, relationships, and organizational behavior of the Intelligence Community.
- Examine how changes in the domestic and international systems can affect intelligence and, in turn, defense policy, military strategy and operations.

Guidance

- What role(s) does the IC play in advising and supporting U.S. national and theater security policy, defense strategy, and military operations?
- How does the IC advise and support the U.S. Department of Defense at the national and theater levels?
- What is the relationship between the IC and policymakers? What does each side seek and value, and how does this impact their relationship? How does an advisory role differ from an advocacy role in policy decision-making?
- How do changes in domestic and international political systems impact the IC and how it advises and supports policy decision-making?
- What role, if any, might cognitive bias or political influence and other policy-relevant dynamics and analytical perspectives play in developing and communicating intelligence findings, assessments, estimates and warnings to policy decision makers?
- How does intelligence impact U.S. policy decision-making? The case study provides insights into how strategic-level intelligence influenced or failed to influence U.S. policy decisions at a key turning point in history, with ripple effects across strategic theaters and beyond. Would anything have made a difference in how this intelligence was delivered or received? If so, why? What lessons are there for the future?

Required Readings (68 Pages)

- [Lowenthal, Mark M., "The U.S. Intelligence Community," Chapters 1, 2 and 9 in *Intelligence: From Secrets to Policy* \(Thousand Oaks, CA: CQ Press, 8th Edition, 2020\), 1-9, 11-20, 253, 256-274. \[Accessed via E-reserves\]](#)
- [Lundberg, Kirsten, "A Case Study: CIA and the Fall of the Soviet Empire - The Politics of 'Getting it Right'". \(Washington, DC: Central Intelligence Agency Reading Room,\) 1994, document declassified 2014.](#)

Foundational Resources

- [Gibson, Lt. Gen. Karen, "The Role of Intelligence in the National Security Decision-Making Process," Address to the U.S. Naval War College \(January 22, 2020\), watch through 20:21.](#)





INTERNATIONAL SECURITY - 16

U.S. NORTHERN COMMAND

Focus

NORTHCOM was created in 2002 as the combatant command for defense of the U.S. homeland (to include ballistic missile defense), coordinating Defense Support of Civil Authorities (DSCA) in the event of natural disasters, major attacks, and assisting with border security. NORTHCOM is also responsible for theater security cooperation activities with regional allies and partners. More recently, NORTHCOM was named the Department of Defense lead advocate for developing Arctic capabilities and being responsible for the Arctic maritime domain. North American Aerospace Defense Command (NORAD) is a separate, distinct bi-national command, between Canada and the United States, responsible for aerospace warning, aerospace control and maritime warning. NORTHCOM is dual hatted as the NORAD. This session will focus on NORTHCOM's and NORAD's external activities, regional environment and defense of the United States. |

OBJECTIVES

- Comprehend the roles that factors such as geopolitics, changing environmental conditions, and state capacity play in planning and executing security and cooperation activities in North America and the Arctic.
- Analyze the complex relationships between the concepts of security and national interests, while comprehending the political and military challenges facing the states in North America and the Arctic.
- Examine the strategic alternatives available to U.S. Northern Command. |

Guidance

- NORTHCOM's missions include long-range military defense, Arctic security, counter-terrorism, border security, and Department of Defense support of federal and state authorities during disasters. What current and emerging threats pose the biggest challenges to NORTHCOM/NORAD in the future?
- NORTHCOM is responsible for U.S. Ballistic Missile Defense (BMD). What role do BMD systems play in protecting the homeland? How does BMD impact strategic rivalries and deterrence with China and Russia? What about North Korea?
- The Arctic is increasingly becoming more accessible as ice coverage shrinks. What are the U.S. Arctic interests? What are the future security challenges for the United States and its allies? What should the Department of Defense's role be in the Arctic? What capabilities does the United States lack to operate in this region? How do you characterize GPC in the Arctic region?
- Historically, interaction between the U.S. and Mexican militaries has been limited but recent mutual concerns about transnational criminal organizations, migration and violence have led to more cooperation. Is drug trafficking and cartel violence a national security threat? What role should NORTHCOM play in dealing with transnational criminal organizations and dealing with mass migrations? How are U.S.-Mexico relations changing? |

Required Readings (49 Pages)

- [VanHerk, Glen. "U.S. NORTHCOM and NORAD Posture Statement." March, 16 2021. pp. 1-22.](#)
- [U.S. Coast Guard. "Arctic Strategic Outlook." April 2019. \[Read pp. 1-7; scan remainder\]](#)
- [U.S. Navy. "Strategic Outlook for the Arctic." January 2019.](#)
- [Shirk, David and Eric L. Olson. "Violence and Security in Mexico and Implications for the United States - Frequently Asked Questions." The Wilson Center. January 2020. pp. 1-11. |](#)

Foundational Resources

- [U.S. Department of Defense. "2019 Missile Defense Review - Executive Summary." January 2019.](#)
- [Thompson-Jones, Mary. "NWC Talks: Imagining the Arctic." YouTube video. 14:43, September 30, 2019. |](#)





FOREIGN POLICY ANALYSIS - 17

INFLUENCING DEFENSE POLICY: INTEREST GROUPS, LOBBYISTS, AND THINK TANKS

Focus

This session will provide information on and insights into the often obscure world of foreign policy and national security think tank experts, lobbyists, and consultants. This networked community of non-governmental actors has grown significantly in size, scope, and influence over the past half-century and is being replicated in various capitals around the world. But what impact are they having on U.S. national security and defense policy decision-making? Can this impact be measured, and how do they gain and wield their influence? Can such actors influence how theater security policy is conceived, developed and executed? This session raises questions about what types of power and influence these non-governmental actors possess, how they seek to influence lawmakers and policy decision makers, and what impact this can have on the defense policy decision-making process.

Guidance

- Why are interest groups formed? What mechanisms do they use to express their policy preferences, and to what extent do they influence policy or legislative decision-making processes?
- What makes some interest groups more influential than others? What sorts of interest groups are likely to be most relevant in influencing foreign and defense policy, generally and specifically related to your theater?
- What is the impact of the “revolving door” between government service, lobbying firms and think tanks and the “iron triangle” among government, industry, and Congress? How might these sectors influence Executive Branch policy?
- What are public policy think tanks, why do they exist, and what, if anything, makes them influential? How do they differ from other non-governmental organizations and non-state actors and why?
- How might foreign actors -- allies, adversaries, and non-state actors -- access and influence the U.S. policy making process through lobbying, think tanks, and working with domestic interest groups?
- In what ways are the role of interest groups, lobbies, and think tanks changing?

