

# DRAFT

*National Security Management and Policy*  
Public Policy 743-001  
Fall 2007

**Professor Brent M. Eastwood, PhD**

Public Policy 743-001  
George Mason Univ. School of Public Policy  
Thursday 7:20p-10p  
Arlington Original Building 331

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Office: 204 Arlington Original Building  
Office Hours: Thurs. 4:30p-6:30p and by appointment.

**Objective of Course:** This course will prepare students for work in the field of national security strategy and policy. It will also serve to enhance the careers of students who are already practitioners in defense policy. The course will use student-led discussions, student-written memos and policy backgrounders, guest speakers, and lectures to form a foundation for the major institutions involved in the U.S. national security apparatus. Students will analyze core decision making processes and key issues facing policymakers today.

The goal of the MPP program in the School of Public Policy is to prepare students for a career in public policy or to improve the development of their current careers. This career preparation includes study of the executive or legislative branches of government, private-sector businesses dealing with public policy, and non-profit organizations concerned with public policy.

## **Class Format**

The class is structured as a seminar rather than lecture format. Students are expected to complete all of the week's assigned readings; be prepared to answer questions from the instructor in the Socratic dialogue; and be ready to critically analyze and discuss the readings with the rest of the class. You will serve as "discussion leader" for one of the week's reading assignments. The purpose of this requirement is to prepare you for speaking in public, delivering presentations and briefings, and serving on conference panels.

### **Required Texts**

- Carafano, James Jay and Paul Rosenzweig. 2005. *Winning the Long War: Lessons Learned from the Cold War for Defeating Terrorism and Preserving Freedom*. Washington, DC: Heritage Foundation. ISBN 0-9743665-4-4, (paper if avail.)
- Howard, Russell D. and Reid L. Sawyer. 2006. *Terrorism and Counterterrorism: Understanding the New Security Environment*. Dubuque, Ia.: McGraw-Hill Contemporary Learning Series. ISBN 0-07-352771-8, pbk.
- Lindsay, James M. 1994. *Congress and the Politics of U.S. Foreign Policy*. Baltimore: The Johns Hopkins University Press. ISBN 0-8018-4882-2, pbk.
- Lowenthal, Mark M. 2006. *Intelligence: From Secrets to Policy, 3<sup>rd</sup> Edition*. Washington, DC: CQ Press. ISBN 1-933116-02-1, pbk.
- Paret, Peter, ed. *Makers of Modern Strategy from Machiavelli to the Nuclear Age*. 1986. Princeton, N.J.: Princeton University Press. ISBN 0-691-02764-1, pbk.
- Robinson, Linda. 2004. *Masters of Chaos: The Secret History of the Special Forces*. Cambridge, Mass.: Perseus Books Group. ISBN-10 1-58648-352-8 (pbk).
- Wheeler, Winslow. 2004. *The Wastrels of Defense: How Congress Sabotages U.S. Security*. Annapolis, Md.: Naval Institute Press. ISBN 1-59114-938-X (pbk).

### **Recommended Texts**

- Barnett, Thomas P.M. 2004. *The Pentagon's New Map: War and Peace in the 21<sup>st</sup> Century*. New York: G.P. Putnam and Sons.
- Halberstam, David. 2001. *War in a Time of Peace*. New York: Scribner.
- Oren, Michael. 2003. *Six Days of War: June 1967 and the Making of the Modern Middle East*. New York: Random House.
- Sharansky, Natan. 2006. *The Case for Democracy: The Power of Freedom to Overcome Tyranny and Terror*. New York: Public Affairs.
- Strunk, William, Jr. and E.B. White. 2000. *The Elements of Style*. Fourth Edition. New York: Longman.
- Turabian, Kate L. 1996. *A Manual for Writers of Term Papers, Theses, and Dissertations*. Sixth Edition. Chicago: University of Chicago Press.

## Course Evaluation

### **1. 25%--Class Participation**

- I keep track of each student's quantity and quality of constructive comments and assign grades for participation after each class.
- I expect students to attend each class; however, excused absences with prior approval are permitted. Please notify me in an e-mail prior to your absence. Inform me of any unforeseen events and we will make the necessary arrangements to for you to make up the work. But please remember 'A' students usually have perfect attendance.

### **2. 20%--Discussion Leader**

Every student will be assigned the task of leading a class discussion once during the semester. As a discussion leader you will be responsible for preparing questions that are designed to assist your classmates in highlighting important aspects of the week's reading. You will be responsible for moderating and orchestrating a useful and intelligent seminar on the readings of the week. Depending on class size, in all likelihood two people will be co-leaders for any given week. You are also responsible for contacting your co-leader and collaborating on that week's discussion preparations.

### **3. 15%--Three Two-Page Policy Memos**

#### Basic Structure:

- Short executive summary paragraph (this includes your overall recommendation)
- Background and history of topic
- Policy options
- Description of how you evaluated options
- Recommendation, including your reasoning behind it

#### Format:

- Two full pages—not more not less
- 12-point Times New Roman
- Single-spaced; skipping a line between paragraphs
- Parenthetical notation (Turabian); No Footnotes

#### Evaluation:

- Memos will be graded on how well and succinctly you frame the issue involved; the reasoning behind your recommendations. Writing should be direct and not verbose.

**Due Date:** You must turn in three policy memos during the semester. You can choose the date, but you are encouraged to turn in at least two before the middle of the term and not wait until the end of the semester to turn them all in.

#### **4. 20%--One 8-10 page Policy Backgrounder**

Each student will write an 8-10 page double-spaced policy backgrounder that develops a national security theme, topic, or strategy item. An effective approach and structure for the policy backgrounder is a Congressional Research Service “issue brief,” samples of which can be found online. Papers should be double-spaced with Times New Roman 12-point font.

- Please use parenthetical notation in the Turabian (Chicago) style format.
- Ex. (Jones 2006, pg. 21) or Jones (2006).
  - Use a “*Works Cited*” reference list:
  - “Jones. 2006. “Policy Analysis for Graduate Students.” *Public Policy Today*. 86: 21-54.
  - Please cite at least *eight academic peer-reviewed journal articles and books*. You can also include magazine, newspapers, think tank reports, etc.

#### **5. 20%--Take-Home Final**

A take-home final will be distributed during the last class on **December 6**. I will give you more details on the format of the exam later in the semester. (Final Exam due December 13).

#### **SPP Policy on Plagiarism**

The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is unacceptable.

Plagiarism is the use of another’s words or ideas presented as one’s own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another’s work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined.

Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one’s professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of “F.” This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student’s transcript. For foreign students who are on a university-sponsored visa (e.g. F-1, J-1 or J-2), dismissal also results in the revocation of their visa.

To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student's work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it.

### **Classroom Courtesy**

Civility and respect toward all members of the class are expected; disagreements among members of the class (or with the instructor) are useful and illuminating, but mutual respect is mandatory. If you use a laptop, taking notes is fine. Using the laptop to surf the Internet or send e-mail is not acceptable.

### **Instructions for Electronic Reserves**

<http://oscr.gmu.edu>

“Search Electronic Reserves”

Course “PUBP 743 section 001” Instructor “Brent M. Eastwood”

E-reserve password is “\_\_\_\_\_”

### **RSS Feeds**

See handout for instructions.

# DRAFT

## *Public Policy 743 National Security Management and Policy*

### Course Outline

- I. **Course Introduction (Aug. 30)**, State of the Discipline; Basic National Security Strategy.
  - a. Gilbert, Felix. "Machiavelli: The Renaissance of the Art of War," in Peter Paret (ed.), *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, 11-32.
  - b. Paret, Peter. "Clausewitz," in Peter Paret (ed.), *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, 187-213.
  - c. Crowl, Philip A. "Alfred Thayer Mahan: The Naval Historian." *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, 444-477.
  
- II. **Civil-Military Relations and The Military Services (Sept. 6)**
  - a. Craig, Gordon A. "The Political Leader as Strategist." *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, 481-509.
  - b. Huntington, Samuel. 1957. *The Soldier and the State*. 80-97, (e-reserves).
  - c. Cohen, Eliot A. 2001. "The Unequal Dialogue: The Theory and Reality of Civil-Military Relations and the Use of Force," in Peter D Feaver and Richard H. Kohn, *Civilians and Soldiers*. 429-458, (e-reserves).
  - d. Feaver, Peter D., and Richard H. Kohn. 2001. "Conclusion: the Gap and What It Means for American National Security," in Peter D. Feaver and Richard H. Kohn, *Civilians and Soldiers*, 459-474. (e-reserves).
  - e. Builder, Carl H. 1989. "The Services Identities and Behavior." 31-43 and "The Service Concepts of War," *The Masks of War*. 127-142, (e-reserves).
  
- III. **The Presidency and National Security (Sept. 13)**
  - a. *Federalist Number 74* and *Federalist Number 69*.  
<http://thomas.loc.gov/home/histdox/fedpapers.html>
  - b. "The Founding Fathers on the Constitution's War Powers," (hand-out).
  - c. Allison, Graham T. 1969. "Conceptual Models and the Cuban Missile Crisis." *The American Political Science Review*. 63: 689-718, (J-STOR).
  - d. DiClerico, Robert. "The Iran-Contra Affair." *Five Cases in Presidential Decision Making*, 261-269, (e-reserves).
  - e. Pfiffner, James P. "Presidential Policy-Making and the Gulf War." *Understanding the Presidency*, 405-413, (e-reserves).
  - f. Woodward, Bob. 2002. *Bush at War*. Chapter Six and Seven, 74-107, (e-reserves).
  - g. Woodward, Bob. 2004. *Plan of Attack*. Chapter 29 and 30, 307-334. (e-reserves)

- h. "National Security Strategy of the United States of America," The White House, March, 2006, 1-49, (e-reserves).
- i. Rothkopf, David. 2005. *Running the World: the Inside Story of the National Security and the Architects of American Power*. 33-60 and 389-441, (e-reserves).

**IV. Congress and National Security (Sept. 20)**

- a. Lindsay, James. 1994. *Congress and the Politics of U.S. Foreign Policy*. **ENTIRE**.
- b. Hinckley, Barbara. 1994. "The Current Debate," from *Less Than Meets the Eye: Foreign Policy Making and the Myth of the Assertive Congress*. 1-22 (e-reserves).
- c. Peake, Jeffrey S. "Presidential Agenda Setting in Foreign Policy." *Political Research Quarterly*. 54: 69-86, (JSTOR).
- d. "The War Powers Resolution." (hand-out).
- e. "Joint Resolution to Authorize the Use of United States Armed Forces Against Iraq." 2002. The White House, (hand-out).

**V. Office of the Secretary of Defense and Joint Community (Sept. 27)**

- a. Owens, MacKubin Thomas. 1985-6. "The Hollow Promise of JCS Reform." *International Security*. 10: 98-111, (JSTOR).
- b. Locher, James R. III. 2002. *Victory on the Potomac: The Goldwater-Nichols Act Unifies the Pentagon*. 437-450. (e-reserves).
- c. Locher, James R., III. 1996. "Taking Stock of Goldwater-Nichols." *Joint Forces Quarterly*. 13: 9-17, (e-reserves).
- d. *Beyond Goldwater-Nichols*, Center for Strategic and International Studies, March 2004, 14-20, (e-reserves).
- e. Quadrennial Defense Report, February 2006, Department of Defense, 1-62, (e-reserves).

**VI. Intelligence Community (Oct. 4)**

- a. Lowenthal, Mark M. 2006. *Intelligence: From Secrets to Policy*, 3<sup>rd</sup> Edition. **ENTIRE**.
- b. "The 9/11 Commission Report." Washington, DC: U.S. Government Printing Office, 339-348, 339-428. Available at <http://www.9-11commission.gov/report/911Report.pdf>
- c. "The National Intelligence Strategy of the U.S.," Director of National Intelligence, October, 2005, 1-32, (e-reserves).

**VII. Special Operations, Low-Intensity Conflict, Stability and Reconstruction Operations, Privatization of Force (Oct. 11)**

- a. Robinson, Linda. 2004. *Masters of Chaos: The Secret History of the Special Forces*. Cambridge, Mass.: Perseus Books Group. **ENTIRE**.
- b. Shultz, Richard H. 1991. "The Low-Intensity Conflict Environment of the 1990s." *Annals of the American Academy of Political and Social Science*. Vol. 517, *New Directions in U. S. Defense Policy*. 120-134, (JSTOR).

- c. Singer, Peter Warren. 2003. *Corporate Warriors: The Rise of the Privatized Military Industry*. Ithaca, New York: Cornell University Press.
- d. "Provincial Reconstruction Teams in Iraq." March, 2007. United States Institute of Peace Special Report. 1-12, (e-reserves).
- e. Rohr, Karl C. Maj. May 8, 2007. "Progressive Reconstruction: Melding Expeditionary Maneuver Warfare with Nation-Building Stability Operations." *Small Wars Journal*. 8:1-5, (e-reserves).

