



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 US 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 (30 Pages)

- [Elbridge A. Colby; A. Wess Mitchell, "The Age of Great-Power Competition: How the Trump Administration Refashioned American Strategy," Foreign Affairs 99, no. 1 \(January/February 2020\): 118-130.](#)
- [Jones, James L. "Foreword: U.S. National Security for the Twenty-First Century" in The Oxford Handbook of U.S. National Security, 2018.](#)
- [Hardt, Brent. "NWC Talks: What on Earth is the Liberal International Order?" YouTube video. 18:03. Nov 13, 2019.](#)
- [Flournoy, Michèle, "How to Prevent a War in Asia. The Erosion of American Deterrence Raises the Risk of Chinese Miscalculation," Foreign Affairs 99, no. 44 \(July/August 2020\).](#)

Foundational Resources

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





POLICY ANALYSIS - 01

FOREIGN POLICY ANALYSIS AND THE UNITARY STATE PERSPECTIVE

Focus

We launch the Policy Analysis sub-course by examining some of the theories of foreign policy analysis (FPA) and providing an overview of the international, domestic, and bureaucratic forces that shape national security policy making. 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 view foreign policy actions at the national level. These decisions often deal with life and death issues such as going to war, negotiating a cease fire, imposing sanctions, entering an alliance, or signing a treaty. This session examines some of those types of decisions and provides a brief introductory look at various decision-making models.

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.
- Support CJCS Joint Learning Areas 1b, 3a, 3e, 4a, 4f, 4g, and 6b.

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?
- Decision makers inevitably must act with incomplete information. 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?
- The Unitary State Perspective is based on the premise that governments act as single unified entities and choose foreign policy options that reflect their national interest. The concept, sometimes called "the unitary state," clashes with an opposing view that a country's foreign policies are, "simply a kludged-together assemblage of the competing parochial interests of different agencies, departments, and personalities jostling within the government." Which model best characterizes U.S. foreign policy? Can you think of any advantages to using each type of perspective?
- Does the Policy Analysis Framework help you to visualize and map the many interrelated influences on a foreign policy decision that are studied in the academic field of FPA? How can this be used to analyze case studies?

Required Readings (90 Pages)

- [Gvosdev, Nikolas K., Jessica D. Blankshain, and David A. Cooper, "Introduction," Chapter 1 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, pp. 1-12. \[AVAILABLE ONLINE ONLY\]](#)
- [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, pp. 14-51. \[AVAILABLE ONLINE ONLY\]](#)
- [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, pp. 52-87. \[AVAILABLE ONLINE ONLY\]](#)
- [Cooper, David A., et al., "The Policy Analysis Framework: An Introduction," USNWC Faculty Paper, April 2020.](#)

Foundational Resources

- There are no additional foundational resources for this session





SECURITY STRATEGIES - 01

INTERNATIONAL SECURITY

Focus

The Security Strategies 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 on all regions of the world. Additionally, writing is a key component of the Security Strategies subcourse. Students will conduct individual research and write an analytic research paper of 2500-3000 words (approximately 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 and relevant to the CCMD's theater strategy.

OBJECTIVES

- Introduce the objectives and scope of the Security Strategies 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 Security Strategies analytic research paper
- Support CJCS Joint Learning Areas 1a, 1b, 1d, 3a, 4f, 4g, and 6e.

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 Security Strategies subcourse covers ideas, issues and concepts that are associated with the field of international relations (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. Questions to consider include, 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)

- [Heisbourg, François. "War and Peace After the Age of Liberal Globalisation." *Survival* 60, no. 1 \(2018\): 211-228.](#)
- [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 \(particularly sections that pertain to your CCMD assignment\).](#)





POLICY ANALYSIS - 02

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 our attention to organizations as actors who process information and systematically output actions. Military and civilian staffs 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.
- Support CJCS Joint Learning Areas 1a, 1b, 1c, 2b, 3g, and 4a.

🔧 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 study on coronavirus testing?

📖 Required Readings (55 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, pp. 125-161. \[AVAILABLE ONLINE ONLY\]](#)
- [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, pp. 378-382. \[AVAILABLE ONLINE ONLY\]](#)
- [Kelly, Meg, Sarah Cahlan, and Elyse Samuels. "11 to 100,000: What went wrong with coronavirus testing in the U.S." The Washington Post, 30 Mar 2020.](#)

🖥️ Foundational Resources

- [Halperin, Morton H. and Priscilla Clapp, with Arnold Kanter. "Organizational Interests," Chapter 3 in Bureaucratic Politics and Foreign Policy, 2nd edition, pp. 25-27, 38-40, 49-61. \[Accessed via E-Reserves\].](#)





SECURITY STRATEGIES - 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.
- Support CJCS Joint Learning Areas 1a, 3a, 4f, and 4g.

Guidance

- What do you think of the assessments in the Director of National Intelligence (DNI) Coats' statement? Do you see any missing trends or issues? If yes, what are they and why are they important?
- When you compare the National Intelligence Council assessment to the DNI threat assessment, are there any differences? Both readings highlight a multitude of security challenges – which ones do you think are of greatest concern? What are the best approaches/solutions to these challenges?
- Which of the international relations theories provides the best explanation for how the international system works? What are the strengths and weaknesses of each theory? What assumptions underpin each theory? Are any of these theories 'right' or 'wrong'? Which theory best explains U.S. behavior in the international system?

Required Readings (47 Pages)

- [Coats, Daniel. Director of National Intelligence, "Statement for the Record - Worldwide Threat Assessment of the U.S. Intelligence Community," January 29, 2019, pp. 4-23 \(regional as assigned\).](#)
- [National Intelligence Council. "Global Trends: Paradox of Progress." January 2017. pp. 6-28 and pp. 215-221.\].](#)
 - For the regional 5-year assessments, read the section that applies to your seminar:
 - INDOPACOM (pp. 91-99),
 - CENTCOM (pp. 103-106 and pp. 109-114),
 - AFRICOM (pp. 117-122),
 - EUCOM (pp. 125-128 and pp. 131-134)
 - SOUTHCOM (pp. 145-148).
- [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.](#)





POLICY ANALYSIS - 03

BUREAUCRATIC AND SUB-BUREAUCRATIC POLITICS PERSPECTIVES

🔍 Focus

A federal government official named Rufus E. Miles, Jr. once famously 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 apparatus 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 therefore 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.
- Support CJCS Joint Learning Areas 1a, 1b, 4a, 6b, and CJCS SAE 6.d.2.

🔧 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 the 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 (74 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, pp. 162-191. \[AVAILABLE ONLINE ONLY\]](#)
- [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, pp. 238-241, 253-283. \[AVAILABLE ONLINE ONLY\]](#)
- [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

- [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, pp. 378-382. \[AVAILABLE ONLINE ONLY\] \(Review as needed\).](#)





SECURITY STRATEGIES - 03

INTERSTATE RIVALRY AND NATIONAL SECURITY

Focus

In recent years, U.S. officials have used increasingly grim and foreboding language to characterize the international security environment. For instance, the 2017 National Security Strategy paints a picture of a world filled with increased competition and geopolitical rivalry, particularly among the United States, China and Russia. It argues, among other things, that "China and Russia challenge American power, influence, and interests, attempting to erode American security and prosperity." Similarly, the 2018 National Defense Strategy asserts 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 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.
- Examine the concept of geopolitics and understand how geographical factors influence international politics
- Support CJCS Joint Learning Areas 1a, 1d, 4a, and 4f.

Guidance

- Interstate rivalries have existed throughout history. What are the major causes of rivalries and how do they typically end? 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?
- 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. \[Accessed via E-Reserves\]](#)
- [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, PP. 1-36.](#)
- [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

- [Hardt, Brent. "NWC Talks: What on Earth is the Liberal International Order?" YouTube video. 18:03, November 18, 2019.](#)





POLICY ANALYSIS - 04

PALACE POLITICS PERSPECTIVE

Focus

Previous sessions introduced theories of foreign policy decision-making 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.
- Support CJCS Joint Learning Areas 1a, 1b, 4a, 4g, 6b, and CJCS SEA 6.d.2.

Guidance

- Why is this paradigm 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 the 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 the Trump administration's 2017 Afghanistan policy?

Required Readings (56 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, pp.192-237. \[AVAILABLE ONLINE ONLY\]](#)
- [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.](#)

Foundational Resources

- [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, pp. 378-382. \[AVAILABLE ONLINE ONLY\] \(Review as needed\).](#)





SECURITY STRATEGIES - 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.
- Support CJCS Learning Areas 1a,1d, and 3e.

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 (69 Pages)

- [Cohn, Lindsay P. 2016. "Introduction to Political Economy Part II: International." pp. 1-16.](#)
- [Wheelan, Charles. "Trade and Globalization – The Good News About Asian Sweatshops." Chap. 12 in *Naked Economics*, New York: W.W. Norton & Company, 2010. pp. 270-293. \[Accessed via E-Reserves\]](#)
- [Posen, Adam S. "The Post-American World Economy: Globalization in the Trump Era." *Foreign Affairs* 97, no. 2 \(2018\): 28-38.](#)
- [Zarate, Juan C. "Sanctions and Financial Pressure: Major National Security Tools." U.S. House of Representatives Foreign Affairs Committee, Financial Integrity Network, 10 JAN 2018, pp. 1-19.](#)

Foundational Resources

- [Cohn, Lindsay P. "Introduction to Political Economy Part I: Comparative." pp. 1-16.](#)
- [Dalio, Ray. "How the Economic Machine Works." YouTube video.30:59, September 22, 2013.](#)





POLICY ANALYSIS - 05

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.
- Support CJCS Joint Learning Areas 6b, 6c, and CJCS SAE 6.d.2.

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 (41 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, pp. 88-123. \[AVAILABLE ONLINE ONLY\]](#)
- [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, pp. 406-410. \[AVAILABLE ONLINE ONLY\]](#)
- [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, pp. 378-382. \[AVAILABLE ONLINE ONLY\] \(Review as needed\).](#)

Foundational Resources

- [Kelly, Anne. "Think Twice: Review of Thinking, Fast and Slow by Daniel Kahneman \(2011\)." Numeracy 10, Iss. 2 \(2017\): Article 15](#)





SECURITY STRATEGIES - 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.

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)?

Required Readings (60 Pages)

- [Reveron, Derek S. and James L. Cook. "From National to Theater: Developing Strategy." Joint Force Quarterly : JFQ no. 70 \(2013\): 113.](#)
- [Brands, Hal. "The Lost Art of Long-Term Competition." The Washington Quarterly 41, no. 4 \(2018;2019;\): 31-51.](#)
- 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", January 30, 2020, pp. 1-18.](#)
 - [U.S. Senate Armed Services Committee. "Statement of General Kenneth F. McKenzie, Jr., Commander, United States Central Command", March 12, 2020, pp. 2-16.](#)
 - [U.S. Senate Armed Services Committee. "Statement of General Tod D. Wolters, Commander, United States European Command", February 25, 2020, pp. 2-19.](#)
 - [U.S. Senate Armed Services Committee. "Statement of Admiral Philip S. Davidson, Commander, United Indo-Pacific Command", February 12, 2019, pp. 3-41.](#)
 - [U.S. Senate Armed Services Committee. "Statement of Admiral Craig S. Faller, Commander, United States Southern Command", January 30, 2020, pp. 1-16.](#)

Foundational Resources

- [The Joint Staff. Joint Doctrine Note 1-18: Strategy. 25 April 2018.](#)

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
- Support CJCS Joint Learning Areas 1a, 1d, 3a, 4a, 4f, and 4g.