Required Readings (71 Pages)

- [Holyoke, Thomas T., Excerpts from Interest Groups and Lobbying: Pursuing Political Interests in America, Boulder, CO: Westview Press, 2014, 1-5, 133-149, 169-173, 272-276. \[Accessed via E-Reserves\]](#)
- [Cloud, John A. and Nikolas Gvosdev, Chapter 6, “Deploying Influence and Expertise: Think Tanks, Interest Groups and Lobbyists in the Theater Security Enterprise,” in Navigating the Theater Security Enterprise, 97-118.](#)
- [Jones, Christopher M, and Kevin P Marsh, “The Politics of Weapons Procurement: Why Some Programs Survive and Others Die.” Defense & security analysis 27, no. 4 \(2011\), 359–373.](#)
- [Thompson, Ginger and Ron Nixon, “Leader Ousted, Honduras Hires U.S. Lobbyists: \[Foreign Desk\].” New York Times, \(October 08, 2009\).](#)

Foundational Resources

- [Wiarda, Howard J. "Think Tanks and Foreign Policy in a Globalized World: New Ideas, New 'Tanks,' New Directions" in International Journal; Toronto Vol. 70, Iss. 4, \(Dec 2015\): 517-525.](#)

OBJECTIVES

- Identify the missions and roles of interest groups, lobbyists, and think tanks in influencing policy and legislative decisions in the defense and national security realms.
- Comprehend how these institutions and individuals function, why they function this way, what stakes and interests they have in policy and legislative decision-making processes, as well as what impact they might have (or not) on decisions, and the implications thereon for policymakers.
- Discuss the potential influence of lobbyists, think tanks and other non-state actors or non-governmental organizations in the formation of policy and how this might be changing.
- Examine how and why both domestic U.S. actors and non-U.S. interest groups (including other governments) might seek to lobby and influence the U.S. government.
- Discuss how to critically assess the products, sources of information, and analytic methods of these institutions as well as their networks of influence.





INTERNATIONAL SECURITY - 17

U.S. SOUTHERN COMMAND

Focus

U.S. Southern Command's area of responsibility encompasses more than 30 countries and international jurisdictions. The region represents about one-sixth of the land mass of the world assigned to regional unified commands, accounts for almost 25 percent of the U.S. export market, and is a major petroleum exporter. Though NORTHCOM works with the militaries of Mexico, Bahamas and Canada, SOUTHCOM is "organized to support homeland defense and is focused on achieving regional partnerships that are committed to democratic values and principles, demonstrate respect for human rights, are capable of security territories and defending borders, ensure regional stability and hemispheric security, and deter, dissuade and defeat transnational threats to the stability of the region." The principal security threats in the region are not state specific, but challenges include: criminal networks, narco-terrorism, drug trafficking, transnational crime, terrorism, social and political exclusion, poor governance, structural power, natural disasters, and anti-American populism.

OBJECTIVES

- Comprehend the key security challenges as articulated in the SOUTHCOM posture statement.
- Comprehend the roles that factors such as history, geopolitics, strategy, culture and religion play in planning and executing security cooperation activities in Latin America and the Caribbean.
- Identify the complex relationships between the concepts of security and national interests, while comprehending the political and military challenges facing nations in Latin America and the Caribbean.
- Analyze the strategic alternatives available to U.S. Southern Command, and the realistic limitations.

Guidance

- In his posture statement, Admiral Craig S. Faller asserts that "Six state actors and a system of interrelated threats challenge the security of our partners and the region." Which state actor(s) and interrelated threat(s) do you consider to be of most concern to U.S. national security?
- How does the United States' history of military intervention in the region complicate contemporary U.S. foreign policy execution in the SOUTHCOM AOR?
- What factors have contributed to the increased migration from Central America to the United States? How should the United States respond to the security and humanitarian challenge?
- How do you think the United States should respond to China's increasingly aggressive economic and diplomatic recruitment of the region?

Required Readings (45 Pages)

- [Faller, Craig S. "U.S. SOUTHCOM Posture Statement." March 16, 2021.](#)
- [Wiarda, Howard J. and Harvey F. Kline. "The Context of Latin American Politics." Chap. 1 in Latin American Politics and Development. Boulder, Colorado: Westview Press, 2017. \[Accessed via E-Reserves\]](#)
- [McKinley, Michael. "The Case for a Positive U.S. Agenda with Latin America." Center for Strategic & International Studies. April 2021, pp 1-8.](#)
- [Campos, Carlos Oliva, "The Trump Administration in Latin America: Continuity and Change," International Journal of Cuban Studies 11.1, Summer 2019, pp 13-22.](#)

Foundational Resources

- [Sullivan, Mark P. "Latin America and the Caribbean: U.S. Policy Overview," Congressional Research Service, March 11, 2020.](#)
- [McCabe, Larry. "NWC Talks: Central and South America." YouTube video. 15:06, September 27, 2019.](#)





FOREIGN POLICY ANALYSIS - 18

INTERAGENCY SIMULATION

Focus

Having examined the interagency policy making process across a wide range of agencies and departments charged with national security, you will now engage in a simulation, designed to exercise the mechanics of an interagency Principals Committee. While only an approximation, it illustrates the challenges and difficulties of developing a policy that can encompass and support the agenda and priorities of different regional and functional components of the U.S. national security system.

This scenario will require you, within a group, to navigate among competing equities and preferences of a constellation of interests and organizations, including the White House, the Joint Staff, OSD, combatant commands, the geographic and functional bureaus of the Department of State, the Departments of the Treasury and Commerce, the intelligence community, and various functional agencies. You will be asked to prioritize and adjudicate between multiple, overlapping concerns, including counter-terrorism, cyber security, financial controls, counter-narcotics, human rights and democratization.

For the simulation, we are employing the Council on Foreign Relations' online NSC Model Diplomacy Tool. This tool provides regionally focused and global up-to-date scenarios along with concise videos.

OBJECTIVES

- Identify the challenges in interagency decision-making and coordination of national security policy across the various agencies and departments of government.
- Demonstrate the role of the National Security Council staff in organizing and facilitating the interagency process.
- Identify the roles of different members of an interagency working group.
- Apply the operation of the interagency process in dealing with a pressing theater security issue.

