

# INSTITUTE FOR SECURITY GOVERNANCE



COURSE CATALOG  
2022-2023

# ABOUT

The Institute for Security Governance – situated within the Defense Security Cooperation University – is the Department of Defense’s Center of Excellence for Institutional Capacity Building (ICB). As a component of the Defense Security Cooperation Agency (DSCA), and one of its primary international Security Cooperation schoolhouses, ISG is charged with building partner institutional capacity and capability through tailored advising, education, and professional development programs grounded in American values and approaches.



# STRUCTURE

ISG’s mission is accomplished through a range of partner advising, education, and professional development programs. ISG’s Education and Professional Practice (E&PP) and Peace & Security (P&S) divisions are primarily responsible for the education and professional development efforts. E&PP and P&S execute tailored course offerings found in this catalog under the following functional areas:

| EDUCATION & PROFESSIONAL PRACTICE  | PEACE & SECURITY   |
|--|--|
| <ul style="list-style-type: none"><li>◆ CIVIL-MILITARY RELATIONS (CMR) AND SECURITY GOVERNANCE</li><li>◆ INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT (IDARM)</li><li>◆ LOGISTICS CAPACITY BUILDING (LCB)</li></ul> | <ul style="list-style-type: none"><li>◆ CONFLICT, TERRORISM, AND PROTECTION (CTP)</li><li>◆ CYBERSECURITY (CYBER)</li><li>◆ EMERGENCY MANAGEMENT &amp; RESILIENCE (EM&amp;R)</li><li>◆ MARITIME SECURITY (MARSEC)</li><li>◆ PEACEKEEPING AND EXERCISES (PKX)</li></ul> |

Reimbursable Institutional Capacity Building (ICB) advising is available through a series of MTT MASLs conducted over a period of 18–36 months and designed to support a partner country to develop effective security and defense institutions. Reimbursable advising can only be programmed after consultation with appropriate ISG personnel.

The remainder of this publication will display the Institute’s course offerings grouped by the functional areas in the table above.

# COURSES

ISG's tailored education and professional development courses support the development of a comprehensive knowledge base and strengthen capabilities to confront complex security and defense challenges. Delivered in the United States, abroad, and sometimes virtually in a short-course format, these offerings bring applied learning practices into bilateral or multilateral classroom environments. Participants are encouraged to engage in open, peer-to-peer learning, and will form long-term international and interagency networks.

## TYPES

Four course types are offered by ISG, denoted by a unique MASL number.

|                            |   |
|----------------------------|---|
| <b>RESIDENT</b>            | 1-2 week multilateral courses primarily conducted at ISG headquarters in Monterey, California. Delivered in adult learning style, courses feature lectures, breakout groups, interactive exercises, and student-led presentations. Limited to no more than 30 students per course.  |
| <b>REGIONAL</b>            | 1-2 week multilateral courses where one partner serves as a host to the ISG instructional team as well as students from other countries. Courses are tailored to the regional context, and participant composition varies by topic and delivery method.   |
| <b>MOBILE</b>              | Mobile Education Teams (METs) conduct 1-2 week bilateral courses in partner countries. Courses are tailored to the national and regional context, and participant composition varies by topic and delivery method.  |
| <b>VIRTUAL/<br/>HYBRID</b> | Virtual courses are conducted in a synchronous or combination synchronous/asynchronous format. These courses are typically 3-5 days in duration and conducted in a bilateral or multilateral format and tailored to the country or regional context. Hybrid courses customarily include at least one in-person instructional team member to facilitate discussions. |

## FACULTY

ISG has a diverse faculty team grounded in professional experience from the government, military, academia, and civil sectors. The core faculty are augmented by experts drawn from other parts of government, and American and international subject matter experts from universities, industry, think tanks, international organizations, and non-governmental organizations.

## ENROLLMENT

Courses are conducted with Partner Nations as part of the U.S. Government security cooperation effort. Participation in ISG courses is managed through the Security Cooperation Office of the U.S. Embassy in-country. Interested partner nation personnel should work through their government's international cooperation section, or the relevant U.S. Embassy's security/military cooperation section for selection processes and enrollment. Where appropriate, ISG reserves limited space in courses for U.S. citizens. Interested U.S. citizens may contact ISG to discuss availability.

## FUNDING

ISG can accept most types of U.S. Government funding. Courses are typically funded by IMET, FMF, FMS, CTIWFP/RDFP, PKO, and other DoD-wide O&M funds (333, 332, MSI, etc.). Cost estimates can be obtained by contacting ISG or the applicable NETSAFA Country Program Manager.

# EDUCATION & PROFESSIONAL PRACTICE

## CIVIL-MILITARY RELATIONS (CMR) AND SECURITY GOVERNANCE

Civil-Military Relations and Security Governance addresses all aspects of the relationship between elected civilians and security institutions (armed forces, police forces, and intelligence agencies) in a democratic context. CMR offers courses, seminars, and workshops that address a variety of potential challenges and avenues for success in institutionalizing effective and functioning civil-military relations.

| GENERAL CIVIL-MILITARY RELATIONS                                |          |          |         |
|---|----------|----------|---------|
| COURSE TITLE  | RESIDENT | REGIONAL | MOBILE  |
| Defense Governance  | P170024  |          | P309464 |
| Securing the State: Building Institutions for National Security | P179897  |          |         |
| Civil-Military Relations  |          |          | P309070 |
| Professionalization of the Armed Forces and Democracy           |          |          | P309152 |

| APPLIED CIVIL-MILITARY RELATIONS                                  |          |          |         |
|---|----------|----------|---------|
| COURSE TITLE  | RESIDENT | REGIONAL | MOBILE  |
| Civil-Military Approaches to Elections Security                   |          |          | P309139 |
| Strategic Communications, Media, & Perception of the Armed Forces |          |          | P309148 |
| Executive-Legislative Relations in Defense                        |          |          | P309150 |
| Women's Integration Into the Armed Forces                         |          |          | P309465 |

| STRATEGY, PLANNING & DECISION-MAKING  |          |          |         |
|---|----------|----------|---------|
| COURSE TITLE  | RESIDENT | REGIONAL | MOBILE  |
| Executive Program in Defense Decision-Making  | P170001  |          |         |
| Women, Leadership, and National Defense   | P179840  |          | P319840 |
| Human Capital Decision-Making for Defense Institutions                                | P179939  |          |         |
| Modernization of Armed Forces: Policy & Planning                                      |          |          | P309045 |
| Strategic Leadership  |          |          | P309116 |
| Implementing Strategic Planning: Developing Effective Personnel Management Policy     |          |          | P309140 |
| Intelligence & Strategic Decision-Making  |          |          | P309149 |
| Preparing for Strategic Defense Reviews: Promoting Effective & Efficient Armed Forces |          |          | P319053 |
| Defense Planning Methods and Techniques   |          |          | P319248 |

## INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT (IDARM)

International Defense Acquisition Resource Management (IDARM) activities are designed to strengthen defense acquisition processes and decision-making, and help nations understand and adopt modern business practices. IDARM offers a wide range of defense acquisition, logistics, and contract management courses. Courses can cover a combination of interrelated subjects, with the goal of offering defense leaders the opportunity to explore strategic issues which must be addressed in order to improve their nation's defense acquisition processes and business practices. Course offerings are developed in conjunction with faculty and specialized subject matter experts and tailored to the specific government organizational structures, national acquisition statutes and regulations, and defense acquisition objectives of the Partner Nation.

| COURSE TITLE   | RESIDENT | REGIONAL | MOBILE  |
|--|----------|----------|---------|
| Principles of Defense Acquisition Management   | P159200  | P279300  | P309131 |
| Principles of Defense Procurement & Contracting  | P159202  |          | P309136 |
| International Defense Acquisition Negotiations   | P179069  |          | P309134 |
| Principles of Defense Acquisition & Contract Management (English/Spanish)                  | P179623  |          | P319623 |
| Project Management: Managing Complex Defense Projects                                      |          |          | P309104 |
| Acquisition Phase I: Needs Assessment/Site Survey  |          |          | P309130 |
| Acquisition Phase II: Curriculum Development   |          |          | P309132 |
| Strategies for Building & Sustaining Accountability in Defense Resource Management Systems |          |          | P309210 |
| Logistics & Life Cycle Management  |          |          | P309348 |
| Ethics & Integrity in Defense Acquisition Decision-Making                                  |          |          | P319036 |

## LOGISTICS CAPACITY BUILDING (LCB)

The Logistics Capacity Building (LCB) functional area works with participants to increase the professionalization of their logistics forces to better sustain defense and security force capabilities. LCB activities are designed to support participants' efforts to better assess their logistics requirements and implement the lessons learned within the unique context of their nation. Emphasis is placed on the necessity to integrate other institutional capabilities such as strategy, policy, and plans, human resource management, and resource management. Learning methodologies include case study presentations, lectures, small group exercises/activities, and structured discussions.

| COURSE TITLE                                  | RESIDENT | REGIONAL | MOBILE |
|---|----------|----------|--------|
| Institutional Capacity Building for Logistics | P179931  |          |        |

# PEACE & SECURITY

## CONFLICT, TERRORISM, AND PROTECTION (CTP)

The Conflict, Terrorism, and Protection (CTP) functional area at ISG contributes expertise to educational courses and advising projects. Content areas include the causes and triggers of conflict and the full spectrum of conflict management from prevention to various types of warfare to conflict resolution and governmental/societal recovery. CTP activities help governments gain an actionable understanding of conflict dynamics and approaches to building capabilities and strategies to avoid or prevail in these situations. CTP possesses particular expertise in ethnic and religious identity conflict, combating terrorism and counterinsurgency, security and borders, and humanitarian issues in the midst of conflict such as protection of civilians and conflict-induced displacement. Some CTP courses are offered in support of the Office of the Secretary of Defense's Combating Terrorism Irregular Warfare Fellowship Program (CTIWFP)/ Regional Defense Fellowship Program (RDFP). Multi-sectoral teams comprised of ISG faculty, adjunct subject matter experts, and field specialists lead these practitioner-oriented activities.

| COURSE TITLE  | RESIDENT | REGIONAL | MOBILE  |
|---|----------|----------|---------|
| Managing Internal Conflict                          | P170030  |          | P309462 |
| Security & Irregular Migration                      | P173019  |          | P319066 |
| Civil-Military Responses to Terrorism               | P179018  |          | P309069 |
| Disarmament, Demobilization, & Reintegration        |          |          | P309138 |
| Border Security & Border Management                 |          |          | P309227 |
| Countering Violent Extremism                        |          |          | P319286 |
| Reintegration of Ex-Combatants & Violent Extremists |          |          | P309463 |
| Civilian Harm Mitigation                            |          |          | P309542 |

## EMERGENCY MANAGEMENT AND RESILIENCE (EM&R)

The Emergency Management and Resilience (EM&R) functional area designs and delivers comprehensive, whole-of-government courses and engagements for all-hazards emergency preparedness, resilience, and response. Courses and engagements aim to enhance civil-military cooperation, build national resilience and capacity in emergency preparedness, and apply a comprehensive approach to emergency management that includes civilian government, military, and civil sector stakeholders; as well as the receipt and management of international disaster assistance. These national-level leader and planner-oriented courses are led by teaching teams comprised of ISG faculty, multi-disciplinary subject matter experts, and field practitioners.

| COURSE TITLE  | RESIDENT | REGIONAL | MOBILE  |
|---|----------|----------|---------|
| Civil-Military Coordination in Disaster Relief              | P170475  |          | P309475 |
| Comprehensive Approaches to Counter Hybrid Threats          | P179847  |          | P319283 |
| National Resilience for Defense & Security                  | P179928  |          | P319928 |
| Energy Security & Critical Energy Infrastructure Protection | P179929  |          | P319929 |

## CYBER CAPABILITY (CYBER)

Designed to build partner capacity and capability, ISG cyber courses explore policies and practices that can be adapted to maintain an advantage over actors who seek to exploit, disrupt, or damage the networks and systems upon which our societies and militaries depend. This functional area highlights the importance of effective cyber defense for economic growth and innovation, examines barriers to effective policy and practice development, and considers methods for response that represent a comprehensive approach for cyber defense. ISG cyber courses prepare decision makers to more effectively analyze, design, and implement policies and practices for safeguarding national cyberspace. These courses are delivered in partnership leading defense and civilian educational entities.

| COURSE TITLE                                   | RESIDENT | REGIONAL | MOBILE  |
|--|----------|----------|---------|
| Cybersecurity Policy & Practice                | P170370  |          | P309370 |
| Strategies & Capabilities for Cyber Challenges | P179898  |          |         |
| Developing Cyber Organizations and Workforces  | P179938  |          | P309546 |
| Cybersecurity Strategy Development             |          |          | P309470 |
| Cyber Defense Operational Integration          |          |          | P309538 |

## PEACEKEEPING (PKX)

The Peacekeeping and Exercises (PKX) functional area helps build sustainable and indigenous peacekeeping training capacities in U.S. partner countries so they can better contribute to United Nations (UN) and other regional peacekeeping operations. ISG PKX particularly concentrates on the establishment and strengthening of partner countries' training capacity and staff. These activities pertain to both military troops and formed police units. In addition, these events help to enhance coordination and collaboration between the U.S. and other contributor countries' assistance efforts, to include providing support to deploying units (e.g. exercises, technical assistance and pre-deployment training).

| COURSE TITLE  | RESIDENT | REGIONAL | MOBILE  |
|---|----------|----------|---------|
| United Nations Peacekeeping Operations Contingent Commanders Course           | P179085  | P279085  | P309485 |
| Train-the-Trainer Course  |          | P273013  | P309103 |
| United Nations Military Observers Course                                      |          | P279046  | P309446 |
| United Nations Civil-Military Coordination Officers Course                    |          | P279068  | P309068 |
| United Nations Logistics Officers Course                                      |          | P279379  | P309379 |
| United Nations Staff Officers Course  |          | P279389  | P309389 |
| United Nations Peacekeeping Operations Instructors Course                     |          | P279392  | P309392 |
| Protection of Civilians in Peacekeeping Operations & Peace Support Operations |          | P279394  | P309394 |
| Capstone Exercise   |          | P279010  | P309459 |
| Executive Course for National Peacekeeping Planning                           |          | P279049  | P319322 |
| United Nations Peacekeeping Engagement Team Training                          |          | P279050  | P319323 |
| United Nations Peacekeeping Intelligence Operations                           |          | P279051  | P319324 |

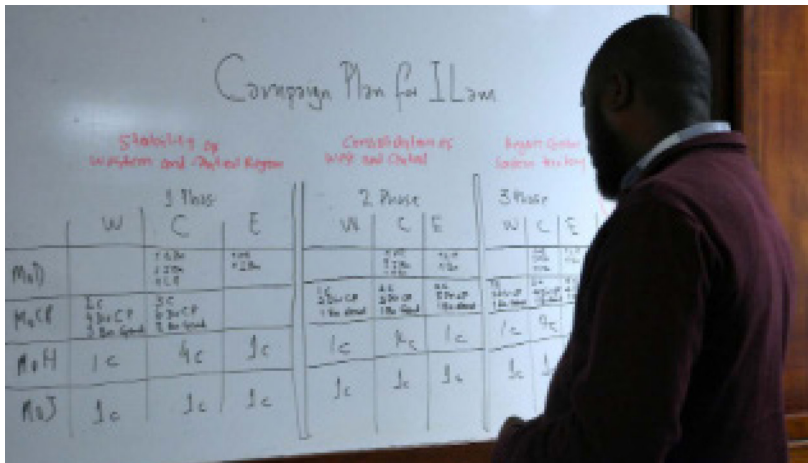
# MARITIME SECURITY (MARSEC)

Maritime Security (MARSEC) courses provide participants with the tools required to prevent and respond to a myriad of maritime security threats and challenges. MARSEC courses introduce and explore—at the strategic and operational levels—best practices, and innovative solutions to address common challenges. Examples include: understanding transnational maritime threats; integrating civil, military, and law enforcement agencies with maritime security responsibilities; and leveraging regional and other international governmental and non-governmental resources. Our approach includes expert-led lectures; case studies, risk assessment, maritime governance, strategy development and Tabletop (TTX) classroom exercises, a visit to a local U.S. Coast Guard station, and emphasis on interagency and multi-national solutions.

| COURSE TITLE  | RESIDENT | REGIONAL | MOBILE  |
|---|----------|----------|---------|
| Fundamentals of Maritime Security   | P179548  | P279178  | P319178 |
| Building Institutional Capacity in the Maritime Security Sector             | P179927  |          |         |
| Comprehensive Approaches to Building Maritime Domain Awareness Capabilities |          | P279177  | P319177 |

*Resident courses are held at ISG headquarters at Naval Support Activity Monterey (NSAM) in Monterey, California.*

In addition to daily coursework, international participants take part in the Field Studies Program (FSP), ensuring that they return to their countries of origin with a deeper understanding of American culture and values.



*Participants in ISG courses engage in structured exercises throughout that reinforce learning objectives, connect topics to “real world” examples, and ensure that participants work alongside one another to form lasting international and interagency networks.*



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