

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Legislative Affairs

Fall 2019

August 26, 2019/ December 9, 2019

Course Name

LGAF 6240.LH1

Class Day/Time: Monday 6:00 pm to 8:00 pm

Class Location: Hall of States / Room TBD

BASIC INFORMATION AND RESOURCES

Instructor

Gus Martinez

Contact Information

Phone Number: 703-899-7700/202-681-6163

Email Address: gusmartinez@gwu.edu

Communication

Students may contact me by email and I will respond as soon possible.

Blackboard Site

A Blackboard course site has been set up for this course. Each student is expected to check the site throughout the semester, as Blackboard will be the primary venue for outside classroom communications between the instructors and the students. Students can access the course site at <https://blackboard.gwu.edu>. Support for Blackboard is available at 202-994-4948 or helpdesk.gwu.edu.

Academic Integrity

All members of the university community are expected to exhibit honesty and competence in their academic work. Students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking exams. Members of the community will be presumed to be familiar with the proper academic procedures and will be held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Academic dishonesty is defined as “cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information.” Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels. The University Code of Academic Integrity can be found at <http://studentconduct.gwu.edu/code-academic-integrity>.

Support for Students with Disabilities

GW’s Disability Support Services (DSS) provides and coordinates accommodations and other services for students with a wide variety of disabilities, as well as those temporarily disabled by injury or illness. Accommodations are available through DSS to facilitate academic access for students with disabilities. Please notify your instructor if you require accommodations. Additional information is available at <http://disabilitysupport.gwu.edu/>.

In the Event of an Emergency or Crisis during Class

If we experience an emergency during class time, we will try to stay at the class location until we hear that we can move about safely. If we have to leave the class location, we will meet in the Hall of States lobby in order to account for everyone and to make certain that everyone is safe. Please refer to Campus Advisories for the latest information on the University’s operating status: <http://www.campusadvisories.gwu.edu/>.

Attendance Policy

Each student is expected to attend all classes. Please let me know in advance if any absences or late arrivals are anticipated.

Course Evaluation

At the end of the semester, students will be given the opportunity to evaluate the course through GW’s online course evaluation system. It is very important that you take the time to complete an evaluation. Students are also encouraged to provide feedback throughout the course of the semester by contacting any/all of the following:

Dr. Steven Billet

Director, Legislative Affairs Program

sbillet@gwu.edu | 202-994-1149

Dr. Jack Prostko

Associate Dean for Learning and Faculty Development
College of Professional Studies
jackp@gwu.edu | 202-994-3592

Suzanne Farrand
Director of Academic Administration, GSPM
sfarrand@gwu.edu | 202-994-9309

THE COURSE

Legislative Affairs Program Objectives

Upon completion of the Master's degree in Legislative Affairs, students will:

1. Gain both theoretical and practical knowledge related to the U.S. Congress, general issues in the legislative arena, and how to effectively advance legislation;
2. Hone their oral and written communication skills in both theoretical and technical aspects of legislative affairs;
3. Be able to conduct cutting-edge research and engage in effective problem solving by learning critical thinking skills; and
4. Learn how to work effectively with others, the value of collaborative work, and understand ethical issues involved in the legislative arena.

Graduate School Expectations

Students enrolled in a graduate program should take their academic responsibilities seriously and be prepared to meet the following expectations:

1. Utilize effective time management skills so as to complete and submit assignments on the required due dates and times.
2. Master written communication skills, including proper sentence structure, grammar, spelling, and word usage.
3. Understand and apply proper formatting of in-text citations and references for resources and information integrated into your written assignments.

Course Description and Overview

This course explores current international security topics and examines the role that Congress plays in the development and implementation of international security policy. It will enable students to develop core subject knowledge of contemporary security issues.

This course is designed to prepare students for professional positions in public policy, including the executive or legislative branches of U.S. government at the federal (both military and civilian), state or local levels; private sector businesses dealing with public policy; non-profit organizations concerned with public policy; non-US governments; and international organizations. This advanced seminar tackles the

challenging task of building an effective national security strategy in both theory and practice. It will prepare students for positions that involve the development of effective national strategy and policy.

Course Learning Objectives

By the end of the course, students will:

1. Have a comprehensive understanding of the key participants in the development and execution of international security policy and understand how the interagency system works.
2. Understand and explain how Congress shapes and influences international security policy.
3. Apply strategic theory to a variety of complex international security policy challenges.
4. Appreciate the primary issues of contemporary international security policy.

Course Requirements

PLEASE NOTE: This course requires a significant amount of reading and writing. This will both challenge how well students manage their time and synthesize information. Class participation is essential to the learning process since students inherently view issues from different perspectives.

Evaluation and Grading:

Assignment	Learning Objective(s) Addressed	Due Date	Weight
Weekly Quizzes	Strictly based on previous week’s reading assignments.		25%
Policy Memorandum	Official Memorandum #1 (1,000 words)	09 SEP	5%
Research Papers	Research Paper #1 (2,000 words)	11 NOV	10%
	Research Paper #2 (2,000 words)	09 DEC	10%
Mid-Term Exam	Essay, short answer and multiple choice exam from readings.		20%
Final Exam	Essay, short answer and multiple choice exam from readings. (readings from week one will be relevant).		20%
Attendance and Participation	Attendance and substantive participation points will be given during class.		10%
Total			100%

Written Assignments

LATE PAPERS: will be penalized one full grade every 24 hours from the due date.