Guidance

- How will your interagency group achieve a decision on policy recommendations? Will it require the intervention of either the deputies or of the principals (the heads of the executive departments) to settle disputes and conflicts?
- What might be some of the real-world consequences of a failure to bring together disparate views in order to fashion options for a timely presidential decision?
- A former Obama White House staffer was quoted saying that what is “fundamentally wrong with the NSC process” is that “there’s too much airing of every agency’s views ... not enough adjudicating.” After completing the simulation, what is your opinion of this assessment?

Required Readings (30 Pages)

- Two weeks before execution, your professor will identify a regional case to use, set up the scenario, assign roles, and invite you to modeldiplomacy.cfr.org to review case material and prepare.

Additional Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 18

U.S. AFRICA COMMAND

Focus

Non-state and irregular security threats (both local and transnational) in concert with other human security threats predominate the African security landscape. Issues of poverty, food, water, energy security, natural disasters, and health challenge the security of individuals and communities as well as the stability and viability of African states. On land and at sea, crime, gangs, vigilantism, sub-state conflict and insurgency, terrorism, and piracy are the primary security threats that confront African security forces and continental stability on a day-to-day basis. There is general agreement that security sector reform and capacity building are needed to help combat and contain these threats. However, there are formidable challenges posed by political, financial, geographic, conceptual, and human resource factors to boosting the effectiveness and capability of African security forces and institutions.

OBJECTIVES

- Identify key security challenges as articulated in the 2020 AFRICOM posture statement.
- Comprehend the factors such as history, geopolitics, geo-strategy, culture and religion play in planning and executing security cooperation activities in Africa.
- Comprehend the complex relationships between the concepts of security and national interests, while understanding the political and military challenges facing African nations.
- Analyze the strategic alternatives available to U.S. Africa Command.

Guidance

- What are the most important strategic challenges, threats and opportunities to U.S. interests in the AFRICOM AOR?
- How do various factors at different levels (for example great power strategic and economic competition at the international level, regional issues such as terrorism, and local issues such as pollution) intersect in the African security environment? For instance, why is Illegal, Underreported and Unregulated (IUU) fishing a security concern in Africa and how does it link with other issues such as great power competition?
- What are some challenges and opportunities to U.S. security cooperation in Africa?

Required Readings (52 Pages)

- [Townsend, Stephen J. "U.S. AFRICOM Posture Statement." April 20, 2021, pp.1-16.](#)
- [Matisek, Jahara. "International Competition to Provide Security Force Assistance in Africa," Prism; Washington, Vol. 9 Iss.1,\(2020\);pp.102-113.](#)
- [Natulya, Paul. "Reshaping African Agency in China-Africa Relations," ACSS Spotlight, March 2, 2021. pp. 1-6.](#)
- ["Seasick as COVID Locks Africa Down its Waters Remain Open to Plunder," Greenpeace Africa. October 2020. pp. 6-23.](#)
- [Singh, Naunihal. "NWC Talks: China in Africa." YouTube.com Video 13:50 December 18, 2019.](#)

Additional Foundational Resources

- [Stock, Robert. "Chapter 1: The Map of Africa" in Africa South of the Sahara: A Geographical Interpretation 3rd Edition \(New York: Guilford Press, 2013\), pp. 15-30. \[Accessed via E-Reserves\]](#)
- [Englebert, Pierre. "The 'Real' Map of Africa," Foreign Affairs Snapshot, November 8, 2015, pp. 1-6.](#)





FOREIGN POLICY ANALYSIS - 19

CIVIL-MILITARY RELATIONS

Focus

Civil-military relations is the study of the relationships among the military, the government, and the population. In Foreign Policy Analysis, we are particularly concerned with how interactions between civilian policymakers and military officers influence policy formation and execution, as well as how the public's perception of the military might affect the viability of various policy options. This session provides an opportunity to reflect on the status of American civil-military relations today, as well as how the actions of military officers, politicians, civil servants, and citizens shape these key relationships.

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OBJECTIVES

- Comprehend the relationships among the U.S. military, American society at large, and the nation's civilian leadership.
- Define the meaning of civilian control of the military and why it is important in a democratic society.
- Analyze the factors that affect American senior military and civilian leadership's perspectives on force planning and the use of force.

Guidance

- What does it mean for civilians to control the military? Is military professionalism sufficient to ensure civilian control, or are "external" control methods also necessary?
- What is the proper role of military advice in policymaking? What are the sources of civil-military friction in policymaking?
- How does Congress participate in civilian control of the military? Does it matter whether members of Congress have military experience?
- What is meant by "the civil-military gap"? How would we know if one exists? What consequences might such a gap have?

Required Readings (52 Pages)

- [Blankshain, Jessica, "A Primer on US Civil-Military Relations for National Security Practitioners." Wild Blue Yonder, Air University, July 6, 2020.](#)
- [Davidson, Janine, "Civil-Military Friction and Presidential Decision Making: Explaining the Broken Dialogue" Political Science Quarterly, Vol. 43, No. 1 \(March 2013\), 129-145.](#)
- [Brooks, Risa, with Jim Golby and Heidi Urban, "Crisis of Command: America's Broken Civil-Military Relationship Imperils National Security," Foreign Affairs \(May/June 2021\).](#)
- [Cohn, Lindsay, "NWC Talks: Civil-Military Relations." YouTube video, 19:01, March 24, 2020.](#)

Foundational Resources

- There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 19

PAPER PEER REVIEW

🔍 Focus

Writing well requires practice. Even the best writers--especially the best writers--repeatedly revise their work to ensure that their ideas are clearly and powerfully conveyed. Honest, critical, constructive feedback from others is a critical part of this process. Your International Security paper provides you an opportunity to address an issue of importance to your assigned geographic combatant commander. How you communicate your ideas is just as important as the ideas themselves, since a good idea that is poorly expressed can be easily overlooked or dismissed.

OBJECTIVES

- Provide critical feedback to at least two of your fellow students.
- Receive critical feedback from two of your fellow students.

≡ Guidance

- Does the paper have a clear introduction that features a thesis statement (typically found in the first or second paragraph)?
 - Do successive arguments and evidence presented in the paper link back to or build upon the thesis?
- Is the paper well-organized?
 - Does the paper have a logical flow that allows the reader to easily follow the author's logic and presentation of evidence?
- Does the paper rely on effective evidence?
 - Are the sources cited of a high level of quality (i.e. primary sources if possible, or reputable secondary sources)?
 - Are quotes well used to support points made, but not overused?
 - Are the footnotes/endnotes properly formatted?
- Does the paper consistently feature sound analysis and original thinking?
 - Is the thesis supported by logic and facts and not mere assertions or opinion?
 - Are the parts of the paper logically consistent with each other--for example, if there are recommendations, do they actually address the problems identified?
- Does the paper effectively consider counterarguments (either in the body of the paper or in a separate section)?
 - Does the author present persuasive arguments that rebut or overcome the counterarguments?
- Is the paper well-written?
 - Is the writing clear and accessible?
 - Is the paper free from significant grammatical or structural problems?
 - Does the paper largely avoid the use of passive voice

☰ Required Readings (15 Pages)

- [NWC Pocket Writing and Style Guide.](#)
- [International Security Paper Instruction.](#)





FOREIGN POLICY ANALYSIS - 20

ECONOMIC STATECRAFT

Focus

As a means to pressure foreign countries, financial avenues are often appealing policy options. Wealthy nations such as the United States often have the ability to place adversaries under severe economic strain. Countries that play a prominent role in the international economic system can often use their leverage against other nations and thereby magnify the financial pressure that comes to bear on a policy target. However, economic policies can have disadvantages. For one, the U.S. preference for relying on the free market for economic solutions means the government can only ask, not task, private corporations. Additionally, economic instruments may have “pocketbook” impact on U.S. citizens, placing political limitations on the willingness of Congress and the executive branch to wield them. Economic tools of policy are sometimes used to buy time and appear engaged while other approaches are either actively considered or held in reserve as alternatives.

Economic measures often receive additional attention because they are viewed as less confrontational (depending on the specific situation), and generate less of a public commitment to achieve a positive outcome than other tools of statecraft. For example, President Obama's response to Russia's invasion of Ukraine relied heavily on economic sanctions, but even critics of his response in the U.S. Congress did not recommend a military response.

OBJECTIVES

- Understand the role of economic tools and approaches to the development and execution of foreign policy.
- Assess the strategic and tactical advantages and disadvantages of economic policy options.
- Comprehend the economic tools at the disposal of the president (such as sanctions) and those which require the active concurrence of the Congress (such as trade agreements).
- Discuss the international and the domestic economic systems and how they seek to impose limits on the U.S. agenda.

Guidance

- What is the spectrum of economic tools available when policymakers seek to either alter or reinforce the international status quo? How has the United States historically viewed the role of economic tools in foreign policy?
- For a nation with an economy that is smaller than that of the United States, under what conditions are such nations more likely to be able to resist American economic pressure? Are particular types of governments and societies better able to withstand economic pressure?
- In recent years, the use of economic sanctions has often been used to deal with national security concerns. Do you think sanctions have become a substitute for military action?
- What are the similarities and differences between Trump's and Biden's approaches to the steel tariff issue? Are you surprised?

Required Readings (20 Pages)

- [Blackwill, Robert D., and Jennifer M. Harris, "The Lost Art of Economic Statecraft," Foreign Affairs, March/April 2016.](#)
- [Selden, Zachary, "Are Economic Sanctions Still a Valid Option?" Georgetown Journal of Economic Affairs, Summer / Fall 2010, pages 91-98.](#)
- [Blenkinsop, Philip, and Rachelle Younglai, "Banking's SWIFT Says Ready to Block Iran Transactions," Reuters, February 17, 2012.](#)
- [Swanson, Ana, and Peter Eavis, "Trump Expands Steel Tariffs, Saying They Are Short of Aim," New York Times, January 27, 2020.](#)
- [Swanson, Ana, "Biden Reinstates Tariffs in One of His First Trade Moves," New York Times, February 2, 2021.](#)

Foundational Resources

There are no additional foundational resources for this session.





INTERNATIONAL SECURITY - 20

U.S. EUROPEAN COMMAND

Focus

U.S. European Command is, according to its website, “one of two U.S. forward-deployed geographic combatant commands whose area of focus spans across Europe, portions of Asia and the Middle East, the Arctic and Atlantic oceans. The command is comprised of more than 60,000 military and civilian personnel and is responsible for U.S. defense operations, relations with NATO and 51 countries.” The goal of this session is to provide an overview of the European theater and the dynamics of European security, as well as the role of the United States within the European security system. |

OBJECTIVES

- Identify key security challenges as articulated in the 2020 EUCOM posture statement.
- Comprehend the factors such as history, geopolitics, geo-strategy, culture and religion play in planning and executing security cooperation activities in Europe.
- Comprehend the complex relationships between the concepts of security and national interests, while understanding the political and military challenges facing the European region.
- Analyze the strategic alternatives available to U.S. European Command. |

Guidance

- How do Europe and the United States coordinate and work together to advance common global security objectives?
- What contributions do Europe and the United States make to European and global security? Has the balance and focus of contributions shifted over time?
- How do you assess the full range of threats to security in the European theater? How do divergences in threat perception between European states and across the Atlantic complicate the development of theater security strategies?
- How successful have the European Union and other European structures been in coping with the different internal and external security challenges confronting Europe? Is European integration necessary for European security and to advance U.S. national security goals?
- What role can the United States play in European security, both within the NATO alliance as well as through other means? How important is European security to U.S. security? |

Required Readings (58 Pages)

- Posture statement: [U.S. Senate Armed Services Committee. "Statement of General Tod D. Wolters, Commander, United States European Command", April 13, 2021, pp. 2-20.](#)
- Overview: [Gvosdev, Nikolas K. "Does America Still Need to Worry So Much About Europe?" National Interest, March 29, 2021.](#)
- [Mattox, Gale A. "The Transatlantic Security Landscape in Europe." Chap. 32 in The Oxford Handbook of U.S. National Security. Edited by Nikolas K. Gvosdev, Derek S. Reveron, and John A. Cloud. New York, NY: Oxford University Press, 2018. \[Accessed via E-Reserves\]](#)
- [Goldgeier, James. "U.S.-Russian Relations Will Only Get Worse," Foreign Affairs, April 6, 2021.](#)
- [Colby, Elbridge and Ian Brzezinski. "How NATO Manages the 'Bear' and the 'Dragon.'" Orbis 65:1 \(2021\), pp. 8-16. |](#)

Foundational Resources

- [Gvosdev, Nikolas. "NWC Talks: Will NATO Live to 75?" YouTube video. 21:26, May 17, 2019.](#)
- [Hardt, Brent. "NWC Talks: The European Union: America's Indispensable Global Partner." YouTube video. 15:01, October 16, 2019.](#)





FOREIGN POLICY ANALYSIS - 21

DECIDING THE IRAQ WAR

Focus

- On March 20, 2003, a United States-led coalition launched the invasion of Iraq, an initiative that ultimately led to the overthrow of Saddam Hussein's government. This session examines the events, dynamics, procedures, and perspectives that played a role in what was arguably the most consequential American military initiative of the post-Cold War era. Students will be offered an opportunity to assess the extent to which Iraqi actions and misperceptions may have contributed to the likelihood of war. American perceptions played a role as well. Congressional dynamics included legislators who offered reservations but ultimately authorized the attack. Paul Pillar has stated "9/11 made it politically possible for the first time to persuade the American people to break a tradition of not launching offensive wars." This case offers an in-depth look at the dynamics of foreign policy decision-making processes of great consequence.