POLICY ANALYSIS - 06

TWO-LEVEL GAMES

Focus

In this session we transition from focusing inside the "black box" of the Executive Branch to explore its external dealings with domestic and international actors. To do so, we introduce the concept of "two-level games." First introduced by Robert Putnam, this paradigm integrates explanations across the levels of analysis, examining the linkages between domestic and international politics and foreign policymaking. We therefore examine how the Executive Branch interacts with both other players in the international political system (Putnam's Level 1) and players in the American domestic political system (Putnam's Level 2). This session completes our conceptual toolbox for understanding the influences on the "black box" of Executive Branch decision-making.

OBJECTIVES

- Explain "two-level games" as a foreign policy decision-making framework.
- Distinguish the decision-making processes within the Executive Branch to bargaining outside the "black box" with domestic and international actors.
- Apply the two-level games framework to a case study to better understand a U.S. foreign policy decision.
- Support CJCS Joint Learning Areas 1.a, 1.b, 1.d, 4.a, 4.f.

Guidance

- What is the "two-level games" framework? How does it fit with the "levels of analysis" framework and the analytical perspectives we have already covered? How does it help to explain how international and domestic political systems interact to influence policymaking?
- How do international rules, tools, and concepts, such as the Responsibility to Protect (R2P), help shape, influence, or constrain U.S. policy? What are the potential challenges to U.S. sovereignty, national power, and domestic politics given the technological advances and cyberspace tools in the modern era?
- Why is it important to understand the motivations of other countries? What about domestic political actors? How do they affect foreign policy decisions?
- How does the two-level game framework help us understand the negotiations preceding the Iran nuclear deal?

Required Readings (49 Pages)

- [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, pp. 284-296 only. \[AVAILABLE ONLINE ONLY\]](#)
- [Gvosdev, Nikolas K., Jessica D. Blankshain and David A. Cooper. "Other Countries," Chapter 10 in Decision-Making in American Foreign Policy: Translating Theory into Practice. New York: Cambridge University Press, 2019, pp. 334-345 only. \[AVAILABLE ONLINE ONLY\]](#)
- [Hurst, Steven. "The Iranian Nuclear Negotiations as a Two-Level Game: The Importance of Domestic Politics." Diplomacy and Statecraft 27, no. 3 \(2016\): 545-567.](#)
- [Bjola, Corneliu and Ilan Manor. "Revisiting Putnam's two-level game theory in the digital age: Domestic digital diplomacy and the Iran nuclear deal." In the Long Run, Department of Politics and International Studies at the University of Cambridge, 19 July 2018.](#)

Foundational Resources

- [Putnam, Robert D. "Diplomacy and Domestic Politics: The Logic of Two-Level Games." International Organization 42, no. 3 \(1988\): 427-460.](#)
- [Gvosdev, Nikolas K., "The Regional and International Context for Theater Security" Chapter 7 in Navigating the Theater Security Enterprise, Newport, RI: Naval War College, 2017, pp. 125 - 151 \(Review as needed\).](#)





SECURITY STRATEGIES - 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.
- Support CJCS Joint Learning Areas 3a, 4f, 4g and 4h.

Guidance

- How have security challenges in the AFRICOM area of responsibility been shaped by geography and history? 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. \(New York: Cambridge University Press, 2013\).](#)
- [Lynch, Gabrielle. "The Politics of Ethnicity," Chapter 8 in Routledge Handbook of African Politics. \(New York, NY: Routledge, 2013\).](#)

Additional Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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
- Supports CJCS Joint Learning Areas 3a, 4f, 4g and 4h.

Guidance

- How do the colonial map and its legacy affect U.S. policy relative to the Middle East today?
- 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?
- Afghanistan has been at the forefront of U.S. operations in Central and South Asia. Should the United States continue operations in Afghanistan or end its deployment in the region?

Required Readings (54 Pages)

- [Scheinmann, Gabriel. "The Map that Ruined the Middle East." The Tower Magazine, July 2013, pp. 1-9.](#)
- [Gause, Gregory F. III. "Should We Stay or Should We Go? The United States and the Middle East," Survival, Vol. 61, No. 3 \(2019\) pp. 7-20.](#)
- [Hiim, Henrik Stålhane, Stenslie, Stig. "China's Realism in the Middle East," Survival, Vol. 61, No. 6 \(2019\) pp. 153-162.](#)
- [COVID-19 and the Middle East: Country-by-Country Report," Middle East Institute \(March 18, 2020\) pp.1-21.](#)
- [RAND: COVID-19 Impacts On Strategic Dynamics in the Middle East." \(2020, Mar 27\) pp. 1-2.](#)

Foundational Resources

- [CENTCOM Posture Statement, March 2020.](#)
- ["The Middle East and North Africa," The Military Balance, February 2020, pp. 324-387.](#)
- [SIGAR. "Quarterly Report for Congress on Afghanistan," Special Inspector General for Afghanistan Reconstruction, \(January, 30, 2020\) pp. 1-222.](#)
- [Cordesman, Anthony H. "Afghanistan at Peace or Afghanistan in Pieces – Part One: The First Phase," CSIS \(March 3, 2020\) pp. 1-9.](#)





SECURITY STRATEGIES - 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 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.
- CJCS Joint Learning Areas: 3a, 4f, 4g and 4h.

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 (60 Pages)

- [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. \[Accessed via E-Reserves\].](#)
- [Archick, Kristin. "The European Union: Ongoing Challenges and Future Prospects." Congressional Research Service, December 2018.](#)
- [Belkin, Paul. "NATO: Key Issues Following the 2019 Leaders' Meeting." Congressional Research Service, March 2018.](#)

Foundational Resources

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





SECURITY STRATEGIES - 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 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 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

- Comprehend 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.
- Comprehend how history and geography matter within the Indo-Pacific region.
- Support CJCS Joint Learning Areas 3a, 4f, 4g and 4h. Support CJCS JPME Special Area of Emphasis 1.

Guidance

- What changes, if any, do you see in terms of U.S. strategy toward the Indo-Pacific region (compared to the previous administration, which had as its hallmark the 'rebalance (or pivot) to the Asia-Pacific.')? Is the 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? What is the longer-term impact of the 'big chill' in U.S.-China military-to-military exchanges and relations? Would enhanced U.S.-China military confidence-building interaction help alleviate growing tensions in the relationship?
- What is the significance of Taiwan in the larger U.S.-China relationship? Is it in the U.S. national interest to defend Taiwan?

Required Readings (48 Pages)

- [Fly, Jamie. "Trump's Asia Policy and the Concept of the 'Indo-Pacific.'" SWP Working Paper \(October 2018\): 1-10.](#)
- [Economy, Elizabeth C. "China's New Revolution: The Reign of Xi Jinping." Foreign Affairs 97, no. 3 \(2018\): 60-74.](#)
- [Liu, Yawei and Justine Zheng Ren. "An Emerging Consensus on the U.S. Threat: The United States According to PLA Officers." Journal of Contemporary China 23, no. 86 \(2014\): 255-274.](#)
- [Smith, Paul. "How the Taiwan Travel Act Could Start a U.S.-China War." National Interest \(March 29, 2018\): 1-2.](#)

Foundational Resources

- [The Military Balance, Chapter 6 - Asia, Vol 120, February 2020, pp. 220-323.](#)
- [Statement of David Stilwell. Nominee to be Assistant Secretary of State for East Asian and Pacific Affairs, March 27, 2019.](#)
- [Defense Intelligence Agency. "China Military Power: Modernizing a Force to Fight and Win." \(2019\): 1-125.](#)
- [Holmes, James. "NWC Talks: Understanding China's Maritime Strategy." YouTube video. 10:24, Nov 4, 2019.](#)





SECURITY STRATEGIES - 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
- Support CJCS Joint Learning Areas 3a, 4f, 4g and 4h.

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 (57 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. \[Accessed via E-Reserves\]](#)
- [Arias, Oscar. "Culture Matters." Foreign Affairs, Vol. 90, No. 1 \(February 2011\), pp. 2-6.](#)
- [Morley, Frank, Rear Admiral, USN and Bowdren, Steve. "We Must Win the Competition for Maritime Partners," Proceedings, March 2020, pp 1-7.](#)

Additional Foundational Resources

- [Sullivan, Mark P. "Latin America and the Caribbean: Issues in the 116th Congress." Congressional Research Service, March 10, 2020.](#)
- [McCabe, Larry. "NWC Talks: Central and South America." YouTube video. 15:06, Sept 27, 2019.](#)





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 national security 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.
- Support CJCS Joint Learning Areas 1a, 1b, 1c, 3e, 3g, 4a, 4f, and 6b.

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 (25 Pages)

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

Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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 Africa Command theater from both the regional and U.S. points of view
- Support CJCS Joint Learning Area 3a, 4f, 4g and 4h.

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.





SECURITY STRATEGIES - 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 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 economic 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
- Supports CJCS Joint Learning Areas 3a, 4f, 4g and 4h.

Guidance

- What is the economic outlook for the CENTCOM area of responsibility?
- What are the main socioeconomic challenges in the AOR?
- What is the outlook of the oil economy in the region?
- What are the "white/black swans" in the region?
- What are the primary U.S. national interests relative to the socioeconomic issues in the AOR?

Required Readings (54 Pages)

- [Gross, Samantha and Adel Abdel Ghafar. "The Shifting Energy Landscape and the Gulf Economies' Diversification Challenge." The Brookings Institution, 2019.](#)
- [Yahya, Maha. "The Middle East's Lost Decades: Development, Dissent, and the Future of the Arab World." Foreign Affairs 98, no. 6 \(2019\): 48.](#)
- [Lons, Camille, Jonathan Fulton, Degang Sun, and Naser Al-Tamini. "China's Great Game in the Middle East." European Council on Foreign Relations, 2019.](#)

Foundational Resources

- [International Monetary Fund. "Middle East and Central Asia Dept. Regional Economic Outlook." October 2019, Middle East and Central Asia INTERNATIONAL MONETARY FUND, 2019.](#)





SECURITY STRATEGIES - 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
- CJCS Joint Learning Areas: 3a, 4f, 4g and 4h.

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 (46 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.](#)
- [Kunz, Barbara. "Europe's Defense Debate is All About America," War on the Rocks, March 4, 2020.](#)
- [Brattberg, Erik and Tomáš Valášek, EU Defense Cooperation: Progress Amid Transatlantic Concerns, Carnegie Endowment for International Peace, November 21, 2019.](#) The accompanying discussion of the report's conclusions is appended as a foundational resource.

Foundational Resources

- [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. \(1:15\)](#)





SECURITY STRATEGIES - 07D

CCMD 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.
- Support CJCS Joint Learning Area 3a 4f, 4g, and 4h.

Guidance

- What have been the major changes to Japan's defense posture over the past decade and how significant are they? Are the changes 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 benefits does the alliance with South Korea provide for the United States? How has the alliance changed over the years and is it time to revise the relationship? If so, what changes would you suggest? What impact does this have on the Japan-U.S. alliance?