Format for the writing assignments is as follows:

- Double-spaced, 12 font

- Chicago-style citations, with footnotes and a bibliography
- Numbered pages
- Cover page (Title, Name, Date)

Following is the grade scale for all GSPM classes:

Grade*	Grading Standard
A 94-100	Your work is outstanding and ready for submission in a professional environment. Your material, effort, research, and writing demonstrate superior work.
A- 90-93	Represents solid work with minor errors. Overall, excellent work.
B+ 87-89	Very good. Represents well-written material, research, and presentation, but needs some minor work.
B 83-86	Satisfactory work, but needs reworking and more effort. Note that although not a failing grade, at the graduate level, anything below a “B” is viewed as unacceptable.
B- 80-82	You’ve completed the assignment, but you are not meeting all of the requirements.
C+ 77-79	Needs improvement in content and in effort. Shows some motivation and concern.
C 73-76	Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.
C- 70-72 (lowest grade to pass)	Poor performance. Major errors, too many misspellings, problems with accuracy, etc.
F Below 70	Unacceptable performance, or inability to submit the assignment.

Required Text and Learning Materials

- Jordan Amos, American National Security, sixth edition
- Sun Tzu, The Art of War, translated by Samuel B Griffith (Oxford: Oxford University Press, paperback edition, 1971)
- Richard Clarke, “Cyber War”
- United States Marine Corps, MCDP 3-1 (PDF available online)

Tentative Course Calendar*

*The instructor reserves the right to alter course content and/or adjust the pace to accommodate class progress. Students are responsible for keeping up with all adjustments to the course calendar.

Class Schedule

PART I: National Security Policy: How America has Approached it

Week 1: August 26, 2019 (Class 1)

Topic and Content Covered: Introduction and administrative items; Foundations of U.S. National Security and Defense Policy

Reading Due Today:

- Thucydites: Melian Dialogue
- Amos, Chapter 1
- Hans J. Morgenthau, “The Primacy of the National Interest,” *The American Scholar*, Vol. 18, No. 2 (SPRING 1949), pp. 207-212
- Colin S. Gray, “Moral Advantage, Strategic Advantage?” *Journal of Strategic Studies* (2010)

Week 2: September 2, 2019 [Holiday]

On-Line Quiz available at 6:00PM (1800)

Reading Due Today:

- Amos, Chapters 1-3
- James Goldgeier & Jeremi Suri (2015) *Revitalizing the U.S. National Security Strategy*, *The Washington Quarterly*, 38:4, 35-55

Week 3: September 9, 2019 (Class 2)

Memorandum Due (e-submission) 6:00PM (1800)

Topic and Content Covered: Presidential Leadership, Executive Branch and Congress Reading Due Today:

- Amos, Chapters 4, 5
- Antulio Echevarria, Chris Bassford, David Rohr, and Bruce Fleming, “Commentary and Reply: Can Clausewitz Save Us?” *Parameters*, Summer 2004, pp. 122-27.
(<http://carlislewww.army.mil/usawc/Parameter/04summer/c&r-sum.pdf>)

Week 4: September 16, 2019 (Class 3)

Topic and Content Covered: National Security Decision Making/Shaping the International Environment

Reading Due Today:

- Amos, Chapters 10, 11
- Gen. James Mattis, “The New American Grand Strategy,” *Brookings Institution* (2015) (e-reserve)
- Charles Flynn, “Beyond Checkers and Chess: What Junior Leaders Can Do to Develop Strategic Thinking,” <https://thestrategybridge.org/the-bridge/2017/7/7/beyond-checkers-and-chess-what-juniors-leaders-can-do-to-develop-strategic-thinking>

PART II: Ways and Means of National Security

Week 5: September 23, 2019 (Class 4)

Topic and Content Covered: Military Policy Process, Planning, Budget

Reading Due Today:

- Amos, Chapters 8, 9
- Sharon L. Caudle, “National Security Strategies: Security from What, for Whom, and by What Means” *Journal of Homeland Security and Emergency Management* Volume 6, Issue 1 2009
- FY2020 National Defense Authorization Act (NDAA)

Week 6: September 30, 2019 (Class 5)

Topic and Content Covered: Homeland Security, Intelligence, and National Security

Reading Due Today:

- Amos, Chapters 6, 7
- Robert Jervis, “Why Intelligence and Policymakers Clash,” *Political Science Quarterly*, Vol. 125, No. 2 (2010), pp. 185-204).
- Amy B. Zegart, “The Domestic Politics of Irrational Intelligence Oversight.” *Political Science Quarterly*, Vol. 26, No. 1 (2011).
- U.S. Senate Select Committee on Intelligence Activities Within the United States (Church Committee Report) 1975, reprinted by Red and Black Publishers (St. Petersburg, Florida, 2007), pp. 11-14, 22-24, 120-125.

