IAS 5940-104: National Security Leadership

Course Description:
National Security Leadership is a course designed to focus the student both on the policy process and its substance. To that end, we will look at how the national security policymaking process developed from the National Security Act of 1947 through the Goldwater-Nichols DOD Reorganization Act of 1986 to the present. This will entail a thorough examination of the US interagency process both in theory and how it works in practice. In terms of substance, we will consider the products beginning with NSC 68 and continuing up to the current National Security Strategy of the United States. We will also examine a series of case studies beginning with the 1989 invasion of Panama up to and including the current conflicts in Iraq and Afghanistan. In this regard, we will pay particular attention to the Iraq situation from 2006 to the present with a hard look at the “surge” strategy and how it came into being. As a counterpoint to the major cases we will consider the variety of “low intensity” national security conflicts that have involved the US since the end of World War II. The culminating exercise of the course will be a day long crisis action simulation that will take place in real time.

Class Dates, Location and Hours:

Dates: December 3 – 9, 2018
Hours: Monday - Friday 6:00 p.m.-9:30 p.m.; Saturday 8:00 a.m.-4:30 p.m.; Sunday 8:00 a.m.-12:00 p.m.
Last day to enroll or drop without penalty: November 4, 2018

Site Director:
Email: apwashington@ou.edu. Phone: 703-418-4800.

Professor Contact Information:

Course Professor: John T. Fishel, Ph.D.
Mailing Address: 13388 300th St.
Blanchard, OK 73010
Telephone Number: (405) 485-8129
E-mail Address: j.t.fishel@ou.edu
Professor availability: The professor will be available via email to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Textbook(s) and Instructional Materials:
Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at http://www.bkstr.com/oklahomastore/home is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email 0831mgr@fheg.follett.com. Phone orders (ask for the textbook manager and identify yourself as an
Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.


10. Materials posted on the OU Canvas system. Materials posted on the OU Canvas learning management system: Access Canvas at [https://oklahoma.instructure.com/](https://oklahoma.instructure.com/), enter your OU NetID and password, and select course to access material. Please contact your local Site Director if you require assistance.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

**Course Objectives:**

Students will be able to:

1. Discuss the relevant legislation that has produced the current national security policy system.
2. Demonstrate comprehension of the national security policies of the US and their evolution and the documents in which they are found.
3. Comprehend the interagency process for developing national security policy.
4. Demonstrate knowledge and understanding of the roles of the separate governmental, non-governmental, and international institutions in the policy process.
5. Evaluate the current interagency process.
6. Synthesize the impact of legislation (authorities), organization, and individuals on the national security policy process.
7. Evaluate the past and current national security policies of the US.
8. Develop national security policy based on a simulated political-military crisis.
9. Evaluate the process by which the simulated national security policy was developed.
Assignments, Grading and Due Dates:

Pre-class Assignments:
- Read assignments on theory (draft Chapter 1), legislative authorities, (Chapter 2), institutional context (Chapter 3), Fishel & Manwaring Chapters 1-4, Drew NSC-68, Quinn, Goldwater Nichols, and the National Security Strategies of Presidents George W. Bush (2006) and Barack Obama (2010) and Donald Trump (2017) found online.
- Complete the Essay Exam on Canvas. Due NLT first class meeting. Early submission on Canvas encouraged.
- Prior to first class meeting a one or two paragraph Policy Research Paper topic must be submitted for approval. Topic approval required prior to first class meeting.

During Class Sessions:
- Case Study discussions. Read all the Woodward Books, Fishel & Manwaring Chapters 5 – 8, 10, 12, and 14.
- Saturday class is a crisis simulation.
- Final day is take home exam due within a week, December 16, 2018

Post Course Assignment:
Policy Research Paper due not later than December 30, 2018

Grading:
This is a letter-graded course: A, B, C, D, or F.

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<tr>
<th>Assignment</th>
<th>Percent of Grade</th>
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<tbody>
<tr>
<td>Participation</td>
<td>25%</td>
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<tr>
<td>Essay Examination</td>
<td>25%</td>
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<tr>
<td>Policy Research Paper</td>
<td>25%</td>
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<tr>
<td>Take-home Examination</td>
<td>25%</td>
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Notice: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financia aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Integrity and Student Conduct

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student’s academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc…in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc…; intimidation and interference with integrity process; and plagiarism. All students should review the Student’s Guide to Academic Integrity at http://integrity.ou.edu/students_guide.html

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at http://studentconduct.ou.edu/

Accommodation Statement

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

Adjustment for Pregnancy/Childbirth-Related Issues

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact me as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see http://www.ou.edu/content/eoo/faqs/pregnancy-faqs.html.
Title IX Resources
For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no-contact orders, scheduling adjustments, and disciplinary sanctions against the perpetrator. Please contact the Sexual Misconduct Office at smo@ou.edu or (405) 325-2215 (8-5), or the Sexual Assault Response Team at (405) 615 -0013 (24/7) to report an incident. To learn more about Title IX, please visit the Institutional Equity Office’s website at http://www.ou.edu/content/eoo.html

Course Policies
Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA
John T. Fishel, Ph.D.

