

1/31/14

**SHAPING DEFENSE POLICY:
COURSE OVERVIEW AND SYLLABUS**

PA 325, GOV 360N, LAH 350
(63280, 39260, 30480)
Spring 2014

Professor: Edwin Dorn

Time: Thursdays, 9 – 12

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OVERVIEW

The Department of Defense is a large, complex, and consequential enterprise: it employs more than three million people, spends more than \$600 billion annually, and operates at more than 700 military sites abroad. Because of the time needed to train leaders, develop new doctrines and acquire new equipment, DoD also plans far ahead.

This undergraduate seminar will help students understand (1) what the nation's defense policy is, who makes it, and how it is implemented. The focus will be on DoD, but with some attention to other key institutions such as the White House and Congress.

Course Outline

The course will follow a logical progression from the articulation of national security strategy through decisions about DoD organization and resources. Because most students have had no experience with the military, the seminar will begin with an overview of military terms and organizing principles. Students will be introduced to essential policy documents such as *Title X* of the United States Code and the *National Security Strategy*.

The Defense Department, like all organizations, must succeed at several key things: it must decide on its basic purposes or policies, obtain the resources (money, people, equipment and information) needed to implement those policies, recruit qualified people and develop good leaders. These six topics – policy, personnel, acquisition, budget, intelligence and leadership – will be the “meat” of the course. We will devote one or two sessions to each of the following topics:

1. Background. Overview of DoD; the difference between war fighters and resource providers; the roles of key leaders such as the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the combatant commanders.
2. Purposes: What are we defending ourselves against (or fighting for)?

- a. National Security Strategy. Who writes it, what influences it.
 - b. National Defense Strategy. Threat-based versus capability-based approaches.
3. People: recruiting, training and paying the force.
 - a. From conscription to the all-volunteer force.
 - b. Who should serve, and who shouldn't?
 - c. Pay and benefits.
4. Things: acquisition and logistics.
 - a. Figuring out what to buy and how to buy it.
 - b. Maintaining the defense industrial base.
5. Money: The DoD budget.
 - a. The budgeting process
 - b. Defense budget outcomes and trends.
6. Information: command, control, communications, intelligence.
 - a. Internal communications and coordination
 - b. Public information
 - c. Intelligence.
7. Leadership: developing the officer corps.
8. Thinking About The Future: anticipating threats, defining roles and missions.

Principal Texts:

- Amos A. Jordan, William J. Taylor, Jr. and Michael J. Mazarr, American National Security (Baltimore: Johns Hopkins University Press, 2009). Buy.
- Lawrence J. Korb, *et al*, Building a Military for the 21st Century. Available on Canvas.
- Barbara A. Bicksler, Curtis L. Gilroy and John T. Warner, eds., The All-Volunteer Force: Thirty Years of Service (Dulles, VA, Brassey's, 2004). Key chapters available on Canvas.

Performance Expectations

Students will be expected to contribute to class discussions, write a short paper describing their interests in defense issues, review a book about defense or national security policy, and take a mid-term and a final examination.

1. Class attendance and participation – 10%
2. Short paper – 10%
3. Mid-term examination – 20%
4. Book review and discussion – 30%
5. Final examination – 30%

Class Limit: 22

SYLLABUS

NOTE: All of the readings except for American National Security are available on Canvas.

Session 1, January 16: Overview of Course and Introduction to DoD

- Introductions all 'round
- Course Description and Syllabus (Handout)
- Using Canvas
- DoD – legal and organizational basics
- Writing suggestions (Handout)
- READING:
 - The National Security Act of 1947 (*skim*)
 - DoD Organizational Structure
 - DoD Organization Chart
 - CINC Geographic Areas
 - Title 10 excerpts on Canvas
- ASSIGNMENT: Two-page paper about interest in topic (or reasons for taking course)

Session 2, January 23: The National Security Strategy

- The National Security Establishment
- National Security Strategy
- READING:
 - American Security Policy (ANS), Ch. 2 and 3
 - National Security Strategy, 2010
 - National Security Strategy, 2002 (*skim*)
 - Optional:
 - National Security Strategy, 2006 (*skim*)
 - National Security Strategy, 2000 (*skim*)
- TURN IN TWO-PAGE PAPERS