#### **VIII. Defense Budget and Acquisition (Oct. 18)**

- a. Earle, Edward Meade. "Adam Smith, Alexander Hamilton, Friedrich List: The Economic Foundations of Military Power." *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, 217-261.
- b. Wheeler, Winslow T. 2004. *The Wastrels of Defense: How Congress Sabotages U.S. Security*. **ENTIRE**.
- c. True, James L. 2002. "The Changing Focus of National Security Policy." In *Policy Dynamics* ed. Frank R. Baumgartner and Bryan D. Jones. Chicago: University of Chicago Press. 155-183, (e-reserves).
- d. Tyskiewicz, Mary and Stephen Daggett. 1998. "A Defense Budget Primer," *Congressional Research Service Report*, 1-55, (e-reserves).
- e. "Defense Acquisition: Overview, Issues, and Options for Congress." June 4, 2007. *Congressional Research Service Report*. 1-12, (e-reserves).

#### **IX. Diplomacy (Oct. 25)**

- a. "U.S. Public Diplomacy: State Department Efforts to Engage Muslim Americans Lack Certain Communications Elements and Face Significant Challenges." May, 2006. US Government Accountability Office. 1-21.
- b. "Transformational Diplomacy Fact Sheet." January 18, 2006. Secretary of State Condoleeza Rice. <http://www.state.gov/r/pa/prs/ps/2006/59339.htm>
- c. Rife, Rickey L. 1998. "Defense is from Mars, State is from Venus." U.S. Army War College. 1-27.
- d. Filson, Darren and Suzanne Werner. 2002. "A Bargaining Model of War and Peace: Anticipating the Onset, Duration, and Outcome of War." *American Journal of Political Science*. 46:819-837, (JSTOR).
- e. Drury, A. Cooper. 2001. "Sanctions as Coercive Diplomacy: The U. S. President's Decision to Initiate Economic Sanctions." *Political Research Quarterly*. 54:485-508, (JSTOR).
- f. Eastwood, Brent M. February 1, 2007. "Is Science the Key to the Middle East?" *The American*. American Enterprise Institute. <http://american.com/archive/2007/february-0207/is-science-the-key-to-the-middle-east>

#### **X. Homeland Security (Nov. 1)**

- a. Carafano, James Jay and Paul Rosenzweig. 2005. *Winning the Long War: Lessons Learned from the Cold War for Defeating Terrorism and Preserving Freedom*. **ENTIRE**.



- b. Harris, Shane. 2007. "The Coming Storm." *National Journal*. June 2, 2007. (e-reserves).
- c. Flynn, Stephen. E. 2004. "The Neglected Home Front." *Foreign Affairs*. September/October, 2004, (hand-out).
- d. "NSA Eavesdropping: Privacy v. National Security?" 2006. *Council of Foreign Relations Background*. February, 2006.  
[http://www.cfr.org/publication/9763/nsa\\_eavesdropping.html](http://www.cfr.org/publication/9763/nsa_eavesdropping.html)

## **XI. Terrorism and Counterterrorism (Nov. 8)**

- a. Hoffman, Bruce. 1998. "Defining Terrorism." *Terrorism and Counterterrorism: Understanding the New Security Environment*. 3-23.
- b. Pillar, Paul. 2001. "The Dimensions of Terrorism and Counterterrorism." *Terrorism and Counterterrorism: Understanding the New Security Environment*, 24-45.
- c. Howard, Brig. Gen. Russell D. (USA ret.). 2003. "Understanding Al Qaeda's Application of the New Terrorism—The Key to Victory in the Current Campaign." *Terrorism and Counterterrorism: Understanding the New Security Environment*, 91-106.
- d. Dolnik, Adam. 2003. "All God's Poisons: Re-Evaluating the Threat of Religious Terrorism with Respect to Non-Conventional Weapons." *Terrorism and Counterterrorism: Understanding the New Security Environment*, 242-262.
- e. Eastman, Michael and Robert P. Brown. 2003. "Security Strategy in the Gray Zone: Alternatives for Preventing WMD Handoff to Non-State Actors." *Terrorism and Counterterrorism: Understanding the New Security Environment*, 298-319
- f. Downing, General Wayne A. (USA ret.) "The Global War on Terrorism: Re-focusing the National Strategy." *Terrorism and Counterterrorism: Understanding the New Security Environment*. 435-453.
- g. Crenshaw, Martha. 2001. "Counterterrorism Policy and the Political Process." *Terrorism and Counterterrorism: Understanding the New Security Environment*, 496-504.
- h. "The National Counterterrorism Center: Implementations Challenges and Issues for Congress." Congressional Research Service, May 24, 2005, 1-15. (e-reserves).