Week 7: October 7, 2019 – [Holiday]

MID-TERM Exam

- National Security Strategy (NSS) 1994
- Jan C. Ting, “Immigration and National Security,” *Orbis*, Volume 50, Issue 1, Winter 2006, Pages 41-52

Week 8: October 14, 2019 (Class 6)

Topic and Content Covered: Globalization/Human Security - Strategy

Reading Due Today:

- Amos, Chapters 25,26
- Sun Tzu, The Art of War, translated by Samuel B Griffith (Oxford: Oxford University Press, paperback edition, 1971), Ch 1-6
- G. JOHN IKENBERRY (2015). The Future of Multilateralism: Governing the World in a Post Hegemonic Era. Japanese Journal of Political Science, 16, pp 399-413

Week 9: October 21, 2019 (Class 7)

Topic and Content Covered: Authorities/Economics/Military Power

Reading Due Today:

- Amos, Chapters 12,13
- Andru E. Wall, “Demystifying the Title 10-Title 50 Debate: Distinguishing Military Operations, Intelligence Activities, and Covert Action,” Harvard National Security Journal 85, no. 3 (2011)
- National Security Strategy (NSS) 1987

PART III: Grand Strategy

Week 10: October 28, 2019 (Class 8)

Topic and Content Covered: Making Grand Strategy

Reading Due Today:

- Sun Tzu, The Art of War, translated by Samuel B Griffith (Oxford: Oxford University Press, paperback edition, 1971), Ch 7-13
- Hal Brands, Chapter Title: “Conclusion: Grappling with Grand Strategy,” What Good Is Grand Strategy? Cornell University Press. (2014)
- United States Marine Corps “Tactics” MCDP 1-3, Ch 1-2

Week 11: November 4, 2019 (Class 9)

Topic and Content Covered: Nuclear Policy/Conventional War

Reading Due Today:

- Amos, Chapters 15, 17
- NSC 68: United States Objectives and Programs for National Security (April 14, 1950)
- “George Kennan's 'Long Telegram',” February 22, 1946, History and Public Policy Program Digital Archive, National Archives and Records Administration, Department of State Records (Record Group 59), Central Decimal File, 1945-1949, 861.00/2-2246
- Scott D. Sagan, “Why Do States Build Nuclear Weapons?”: Three Models in Search of a Bomb, International Security 21:3 (1997).
<http://faculty.maxwell.syr.edu/rdenever/ppa%20730-11/sagan.pdf>

PART IV: Asymmetric/Hybrid Warfare and Future Issues in the 21st Century

Week 12: November 11, 2019 (Class 10)

Paper DUE (e-submission) 6:00PM (1800)

Topic and Content Covered: Terrorism

Reading Due Today:

- Amos, Chapter 14, 20
- Clarke, “Cyber War” Chapters Introduction, 1-3
- David C. Rapoport, “The Four Waves of Modern Terrorism,” Chapter two of *Attacking Terrorism: Elements of a Grand Strategy*, edited by Cronin and James Ludes (Washington, D.C.: Georgetown University Press, 2004), pp. 46-73.
- Michael Mousseau, “Market Civilization and Its Clash with Terror,” *International Security*, Vol. 27, No. 3 (Winter, 2002-2003), pp. 5-29

Week 13: November 18, 2019 (Class 11)

Topic and Content Covered: Insurgency

Reading Due Today:

- Amos, Chapter 16
- David Kilcullen, “Countering Global Insurgency,” *Strategic Studies*, Vol. 28, No. 4 (August 2005), pp. 597-618.
- David Ucko, *Innovation or Inertia: The U.S. Military and the Learning of Counterinsurgency*, *Small Wars Journal* (2008), 290-310. <http://smallwarsjournal.com/documents/uckocoin.pdf>
- United States Marine Corps “Tactics” MCDP 1-3, Ch 5,7

Week 14: November 25, 2019 (Class 12)

Topic and Content Covered: Hybrid Warfare

Reading Due Today:

- Clarke, “Cyber War” (Chapters 5 & 6)
- Michael N. Schmitt, The Law of Cyber Warfare: Quo Vadis, Stanford Law & Policy Rev. (2014)
- Peter Combe, “Traditional Military Activities in cyberspace: The Scope of conventional Military Authorities in the Unconventional Battlespace.” Harvard National Security Journal / Vol. 7
- National Security Strategy (NSS) 2018

Week 15: December 2, 2019 (Class 13)

Topic and Content Covered: Cyber Warfare – 5th Domain

Reading Due Today:

- Clarke, “Cyber War” pp. 219-279 (Chapters 7 & 8)
- Gen. Paul Nakasone, “A Cyber Force for Persistent Operations.” JFQ 92, 1st Quarter 2019
- Peter Combe, “Traditional Military Activities in cyberspace: The Scope of conventional Military Authorities in the Unconventional Battlespace.” Harvard National Security Journal / Vol. 7
- National Cyber Strategy 2018

Week 16: December 9, 2019 (Class 14)

Paper DUE

FINAL Exam

Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden.