



EXTENDED CAMPUS

COLLEGE of PROFESSIONAL
and CONTINUING STUDIES

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
Location: Washington, D.C. Liaison Office - 2189 Crystal Plaza Arcade, Arlington, VA, 22202.
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@fhg.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.

1. Fishel, J.T. (2017). *American national security policy: Authorities, institutions & cases*. Lanham, MD: Rowman & Littlefield. ISBN 9781442248380.
2. Fishel, J.T. & Manwaring, M.G. (2006). *Uncomfortable wars revisited*. Norman: University of Oklahoma Press. ISBN 9780806139883. **Recommended**
3. Woodward, B. (2002). *Bush at war: Inside the Bush White House*. New York: Simon & Schuster. ISBN 9780743204736. **Recommended**
4. Woodward, B. (2002). *The Commanders*. New York: Simon & Schuster. ISBN 9780743234757. **Recommended**
5. Woodward, B. (2004). *Plan of attack*. New York: Simon & Schuster. ISBN 9780743255486. **Recommended**
6. Woodward, B. (2008). *The war within: A secret White House history 2006-2008*. New York: Simon & Schuster. ISBN 9781416558972. **Recommended**
7. Woodward, B. (2011). *Obama's Wars*. New York: Simon & Schuster. ISBN 9781439172506. **Recommended**
8. Drew, S.N. (Ed.) (1994). *NSC-68: Forging the strategy of containment*: <http://www.au.af.mil/au/awc/awcgate/whitehouse/nsc68/nsc68.pdf>
9. Quinn, D.J. (Ed.) (1999). *The Goldwater-Nichols DOD Reorganization Act: A ten year retrospective*: <http://permanent.access.gpo.gov/lps51583/Goldwater-Nichols%20Retrospective%20-%20Nov%201999/gndod.pdf>
10. Materials posted on the OU Canvas system. Materials posted on the OU Canvas learning management system: Access Canvas at <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.

Assignment	Percent of Grade
Participation	25%
Essay Examination	25%
Policy Research Paper	25%
Take-home Examination	25%

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 "financial 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 making 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

- 2008 Security Force Assistance: The Mosul Case with Robert Thornton and Marc Tyrrell, <http://smallwarsjournal.com/mag/>
- 2007 (ed.) Capacity Building for Peacekeeping: The Case of Haiti, Potomac Books and NDU Press.
- 2006 Uncomfortable Wars Revisited, with Max G. Manwaring, University of Oklahoma Press
- 1998 Toward Responsibility in the New World disorder: Challenges and Lessons of Peace Operations, editor with Max G. Manwaring and co-author, (London: Frank Cass)
- 1998 (ed.) "The Savage Wars of Peace" A New Paradigm of Peace Operations, (Boulder, CO: Westview Press).
- 1998 Invasion, Intervention, Intervasion: A Concise History of the US Army in Operation Uphold Democracy with Robert F. Baumann and Walter E. Kretchik, (Fort Leavenworth, KS: CGSC Press).
- 1997 Civil Military Operations in a New World, (Westport, CT: Praeger).

Monographs and Reports

- 2004 Building Capacity in Latin America and the Caribbean: PKO and the Case of Haiti, editor & co-author, Special edition, Security & Defense Studies Review, E-Journal of the Center for Hemispheric Defense Studies, National Defense University, Washington DC
- 2000 Hints for Facilitators: A Manual for Seminar Facilitation for Latin American Defense Professionals, Center for Hemispheric Defense Studies, National Defense University
- 1995 The Panama Intervention of 1989: Operation Just Cause and its Aftermath, DFI International, Inc. Presented to the Deputy Assistant Secretary of Defense for Strategy.
- 1995 The Grenada Intervention of 1983, DFI International, Inc. Presented to the Deputy Assistant Secretary of Defense for Strategy.
- 1992 The Fog of Peace: Planning and Executing the Restoration of Panama, SSI, US Army War College, Carlisle, PA.
- 1992 Liberation, Occupation, and Rescue: War Termination and Desert Storm, SSI, US Army War College, Carlisle, PA.

Articles, Book Chapters, & Professional Papers

- 2014 Review Essay: Organización de la Defensa y Control Civil de las Fuerzas Armadas en América Latina edited by David Pion-Berlin and José Manuel Ugarte, in Security & Defense Studies Review, Volume 15.
- 2014 "Is FM 3-24 the Blueprint for COIN" with Edwin G. Corr, Marine Corps Gazette, April.
- 2013 Silvert Reminiscence Project: "A Fifty Year Dialogue with Kal Silvert," Latin American Studies Association Forum, Volume XLIV, Issue 4, October.
- 2013 "Thinking and Writing About COIN: A Review Essay of Fred Kaplan's The Insurgents David Petraeus and the Plot to Change the American Way of War, with Edwin G. Corr in Small Wars Journal, July.
- 2013 "South American Militaries," in Encyclopedia of Military Science. Sage.
- 2013 12 articles in Encyclopedia of U.S. Military Interventions in Latin America. Edited by Alan McPherson. ABC-CLIO.
- 2012 "Foreword" to Max G. Manwaring, The Complexity of Modern Asymmetric Warfare. The University of Oklahoma Press, Norman, OK.
- 2010 "Afterword" to Max G. Manwaring, Gangs, Pseudo-Militaries, and other Modern Mercenaries: New Dynamics in Uncomfortable Wars. The University of Oklahoma Press, Norman, OK.
- 2008 "The SWORD Model of Counterinsurgency" (with Max G. Manwaring), Small Wars Journal, <http://smallwarsjournal.com/mag/>
- 2005 "Countering Ideological Support to Terrorism in the Circum-Caribbean," paper prepared for conference at the G. C. Marshall Center for Strategic Studies, book chapter in A. Aldis and G. Herd, Countering Ideological Support to Terrorism, Routledge.

- 2003 “ Educating for ‘Jointness:’ An Analysis of the Joint Professional Military Education System of the United States,” A study prepared for presentation to the Chilean Academia Nacional de Estudios Políticos y Estratégicos and to the Military Education Branch of the J-7 of the US Joint Staff (with Craig A. Deare and Salvador G. Raza).

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.
- Invited Participant in the Democracy Projects, The American University, Civil-Military Relations in Latin America, 1987- 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
- US Army Humanitarian Service Medal, 1980
- 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 Command and General Staff College, 1977-1980
- 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