



## National Security Management Course, Fall 2022

*Executive Education Program*

*September 28 - November 10, 2022*

### Wednesday, September 28 (Online) Session 01: Tectonics

1:00 PM - 2:15 PM     **America's New Map: Throughlines to Winning the 21st Century**

Thomas Barnett

*Managing Partner at Barnett Consulting LLC and former Assistant for Strategic Futures at the Office of the Secretary of Defense*

#### Recommended Reading:

- Barnett, T. P. M. (2007). "The Next Five States". *Esquire*.
- Wallace-Wells, D. W. (2019). "The devastation of human life is in view: what a burning world tells us about climate change". *The Guardian*.

2:25 PM - 3:40 PM     **War Stories from the Future**

August Cole

*Non-resident fellow at the Brute Krulak Center for Innovation & Creativity at Marine Corps University and co-author of Burn In: A Novel of the Real Robotic Revolution and Ghost Fleet: A Novel of the Next World War*

#### Recommended Reading:

- Cole, A. (Ed.). (2015). *War Stories from the Future*. The Atlantic Council. N.B., "A Stopped Clock" by Madeline Ashby & "A Visit to Weizenbaum" by Jamie Metzl.
- Cole, A. (2017). "UNDERBELLY". Modern War Institute
- Grundman, S. (2015). "Opinion: Fictional work gives view of future wars". *Aviation Week*.

3:45 PM - 4:30 PM     **Strategy I: The Discipline of Strategy**

Steven Grundman

*Program Manager, National Security Studies and Senior Fellow at the Atlantic Council*

4:30 PM - 5:00 PM     **Course Administration**

## **Wednesday, October 5 (Online) Session 02: National Defense Strategy**

**1:00 PM - 2:15 PM      The Fight to Defend the Free World**

**H. R. McMaster**

*Retired Lieutenant General of the US Army, Fouad and Michelle Ajami Senior Fellow, Hoover Institution at Stanford University, and former Assistant to the President for National Security Affairs*

### **Recommended Reading:**

- Howard, Michael (1981). "The Use and Abuse of Military History". Parameters.
- McMaster, H. R. (2020). *Battlegrounds: The Fight to Defend the Free World*. Harper. N.B., Introduction and Conclusion.
- McMaster, H. R. (2013). "The Pipe Dream of Easy War". *New York Times*.

**2:25 PM - 3:40 PM      Ukraine Lessons Learned**

**Michael Kofman**

*Research Program Director in the Russia Studies Program at the Center for Naval Analysis; and Fellow at the Kennan Institute, Woodrow Wilson International Center in Washington, DC*

### **Recommended Reading:**

- Barnes, J., Cooper, H., Schmitt, E. & Schwritz, M. (2022). "As Russian Losses Mount in Ukraine, Putin Gets More Involved in War Strategy". *New York Times*.
- Evans, R. (2022). "The Kremlin in Command, Part II: Syria and the First Assault on Ukraine". *War on the Rocks*. (Podcast)

**3:45 PM - 5:00 PM      Strategy II: Grand Strategy**

**Hal Brands**

*Henry A. Kissinger Distinguished Professor of Global Affairs at the Johns Hopkins School of Advanced International Studies and author of American Grand Strategy in the Age of Trump*

### **Recommended Readings:**

- Brands, H. (2014). *What Good Is Grand Strategy?* Cornell University Press. N.B., Introduction, pp. 1 - 16.
- Brands, H. (2022) "How to Make Biden's Free World Strategy Work: It's Not as Simple as Pitting Democracy Against Autocracy". *Foreign Affairs*.

**5:00 PM - 5:30 PM      Library Resources**

**("Extra Time")      Winn Wasson**

**Wednesday, October 12 (Online) Session 03: Hard Power**

1:00 PM - 2:15 PM    **Future Posture and Availability Constraints**

James Cartwright

*Retired General of the United State Marine Corps and former Vice Chairman of the Joint Chiefs of Staff*

**Recommended Reading:**

- National Intelligence Council. (2021). *Global Trends 2040*. Office of the Director of National Intelligence. N.B., Structural Forces: Technologies and Emerging Dynamics: International.