Required Readings (73 Pages)

- [Hughes, C. W. "Japan's Grand Strategic Shift: From the Yoshida Doctrine to an Abe Doctrine?" in A. J. Tellis, et. al., Strategic Asia 2017-18: Power, Ideas, and Military Strategy in the Asia-Pacific, National Bureau of Asian Research, 2017, pp. 72-105. \[Access via E-Reserve\]](#)
- [Mount, Adam, Andrea Berger, et. al., "Report of the International Study Group on North Korea Policy," Federation of American Scientists," 2019, pp. 1-31.](#)
- [O'Hanlon, Michael. "The Long-Term Basis for a U.S.-Korea Alliance," Washington Quarterly, \(Winter 2019\), pp. 103-116.](#)

Additional Foundational Resources

- [Republic of Korea Ministry of Defense. "2018 Defense White Paper."](#)
- [Japanese Ministry of Defense. "Defense of Japan 2019 \(Annual White Paper\)."](#)
- [General Robert Abrams, US Forces Korea, Statement before the House Armed Services Committee, 27 March 2019.](#)





SECURITY STRATEGIES - 7E: 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.
- Support CJCS Joint Learning Areas 3a, 4f, 4g and 4h.

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.





POLICY ANALYSIS - 08

INTRODUCTION TO THE DOMESTIC POLITICAL SYSTEM

Focus

This session provides an overview of the national security structure of the U.S. government, from the Constitution down to the Defense Department's Geographic Combatant Commands (CCMDs). It is important for national security professionals to understand the basic division of foreign affairs responsibility between the branches of government, and the spectrum of authorities available for carrying out these responsibilities. Highlighting concepts from earlier sessions, this session also looks in detail at the strategic implications of organizational choices for the Defense Department.

OBJECTIVES

- Comprehend the U.S. Constitutional framework for the conduct of foreign affairs and management of the U.S. military
- Identify the responsibilities of different elements of the Department of Defense and their role in theater security.
- Apply organizational and bureaucratic theories to analyze strategic implications of organizational choices.
- Support CJCS Joint Learning Areas 1b, 1c, 1d, 3a, 3e, 3g, 4a, 4g, 4h, and 6b.

Guidance

- Constitutionally, where does authority over U.S. foreign policy and national security reside?
- How do statutes, executive orders, regulations, MOUs, military orders, and other 'ways' of exercising authority differ? Why might a national security professional need to consider the pros and cons of such authorities in recommending courses of action?
- What are the advantages and disadvantages of the structure of the executive branch as it pertains to theater security decisions? How much has this structure changed since the end of the Cold War?
- What is the role of the Geographic Combatant Commands in formulating and in executing U.S. national security policy? How do the Defense Department and State Department differ in basic organization?
- What problems was the Goldwater-Nichols Act (GNA) meant to solve? Has it been successful? Applying the organizational theories studied so far, what problems might be created with the GNA split between "force employers" and "force providers"?

Required Readings (76 Pages)

- [United States Constitution \[Annotated Version from the Library of Congress\]](#)
- [Gvosdev, Nicholas, et. al., "A Very Slim Reed: From the Phrases of the Constitution to the Theater Security Enterprise", in Gvosdev, ed., Navigating the Theater Security Enterprise, Newport, RI: USNWC National Security Affairs Department \(2017\), pp 25-43](#)
- [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 \(2017\), pp 13-30. \[Accessed via E-Reserves\]](#)
- [McInnis, Kathleen J., Goldwater Nichols at 30: Defense Reform and Issues for Congress, Washington DC: Congressional Research Service, June 2016, pp 1 - 23](#)
- [Freedberg, Sydney., "SecNav Spencer Seeks Repeal of Sen. Inouye Statute After Pacific Collisions", Breaking Defense, December 15, 2017.](#)
- [Oakley, Robert B., Jr Casey Michael, "The Country Team: Restructuring America's First Line of Engagement." \(Washington, DC: INSS Strategic Forum, Number 227, September 2007.\) p. 1-11.](#)

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, pp. 296-333. \[AVAILABLE ONLINE ONLY\] \(Review as needed\).](#)





SECURITY STRATEGIES - 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.
- Support CJCS Joint Learning Area 3a, 3e, 4f, and 4g.

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 (51 Pages)

- [Radelet, Steven. "Africa's Rise-Interrupted?" Finance & Development 53, no. 2 \(2016\): 6.](#)
- [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. \(New York, NY: Routledge, 2013\) pp. 295-309.](#)

Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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.
- Support CJCS Joint Learning Area 3a, 3e, 4f and 4g.

Guidance

- Would a less active U.S. foreign policy in the Middle East advance its national interests? What are the benefits? What are the risks?
- How important is U.S. naval power and military bases in the Middle East to regional stability and energy security interests?
- What explains the U.S. "40-year obsession" with Iran? Can the Iran-Saudi Arabia rivalry be resolved? How does the influence of external powers such as Russia and China affect the regional balance of power?

How does the Syrian crisis end and what are the prospects for reconstruction? What are the implications for CENTCOM, its partners and other key actors in the region?

Required Readings (44 Pages)

- [Malley, Robert. "The Unwanted Wars: Why the Middle East Is More Combustible Than Ever." Foreign Affairs, Volume 98, Number 6, November/December 2019, pp. 39-46.](#)
- [Cropsey, Seth and Gary Roughead. "A U.S. Withdrawal Will Cause a Power Struggle in the Middle East." Foreign Policy, 17 December 2019, pp. 1-8.](#)
- [Benjamin, Daniel and Steven Simon. "America's Great Satan: The 40-Year Obsession With Iran." Foreign Affairs, Volume 98, Number 6, November/December 2019, pp. 56-66.](#)
- ["Armed Conflict in Syria: Overview and Response. Congressional Research Service, 12 February 2020, pp. 1-5 and 12-24.](#)

Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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?

Required Readings (95 Pages)

- [Rumer, Eugene. "Russia and the Security of Europe." Carnegie Endowment for International Peace, 2016, 3-55.](#)
- [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 chapters 2 and 3 \(5-52\).\]](#)

Foundational Resources

- [Gerasimov, Valery. "The Value of Science is in the Foresight." Military Review 96, no. 1 \(2016\): 23.](#)
- [Euronews. "Putin Unveils New Russian Foreign Policy." YouTube video. 26:20, July 1, 2014.](#)
- [Petersen, Mike. "NWC Talks: Russia's Great Power Competition." YouTube video. 12:10, Nov 25, 2019.](#)

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.
- CJCS Joint Learning Areas: 3a, 3e, 4f, and 4g.





SECURITY STRATEGIES - 08D

CCMD 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.
- Support CJCS Joint Learning Area 3a, 3e, 4f, and 4g.

Guidance

- 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)

- [Stromseth, Jonathan. "Don't Make Us Choose: Southeast Asia in the throes of U.S.-China rivalry," Brookings Institution, October 2019, pp. 1-31.](#)
- [Choi Shing Kwok. "Is the U.S. being Eclipsed in Southeast Asia?" Perspective 2020, No. 19, March 24, 2020, pp. 1-7.](#)
- [Brands, Hal and Zach Cooper. "Getting Serious about Strategy in the South China Sea," Naval War College Review 71:1 \(2018\): 1-20.](#)

Additional Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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.
- Comprehend the security challenges through a regional lens and a U.S. perspective
- Support CJCS Joint Learning Area 3a, 3e, 4f and 4g.

Guidance

- What do you see as the root cause 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.](#)





POLICY ANALYSIS - 09

THE PRESIDENCY AND THEATER 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. A president's world view and decision-making style can also play a key role.

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.
- Support CJCS Joint Learning Areas 1b, 3e, and 4a..

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?
- What were some of the methods, according to the Eisenhower case study, which the president used to ensure optimal consideration of all foreign policy options? Can you link these approaches to some of his noteworthy foreign policy successes?

Required Readings (46 Pages)

- [Cormier, Daniel J., "Eisenhower Reconsidered: Policymaking Lessons for Today," Orbis, 2019](#)
- [Dickerson, John., "What if the Problem Isn't the President it's the Presidency?" The Atlantic 321, no. 4 \(2018\): 46.](#)
- [Brattebo, Douglas M. and Tom Landsford., "The Presidency and Decision-Making," in The Oxford Handbook of U.S. National Security, Oxford University Press, 2018. New York, pp. 1-16.](#)
- [Knott, Stephen, "NWC Talks: Presidential Power and National Security \[Video\]"](#)

Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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 fishing, etc. shaped by interrelated geographic, political, cultural, economic and other factors ranging from the local to the global?

Required Readings (45 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.](#)
- [Le Roux, Pauline. "Responding to the Rise in Violent Extremism in the Sahel" Africa Security Brief, No. 36 \(2019\) pp.1-8.](#)
- [Standing, Andre. "Criminality in Africa's Fishing Industry: A Threat to Human Security," Africa Security Brief, No. 33 \(2017\), pp. 1-12.](#)

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.
- Comprehend the security challenges through a regional lens and a U.S. perspective.
- Support CJCS Joint Learning Area 3a, 3e, 4f, and 4g.





SECURITY STRATEGIES - 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.

Guidance

- How important is an Israeli-Palestinian peace agreement for regional stability? Does the Trump administration offer a viable peace plan? How does this impact CENTCOM?
- Will the Trump administration's 'maximum pressure' work against Iran? How has the United States' withdrawal from the JCPOA impacted its relationship with regional and European allies and partners?
- What do you think about the likelihood of a diplomatic solution in Afghanistan? What are U.S. interests in Afghanistan and how much influence does the United States wield among the various stakeholders? What is CENTCOM's role?
- 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?

Required Readings (45 Pages)

- ["Peace to Prosperity: A Vision to Improve the Lives of the Palestinian and Israeli People." The White House, January 2020, pp. 2-24.](#)
- [Pompeo, Michael R. "Confronting Iran: The Trump Administration's Strategy." U.S. Department of State, October 15, 2018, pp. 1-4.](#)
- [Maizland, Lindsay. "U.S.-Taliban Peace Deal: What to Know." Council on Foreign Relations, 2 March 2020, pp. 1-9.](#)
- ["Preventing a Deadly Showdown in Northern Yemen." International Crisis Group, 17 March 2020, pp. 1-10.](#)

Foundational Resources

- There are no additional foundational resources for this session.

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 assess their impact on U.S. interests in the Greater Middle East and Central Asia.
- Support CJCS Joint Learning Area 3a, 3e, 4f and 4g.





SECURITY STRATEGIES - 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 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 (75 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.
- [Hamilton, Daniel S. and Joseph P. Quinlan. "The Transatlantic Economy 2020." Johns Hopkins, 2020, Ch. 1-3, pp. 1-44.](#)
- 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." \(LG Note 8\)](#)

Foundational Resources

- [Archick, Kristin, and Rhoda Margesson. "Europe's Refugee and Migration Flows." Congressional Research Service In Focus, March 20, 2019.](#)
- [Roberts, Peter. "Will the Alliance Discover Navies Again?" NATO Review, April 30, 2018.](#)

OBJECTIVES

- Comprehend how changes in demographics and environment impact European security.
- Identify the interrelationships between external developments (migration, etc.) and internal political and economic developments.
- Comprehend the economic underpinnings of the trans-Atlantic relationship.
- Recognize the challenges to European economies and networks from cyber threats.
- Recognize the maritime dimension of European security
- CJCS Joint Learning Areas: 3a, 3e, 4f, and 4g.





SECURITY STRATEGIES - 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. Oceania's strongest state, Australia, is described by experts as only a global "middle power," while New Zealand joins the Pacific Island members as "small states." 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

- Comprehend the core political and security challenges and U.S. interests in Oceania.
- Analyze how the Department of Defense (DoD) can assist regional states in addressing these issues, while also recognizing the risks of U.S. overreach and mission creep in doing so.
- Support CJCS Joint Learning Areas 3a, 3e, 4f, and 4g. Support CJCS JPME Special Area of Emphasis 1.

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?
- 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?
- New Zealand has a close security partnership with the United States, but China is playing an increasingly larger role in its economy. This presents difficult challenges for Wellington, as this small state politically and economically sits within the broader U.S.-China theater geopolitical competition, and cannot presently afford to exclusively align with one of these two actors. How is New Zealand attempting to advance its foreign policy interests in this context? Are there opportunities for the United States, and DoD in particular, to supplant Chinese influence over Wellington?

Required Readings (56 Pages)

- [Beeson, Mark and Alan Bloomfield. "The Trump Effect Downunder: U.S. Allies, Australian Strategic Culture, and the Politics of Path Dependence." Contemporary Security Policy 40, no. 3 \(2019\): 335-361.](#)
- [Lum, Thomas and Bruce Vaughn. "The Pacific Islands - Policy Issues." Congressional Research Service, February 7, 2017, pp. 1-22.](#)
- [Devadason, Caroline Anitha, Luke Jackson and Jennifer Cole, Pacific Island Countries: An Early Warning of Climate Change Impacts \(Oxford, UK: Rockefeller Foundation Economic Council on Planetary Health, April 2019\), pp. 1-15.](#)
- [Steff, Reuben and Francesca Dodd-Parr. "Examining the Immanent Dilemma of Small States in the Asia-Pacific: The Strategic Triangle between New Zealand, the U.S. and China." The Pacific Review 32, no. 1 \(2019\): 90-112.](#)

Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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 assess their impact on U.S. interests in Latin America and the Caribbean
- Support CJCS Joint Learning Areas 3a, 3e, 4f and 4g.

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.





POLICY ANALYSIS - 10

THE ROLE OF CONGRESS AND DOD INTERACTION

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 Policy Analysis have stressed that the authorities, missions, and budgets of different organizations within the national security enterprise ultimately are all 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.
- Support CJCS Joint Learning Areas 1b, 4a, 4f, and 6a.

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?
- What is the role of the Services and Combatant Command in relation to Congress and National Security?

Required Readings (54 Pages)

- [Serafino Nina M. and Eleni G. Ekmektsioglou, Congress and National Security, The Oxford Handbook of U.S. National Security, ed. Derek S. Reveron, Nikolas K. Gvosdev, and John A. Cloud, \(New York, NY: Oxford University Press, 2018\), pp. 1-21.](#)
- [McInnis, Kathleen J., Defense Primer: Commanding U.S. Military Operations, Congressional Research Service, updated February 18, 2020, pp. 1-2.](#)
- [Eilon, Lindsey and Jack Lyon, White Paper: Evolution of Department of Defense Directive 5100.01, Office of the Secretary of Defense, revised January 2014, pp i-32](#)

Additional Foundational Resources

- [Walsh, Kathleen A., "Legislative Affairs and Congressional-Military Relations," Newport, R.I.: Naval War College faculty paper, updated 2012, pp. 1-11.](#)
- [Serafino, Nina, USNWC Lecture of Opportunity video segments 1-10 total 26:43, 29 Aug 2019](#)





SECURITY STRATEGIES - 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 assess their impact on U.S. interests in the Africa.
- Support CJCS Joint Learning Area 3a, 3e, 4f, and 4g.

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 (49 Pages)

- [Eom, Janet, Jyhjong Hwang, Lucas Atkins, Yunnan Chen, and Siqi Zhou. "The United States and China in Africa: What does the data say?" Policy Brief, Johns Hopkins, School of Advanced International Studies \(2017\).](#)
- [Dutton, Peter A.; Kardon, Isaac B.; and Kennedy, Conor M., "China Maritime Report No. 6: Djibouti: China's First Overseas Strategic Strongpoint" \(2020\). CMSI China Maritime Reports. 6. pp. 2-9, 21-39.](#)
- [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.](#)
- [Marten, Kimberly. "Russia's Back in Africa: Is the Cold War Returning?" The Washington Quarterly, Winter 2020 pp. 155-165.](#)

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, Nauniha. "NWC Talks: China in Africa." YouTube video. 13:50, December 18, 2019.](#)





SECURITY STRATEGIES - 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.
- Support CJCS Joint Learning Areas 3a, 3e, 4f and 4g.

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 U.S. and for CENTCOM?
- 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 (41 Pages)

- ["United States Strategy for Central Asia 2019-2025: Advancing Sovereignty and Economic Prosperity," United States Department of State, March 05, 2020, pp. 1-6.](#)
- [Umaro, Temur. "China Looms Large in Central Asia," Inside Central Asia, Carnegie Moscow Center, March 3, 2020, pp. 1-10.](#)
- [Sakiev, Azamat. "How is Central Asia Handling the COVID-19 Problem?" FPRI, March 13, 2020, pp. 1-3](#)
- [Pannier, Bruce. "The Four Big Issues in Central Asia in 2019 \(And They're Not Going Away\)" RFE/RL, January 02, 2020, pp. 1-9.](#)
- [Bleuer, Christian. "The Exaggerated Threat of Islamist Militancy in Central Asia," World Politics Review, February 25, 2020, pp. 1-9.](#)

Foundational Resources

- [Dubnov, Arkady, "Reflecting on a Quarter Century of Russia's Relations with Central Asia," Carnegie Endowment For International Peace: Russia Insight, April 2018, pp. 1-10.](#)
- [International Crisis Group. "Central Asia's Silk Road Rivalries," Europe and Central Asia Report, 27 July 2017, N°245 pp. 1-32.](#)
- [Matveeva, Anna; Guistozzi, Antonio "The Central Asian Militants: Cannon Fodder of Global Jihadism or Revolutionary Vanguard?" Small Wars and Insurgencies, March 20, 2018, pp. 189-206.](#)





SECURITY STRATEGIES - 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? How do challenges like Brexit and Covid-19 play into European security?
- 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?

Required Readings (20 Pages)

- [Joffe, Josef. "Europe does Not Exist." Commentary 147, no. 2 \(2019\): 14-18.](#)
- [Trenin, Dmitri. "European Security is Becoming Euro-Asian," Carnegie Moscow Center, December 18, 2019.](#)
- [Baciu, Cornelia-Adriana, Erik Brattberg, John Deni, Daniel S. Hamilton, Ambassador Daniel Mulhall and Alice Pannier. "Panel: Impact of Brexit on European Defense and Security." Johns Hopkins University School of Advanced International Studies. C-SPAN video. 1:34:22, October 9, 2019.](#)
- [Gvosdev, Nikolas. "The Effect of COVID-19 on the NATO Alliance," Foreign Policy Research Institute, March 23, 2020.](#)
- [Ellehuus, Rachel. "Turkey and NATO: A Relationship Worth Saving," CSIS, December 2, 2019. \[Turkish Case Study.\]](#)

Foundational Resources

- [Ellehuus, Rachel and Andrei Zagorski. "Restoring the European Security Order." Center for Strategic and International Studies, \(2019\): 1-7.](#)
- [Matthijs, Matthias. "Europe After Brexit: A Less Perfect Union." Foreign Affairs 96, no. 1 \(2017\): 85.](#)
- [Breedlove, Philip and Alexander Vershbow. "Permanent Deterrence: Enhancements to the U.S. Military Presence in North Central Europe: Atlantic Council, 2018.](#)
- [Koru, Selim. "The Resiliency of Turkey-Russia Relations" Foreign Policy Research Institute, 2018.](#)

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
- CJCS Joint Learning Areas: 3a, 3e, 4f, and 4g.





SECURITY STRATEGIES - 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.
- Support CJCS Joint Learning Areas 3a, 3e, 4f, and 4g. Support CJCS JPME Special Area of Emphasis 1.

Guidance

- 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?
- The limited ability of South Asia's states to ensure domestic security and defeat terrorist and insurgent groups is a long-running policy concern. What are the main causes of the persistence of these non-state actor threats in South Asia? How does this context affect U.S. national and theater interests? How can the DoD best partner with South Asian governments to address these threats?
- India and Pakistan are nuclear rivals, who have fought one war and experienced several crises since becoming overt nuclear weapons states in 1998. Their unresolved disputes include disagreement over mutually acceptable boundaries for military naval projection. New Delhi and Islamabad are now developing seaborne nuclear weapon platforms, further complicating their rivalry. How does the prospect of Indo-Pakistan naval nuclear competition impact U.S. theater interests? What elements of their history of hostile interactions make this development especially concerning?

Required Readings (66 Pages)

- [Singh, Sinderpal. "The Indo-Pacific and India-U.S. Strategic Convergence: An Assessment." Asia Policy 14, no. 1 \(2019\): 77-94.](#)
- [Paul, T.V. "State Capacity and South Asia's Perennial Insecurity Problems." Chap. 1 in South Asia's Weak States: Understanding the Regional Insecurity Predicament. Edited by T. V. Paul. Stanford, CA: Stanford University Press, 2010, pp. 3-19. \[Accessed via E-Reserves\]](#)
- [Rehman, Iskander. "Drowning Stability: The Perils of Naval Nuclearization and Brinkmanship in the Indian Ocean." Naval War College Review 65, no. 4 \(2012\): 64-88.](#)

Foundational Resources

- There are no additional foundational resources for this session.





SECURITY STRATEGIES - 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.
- Comprehend the security challenges through a regional lens and a U.S. perspective
- Support CJCS Joint Learning Area 3a, 3e, 4f and 4g.

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.](#)





POLICY ANALYSIS - 11

THE U.S. JUDICIARY AND NATIONAL SECURITY

Focus

The U.S. judiciary is increasingly weighing in on 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. This was not always the case. Up until the end of World War II, the Court was reluctant to "wage war from the bench," declining to review the wartime decisions of other branches of government. But there is a growing body of recent case law in which the Supreme Court has served as a check on presidential, and occasionally Congressional, authority. The court has stepped in at a time when national security threats have become increasingly international, asymmetric, and non-traditional. This session explores some of the cases arising from Guantanamo: the Presidential Executive Orders governing detainees, the rise of military commissions to try detainees, and Congressional efforts to revise the Authorization for Use of Military Force (AUMF) to accommodate legal rulings.

OBJECTIVES

- Discuss the role of the judiciary as a key player in adjudicating national security policy issues.
- Discuss recent legal cases directly affecting the military and national security, such as AUMF, Military Commissions, and Detention.
- Compare Executive Orders from Presidents Bush, Obama, and Trump on the detention and interrogation of accused terrorists.
- Examine recent Supreme Court decisions regarding detentions in Guantanamo.
- Support CJCS Joint Learning Areas 1a, 1b, 4f, 6a and 6c.

Guidance

- Breyer argues that the Supreme Court has become more willing to rule on the legality of executive branch action during wartime, ignoring both Cicero's doctrine and the political question doctrine. In Chapter 1, he offers examples ranging from the Revolutionary War, the Civil War, World War I and the Vietnam War. In your view, is the Court's departure from its prior silence an effective means of applying checks and balances, or a dangerous overstepping of the Constitution?
- How have Presidential Executive Orders evolved since 9/11 to cover detention and detainee treatment; and why did it prove so difficult to close Guantanamo?
- How have the courts dealt with successive administration attempts to deal with "enemy combatants," and why did they prove to be vulnerable?
- How has Congress' reluctance to update its 2001 Authorization for Use of Military Force (AUMF) played out in conflicts between the executive and the judiciary?