Education

- 1982 Advanced study, American Graduate School of International Management, International Business
- 1973 Advanced study, University of Minnesota, Public Policy Analysis
- 1971 Ph.D. Indiana University, Political Science (Political and Administrative Development)
- 1967 MA Indiana University, Political Science
- 1964 AB Dartmouth College, International Relations

Current Positions

- Lecturer, School of International & Area Studies, University of Oklahoma
- Adjunct professor College of Liberal Studies, University of Oklahoma
- Professor Emeritus of National Security Policy, National Defense University
- Professor Emeritus, School of International Service, American University

Major Areas of Teaching and Research Interest

- American National Government
- State and Local Government
- The Presidency
- Introduction to Comparative Politics
- Introduction to International Relations
- US Foreign Policy
- Comparative Politics: Advanced Nations
- Comparative Politics: Modernizing Nations
- Latin American Politics
- Public Administration
- Public Policy Analysis
- Scope and Methods of Political Science
- Research Methodology
- Foreign Policy Seminar
- Political Risk Analysis Seminar
- National Security Policy Seminar
- Non-State Actors in International Relations
- Seminar Latin American Strategic Study
- Strategic Intelligence Seminar
- Public Administration Theory Seminar
- Military Force Development Seminar
- Comparative Local Politics Seminar
- Bureaucratic Politics Seminar
- Seminar on Defense Policy in the Americas
- Seminar on Peace Operations
- Combating Terrorism
- Low Intensity Conflict/Small Wars
- Capstone Course: War & Conflict from Ancient Times to the Present
- National Security Leadership
- Multiple online courses IRLS and NSEC programs at AMU/APU
Representative Publications and Presentations

Books
- 2006 Uncomfortable Wars Revisited, with Max G. Manwaring, University of Oklahoma Press

Monographs and Reports

Articles, Book Chapters, & Professional Papers

Awards, Distinctions, and Fellowships

• Recipient of $20,000 Presidential Dream Course grant from the University of Oklahoma for Fall 2009.
• Faculty Fellow, Institute for National Strategic Studies (INSS), National Defense University, 2000 – 2006.
• Defense Meritorious Service Medal, 1989
• Joint Service Commendation Medal, 1988
• Research Grant, US Army School of International Studies, 1985
• Sabbatical, University of Wisconsin-LaCrosse, 1982
• Research Grant, Center for Latin America, University of Wisconsin-Milwaukee, and University of Wisconsin LaCrosse, 1979
• President, North Central Council of Latin Americanists, 1978
• Research Grant, Center for Latin America, University of Wisconsin-Milwaukee, 1975
• Fellowship, University of Minnesota, Institute on Public Policy Analysis, 1973
• Fellow, Inter-University Seminar on Armed Forces and Society, 1972-85
• US Army Commendation Medal, 1971
• Indiana University Doctoral Research Fellowship, 1967-68
• Indiana University Latin America Summer Research Fellowship, 1966
• Indiana University Summer Research Fellowship, 1965 NDEA Title IV Fellowship, 1965-68
• “Rufus Choate” Scholar, Dartmouth College, 1964

Military Education

• US Army Psychological Operations Officer Course, 1984-85
• US Army Foreign Area Officer Course, 1979-84
• US Army Intelligence Officer Advanced Course, 1973-76
• Industrial College of the Armed Forces, National Security Seminar, 1973
• US Army Engineer Officer Basic Course, 1969

Employment and Professional Record

• 2015 – present President, The Norman chapter of the Military Officers Association of America
• 2013 – 2015 Vice President of the Norman Chapter of the Military Officers Association of America
• 2009 – 2013 Adjunct Professor of International Relations, American Public University System
• 2008 – present Associate Editor, University of Oklahoma Press, Security Studies Series
• 2007 – present Member Small Wars Council
• 2006 Consultant for Re-accreditation of the Royal Military College of Canada to the Ontario Council on Graduate Studies
• 2003 Adjunct Professor of Political Science, The Eliot School, George Washington University, Washington, D
• 2003 – 2004 Co-Chair of the Joint Knowledge Development & Distribution Capability working Group, US Department of Defense
Professional Associations

- American Political Science Association
- Civil Affairs Association
- International Studies Association
- Latin American Studies Association
- Midwest Association of Latin American Studies
- North Central Council of Latin Americanists
- International Studies Association
- Inter-University Seminar on Armed Forces and Society
- Midwest Political Science Association
- Reserve Officers Association
- Military Officers Association of America
- Foreign Area Officers Association