2:25 PM - 3:40 PM    **Strategy III: Thinking Strategically**

Sean McFate

*Professor of Strategy at the National Defense University and nonresident Senior Fellow at the Atlantic Council*

**Recommended Reading:**

- Dvrosky, G. (2015). *The 12 cognitive biases that prevent you from being rational*. Gizmodo.
- McFate, S. (2019). *The New Rules of War: How America Can Win—Against Russia, China, and Other Threats* (1-24). Morrow. N.B., Strategic Atrophy, pp. 1 - 24.

3:45 PM - 5:00 PM    **The Changing Nature of War**

T.X. Hammes

*Distinguished Research Fellow, Center for Strategic Research, National Defense University*

**Recommended Reading:**

- Hammes, T.X. (2020). "An Affordable Defense of Asia". Atlantic Council.
- Hammes, T.X. (2014). "The Future of Warfare: Small, Many, Smart vs. Few & Exquisite?" *War on the Rocks*.

**Wednesday, October 19 (Online) Session 04: Implementing Strategy**

1:00 PM - 2:15 PM    **Adapting Militaries to the Challenges of the 21<sup>st</sup> Century**

Nora Bensahel

*Visiting Professor of Strategic Studies, Johns Hopkins School of Advanced International Studies; and Contributing Editor at War on the Rocks*

**Recommended Readings:**

- Barro, D. & Bensahel, N. (2022). "The Other Big Lessons that the U.S. Army Should Learn from Ukraine". *War on the Rocks*.
- Barro, D. & Bensahel, N. (2020). "Falling Into the Adaptation Gap". *War on the Rocks*.
- Barro, D. & Bensahel, N. (2020). "Five Ways the U.S. Military Will Change After the Pandemic". *War on the Rocks*.

2:25 PM - 3:40 PM

**Integrated Deterrence**

**Mara Karlin**

*Assistant Secretary of Defense for Strategy, Plans, and Capabilities and former Associate Professor at the Johns Hopkins University School of Advanced International Studies*

**Recommended Readings:**

- The White House (2022). "National Security Strategy".
- U.S. Department of Defense. (2022). "Fact Sheet: 2022 National Defense Strategy".
- U.S. Department of Defense (2022). "Deputy Secretary of Defense Dr. Kathleen Hicks Remarks on President Biden's Fiscal 2023 Defense Budget".
- Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, United States Department of Defense (2022). "Defense Budget Overview, United States Department of Defense Fiscal Year 2023 Budget Request".

3:45 PM - 5:00 PM

**Strategy IV: Net Assessment**

**Andrew May**

*Research Director, Office of Net Assessment, US Department of Defense*

**Recommended Readings:**

- Schutte, J. (2015). "Casting Net Assessment: Andrew W. Marshall and the Epistemic Community of the Cold War". Air University Press.
- Mahnken, T. & Marshall, A. (2020). *Net assessment and military strategy: Retrospective and prospective essays*. Cambria Press. N.B., The Future of Net Assessment, pp. 213 - 224.
- Sokolski, H. & Zarate, R. (Eds.). (2009). *Nuclear Heuristics: Selected writings of Albert and Roberta Wohlstetter*. Strategic Studies Institute, Army War College. N.B., pp. 639–675.