Required Readings (36 Pages)

- [Breyer, Stephen, *The Court and the World: American Law and the New Global Realities*, \(New York: Alfred A. Knopf, 2015\), Chapter 1 "Silence", pp 15-24 and Chapter 4 "No Blank Check", pp 65-87. \[Accessed via E-Reserves\]](#)
- [Fontaine, Richard and Vance Serchuk, "Congress Should Oversee America's Wars, not Just Authorize Them," *Lawfare*, June 7, 2018.](#)
- [Vladeck, Steve, "The Misbegotten Court of Military Commission Review," *Lawfare*, May 24, 2016.](#)

Foundational Resources

- [George W. Bush, Executive Order, Feb. 14, 2007](#)
- [George W. Bush, Executive Order, July 20, 2007](#)
- [Barack Obama, Executive Order, Jan. 22, 2009](#)
- [Barack Obama, Executive Order, Mar. 7, 2011](#)
- [Donald J. Trump, Executive Order, Jan. 30, 2018](#)





SECURITY STRATEGIES - 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.
- Supports CJCS Joint Learning Areas 1a, 3c, and 4g.

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 – fewer land-based ICBMs and more SSBNs? 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 in Deterrence, \(Cambridge, MA: Polity Press, 2004\), pp. 26-42. \[Accessed via E-Reserve\]](#)
- [Krepinevich Jr, Andrew F. "The Eroding Balance of Terror: The Decline of Deterrence," Foreign Affairs, Vol. 98, No. 1 \(Jan/Feb 2019\), pp. 62-74.](#)
- ["U.S. Strategic Nuclear Forces: Background, Developments, and Issues," Congressional Research Service, 3 January 2020, pp. 1-9 and pp 47-56.](#)
- [Lupton, Danielle. "Trump thought escalating the Iran crisis would solve it. That's not how escalation works," Washington Post, January 8, 2020.](#)
- [Nichols, Tom. "NWC Talks: Preventive War in the 21st Century." YouTube video. 12:51, May 29, 2019.](#)

Additional Foundational Resources

- [Department of Defense, Nuclear Posture Review, 2018.](#)
- [Department of Defense, "Nuclear Deterrence: America's Foundation and Backstop for National Defense," April 6, 2020.](#)





POLICY ANALYSIS - 12

CIVIL-MILITARY RELATIONS

Focus

Civil-military relations is the study of the relationships among the military, the government, and the population. In 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.

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.
- Support CJCS Joint Learning Areas 1a, 1b, 1c, 4a, 4g, 6a, 6b, 6c, 6e and CJCS SAE 6.d.2.

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 (56 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 \(March 2013\), pp. 129-145. \(CHROME, FIREFOX or SAFARI only, IE/EDGE do not work\)](#)
- [Golby, Jim. "Improving Advice and Earning Autonomy: Building Trust in the Strategic Dialogue," The Strategy Bridge, 3 October 2017.](#)
- [Lupton, Danielle L. "Having fewer veterans in Congress makes it less likely to restrain the president's use of force," Washington Post The Monkey Cage, Nov 10 2017.](#)
- [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.





SECURITY STRATEGIES - 12

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. The Presidential 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.
- Support CJCS Joint Learning Areas 1a, 1b, 1d, 3a, 3e, 4a, and 4g.

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 2017 NSS define the primary (vital) national interests of the United States and what concepts does it include to address them? How well does the 2017 NSS capture what we know of this administration's strategic vision? Is the 2018 NDS consistent with the 2017 NSS? What are some of the challenges to implementing the NDS?
- What are the key goals of the United States Strategy on Women, Peace, and Security? What are the four lines of effort?

Required Readings (71 Pages)

- [Trump, Donald J. The National Security Strategy of the United States of America, The White House, December 2017, Read I-II, 1-4; Skim 7-42; Read 45-53 \(Your assigned Region\), 55.](#)
- [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.](#)
- [Gallagher, Mike. "State of \(Deterrence by\) Denial." The Washington Quarterly 42, no. 2 \(2019\): 31-45.](#)
- [Trump, Donald J. "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.](#)

Additional Foundational Resources

- [Dougherty, Christopher M. "Why America Needs a New Way of War." Center for a New American Security, June 2019, pp 6 - 37.](#)
- [United States Department of Defense. "Women, Peace, and Security Strategic Framework and Implementation Plan." June 2020.](#)





POLICY ANALYSIS - 13

DECIDING WAR: EXECUTIVE-LEGISLATIVE TENSIONS

Focus

- Is the United States at war? This is a surprisingly difficult question to answer, as is identifying where and why the U.S. military is currently engaged in war, combat, hostilities, or conflict around the world. In the age of wars against non-state actors, “associated forces” and affiliated states, nations, organizations, and persons, the lines between war, conflict, and the use of military force have blurred while the authorizations to use various sorts of military force against a wider range of actors have expanded. This has led to growing tensions between the legislative and executive branches.

This session raises difficult questions on the definition and character of modern war; about the potential for war and use of force to grow in number, size, and scale; and the role of both the executive and legislative branches in deciding why, when, where and how U.S. Armed Forces are authorized in the use of military force.

OBJECTIVES

- Comprehend the tensions that exist between the Executive and Legislative branches of the U.S. government in deciding why, when, where and how to make war.
- Comprehend the use of Authorizations of the Use of Military Force (AUMF) in recent U.S. military conflicts, why and how AUMFs have been employed, and how this and other legislative tools relate to current strategies and policies.
- Discuss the use of drones and other new or innovative approaches to waging war and how policymakers decide their use in military conflicts.
- Analyze the ways in which U.S. military missions have expanded over time.
- Support CJCS Joint Learning Areas 1a, 1b, 3e, 4a, 4f, and 6a.

Guidance

- Who decides when the United States and its armed forces go to war or are engaged in hostilities, Congress or the executive?
- The United States has not officially declared war since World War II. What, then, has been the process(es) for deciding to make war or to engage U.S. military forces since then? Building on discussions in earlier sessions, how difficult or easy is it for the Commander-in-Chief to commit military forces today? Why?
- The growing use of drone strikes unveils a new phenomenon where the American public does not necessarily know that a war and/or use of U.S. military forces (in addition to intelligence assets) has been decided. If war is the “organized use of violence to achieve political ends” as Clausewitz argues, Brooks asks: what if the war itself is secret?

Required Readings (58 Pages)

- [Congressional Research Service. “The War Powers Resolution: Concepts and Practice” \(R42699\), updated March 8, 2019 - Summary and pp 44-54 only.](#)
- [Brooks, Rosa. “The Secret War,” Chapter Five in How Everything Became War and the Military Became Everything: Tales from the Pentagon \(New York: Simon & Schuster, 2016\), pages 104-128. \(24 pages\). \[Accessed via E-Reserves\]](#)
- [Congressional Research Service, “UPDATED: Recent U.S. Airstrikes: Legal Authorities and Questions” \(CRS Legal Side Bar LSB10391, updated February 18, 2020\).](#)
- [Rudalevige, Andrew. “Attacking Syria Wasn’t Legal a Year Ago. It’s Still Not,” The Monkey Cage, Washington Post \(April 13, 2018\).](#)
- [Singh, Naunihal. “Ambush in Tongo Tongo, Niger,” Newport, RI.: Naval War College faculty paper, 2018.](#)

Foundational Resources

- [Joint Resolution to authorize the use of United States Armed Forces against those responsible for the recent attacks launched against the United States \(2001 AUMF\).](#)
- [Authorization for Use of Military Force Against Iraq Resolution of 2002 \(2002 AUMF\).](#)
- [Letter from the President – Authorization for the use of United States Armed Forces in connection with the Islamic State of Iraq and the Levant \(“draft” AUMF\).](#)





SECURITY STRATEGIES - 13

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.
- Support CJCS Joint Learning Areas 1a, 1b, 1d, 2b, 3a, 3e, 4a, and 4g.

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? Who is responsible for dealing with maritime security challenges?
- The CNO's "FRAGO 01/2019: A design for Maintaining maritime superiority" is much more focused on warfighting than has been seen in previous years. There is also a keen sense of urgency - that time is of the essence. Do you agree with this focus -- what is missing or mischaracterized?
- 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 (58 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.](#)
- [Gilday, M.M., "FRAGO 01/2019: A design for Maintaining Maritime Superiority", December 2019, pp. 1-8.](#)
- [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.](#)
- [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.](#)





POLICY ANALYSIS - 14

MEDIA AND PUBLIC OPINION

🔍 Focus

Mass media and public opinion are important influences on the policy-making process and theater security, but they can also influence each other and be influenced by policy elites. The relationship of among institutions can be contentious: how much should elected leaders follow the opinions of those they represent? How should the military's legitimate concern for operational security be balanced with the public's right to know? How does the fragmentation of news and the rise of social media affect the spread of information and misinformation to the public? In this session you will explore some of these debates and consider the role of the media as an influence on the policymaking process.

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 theater security.
- Analyze the role of public opinion in democratic policy-making and civil-military relations, and what influences can affect it.
- Support CJCS Joint Learning Areas 3e, 4f, 6a, 6b, and 6e..

≡ Guidance

- Do the U.S. military and American news media outlets have an adversarial relationship? Has it varied over time?
- How do senior leaders use the media to advance policy and political goals? How does the media influence their decisions? Does "the media" constitute an interest group with an independent agenda?
- How does the political fragmentation of news sources and the rise of social media as a main information source for Americans affect foreign policy making? What new challenge for national security might it pose?
- How does public opinion constrain national security decision-making? How responsive should national security leaders be to public opinion? Does the U.S. military need to care about its public image?
- Where does "the public" stand on major national security debates today? Where is public opinion more in line or less in line with national policy? How much does foreign policy typically factor into votes for Congress and the President?
- What issues in YOUR theater are likely to draw media coverage and/or public interest? What is controversial? Why?

📖 Required Readings (75 Pages)

- [Diamond, John. "The Media: Witness to the National Security Enterprise", in Roger George & Harvey Rishikof, The National Security Enterprise: Navigating the Labyrinth, 2nd Ed. Georgetown University Press, 2017 pp 353-378. \[Accessed via E-Reserves\]](#)
- [Porch, Douglas. "NO BAD STORIES: The American Media-Military Relationship." Naval War College Review 55, no. 1 \(2002\): 85-107.](#)
- [Baum, Matthew A. and Philip B. K. Potter. "Media, Public Opinion, and Foreign Policy in the Age of Social Media." The Journal of Politics \(2019\) \(9 pages\).](#)
- [Smeltz, Dina., Ivo Daalder, Karl Friedhoff, Craig Kafura, and Lily Wojtowicz. Rejecting Retreat: Americans Support US Engagement in Global Affairs, Chicago Council on Global Affairs, 2019, pp 9-30.](#)

🖥️ Foundational Resources

- [Burbach, David, "NWC Talks: Trust in the Military." YouTube video, 19:38, Sept. 20, 2019](#)
- [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"](#)





SECURITY STRATEGIES - 14 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, the 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
- Support CJCS Learning Objectives 1a, 1b, 1d, 3c, 3d, 3e, 4e, 4g, and 5c.

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?

Required Readings (79 Pages)

- [The Economist. "The New Battlegrounds – The Future of War," The Economist Group, 25 January 2018, pp 1-6.](#)
- [Cyberspace Solarium Commission. Final Report. March 2020, pp. 1-19.](#)
- [Nye, Joseph S. Jr. "Deterrence and Dissuasion in Cyberspace." International Security, Vol. 41, No. 3 \(Winter 2016/17\), pp. 44-71.](#)
- [Nakasone, Paul M. "A Cyber Force for Persistent Operations." Joint Force Quarterly: JFQ no. 92 \(2019\): 10-14.](#)
- [Paulauskas, Kestutis. "Space: NATO's Latest Frontier," NATO Review, 18 March 2020, pp. 1-6.](#)
- [Schneider, Jacquelyn. "A Strategic Cyber No-First-Use Policy? Addressing the US Cyber Strategy Problem." The Washington Quarterly, Summer 2020, pp. 159-175.](#)

Foundational Resources

- [White House. "National Cyber Strategy of the United States of America." September 2018.](#)
- [Department of Defense. "Summary: Department of Defense Cyber Strategy." 2018.](#)
- [Shahbaz, Adrian and Allie Funk. "Freedom on the Net." Freedom House. 2019.](#)
- [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.](#)





POLICY ANALYSIS - 15

LOBBYISTS, INTEREST GROUPS & 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 lobbies and interest groups formed? How and why do they express their policy preferences, and to what extent do they influence policy or legislative decision-making processes?
- What is the impact of the “revolving door” between government service, lobbying firms and/or think tanks and of 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? What, in particular, is the role of federally funded think tanks in the conception of U.S. foreign and defense policy? Specifically, how did one think tank (the Center for Strategic & International Studies or CSIS), according to Brannon & Hicks, attempt to influence U.S. strategy and policy decision-making on dealing with a pandemic, before and after the COVID-19 outbreak?
- Given the growth and dynamism of the lobbying, interest group and think-tank sectors, what implications arise for policy and legislative decision-making processes, what impact are they having (or not), and what influence might they have in the future and on your role in supporting national security affairs, particularly at the theater level?

Required Readings (67 Pages)

- [Holyoke, Thomas T. Excerpts from Interest Groups and Lobbying: Pursuing Political Interests in America, Boulder, CO: Westview Press, 2014, pp. 1-5; 133-149; 169-173; and 272-276. \[Accessed via E-Reserves\]](#)
- [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.](#)
- [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, pp. 97-118.](#)
- [Brannon, Samuel and Kathleen Hicks. "We Predicted a Coronavirus Pandemic: Here's What Policymakers Could Have Seen Coming," Politico Magazine \(March 7, 2020\).](#)

Foundational Resources

- There are no additional foundational resources for this session.

OBJECTIVES

- Identify the missions and roles of lobbyists, interest groups, think tanks and consultants 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 analyze how these institutions produce these products as well as the networks they employ to try to influence policy decisions.
- Support CJCS Joint Learning Area 3e, 4a, 4f, and 6b.





SECURITY STRATEGIES - 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. Geographic Combatant Commanders (GCCs), 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 GCC's the ability to invigorate and expand regional networks of allies and partners, which is a pillar of defense strategy.

OBJECTIVES

- Identify the strategic foundations of security cooperation.
- Examine how geographic combatant commanders use security cooperation activities to advance and defend U.S. interests.
- Support CJCS Joint Learning Areas 1a, 1b, 1c, 3e, 4a, and 4g.

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 GCC's seek to address it?
- 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 pitfalls and ensure future success? How can international partners contribute to the lessons?
- 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 political purposes of U.S. support for a country or region?

Required Readings (56 Pages)

- [Reveron, Derek. "NWC Talks: Military Partnerships." YouTube video. 11:43, April 8, 2019.](#)
- [Reveron, Derek S. "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 Gordon Adams and Shoon Murray. "Mission Creep: The Militarization of U.S. Foreign Policy." \(Washington, DC: Georgetown University Press, 2014\).](#)
- [Karlin, 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.](#)
- ["Commanders of Combatant commands; assignment; powers and duties. U.S. Code." Title 10, Subtitle A, Part I, Chapter 6, sec. 164 \(2018\).](#)





POLICY ANALYSIS - 16

FOREIGN ASSISTANCE, DEVELOPMENT AND PHILANTHROPY

Focus

Within the 3D paradigm of Defense, Diplomacy, and Development, the rationale for contributing to development includes national security, commercial interests, and humanitarian concerns. The saying "without security there is no development and without development there is no security" continues to illustrate the motives for foreign assistance. However, government is not the only player. In addition to 20-some agencies with a role in foreign assistance, corporate investment and private voluntary philanthropy are key players in the U.S. development presence abroad.

OBJECTIVES

- Discuss the rationale for development as a component of U.S. foreign policy.
- Identify the role of Congress and government agencies in foreign assistance.
- Examine the long-running contribution of private industry and charitable philanthropy to development assistance.
- Analyze examples where goals of the USG and private philanthropic organizations do not align.
- Support CJCS Joint Learning Areas 1a, 1d, 3a, 3e, 4a, 4g, 6b, and 6c.

Guidance

- Why does the U.S. government authorize approximately \$40 billion of foreign assistance every year?
- How do executive and legislative branches factor into development?
- In an era in which the largest private foundations have assistance programs that far outstrip the government, (i.e. the Gates Foundation is now worth about \$50 Billion; the Nature Conservancy has assets that are larger than many African countries in which it operates; and religious organizations ranging from Catholic to the Mormon church all operate longstanding overseas assistance programs) how feasible is it for the United States to link foreign aid to national security concerns?
- What happens when private U.S. assistance runs counter to U.S. foreign policy?

Required Readings (66) Pages)

- [Daschle, Thomas A. and Coleman, Norm. "The Case for U.S. Foreign Assistance." Center for Strategic and International Studies. March 26, 2019. \(Watch Video until 41:10\)](#)
- [Tarnoff, Curt and Lawson, Marion. Foreign Aid: An Introduction to U.S. Programs and Policy \(Washington, D.C. CRS, 2019\) Read 1-13; 18-22.](#)
- [Walker, Darren. "Old Money, New Order: American Philanthropies and the Defense of Liberal Democracy," in Foreign Affairs, Oct. 15, 2018. pp 1-6." \(CHROME or SAFARI only, no IE/Edge\)](#)
- [Giving USA Foundation, Americans gave \\$427.71 billion to charity in 2018 amid complex year for charitable giving, Jun 18, 2019.](#)
- [Giving USA Foundation, Giving USA 2019 Infographic](#)
- [Petraeus, David, et al. "IAB Open Letter," Letter to Congressional leadership about proposed budget reductions in diplomacy and defense\) Feb. 27, 2017.](#)
- [Gates, Bill and Melinda Gates. "We Didn't See This Coming," Annual Letter, Feb. 12, 2019.](#)

Foundational Resources

- [Anderson, G. William and Connie Veillette, "Soldiers in Sandals," in Gordon Adams and Shoon Murray, eds. Chapter 6 in Mission Creep: The Militarization of U.S. Foreign Policy? Washington: Georgetown University Press, 2014\), 97-119 \(CHROME or SAFARI only, no IE/Edge\)](#)





SECURITY STRATEGIES - 16

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.

Guidance

- What is the geopolitical significance of the CENTCOM AOR?
- Why is the CENTCOM AOR fraught with conflicts and violence?
- What is the role of state and non-state actors in the conflicts/violence in the region?
- What are the "white/black swans" in the region?
- 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 (57 Pages)

- [McKenzie, Kenneth. "U.S. CENTCOM Posture Statement." 10 March 2020, pp. 1-16.](#)
- [Gause, F. Gregory. "Should we Stay Or should we Go? the United States and the Middle East." Survival 61, no. 5 \(2019\): 7-24.](#)
- [Hiim, Henrik Stålhane and Stig Stenslie. "China's Realism in the Middle East." Survival 61, no. 6 \(2019\): 153-166.](#)
- [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.](#)

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.
- Support JCS Learning Areas 3a, 3e, 4f and 4g.



POLICY ANALYSIS - 17

THE NATIONAL SECURITY COUNCIL AND THE INTERAGENCY PROCESS

Focus

The National Security Act of 1947 established the National Security Council and tasked this deliberative body with the following purpose:

"The function of the Council shall be to advise the President with respect to the integration of domestic, foreign, and military policies relating to the national security so as to enable the military services and the other departments and agencies of the Government to cooperate more effectively in matters involving the national security."

The National Security Council is tasked with advising the President on national security and the integration of domestic, foreign, and military policies that promote and protect U.S. national interests in the security environment. The NSC policy formulation process is supported by subordinate committees that provide analysis, decision support and coordination of the execution of U.S. policy implementation by departments and agencies of the federal government.

The session analyzes the characteristics of the interagency process and environment. These are heavily influenced by the effects of statutory authority, organizational interests and culture, as well as institutional proprietary processes. The preferred interagency approach for operations and execution employs all instruments of national power and is often labeled a "whole of government" process.

OBJECTIVES

- Identify the structure and function of the National Security Council and subordinate committees in U.S. national security decision-making and policy formulation.
- Examine the U.S. interagency process at the strategic and operational level and determine the desired characteristics of effective execution.
- Identify the organizations and stakeholders operating in the interagency environment and analyze their interests and positions that have influence or impact on an interagency operation or mission.
- Support CJCS Joint Learning Areas 1b, 1c, 3e, 4a, and 6b.

Guidance

- What elements of a formal decision-making structure and process are attractive to organizations and decision makers?
- What conditions and influences in the interagency environment make a "whole of government" approach challenging?
- What interagency environmental conditions facilitate collaboration and overcome organizational friction and resistance?
- How does a representative of an interagency organization operate effectively in an interagency environment?

Required Readings (85 Pages)

- [Presidential Memorandum: Organization of the National Security Council, the Homeland Security Council and Subcommittees, White House, April 4, 2017.](#)
- [Hooker, R.D. Jr. "The NSC Staff: New Choices for a New Administration." \(Washington, DC: INSS Strategic Monograph, November 2016.\) p. 1-18.](#)
- [Doyle, Brett. "Lessons on Collaboration from Recent Conflicts: The Whole-of-Nation and Whole-of-Government Approaches in Action," \(Fort Leavenworth, KS: InterAgency Journal, Vol 10, No.1, 2019.\) p.105-122.](#)
- [Munsing, Evan, Lamb, Christopher J. "Joint Interagency Task Force-South: The Best Known, Least Understood Interagency Success" \(Washington, DC: INSS Strategic Perspectives, Number 5, June 2011.\) p. 1-6, 30-69.](#)
- [Putnam, Thomas. "Leveraging US Embassy Support to Assist Joint Force Commands." Fires \(Jul, 2017\): p. 18-22](#)

Foundational Resources

- [Howe, P. Gardener VAdm, "Creating Interagency Warriors" \(Newport, RI: U.S. Naval War College Lecture of Opportunity, October 8, 2019,](#)
- [Oakley, Robert B., Jr Casey Michael, "The Country Team: Restructuring America's First Line of Engagement." \(Washington, DC: INSS Strategic Forum, Number 227, September 2007.\) p. 1-11. \(Review as needed\)](#)





SECURITY STRATEGIES - 17

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.
- Support CJCS Learning Areas 3a, 3e, 4f and 4g.

Guidance

- What challenges do Africa's geography and history pose for U.S. strategists and the conduct of security cooperation in Africa? How do they influence current regional security threats? What are U.S. security interests in Africa?
- What are the most important strategic concerns to U.S. planners and strategists in Africa- geopolitical competition, transnational security threats, environmental or other threats? Why is Illegal, Underreported and Unregulated (IUU) fishing a security concern in Africa?
- How do various factors and at different levels (geopolitics and economics at the international level, regional issues such as politics, borders and resources and local issues such as culture) combine to influence African security challenges?

Required Readings (47 Pages)

- [Townsend, Stephen J. "U.S. AFRICOM Posture Statement." 30 January 2020, pp.1-18.](#)
- [Englebert, Pierre. "The 'Real' Map of Africa," Foreign Affairs Snapshot, November 8, 2015, pp. 1-6.](#)
- [Bello-Schunemann, Julia, Jakkie Cilliers, Zachary Donnenfeld, Ciara Aucoin and Alex Porter. Policy Brief: "African futures: Key trends to 2035." 1 September 2017, ISS Policy Brief, pp 1-11.](#)
- [Standing, Andre. "Criminality in Africa's Fishing Industry: A Threat to Human Security," Africa Security Brief, No. 33 \(2017\), pp. 1-11.](#)
- [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. \[Accessed via E-Reserves\]](#)
- [Cilliers, Jackie. "Violent Islamic Extremism and Terrorism in Africa", ISS Paper 286, Institute for Security Studies \(Pretoria\), October 2015, pp. 2-19.](#)
- [Duchâtel, Mathieu, Richard Gowan and Manuel Lafont Rapnouil. "Into Africa: China's Global Security Shift," Policy Brief, European Council on Foreign Relations, June 2016, 16 pages.](#)





POLICY ANALYSIS - 18

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 may 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 us 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 diplomatic 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.
- Support CJCS Joint Learning Areas 1a, 1b, 3c, 3e, 3g, 4a, 4f, and 4h.

📖 Guidance

- What are the primary roles of a diplomat? How is the State Department staffed and resourced? How do those resources compare with those of DoD? What is the role of an Ambassador in coordinating the interagency process?
- Why do nations engage diplomatically with 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?
- How can diplomacy be used to resolve or mitigate problems and prevent conflict? In the case of the Iranian nuclear threat, how did bilateral and multilateral efforts complement each other to reach an international agreement? What role did economic pressure and the threat of military action play in supporting the diplomatic efforts?
- What other factors shaped the diplomatic outcome of the JCPOA and the subsequent U.S. decision to withdraw from the agreement: domestic politics in the United States and Iran, Israeli pressures, the Gulf States, public opinion, bureaucratic interests? Consider how such factors shape other diplomatic efforts.

📖 Required Readings (59 Pages)

- [Cloud, John A. and Leader, Damian, "Diplomacy, the State Department, and National Security," in The Oxford Handbook of U.S. National Security, eds. Derek S. Reveron, Nikolas L. Gvosdev, and John A. Cloud, \(Oxford University Press, 2018\), pp. 185-195.](#)
- [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. pp. 337-387. \[Accessed via E-Reserves\]](#)
- [Burns, William J., "The Lost Art of American Diplomacy: Can the State Department be Saved," Foreign Affairs, \(May/June 2019\).](#)
- [Bergman, Ronan and Mazetti, Mark, "The Secret History of the Push to Strike Iran," New York Times Magazine, * September 2019. pp. 28-33, 50, 52-54.](#)

📖 Foundational Resources

- [Cloud, John A. "NWC Talks: The Role of Diplomacy." YouTube video. 9:52, Sept 10, 2019.](#)
- [Regaining the Strategic Initiative on Iran," and "A New Strategy Toward Iran," Carnegie Endowment for International Peace, The Backchannel, The Archive: \(Scroll to 2008-2014\).](#)





SECURITY STRATEGIES - 18

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.

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 (47 Pages)

- [Wolters, Tod D. "U.S. EUCOM Posture Statement." 25 February 2020, pp. 2-19.](#)
- [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. \[Accessed via E-Reserves\]](#)
- [Trenin, Dmitri. "European Security is Becoming Euro-Asian," Carnegie Moscow Center, December 18, 2019.](#)
- [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.](#)

Foundational Resources

- [Archick, Kristin. "The European Union: Ongoing Challenges and Future Prospects." Congressional Research Service, December, 2018.](#)
- [Belkin, Paul. "NATO: Key Issues Following the 2019 Leaders' Meeting." Congressional Research Service, March 2020.](#)
- [Gerasimov, Valery. "The Value of Science is in the Foresight." *Military Review* 96, no. 1 \(2016\): 23-29.](#)

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.
- Support CJCS Learning Areas 3a, 3e, 4f and 4g.





POLICY ANALYSIS - 19

ECONOMIC STATECRAFT

Focus

Many consider a country's economic strength one of the primary elements of its political-military power, and many argue the importance of the economic/financial instrument of power has been increasing in the national and theater security enterprise for the last half-century. Traditionally, the Department of Defense and the uniformed military have been only occasional players on the economic side of U.S. foreign policy. Nevertheless, national security professionals can find incorporating U.S. economic tools as part of a coordinated theater security strategy challenging because different parts of the government handle economic and security matters—and they are not always aligned. 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 much more immediate “pocketbook” impacts on U.S. citizens thereby placing political limitations on the willingness of Congress and the Executive Branch to use them as part of a theater or regional security strategy.

OBJECTIVES

- Identify the role of the president, various councils in the White House, Congress and various U.S. government agencies in pursuing the economic agenda.
- Identify how economic and security matters are integrated in the interagency process.
- 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.
- Analyze some of the costs and benefits of trade barriers.
- Support CJCS Joint Learning Areas 1b, 3e, 4a, 4f, and 4h.

Guidance

- There is a debate in the United States on whether the "E" in D-I-M-E should be a tool of national policy or should be kept apart in order to maximize wealth. Where are you in this debate?
- In recent years, the use of economic sanctions has become the norm as a response to deal with national security concerns. Do you think sanctions have become a substitute for military action?
- How important are U.S. domestic issues when we look at economics and national security? Is the U.S. government set up so that our national security interests are paramount? U.S. actions such as promoting free trade, extending large amounts of economic assistance, and underwriting the functioning of the global system can pay important strategic dividends—yet are often unpopular domestically. As you explore the readings, think about what role the combatant commander has on these economic issues in his area of responsibility.
- President Trump has elevated economic issues, particularly trade, to a new level of importance in our national security policy. What are the implications of this emphasis for U.S. foreign policy?

Required Readings (54 Pages)

- [Cloud, John A. and Nikolas K. Gvosdev, "How U.S. Economic Policymaking is Distinct from its National Security Counterpart," Policy Analysis Reader, Newport: Naval War College, 2018.](#)
- [Blackwill, Robert D. and Jennifer M. Harris. "The Lost Art of Economic Statecraft," Foreign Affairs, February 16, 2016. \(CHROME or SAFARI only, IE/EDGE do not work\)](#)
- ["Dethroning the dollar: America's aggressive use of sanctions endangers the dollar's reign," The Economist, January 18, 2020.](#)
- [Powell, Jerome H., "Current Economic Issues." Speech, Peterson Institute for International Economics, Washington D.C., May 13, 2020.](#)

Foundational Resources

- Bishop, Matthew. "Essential Economics." London, England: Profile Books, 2004. [Available in Library]
- ["Gini in the Bottle: Inequality in America." The Economist November 26, 2013.](#)





SECURITY STRATEGIES - 19

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.

Guidance

- In ADM Davidson's Posture Statement, do you agree with his 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? What is the correct strategy for dealing with North Korea?
- 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 U.S. - India partnership?

Required Readings (72 Pages)

- [Davidson, Philip. "U.S. INDO-PACOM Posture Statement." 12 February 2019, pp. 1-13; 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.](#)
- [Singh, Sinderpal. "The Indo-Pacific and India-U.S. Strategic Convergence: An Assessment," Asia Policy 14, no. 1 \(2019\): 77-94.](#)

Additional Foundational Resources

- [Department of Defense, INDO-PACIFIC Strategy Report: Preparedness, Partnerships, and Promoting a Networked Region, June 1, 2019.](#)

OBJECTIVES

- Identify and comprehend key security challenges as articulated in the 2019 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.
- Supports CJCS Joint Learning Areas 3a, 3e, 4f, and 4g.
- Supports CJCS JPME Special Areas of Emphasis 1 and 2.





POLICY ANALYSIS - 20 INTELLIGENCE

Focus

This session addresses how the Intelligence Community (IC) contributes to U.S. theater and national security policy, as well as strategic and operational decisions. The session makes clear 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.

Guidance

- What role (s) does the Intelligence Community 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, particularly at the theater level?
- How do changes in domestic and international political systems impact the Intelligence Community and how it advises and supports national and theater security policy decision-making?

Required Readings (32 Pages)

[Lowenthal, Mark M. "The U.S. Intelligence Community," Chapter 3 in Intelligence: From Secrets to Policy \(CQ Press, 2019\), pp. 37-66. \[Accessed via E-reserves\]](#)

- [DeVine, Michael E. "Defense Primer: Intelligence Support to Military Operations," Congressional Research Service In Focus \(7-5700 IF10574\), updated January 29, 2020.](#)
- [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.](#)

Foundational Resources

There are no additional resources for this session.

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.
- Support CJCS Joint Learning Areas 1a, 1b, 3a, 4a, 4c, 4f, and 4h.



SECURITY STRATEGIES - 20 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 Security Strategies 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.
- Support CJCS Learning Area 6e.

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.](#)
- [Security Strategies Paper Instruction.](#)
- For access to videos and other writing resources, go to the [Writing Center Blackboard Course.](#)
- Click [here](#) to schedule appointments and sign up for Writing Center workshops.





POLICY ANALYSIS - 21

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, the combatant command, 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, the Council on Foreign Relations online NSC Model Diplomacy Tool will be utilized. This tool provides regionally focused & global up-to-date scenarios along with concise videos.

OBJECTIVES

- Identify the challenges in promoting coordination of national security policy across the various agencies and departments of government.
- Demonstrate the role of the National Security 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.
- Support CJCS Joint Learning Areas 1b, 1c, 1d, 3a, 3c, 3e, 3g, 4a, 4f, 4g, 4h, and 6e. CJCS SAE 6.d.2.

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 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 setup 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.





SECURITY STRATEGIES - 21

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 2020 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
- Support CJCS Joint Learning Areas 3a, 3e, 4f and 4g.

Guidance

- In his 2020 SOUTHCOM 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 (37 Pages)

- [Faller, Craig S. "U.S. SOUTHCOM Posture Statement." 30 January 2020, pp. 1-13; scan remainder.](#)
- [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. \[Accessed via E-Reserves\]](#)
- [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.](#)





POLICY ANALYSIS - 22

EXAM PREPARATION - CASE STUDY ANALYSIS

Focus

This session will allow you to practice demonstrating your comprehension of the material presented in the Policy Analysis sub course in preparation for the final exam. You will be provided readings that provide different perspectives and information on a contemporary national security case study. These materials will collectively provide the context by which a policy decision can be analyzed.

Guidance

- You are required to use course concepts and materials while relying on the insights and expertise you have gained through our readings and classroom discussions to analyze the provided case.
- 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 (please be sure to carefully read any instructions on the cover page of the case packet). Your instructor will provide guidance on how your seminar will discuss the case analysis in class.

Required Readings (TBD Pages)

- Required materials will be provided prior to the session.

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]

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.
- Support CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 3a, 3c, 3e, 3g, 4a, 4f, 4g, 4h, 6a, 6b, and 6e.



SECURITY STRATEGIES - 22

U.S. NORTHERN COMMAND

Focus

Until the 9/11 attacks, the continental United States (and Canada) had not been covered by any geographic command. NORTHCOM was created in 2002 as lead organization for defending the U.S. homeland from direct attack, providing U.S. military assistance to civil authorities in the event of natural disasters, major attacks, or border security, and for security cooperation with Canada and Mexico. More recently it took responsibility for the entire Arctic region. Support to U.S. civil authorities is an important aspect of NORTHCOM. This session will focus on NORTHCOM's external activities, regional environment, and military defense of the United States.

Guidance

- NORTHCOM's missions include long-range military defense, Arctic security, counter-terrorism, border security, and support to federal and state authorities during disasters. What military threats might North America face in the coming years? Are we prepared to deal with those threats?
- NORTHCOM is responsible for ballistic missile defense (BMD) of the United States. How useful are BMD systems for protecting the U.S. homeland and U.S. allies? How might program expansions planned in the 2019 Missile Defense Review impact strategic rivalries with China and Russia?
- The Arctic is becoming more accessible as ice coverage reduces. What are the U.S. interests in the Arctic? What are the security challenges for the United States and its allies? What role should the DOD play in the Arctic, and what capabilities should the U.S. military develop?
- Historically, interaction between the United States and Mexican militaries has been very limited and recent mutual concern about transnational criminal organizations 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? How are U.S.-Mexico relations changing?