OBJECTIVES

- Comprehend the range of factors that led to the decision to militarily confront Iraq.
- Assess the American role of perceptions, calculations, and beliefs in the processes that led to this decision.
- Explore the role of the United States Congress in authorizing the conflict.
- Examine both the American and Iraqi perspectives on the unfolding diplomatic confrontation.

Guidance

- What motivated the United States to take offensive action against Iraq? What are the factors and events that drove this decision?
- What Iraqi actions, both in the years prior and in the weeks and months immediately preceding the invasion, played a role in the decision process?
- What were the assumptions and beliefs that motivated this decision? Was the decision the product of a rational process? Did cognitive factors impact the development of the policy of confronting Saddam?
- How did senior Iraqi officials perceive the unfolding crisis prior to the invasion?
- George W. Bush states that he "had tried to address the threat from Saddam Hussein without war." Was the war in Iraq something that could have been avoided?

Required Readings (81 Pages)

- [Fisher, Louis, "Deciding on War Against Iraq: Institutional Failures," Political Science Quarterly, Vol. 118 No. 3 \(2003\), 389-410.](#)
- [Woods, Kevin, James Lacey, and Williamson Murray, "Saddam's Delusions: A View From the Inside," Foreign Affairs, Vol. 85 No. 3 \(May/June 2006\), 2-26.](#)
- [George W. Bush, Decision Points \(New York: Crown Publishers, 2010\), 223-253.](#) [Accessed via E-Reserves]
- [Walt, Stephen M., "Top 10 Lessons of the Iraq War," Foreign Policy \(March 20, 2012\).](#)

Foundational Resources

- [Purdum, Todd S., A Time of Our Choosing \(New York: Times Books, 2003\).](#)





INTERNATIONAL SECURITY - 21

U.S. CENTRAL COMMAND

Focus

U.S. Central Command encompasses a broad and diverse region where religion, culture, and changing demographics intersect in a historically contested geographic space. This volatile region is also home to vast natural wealth and key U.S. partners. During the last decade, the region experienced tremendous geopolitical upheaval resulting from the 2011 Arab Awakening and numerous changes in government leadership, Syria's ongoing civil war, the rise of ISIS, an emboldened Iran, and other potentially destabilizing actions. Despite these challenges, the United States remains committed to promoting stability in the region, ensuring trade flows, combating terrorism, and nuclear non-proliferation.

OBJECTIVES

- Identify key security challenges as articulated in the 2020 CENTCOM posture statement
- Comprehend the roles that geopolitics, geo-strategy, culture and religion play in planning and executing security and cooperation activities in the Middle East and Central Asia.
- Comprehend the complex relationships between the concepts of security and national interests, while comprehending the political and military challenges facing the CENTCOM region.
- Analyze the strategic alternatives available to U.S. Central Command.

Guidance

- What is the geopolitical significance of the CENTCOM AOR?
- Who are the region's main players and how do they shape the security environment?
- What is the role of state and non-state actors in the conflicts/violence in the region?
- What are the current and future impacts of COVID-19 on regional security?
- What are primary U.S. national interests relative to the CENTCOM AOR?
- What will be the principal security issues in the years to come? What can the United States do to prevent/manage these issues?

Required Readings (44 Pages)

- [Mckenzie, Kenneth F. "U.S. CENTCOM Posture Statement." April 20, 2021. pp 1-23.](#)
- [Bolan, Christopher J., Jerad I. Harper, Joel R. Hillison. "Diverging Interests: US Strategy in the Middle East." Parameters, Winter 2020-21.](#)
- [Nasr, Vali. "The Middle East's Next Conflicts Won't be Between Arab States and Iran." Foreign Policy, March 2021.](#)
- [Scheinmann, Gabriel. "The Map that Ruined the Middle East." The Tower Magazine, July 2013, pp. 1-9.](#)

Foundational Resources

- [Alvi, Hayat. "NWC Talks: U.S. Interests in the Middle East." YouTube video. 13:23, July 2, 2019.](#)
- Levi-Sanchez, Suzanne. "Central Asian Security Challenges in Brief." NWC educational material, 2021.





FOREIGN POLICY ANALYSIS - 22

CASE STUDY ANALYSIS AND EXAM PREP

Focus

This session will allow you to practice demonstrating your comprehension of the material presented in the Foreign Policy Analysis sub-course in preparation for the final exam. You will work with readings that provide different perspectives and information on a contemporary national security case study. These materials provide both background and context through which to analyze a foreign policy decision.

OBJECTIVES

- Analyze materials concerning a contemporary U.S. policy decision, demonstrate the ability to successfully synthesize the concepts and theories presented throughout the entirety of the policy analysis sub-course.
- Demonstrate the ability to assess and evaluate which influences and actors were the most critical in the case study provided.

Guidance

- In August 2002, the Bush administration announced the resumption of military relations with Indonesia. You are required to use course concepts and materials to conduct an analysis of this case. What are the most important influences or factors that led to this decision? What was the combatant commander's role? Can you apply and distinguish between the analytical perspectives in this case study analysis?
- Note that there will be no "school solution" for this case or for the final examination. The case materials can support a variety of interpretations and may even include contradictory perspectives. Your task is to use course tools to analyze the evidence provided in order to provide your own answer to the question in a well-reasoned argument.
- Additional guidance will be provided on the specific question, methodology, and format for the analysis. Your instructor will provide guidance on how your seminar will discuss the case analysis in class.

Required Readings (71 Pages)

- [Priest, Dana, "The Indonesian Handshake," Chapter 10 in The Mission: Waging War and Keeping Peace with America's Military. New York: W.W. Norton & Co., 2003, 216-273. \[Available via E-Reserves\]](#)
- [Niksich, Larry, "Indonesia: U.S. Relations With the Indonesian Military, CRS, August 10, 1998.](#)

Foundational Resources

- There are no additional foundational resources for this session. However, you may find it useful to refer back to readings and other materials from the course in conducting this analysis.





INTERNATIONAL SECURITY - 22

U.S. INDO-PACIFIC COMMAND

🔍 Focus

U.S. Indo-Pacific Command (INDOPACOM), which was established as a unified command on 1 January 1947, is the oldest and largest of the United States' unified commands. INDOPACOM's AOR extends from the west coast of the United States to the Indian Ocean. Comprised of 36 countries, the INDOPACOM AOR encompasses more than 50 percent of the world's population. Annual U.S. two-way trade in goods and services with countries in the region, is well in excess of \$1 trillion and includes five of our top ten trading partners. |

OBJECTIVES

- Identify and comprehend key security challenges as articulated in the INDOPACOM posture statement.
- Comprehend the complex relationships between the concepts of security and national interests, while assessing the political and military challenges facing the nations in the Indo-Asia-Pacific region.
- Analyze the strategic alternatives available to U.S. Indo-Pacific Command. |

📖 Guidance

- In the command's posture statement, do you agree with the assessment and prioritization of the chief challenges to the region? Would you propose any changes to this assessment? What are the implications of the United States commitment to a "Free and Open Indo-Pacific"? Has the United States provided sufficient resources to support this vision?
- What makes Xi Jinping so different from previous Chinese leaders? Why has Xi been so focused on enhancing and centralizing government power? What does this portend for both Chinese domestic and foreign policy? (and for relations with the United States)?
- What are North Korea's long-term goals? Is North Korea willing to give up its nuclear weapons program? If not, what should be the goal of U.S. - North Korea strategy? What is the correct strategy for dealing with North Korea?
- For a number of reasons, India has begun to redefine its priorities and approach to the Indo-Pacific region, in particular reassessing its relationship with China. What implications does this recalibration have for India, the region, and for the United States? Will India become a greater Indo-Pacific player in the future or is this a momentary event?
- What opportunities does India's reassessment pose for strengthening the U.S. - India partnership? |

📖 Required Readings (83 Pages)

- [Davidson, Philip. "U.S. INDO-PACOM Posture Statement." 9 March 2021, pp. 1-14; scan remainder.](#)
- [Economy, Elizabeth C. "China's New Revolution: The Reign of Xi Jinping." Foreign Affairs 97, no. 3 \(May/June 2018\), pp. 60-74.](#)
- [Mount, Adam, Andrea Berger, et. al., "Report of the International Study Group on North Korea Policy," Federation of American Scientists," 2019, pp. 1-31.](#)
- [Pant, Harsh V, and Premesha Saha. "India, China, and the Indo-Pacific: New Delhi's Recalibration Is Underway." The Washington quarterly 43, no. 4 \(2020\): 187-206. |](#)

📖 Additional Foundational Resources

- [Department of Defense, INDO-PACIFIC Strategy Report: Preparedness, Partnerships, and Promoting a Networked Region, June 1, 2019.](#)
- [Brands, Hal and Zach Cooper. "Getting Serious about Strategy in the South China Sea," Naval War College Review 71:1 \(2018\): 1-20.](#)
- [White House, "U.S. Strategic Framework for the Indo-Pacific," Declassified in Part on 1/5/21. |](#)





TSDM CAPSTONE - 01 THE GOLDEN THREAD

🔍 Focus

For the past eleven weeks, we have studied how the U.S. government makes foreign policy decision and the role of the U.S. in the world. Using the analytic skills you developed, this session provides insights into how to assess an environment based on strategic goals and values, how to think about risk and assumptions, how to envision strategic end-states, how to think systematically through possible ways to achieve those goals, and considers the role of combatant commands in influencing capability development.

OBJECTIVES

- Comprehend the process by which abstract end states are translated into concrete achievable objectives.
- Identify how strategic objectives are matched with instruments of national power and used to help develop specific capabilities needed by the CCDR.
- Analyze the role and impact of the Combatant Command in the development of joint force capabilities and force planning.

🔧 Guidance

- Military strategists and force planners make strategic estimates about the future security environment and assess potential adversaries, threats, risk, and the character of potential conflicts. How can you use what you have learned to assess a future security environment? How do you identify important trends and create alternate visions of the future?
- How are broad, abstract, and aspirational strategic end states interpreted and defined into guidance that can shape policymaking? To what extent should strategists take into consideration risks, opportunities, and political, practical, or budgetary obstacles in developing guidance?
- Joint Concepts describe the methods or ways that the Joint Force will operate in the future security environment and help identify required capabilities and future force attributes. What is the relationship among strategy, concepts, and specific capabilities?
- How can you use what you have learned to think through the practical implementation of your ideas? How do you identify stakeholders and their likely behavior?
- How does a combatant command determine its Integrated Priority List? How does the combatant command's Integrated Priority List and influence force planning?

📖 Required Readings (44 Pages)

- [Reveron, Derek S. and Nikolas K. Gvosdev, "National Interests and Grand Strategy," The Oxford Handbook of U.S. National Security. Edited by Nikolas K Gvosdev, Derek S. Reveron, and John A. Cloud. New York, NY: Oxford University Press, 2018, 35-56.](#)
- [Flournoy, Michele. 2021. "America's Military Risks Losing Its Edge: How to Transform the Pentagon for a Competitive Era." *Foreign Affairs* 100, No 3 \(May/June\): 76-91.](#)
- [Cook, James. "The Importance of Joint Concepts for the Planer." *Joint Force Quarterly: JFQ*, no. 99, 2020, pp 95-100.](#)

👤 Foundational Resources

- [Shared Vision, Common Action: A Stronger Europe. A Global Strategy for the European Union's Foreign And Security Policy \(June 2016\)](#)
- [Oliker, Olga, Unpacking Russia's New National Security Strategy, CSIS, January 7, 2016.](#)





TSDM CAPSTONE PANEL

THE COMBATANT COMMAND AND STRATEGIC PLANNING

Focus

Since Goldwater-Nichols, the combatant commander has played a key role in U.S. military and national security policy. Nonetheless, the combatant commander sits in a precarious position. The commander works for the Secretary of Defense and the President and is very dependent on the Services for the forces committed to that area of responsibility as well as budget and procurement. In addition, in the past decade, Secretaries of Defense and Congress have pressed the combatant commanders to push the Services to ensure that the forces being provided are relevant to the current security environment. Former Defense Secretary Gates, in his book, "Duty", complained about how he was "[w]aging [w]ar on the Pentagon" and the Services in his efforts to provide the warfighters what they need. This panel will have participants representing various components of the combatant commands and the Office of the Secretary of Defense to discuss how the combatant commanders and their staffs balance these competing demands. |