**Wednesday, October 26 (Online) Session 05: Soft Power**

1:00 PM - 2:10 PM	<b>Intelligence: The Libyan Job</b>
	Stephen Kappes
	<i>Partner, Torch Hill Investment Partners and former Deputy Director of the Central Intelligence Agency</i>
	<b>Recommended Reading:</b>
	<ul style="list-style-type: none"> <li>• Tobe, W. (2017). <i>Cooperation in the Libya WMD Disarmament Case</i>. Studies in Intelligence. N.B., pp. 31–42.</li> </ul>
2:00 PM - 2:15 PM	<b>On-Campus Preview</b>
2:25 PM - 3:40 PM	<b>Diplomacy: Columbia and Pakistan</b>
	Anne Patterson
	<i>Senior Fellow, Jackson Institute for Global Affairs at Yale and former US Ambassador to Egypt, Pakistan, Colombia, and El Salvador</i>
	<b>Recommended Reading:</b>
	<ul style="list-style-type: none"> <li>• Quainton, A., &amp; Murray, S. K. (2014). <i>Mission creep: The militarization of US foreign policy?</i> Georgetown University Press. N.B., Chapter 9: Combatant Commanders, Ambassadorial Authority, and the Conduct of Diplomacy, pp. 166–191.</li> <li>• Dorman, S., ed. (2011). <i>Inside a U.S. Embassy: Diplomacy at Work, All-New Third Edition of the Essential Guide to the Foreign Service</i>. University of Nebraska Press. N.B., Profiles: Who Works in an Embassy? pp. 9 - 68.</li> <li>• Lippe, S. (2014). "There is no Silver Bullet and Other Lessons from Colombia". InterAgency Journal.</li> </ul>
3:45 PM - 5:00 PM	<b>Strategy V: TBD</b>
	J. Michael Haynie
	Vice Chancellor for Strategic Initiatives and Innovation, Founder & Executive Director of the Institute for Veterans and Military Families, and Barnes Professor of Entrepreneurship at Syracuse University

### **Saturday, November 5 (On-Campus) Session 06: In Practice**

10:00 AM - 1:00 PM	<b>National Security Law</b>
	James Baker
	<i>Professor, College of Law and Director of the Institute for Security Policy and Law and Professor of Public Administration and International Affairs, Maxwell School at Syracuse University</i>
1:00 PM - 2:00 PM	<b>Lunch</b>

2:00 PM - 3:15 PM	<b>TBD</b> Ryan McCarthy <i>Maxwell Dean's Scholar in Residence at Syracuse University and former Secretary of the United States Army</i>
3:30 PM - 5:00 PM	<b>Strategy VI: Balancing Policy Objectives: The India Nuclear Agreement</b> Sean O'Keefe <i>Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership at Syracuse University, former Administrator of the National Aeronautics and Space Administration, and former Secretary of the Navy</i>
6:30 PM - 8:30 PM	<b>Welcome Dinner</b>

### **Sunday, November 6 (On-Campus) Session 07: Great Powers**

9:00 AM - 10:30 AM	<b>Great Powers: China</b> Dimitar Gueorguiev <i>Associate Professor, Political Science, Maxwell School at Syracuse University</i> Hongying Wang (Online) <i>Associate Professor of Political Science, Basillie School of International Affairs at University of Waterloo</i>
10:45 AM - 12:15 PM	<b>Great Powers: Russia</b> Brian Taylor <i>Professor, Department of Political Science, Maxwell School at Syracuse University</i> Angela Stent (Online) <i>Director of the Center for Eurasian, Russian and East European Studies and Professor of Government and Foreign Service at Georgetown University</i>
12:15 PM - 1:30 PM	<b>Lunch</b> <i>Location: 220 Eggers Hall, Dr. Paul and Natalie Strasser Legacy Room</i>