Required Readings (55 Pages)

- [O'Shaughnessy, Terrence J. "U.S. NORTHCOM Posture Statement." 13 February 2020, pp. 1-28.](#)
- "Assessing the 2019 Missile Defense Review" (Two Perspectives). Arms Control Today. Vol. 49, Issue 2. (March 2019):
 - [Grego, Laura. "Mixed Messages on Missile Defense." pp. 13-16.](#)
 - [Bunn, Elaine. "Musings of a Missile Defense Moderate." pp. 13, 17-19.](#)
- [U.S. Coast Guard. "Arctic Strategic Outlook." April 2019, pp. 1-7; scan remainder.](#)
- [Schreiber, Melody. "The U.S. Navy's New Arctic Strategy is Limited in Scope and Details." Arctic Today. 29 April 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.](#)
- [U.S. Navy. "Strategic Outlook for the Arctic." January 2019.](#)
- [Thompson-Jones, Mary. "NWC Talks: Imagining the Arctic." YouTube video. 14:43, September 30, 2019.](#)

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.
- Assess 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.
- Comprehend the strategic alternatives available to U.S. Northern Command.
- Support JCS Learning Areas 1f, 2b, 3a, 3e, 4e, 4f and 4g. CJCSI 1880.01E, page E-C-1 through E-C-3





TSDM CAPSTONE - 01

STRATEGIC PLANNING: THE GOLDEN THREAD

Focus

The purpose of this session is to bring the threads together from the two TSDM sub-courses (Policy Analysis and Security Strategies) and show how they should be used in the FX. This session will provide insights into how to assess an environment based on your goals and values, how to think about risk, assumptions, values and interests, how to envision strategic end-states, and how to think systematically through possible ways to achieve those goals.

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 for the Combatant Commander.
- CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 3a, 3d, 3e, 4a, 4f, 4g, 4h, 6b, and 6e.

Guidance

- 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?
- 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?

Required Readings (29 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.](#)
- [Gvosdev, Nikolas K., "Force Planning from Strategy to Procurement: Walking Through the Documents," Policy Analysis Reader \(Newport, RI: Naval War College, 2018\), 160-168.](#)

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 - 02

THE LOGIC OF FORCE PLANNING AND COMBATANT COMMANDS

Focus

This session examines force planning and the role of the Combatant Command in the process. Force planning is a critical phase of strategic planning, during which planners interpret national strategic objectives and guidance about ways and means to determine what force structure will best protect and promote national interests. These activities follow a logic of force planning that emphasizes the importance of strategy to determine future forces.

Military strategists and force planners make strategic estimates about the future security environment and project potential adversaries, threats, risk, and the character of potential conflicts. In consideration of the future security environment and national strategy, defense leadership evaluates the range of anticipated missions and determines how the military will operate in the future security environment. 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. However, capabilities are also identified by Combatant Commands, DoD agencies and other actors, and their input must be incorporated into the process.

For the Combatant Commands, these required capabilities are expressed in the Integrated Priority (IPL) list that is submitted to the Joint Staff as part of the Defense Resource Allocation Process.

OBJECTIVES

- Comprehend the Logic of Force Planning.
- Comprehend how capabilities are identified, validated, and fielded in the Joint Force.
- Analyze the role and impact of the Combatant Command in the development of joint force capabilities and force planning.
- Support CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 3a, 3d, 3e, 4a, 4f, 4g, 4h, 6b and 6e.

Guidance

- How effective is the Logic of Force Planning?
- How does the Chairman of the Joint Chiefs of Staff engage with the Combatant Commanders in U.S. Force Planning?
- How does a Combatant Command determine its Integrated Priority List?
- How does a Combatant Command's Integrated Priority List influence force planning?

Required Readings (47 Pages)

- [Owens, Mackubin, "Military Force Planning and National Security," The Oxford Handbook of US National Security, \(Oxford University Press, 2018\) pp. 277-290.](#)
- [James Cook, "The Importance of Concepts in Strategic Planning," \(Newport RI\) 15 May 2019.](#)
- [Chairman of the Joint Chiefs of Staff, Charter of the Joint Requirements Oversight Council \(JROC\) and the Implementation of the Joint Capabilities Integration and Development System \(JCIDS\). CJCSI 5123.01H. \(Washington D.C.\) 31 August 2018 and the Manual for the Operation of the Joint Capabilities Integration and Development System. 31 August 2018. \(With Appendix 1 Glossary of Terms and Definitions\).](#)
- [Chairman of the Joint Chiefs of Staff, Implementing Joint Force Development and Design. CJCSI 3030.01. \(Washington D.C.\) 3 December 2019, pp. A-1 thru A-4 and C-1 thru C-9.](#)

Foundational Resources

- There are no additional foundational resources for this session.





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. While s/he works for the Secretary of Defense and the President, s/he 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 encroach on the turf of the Services (organize, train, and equip) 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 regional 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.
- CJCS Joint Learning Areas 1b, 1d, 4a, 4g, 4h, 6a, and 6b.

Guidance

- What is the fundamental role of the regional combatant commander? How active is s/he on strategy and force planning? How active is the planning staff on these issues?
- How does a combatant commander relate to the 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 during which students must demonstrate that they understand and can apply concepts from the Security Strategies and 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 gaps, and develop an implementation plan.
- CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 2c, 3a, 3b, 3c, 3e, 4a, 4f, 4g, 4h, 5a, 6b, 6e, 6f, and CJCS SAE 1-6.

Guidance

- Your working group is assigned to produce and present a strategic estimate of the future security environment in the theater over the next eight years, 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-min 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.
- Grading: each seminar will brief to their teaching team. Provide electronic copies of the brief to the members of the teaching team prior to the start of the presentation.
- The teaching team can award the seminar up to 97 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.
- There will not be a competition this year due to the remote learning environment.
- Since certain individuals in a seminar might contribute to the TSDM FX process in a way perceived by their peers to be above the seminar norm, the seminar will have the option to select up to four individuals deserving extra academic recognition by receiving three extra points to their individual FX grade. Alternatively, the seminar may choose to distribute one extra point to each member of the seminar, recognizing equal effort from all seminar members (faculty will distribute a ballot).

Required Readings (0 Pages)

- There are no required readings for this session.

Foundational Resources

- [Trump, Donald J. The National Security Strategy of the United States of America, the White House, December 2017.](#)
- [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 - 07

SEMINAR PRODUCT DEVELOPMENT

Focus

In the TSDM sub-courses and Capstone sessions, 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 40-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.
- CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 2c, 3a, 3b, 3c, 3e, 4a, 4f, 4g, 4h, 5a, 6b, 6e, 6f, and CJCS SAE 1-6.

Guidance

- The required elements of the brief are as follows:
- Theater strategic estimate
- Taking as given NSS guidance on national priorities and preferences, evaluate the major trends in the seminar's region (including global context) over the next eight years 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 here.
- Consider the CCMD's position in the region and relationships between the CCDR 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
- 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 this time period?
- 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-2.)
- Conceptualize these as capabilities rather than platforms. They 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.

Foundational Resources

- Policy Analysis and Security Strategies curricula





TSDM FX - 08

SEMINAR PRESENTATION REVIEW

Focus

This session provides a dedicated period of time for the seminar to complete its development of the TSDM FX products and present the CCMD's Theater Strategic Environment, Theater Strategy, Integrated Priority List, and Implementation Case to the faculty teaching team for feedback.

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 in FX-9.
- The seminar may choose, in consultation with the faculty teaching team, to do this practice briefing before this date. This is a No Later Than date.
- 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 1400, electronically submit the presentation/brief to the faculty team and Professor Lindsay Cohn. This will serve as the read-ahead for the Faculty Grading Teams. Seminars are authorized to continue to make changes up until the time of their presentation as long as they provide the Faculty Grading Team with the final version of their presentation prior to the brief.
- Email TSDM FX presentations to: Lindsay.Cohn@usnwc.edu

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 Peer Grading ballot.
- CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 2c, 3a, 3b, 3c, 3e, 4a, 4f, 4g, 4h, 5a, 6b, 6e, 6f, and CJCS SAE 1-6.





TSDM FX - 08

SEMINAR PRESENTATION REVIEW

PRESENTATION REVIEW CHECKLIST

| | Delivery Rubric | Panel Comments |
|--------------|---|----------------|
| CONTENT | <ul style="list-style-type: none">• Meets FX requirements• Estimate, Strategy, and Concepts 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 | |
| SUPPLEMENTAL | <ul style="list-style-type: none">• Responds well to questions• Managed discussion• Seminar participated in Q&A | |

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 - 09

SEMINAR PRESENTATIONS TO THE TSDM FACULTY GRADING PANEL

Focus

The seminar will brief an assigned grading panel composed of one member from each sub-course and one active duty member of the TSDM faculty.

Guidance

- The faculty teaching team will provide additional guidance on the conduct of FX-9, including the specific time and location for the seminar presentation to the faculty grading panel. The seminar must bring three black & white copies of the presentation (two slides per page) for use by the faculty panel. Since the TSDM FX is a team effort, it is important that all seminar members engage during the Q&A period.
- At the completion of all briefings, the Faculty Grading Panels will provide feedback to the seminars. During this session, the Faculty Grading Panel will assign a grade and select one seminar from the competitive group to represent the region and present to the Senior Combatant Command Representatives during FX-10 and FX-11.

Grading Criteria (see also rubric from FX-8)

- Does the Theater Strategy consider the characteristics of the 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, endstate 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.

OBJECTIVES

- Effectively communicate a 40-minute presentation on the seminar's estimate, strategy, IPL, and implementation case.
- Effectively answer questions asked by the faculty panel for 15 minutes in a clear, articulate and complete way.
- CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 2c, 3a, 3b, 3c, 3e, 4a, 4f, 4g, 4h, 5a, 6b, 6e, 6f, and CJCS SAE 1-6.





TSDM FX – 10 - 11

SEMINAR PRESENTATIONS TO SENIOR COMBATANT COMMAND REPRESENTATIVES

Focus

These final two sessions conclude the TSDM Final Exercise. Over the course of two days, top seminars focusing on each geographic combatant command will reprise their presentations for panels of senior combatant command representatives. These five finalist seminars will be competing for the U.S. Naval War College's James G. Stavridis Award for Excellence in Theater Strategic Planning. The winning seminar will be selected by a faculty judging panel and will be announced at the culmination of FX-11.

OBJECTIVES

- Effectively communicate a 40-minute presentation on the seminar's proposed theater strategic guidance.
- Persuasively explain and defend the seminar's conclusions by effectively answering questions asked by the panel members in a clear, articulate and complete way.
- CJCS Joint Learning Areas 1a, 1b, 1c, 1d, 2c, 3a, 3b, 3c, 3e, 4a, 4f, 4g, 4h, 5a, 6b, 6e, 6f, and CJCS SAE 1-6.

Guidance

- The faculty teaching team will provide additional guidance on the conduct of TSDM FX-10 and TSDM FX-11, including the specific time, sequence, and location for the seminar presentation to the Senior National Security Panel. Presenting seminars will execute their brief in service dress uniform.

Required Readings (0 Pages)

- There are no required readings for this session.

Foundational Resources

- There are no additional foundational resources for this session.