OBJECTIVES

- Comprehend the competing demands faced by the regional combatant commander.
- Identify the time horizon of a regional combatant commander.
- Analyze the focus of combatant commander's time and types of issues that are worked directly. |

Guidance

- What is the fundamental role of the combatant commander in defense policy? How active is the commander on strategy and force planning? How active is the planning staff on these issues?
- How does a combatant commander relate to OSD back in Washington? What challenges does the division of responsibilities present? How does it help?
- How does a combatant commander relate to the service chiefs? How do the combatant command responsibilities differ from those of the service chiefs? Which position is seen as the true pinnacle of a four-star's career?
- The service chiefs are responsible for organizing, training, and equipping the force. What tools does the combatant commander have to influence these tasks? |

Required Readings (0) Pages

- There are no required readings for this session. |

Foundational Resources

- There are no additional foundational resources for this session. |





TSDM FX - 01

THE FINAL EXERCISE

Focus

The Final Exercise (FX) is the TSDM capstone event where students must demonstrate that they understand and can apply concepts from the International Security and Foreign Policy Analysis sub-courses. Each seminar will play the role of a geographic combatant command theater strategic planning working group, focused on its respective region, to engage in the whole sequence of strategic assessment, planning, operationalization, and capabilities development over the next eight years.

OBJECTIVES

- Demonstrate understanding of a wide range of TSDM course concepts through this capstone exercise.
- Conduct a theater strategic assessment, develop a theater strategy, determine capability requirements, and develop an implementation plan.

Guidance

- Your working group is assigned to produce and present a strategic estimate of the future security environment in the theater over the near (0 to 2 year) and medium (3-8 year) term, an outline of a theater strategy that advances and defends U.S. national interests, and an Integrated Priority List (IPL) of Defense Department capabilities necessary to advance the strategy. The group must also choose one aspect of the strategy or one line item from the IPL and describe how the initiative would be executed.
- The output will be a 30-35 minute brief including the four elements outlined above, followed by a 30-min Q&A period. Each seminar shall designate at least two briefers, but all students are expected to participate in the Q&A.
- The teaching team will be available as consultants but will not lead the seminar's efforts. Seminars must do a rehearsal of their brief with their teaching team no later than the scheduled Seminar Presentation Review.
- Each seminar will present their briefing to a faculty grading panel. Time and location of the final presentation, and grading panel members, will be provided by the National Security Affairs department during product development.
- Grading panels can award the seminar up to 100 points based on their brief and Q&A performance. Because the TSDM FX is a collective team effort, the seminar receives one grade that applies to all seminar members.
- Students are required to complete a peer review for each member of their seminar's contribution to FX. The review will be anonymous, accomplished via MS Form, and be used to determine each student's FX contribution grade.
- The student-derived contribution grade will be combined with the seminar's FX-presentation grade to yield an overall FX grade unique to each student.

Required Readings (0 Pages)

- There are no required readings for this session.

Foundational Resources

- [Biden, Joseph R. Interim National Security Strategic Guidance, March 2021.](#)
- [Mattis, James., "Summary of the 2018 National Defense Strategy of the United States of America," Office of the Secretary of Defense, January 2018](#)





TSDM FX – 02 - 06

SEMINAR PRODUCT DEVELOPMENT

🔍 Focus

Throughout the course, students have learned concepts, skills, and substantive information about their region and the world that will help the seminar produce a strategic assessment of their region in a global context over the next eight years, develop an outline of a theater strategy to manage threats, risks and pursue U.S. national interests, identify needed capabilities, and develop an implementation case to demonstrate the feasibility of their ideas. This exercise is designed for the seminar to work collaboratively to develop the deliverables.

OBJECTIVES

- Develop a 30-35-minute oral presentation with visuals that outlines the seminar's proposed theater strategic estimate, theater strategy, Integrated Priority List, and implementation case; target audience is the CCMD J-5 en route to the Commander.

≡ Guidance

- The required elements of the brief are as follows:
- **Theater strategic estimate:** Produce a description of your region's significance to U.S. security and interests *in a global context*, especially upcoming threats and opportunities.
- Using existing strategic guidance on national priorities and preferences, evaluate the major trends in the seminar's region (including global context) over the near (0 to 2 year) and medium (3-8 year) term that may challenge the CCMD's ability to advance and defend U.S. interests. Consider what is happening in terms of demographics, economics, politics, the environment, etc., both within the region and in that region's relationships with the rest of the world. SWOT analysis may be useful.
- Consider the CCMD's position in the region and relationships between the CCMD and state/regional organizations, as well as with other U.S. government agencies working in the region. Where might the CCMD's interests and preferences align with those of other actors, and where there might be tension?
- Consider both the likelihood and the severity of various potentially negative events/trends in the region.
- **Theater strategy:** Produce a sub-heading-level outline of your strategic approach
- Having determined which trends the United States would need to influence to achieve its goals, the seminar should develop the outline of a strategic approach to the region *within the global context*.
- What is the seminar's vision or desired strategic end-state (Ends) for the region in both the near and medium time period? Consider threats and opportunities in terms of likelihood and severity as well as urgency and order of occurrence.
- Describe and discuss concepts and activities employed by the CCMD (Ways) required to achieve your seminar's strategic objectives.
- Are there other actors the seminar thinks the United States will need to influence in order to arrive at this end-state? What forms of leverage might the United States have over these actors? How can the United States exert that leverage at the least cost and without violating important principles?
- **Integrated Priority List (IPL)**
- List five prioritized capabilities the seminar believes the CCMD needs in order to carry out its theater strategy (please refer to Capstone Lecture-1). Determine and defend the relative priority of your IPL items.
- Conceptualize these as capabilities across the DOTMLPF and can be hardware, or doctrine, organization, skills, etc.
- **Implementation case**
- Choose one aspect of the seminar's theater strategy or one item from the IPL and explain in detail how the seminar would get the proposal through the policy process, how it would work in the field, and how it would achieve the desired strategic outcomes.

📖 Required Readings (0 Pages)

- There are no required readings for this session.