1:30 PM - 4:45 PM	<p><b>Project Kyiv: “What should we be learning from the Ukraine crisis about ...”</b></p>
	<p>Renee de Nevers: “...about nuclear deterrence”</p>
	<p><i>Associate professor, Department of Public Administration and International Affairs, Maxwell School at Syracuse University</i></p>
	<p>Osamah Khalil: “...about the international system”</p>
	<p><i>Associate Professor, History, Chair, International Relations Undergraduate Program, and Senior Research Associate, Middle Eastern Studies Program, Maxwell School at Syracuse University</i></p>
	<p>Daniel McDowell: “...about economic statecraft”</p>
	<p><i>Associate Professor, Department of Political Science, Maxwell School at Syracuse University</i></p>
	<p>Robert Murrett: “...about intelligence”</p>
	<p><i>Retired Vice Admiral of the U.S Navy, Professor of Practice, Department of Public Administration and International Affairs, Maxwell School, and Deputy Director, Institute for Security Policy and Law at Syracuse University</i></p>
	<p>Brian Taylor: “...about Russia”</p>
	<p><i>Professor, Department of Political Science, Director, the Moynihan Institute of Global Affairs, the Maxwell School at Syracuse University</i></p>
	<p>Catherine Herrold: “...about civil society”</p>
	<p><i>Associate Professor, Public Administration and International Affairs Department, Senior Research Associate, Program for the Advancement of Research on Conflict and Collaboration and Middle Eastern Studies Program, Maxwell School at Syracuse University</i></p>
	<p>Glyn Morgan: “...about Europe”</p>
	<p><i>Associate Professor, Political Science Department, Maxwell School at Syracuse University and author of The Idea of a European Superstate: Public Justification and European Integration</i></p>

### **Monday, November 7 (On-Campus) Session 08: The Kinmen Crisis I**

9:00 AM - 10:30 AM	<p><b>Security Trends in the Indo-Pacific Region</b></p>
	<p>Tate Nurkin</p>

*CEO and Founder at OTH Intelligence Group LLC and Nonresident Senior Fellow at the Atlantic Council*

John Watts

*Nonresident Senior Fellow at the Atlantic Council and former Senior Policy Analyst in the Office of the Secretary of (US) Defense*

10:45 AM - 12:15 PM **The Press and National Security**

Vago Muradian

*Founder and Editor of Defense and Aerospace Report and former Editor of Defense News*

12:15 PM - 1:30 PM **Lunch**

1:30 PM - 3:00 PM **Congress and National Security**

Will Goodman

*Vice President of Government Relations at Applied Research Associates and former Senior Defense Adviser to Senator Patrick Leahy*

3:15 PM - 4:45 PM **U.S., China and Taiwan: Understanding the "Trap"**

Charles Hooper

*Retired Lieutenant General of the US Army and former US Defense Attaché to the People's Republic of China*

6:30 PM - 8:00 PM **Dean's Dinner**

David Van Slyke

*Dean, Maxwell School of Citizenship and Public Affairs, Professor, Public Administration and International Affairs, and Louis A. Bantle Chair in Business and Government Policy at Syracuse University*

*Location: Century Club*

*480 James Street*

*Syracuse NY 13203, (315) 422-6161*

## **Tuesday, November 8 (On-Campus) Session 09: The Kinmen Crisis II**

8:30 AM - 5:00 PM **The Kinmen Crisis**

James Cunningham: Secretary of State

*Former US Ambassador to Afghanistan, Israel, and the United Nations and former US Consul General for Hong Kong and Macau*

Will Goodman: Staff Director, Senate Armed Services Committee

*Vice President of Government Relations at Applied Research Associates and former Senior Defense Adviser to Senator Patrick Leahy*

**Charles Hooper: Secretary of Defense**

*Retired Lieutenant General of the US Army and former US Defense Attaché to the People's Republic of China*

**Sean O'Keefe: National Security Advisor**

*Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership at Syracuse University, former Administrator of the National Aeronautics, and Space Administration and former Secretary of the Navy*

**Vago Muradian: White House Coordinator for Strategic Communications**

*Founder and Editor of Defense and Aerospace Report and former Editor of Defense News*

**Barbara Matthews: Secretary of the Treasury**

*Founder and CEO of BCMstrategy, Inc. and former Minister-Counselor of the Treasury Department to the European Union*

**Claire Grady (invited): Secretary of Homeland Security**

*Vice President of Defense Strategy at Mantech and former Under Secretary for Management at the Department of Homeland Security*

## **Wednesday, November 9 (On-Campus) Session 10: Strategy Capstone**

**9:00 AM - 12:15 PM      Strategy VII: How Leaders Become Strategists**

**Richard Rumelt**

*President, General Imagination and former Kunin Professor at the Anderson School of UCLA*

### **Recommended Reading:**

- Rumelt, R. P. (2022). "Getting strategy wrong – and how to do it right instead". McKinsey & Company.
- Rumelt, R.P. (2022). "Strategic Coherence for Tumultuous Times". *strategy+business*, a pwc publication.

**12:15 PM - 1:30 PM      Lunch**

**1:30 PM - 3:00 PM      The National Guard in National Security**

**Daniel Hokanson**

*General of the U.S. Army and Chief, National Guard Bureau*

3:15 PM – 5:00 PM	<p><b>Project Kyiv: “What should we be learning from the Ukraine crisis about . . .”</b></p>
	<p>Renee de Nevers: “. . . about nuclear deterrence”</p>
	<p><i>Associate professor, Department of Public Administration and International Affairs, Maxwell School at Syracuse University</i></p>
	<p>Osamah Khalil: “. . . about the international system”</p>
	<p><i>Associate Professor, History, Chair, International Relations Undergraduate Program, and Senior Research Associate, Middle Eastern Studies Program, Maxwell School at Syracuse University</i></p>
	<p>Daniel McDowell: “. . . about economic statecraft”</p>
	<p><i>Associate Professor, Department of Political Science, Maxwell School at Syracuse University</i></p>
	<p>Robert Murrett: “. . . about intelligence”</p>
	<p><i>Retired Vice Admiral of the U.S Navy, Professor of Practice, Department of Public Administration and International Affairs, Maxwell School, and Deputy Director, Institute for Security Policy and Law at Syracuse University</i></p>
	<p>Brian Taylor: “. . . about Russia”</p>
	<p><i>Professor, Department of Political Science, Director, the Moynihan Institute of Global Affairs, the Maxwell School at Syracuse University</i></p>
	<p>Catherine Herrold: “. . . about civil society”</p>
	<p><i>Associate Professor, Public Administration and International Affairs Department, Senior Research Associate, Program for the Advancement of Research on Conflict and Collaboration and Middle Eastern Studies Program, Maxwell School at Syracuse University</i></p>
	<p>Glyn Morgan: “. . . about Europe”</p>
	<p><i>Associate Professor, Political Science Department, Maxwell School at Syracuse University and author of The Idea of a European Superstate: Public Justification and European Integration</i></p>

6:30 PM - 8:30 PM      **Closing Dinner**

**Thursday, November 10 (On-Campus) Session 11: Learning from Ukraine**

9:00 PM - 12:00 PM      **Study Groups Outbriefs**  
Andrew May

*Research Director, Office of Net Assessment at the US  
Department of Defense*

**TBD**

*TBD*

**12:00 PM - 12:30 PM Course in Review**

**Steven Grundman**

*Program Manager, National Security Studies and Senior  
Fellow at the Atlantic Council*

**12:30 PM - 1:30 PM Lunch**

**Course End**

## **General References**

Books:

- *War Stories from the Future*  
August Cole, editor (The Atlantic Council, 2015)
- *Strategy: A History*  
Lawrence Freedman (Oxford University Press, 2013)
- *The Last Warrior: Andrew Marshall and the Shaping of Modern American Defense Strategy*  
Andrew F. Krepinevich and Barry D. Watts (Basic Books, 2015)
- *The Crux: How Leaders Become Strategists*  
Richard Rumelt (Hachette, 2022)

Online Resources:

- *War on the Rocks*, <https://bit.ly/3stzKA2>
- *The Strategy Bridge*, <https://bit.ly/31t1yZu>