## **XII. Before Iraq and Afghanistan: History of Counterinsurgency and Asymmetric Warfare (Nov. 15)**

- a. Porch, Douglas. "Bugeaud, Gallieni, Lyautey: The Development of French Colonial Warfare." *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, 376-407.
- b. Shy, John and Thomas W. Collier. "Revolutionary War." *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, 815-862.
- c. Betts, Richard. 2002. "The Soft Underbelly of American Primacy: Tactical Advantages of Terror." *Terrorism and Counterterrorism: Understanding the New Security Environment*. 386-401.

- d. Boot, Max. 2002. "Attraction and Chastisement: The Philippine War 1899-1902" in *The Savage Wars of Peace: Small Wars and the Rise of American Power*. 99-128, (e-reserves).

**XIII. Thanksgiving Recess (Nov. 21-25); No Class**

**XIV. Alliances (Nov. 29) 8-10 page Policy Backgrounder Due.**

- a. Leggold, Joseph. 1998. "NATO's Post-Cold War Collective Action Problem." *International Security*. 23:78-106, (JSTOR).
- b. Kydd, Andrew. 2001. "Trust Building, Trust Breaking: The Dilemma of NATO Enlargement." *International Organization*. 55: 801-828, (JSTOR).
- c. "NATO Response Force: Ready to React Rapidly to Crises Worldwide." September, 2006. NATO Public Diplomacy Division, 1-8, (e-reserves).
- d. Maksutov, Ruslan. August, 2006. "The Shanghai Cooperation Organization: Central Asian Perspective." Stockholm International Peace Research Institute, 1-29. (e-reserves).
- e. Chin, Sally and Jonathan Morgenstein. Nov., 2005. "No Power to Protect: the African Union Mission in Sudan." *Refugees International*, 1-32. (e-reserves).
- f. "Fissures in the Force: Multi-Lateral Cooperation Can Only Go So Far." June 1, 2007. *Jane's Intelligence Review*, 1-6. (e-reserves).

**XV. Looking Outward: Regional Threats (Dec. 6) THESE READINGS SUBJECT TO CHANGE.**

- a. Course Review
- b. Distribute Take Home Final
- c. Cordesman, Anthony H. "Iraq, the Gulf, and Afghanistan: The Way Ahead." May 1, 2007. Center for Strategic and International Studies, 1-53, (e-reserves).
- d. "The Putin Era in Historical Perspective." February, 2007. *National Intelligence Council Conference Report*, 1-11.
- e. Ferguson, Joseph. April, 2007. "U.S.-Russia Relations: Coming Full Circle." *Comparative Connections*. National Council for Eurasian and East European Research, 55-60, (e-reserves).
- f. Glaser, Bonnie. April, 2007. "U.S.-China Relations: Old and New Challenges: ASAT Test, Taiwan, and Trade." *Comparative Connections*. CSIS/Pacific Forum, 29-39, (e-reserves).
- g. North Korea
- h. Israel-Palestine
- i. Africa

**Professor Bio**  
**Brent M. Eastwood, PhD**

*Brent M. Eastwood, PhD, is an experienced analyst in international security and was chosen to represent the U.S. at the 2006 NATO Summit “Young Leaders’ Forum” in Riga, Latvia last November. He currently handles defense and aerospace government relations for Turner Government and Public Affairs. He has founded and continues to oversee start-up technology companies in biometrics and scientific visualization. He is a regular contributor to The American, a national magazine from the American Enterprise Institute. Brent recently served as an Adjunct Researcher in Science and Technology for the RAND Corporation’s National Defense Research Institute. He conducted strategic policy and technical analysis and co-authored a study for the Under Secretary of Defense, Acquisition, Technology, and Logistics (AT&L). He is a former US Army Infantry officer and Distinguished Military Graduate with five years military experience. Brent also served several years in radio and television news broadcasting where his work was seen on CNN Headline News and Fox TV’s America’s Most Wanted. He participated in America’s Most Wanted “Quickest Capture of All Time” in 1997. Brent has a PhD in Political Science/Public Policy from West Virginia University. He has an MA in International Studies from WVU, an MS in Journalism from WVU, and a BA in English from Oberlin College. Brent has presented and published academic papers in a wide variety of disciplines.*

**\*\*This syllabus is subject to change throughout the semester according to instructor’s prerogatives.**

**\*\*\* Statement on special needs of students as follows:**

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.