TSDM FX – 02 - 06

SEMINAR PRODUCT DEVELOPMENT



Foundational Resources

- Policy Analysis and Security Strategies curricula





TSDM FX - 07

SEMINAR PRESENTATION REVIEW

Focus

This session provides a dedicated time period for the seminar to present the CCMD's theater strategic environment, theater strategy, integrated priority list, and implementation case to the faculty teaching team for feedback. Each student must complete the FX contribution peer review before the seminar can conduct the presentation review and rehearsal.

Guidance

- This session concludes the preparation phase of TSDM FX. The seminar should be prepared to present the briefing in a format that closely resembles the final product that will be graded.
- The seminar may choose, in consultation with their teaching team, to do this practice briefing before the date FX-7 is scheduled on the TSDM calendar. Every student must complete their seminar's FX contribution peer review before conducting the presentation review with the teaching team.
- By the end of this session, the seminar will complete TSDM FX product development by making desired changes to the presentation. After the final changes are made, and no later than 1500, electronically submit the presentation/brief to the FX director and deputy-director. This will serve as the read-ahead for the faculty grading panel. Seminars are authorized to continue to make changes up until their scheduled presentation, at which time they will e-mail their final presentations to the FX Director and FX Deputy Director.

FX Director: Name and e-mail [TBD]

FX Deputy Director: Name and e-mail [TBD]

- The FX "Main Themes" questionnaire will be available at the conclusion FX-7. Each seminar will complete an online questionnaire to catalogue the main themes of their FX products by FX-10. The questionnaire link will be delivered via Blackboard and e-mail.

OBJECTIVES

- Complete and present the seminar's brief.
- Conduct a rehearsal of the seminar's presentation and receive feedback from the faculty teaching team.
- Complete the contribution peer review.
- Complete questionnaire on main themes of seminar's FX presentation.





TSDM FX - 07

SEMINAR PRESENTATION REVIEW

	Delivery Rubric	Panel Comments
CONTENT	<ul style="list-style-type: none">• Meets FX requirements• Demonstrates clear understanding of TSDM course concepts• Estimate, Strategy, and required capabilities aligned, consistent and mutually supporting• Innovative• Seminar makes a strong case for feasibility	
STRUCTURE	<ul style="list-style-type: none">• Material logically presented• Distinctly describes the four required elements• Key concepts evident• Strong concluding position	
SUPPORT	<ul style="list-style-type: none">• Credibility of material• Assumptions validated• Relevance to theme• Verbal / Presentation synergy	
STYLE	<ul style="list-style-type: none">• Persuasively presented• Professional, engaging• Pace, tempo, delivery clarity• Audience contact	
MISC	<ul style="list-style-type: none">• Responds well to questions• Managed discussion• Seminar participated in Q&A	

PRESENTATION REVIEW CHECKLIST





TSDM FX - 07

SEMINAR PRESENTATION REVIEW

Required Readings (0 Pages)

- There are no required readings for this session.

Foundational Resources

- There are no additional foundational resources for this session.





TSDM FX 08 - 09

SEMINAR PRESENTATION TO THE GRADING PANEL

Focus

The seminar will deliver the FX brief to an assigned faculty grading panel. A representative from the seminar's respective CCMD will also attend the brief. The CCMD representative will participate in Q&A and feedback but will not be involved in the grading process.

OBJECTIVES

- Effectively communicate a 30-35-minute presentation on the seminar's estimate, strategy, IPL, and implementation case.
- Effectively answer questions asked by the faculty panel for 30 minutes in a clear, articulate, and complete way.

Guidance

- The faculty teaching team will provide additional guidance on the conduct of FX-8/9, including the specific time and location for the seminar presentation. The seminar must bring four black and white copies of the presentations (two-slides per page) for use by the faculty panel. FX is a team effort, and it is expected that all seminar members will engage during the Q&A period.
- At the completion of the brief, the grading panel will provide feedback and the FX presentation grade to the seminar.

Grading Criteria (see also rubric from FX-7)

- Does the theater strategy consider the characteristics of the near and medium term future security environment discussed in the strategic estimate? Does the brief present a reasonably complete overview of the theater including significant military, economic, political, or social issues that would likely concern the geographic combatant commander? Is the information presented in a clear, logical and organized way resulting in a sufficient understanding of the challenges, threats, risks and opportunities facing the CCMD in the theater? Does it take the global context into account?
- Does the brief clearly articulate the CCMD's priorities, including the relative importance of the various instruments of national power in addressing the theater security environment? Does the brief articulate how the CCMD intends to conduct activities that address the challenges present in the security environment? Does the brief identify and explain the strategic vision, end state and strategic objectives? Does it acknowledge and mitigate risks assumed?
- Do the items in the integrated priority lists provide the capabilities necessary to implement the theater strategy? Are these capabilities relevant in the future security environment? To what extent does the brief communicate a consistent plan that links the future security assessment, the theater strategy, supporting concepts, and necessary capabilities?
- To what extent does the seminar's presentation provide innovative and imaginative approaches to meet security environment challenges anticipated over the next eight years?
- In the implementation case, how well did the seminar consider the interests and equities of joint, service, and interagency organizations? How well did the seminar demonstrate the feasibility of their ideas?
- How well does the brief explain the seminar's ideas? How well did the seminar interact with the faculty panel during the presentation and question and answer period?

Required Readings (0 Pages)

- There are no required readings for this session.

Foundational Resources

- There are no additional foundational resources for this session.





TSDM FX – 10

FX & TSDM WRAP-UP WITH TEACHING TEAM

Focus

The final session is designed to give students and teaching teams the opportunity to wrap-up FX and TSDM in-person after seminars present their briefs to the grading panel. |

Guidance

- Seminars will coordinate with their faculty teaching team regarding the conduct, time, and location of TSDM FX-10. Seminars must complete their FX presentations and receive feedback from the FX grading panel prior to FX-10.
- Seminar must complete the FX “Main Themes” questionnaire by FX-10. |

Required Readings (14 Pages)

- [Flournoy, Michele. 2021. “America’s Military Risks Losing Its Edge: How to Transform the Pentagon for a Competitive Era.” Foreign Affairs 100, No 3 \(May/June\): 76-91. |](#)

Foundational Resources

- There are no additional foundational resources for this session. |

OBJECTIVES

- Reflect on TSDM course concepts and learning objectives.
- Discuss FX presentation and grading panel feedback.
- Ensure FX “Main Theme” questionnaire is complete. |

