U.S. Defense Policy and Planning

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Fall 2014                      Office Hours: Wed 6-7  
Wednesdays, 7-9:30             Office Hours location: on request  
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The objective of this course is to provide you with a strong foundation in the following three subject areas:

• Roles, missions, and structure of the US Department of Defense and the armed forces
• Processes for defense policy development, planning, and resource allocation, and the political and bureaucratic environment in which those processes operate
• Key debates in contemporary defense policy and planning

Course Format

Each week will be seminar-based. Suggested study questions provided for each week will provide grist for class discussion and you will be expected to offer informed, analytic perspectives on those questions and other key concepts from the readings. You should also keep apprised of current events relevant to the course topic.

Readings

Most course readings are posted on the course ELMS site. In a few cases, where assigned readings include browsing public websites, URLs are listed in the syllabus. No books are required for the course.
Course requirements

1. Write three short (300-500 words) responses to the course readings. You may choose the weeks you want to turn in these reading responses, but you must turn in at least one of the three in the weeks before the midterm exam on October 30. These responses may address the weekly study questions from the syllabus, or they may address any other subject raised in the readings. They need not be complete, detailed arguments, but should be analytical and should focus on raising or answering questions that integrate concepts from the readings. They should not simply summarize points made in the readings. (25% of grade)

2. Complete an in-class, open-note written mid-term exam, consisting of short ID and essay questions. (30% of grade)

3. Write a research paper (4,000 – 6,000 words) in which you adopt the perspective of one of the major organizations within the defense policy community (Army, Navy, Air Force, Marine Corps, a specific Combatant Command, or a specific office in the Office of the Secretary Defense), and then do the following:
   a. Present a short overview of your organization and its interests (note you are to identify with that organization and its understanding of US national security, not a generic version of US national security).
   b. Briefly survey the future security environment for factors relevant to your organization’s mission
   c. Based on your assessment of the future security environment, choose a program you believe is very important to your organization’s mission and to national security and make a case for why it should be funded. Why is it not currently funded at the level you suggest?
   d. Suggest another program or programs that should be eliminated or pared back to pay for your preferred program and explain why they should be assigned lower priority. Ideally this ‘offset’ is redundant because of the better solution your preferred program provides.
   e. Anticipate criticisms of your recommendation and outline a plan to ensure your recommendation is funded in the President’s budget

Topic proposals (just a paragraph by e-mail to me) will be due by October 15, and papers will be due during final exam week (on Wednesday, December 17). More guidelines on the research papers will be provided during the first part of the semester. (35% of grade)

4. Participate in class discussions. Read readings critically. Many of our sources are written by advocates; does what they are telling you correspond to what other readings have told you? You are expected to attend every class. Unexplained absences will affect your grade for this requirement. (10% of grade)
**Course Schedule – Overview**

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Course Schedule – Topics, Readings, and Study Questions

Week 1 September 3 Course Overview & Introduction to the Department of Defense


Further Reading:


Study Questions:

- What problems did the creation of the Department of Defense attempt to solve?
- What problems did Goldwater-Nichols attempt to solve?
- How much does this history affect today’s policy-making?

Week 2 September 10 Theoretical Underpinnings


Further Reading:

Week 3    September 17    The US Army


Further Reading:


Week 4    September 24    The US Navy


Further Reading:

Week 5  October 1  The US Air Force


- Dana Priest, “United NATO Front Was Divided Within,” *Washington Post*, September 21, 1999,  

- Jeff Donnithorne, “Tinted Blue: Air Force Culture and American Civil-Military Relations,” *Strategic Studies Quarterly*, Winter 2010,  

- 2014 US Air Force Posture Statement,  

**Further Reading:**


  [http://www.rand.org/content/dam/rand/pubs/occasion_papers/2012/RAND_OP386.pdf](http://www.rand.org/content/dam/rand/pubs/occasion_papers/2012/RAND_OP386.pdf)

Week 6  October 8  US Marine Corps and Special Operations Forces


- Sydney Freedberg, “Marine Corps Seeks Return to its Role as a Naval Force,” *Government Executive*, May 14, 2008,  

- US Marine Corps 2014 Posture Statement,  


• 2014 USSOCOM Posture Statement, 

Week 7 October 15 Centralization I: the Civilian Side


Further Reading:


Week 8 October 22 Centralization II: the Military Side


• Peter W. Chiarelli, “Beyond Goldwater-Nichols,” Joint Forces Quarterly, Autumn 1993, 
  http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA528859

Further Reading:

  http://www.usnwc.edu/getattachment/d1c5384c-f7fa-41b7-a6e6-490450835809/Arthur-K--Cebrowski--A-Retrospective---Blaker,-Jam.aspx
Week 9 October 29 Combatant Commanders


- Rajiv Chandrasekaran, “‘Little America’ Excerpt: Obama’s Troop Increase for Afghan War was Misdirected,” Washington Post, June 22, 2012, http://www.washingtonpost.com/world/war-zones/little-america-excerpt-obamas-troop-increase-for-afghan-war-was-misdirected/2012/06/22/gJQAYHrAvV_story.html

Week 10 November 5 Mid-Term Exam

Week 11 November 12 Defense Strategy Formulation


- Unattributed, “The Case for Retiring the QDR,” December 2012


- Barry Watts and Andrew F. Krepinevich, “Regaining Strategic Competence,” CSBA, September 1, 2009,

- Review Documents (to familiarize yourself with the actual documents):
  - National Security Strategy:  

As of November 22, 2013
Week 12  November 19  Defense Budget Process


• Sharon Weiner, ”Allocating Resources in the Post-Cold War Pentagon,” Security Studies, Summer 1996 5:4

Further Reading:


Week 13  November 26  Acquisition


Week 14 December 3 People


Further Reading:


• Charles Moskos and John Sibley Butler, All That We Can Be: Black Leadership and Racial Integration the Army Way, (BasicBooks: 1996), chapters 1-3.


Week 15 December 10 The Future…

• Frank Hoffman, "Hybrid Warfare and Challenges," Joint Force Quarterly, 1st quarter, 2009