Session 3, January 30: The National Defense Strategy

- DISCUSSION OF BOOK PROJECT
 - Book List (Handout)
 - Components of book review (Handout)
 - Identification of book review teams.
- READING
 - ANS, Ch. 4 and 8
 - Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, January 2012
 - The National Military Strategy of the United States, 2011
 - Quadrennial Defense Review, February 2010. (Executive Summary)
- FEEDBACK ON PAPERS

Session 4, February 6: The Pentagon Budget

- Budget development process
- Content and trends
- Assessing DoD spending: enough, too much, not enough?
- READING
 - ANS, Ch. 9
 - FY 2013 Budget Overview
 - FY 2013 Summary Charts
 - FY 2013 Budget Briefing
 - National Defense Outlays as a Share of GNP
- BOOK REVIEW SELECTIONS

Session 5, February 13: Military Personnel

- From conscription to the AVF
- Determining quantity and quality
- The career pipeline
- Pay and benefits
- Controversies: race, gender, sexual orientation
- Civil/military relations
- READING
 - All Volunteer Force, Ch. 2, 3, 4 and 6
 - Recruit Quality, DoD End Strengths
 - SecDef Memo on Assignment of Women
 - Press Release on Women in Combat

Session 6, February 20: Acquisition Policy

Guest Speaker: Dr. Fred Beach (Invited)

- Deciding what to buy
- Deciding how to pay for it
- READING
 - Flamm, “Post Cold-War Policy and the US Defense Industrial Base”
 - “Fashions in Government Procurement”
 - “Acquisition Reform and the Evolution of the US Weapons Market”
 - “Reexamining Military Acquisition Reform: Are We There Yet?”
- TWO- MINUTE BRIEFINGS – BOOK THEMES

Session 7, February 28: Information and Intelligence

- Intelligence – the external environment
- Management Information Systems – the internal environment
- Public Information – communicating with the public
- READING:
 - ANS, Ch. 7
 - The 9-11 Commission Report, Ch. 13
 - Optional:
 - “The New Politics of Intelligence”

- Deutch and Smith, “Smarter Intelligence”
- “Top Secret America”
- TWO-MINUTE BRIEFINGS: BOOK THEMES
- BRIEFING SCHEDULE

Session 8, March 6: Mid-term Examination

Session 9, March 20: Leadership – Developing the Officer Corps

Guest Speaker: Professor Howard Prince (invited)

- Comparing military and civilian leadership
- READING
 - Kirkland, “Leadership Doctrine, 1778 to 1995”
 - Meigs, “Generalship”
 - Yingling, “A Failure in Generalship”
 - Korn/Ferry Report, “Military Experience and CEOs”
 - Pearl Harbor memo
 - Dubik, “Becoming a Strategic Leader”
- FEEDBACK ON MID-TERM EXAM

Session 10, March 27: Cyber Security

Guest Speaker: Professor William Press (10:30 – noon)

- READING:
 - Cyberspace Policy Review
- BOOK BRIEFINGS

Session 11, April 3: The Role of Congress

- Constitutional powers
- Political processes – authorization, appropriation, oversight
- READING
 - ANS, Ch. 5
 - The Constitution of the United States
- BOOK BRIEFINGS

Session 12, April 10: The War on Terror

- Defining the threat
- Organizing the response
- READING:
 - The 9-11 Report, Ch. 1 and 13
 - National Strategy for Combating Terrorism, 2006 (skim)
 - National Strategy for Counterterrorism, 2011
- BOOK BRIEFINGS

Session 13, April 17: Homeland Security

- READING
 - Homeland Security Strategic Plan, 2012 - 2016 (skim)

- Quadrennial Homeland Security Review Report, 2010 (skim)
- BOOK BRIEFINGS

Session 14, April 24: Thinking About the Future

- READING
 - TBA
- TURN IN BOOK REVIEWS

Session 15, May 1: Putting the Pieces Together

- READING
 - TBA