



CONTEMPORARY DEFENSE ISSUES FOR JUNIOR MILITARY LEADERS

RESIDENT: N/A
MOBILE: P309493

ELIGIBLE FUNDING: IMET, FMF/FMS
CERTIFICATION: PME

The purpose of the course is to acquaint participants with national level defense issues in a manner that they can understand. Considerable effort is made to explain the concept of the “defense institution” and how it functions, with particular emphasis placed on understanding the roles of policy, planning, budgeting, procurement, and managerial oversight. Albeit organized for junior military officers, young defense civilian officials can also benefit from participating in the course. The course is comprised of selected, short and focused readings, briefings, discussion and debate periods, as well as decision-making simulations.

OBJECTIVES

Upon completion of this course, participants will be able to:

- ◆ Understand the role, mission, and purpose of the defense institution in a democracy
- ◆ Appreciate the purpose of ‘policy’ and how it can be used to direct every function of the armed forces
- ◆ Identify the essential characteristics and elements of key policy tools, e.g., planning, budgeting, etc
- ◆ Recognize common planning and budgeting “pathologies” that occur in all defense institutions
- ◆ Appreciate the need for framing problems properly and conducting analysis and courses of action
- ◆ Understand that defense institutions are the key instrument creating a balance in civil-military relations

TOPICS

The course curriculum is richly developed from the development of many case studies. As such, it is highly adaptable to customizing for countries, thereby addressing specific topics that are a priority to partner nations’ senior leadership, as well as to the interests of participants. Instruction is highly interactive and uses simulations and exercises to delve into country-specific issues which enables the course to discuss and determine practical solutions. When organized on a regional basis, topics can be agreed with partner nations, or a generic curriculum can be organized for delivery. Possible modules include:

- ◆ The importance of clear roles and mission of the armed forces in a democracy
- ◆ Importance of a ‘policy’ framework: case studies
- ◆ What are key policy, planning, and execution tools: comparisons from other democracies
- ◆ Techniques to determine policy, planning, and budgeting ‘pathologies’: 3 contemporary examples
- ◆ The need for critical thinking when implementing policy, plans, and guidance
- ◆ Defense institutions in democracies: evolution, challenges, and opportunities
- ◆ Extensive use of directed discussion in small working groups
- ◆ Simulation: ascertaining challenges to democracies and control of armed forces

PARTICIPANTS

The intended audience is junior-to mid-level military officers (typically from Ministry of Defense, General Staff, Service HQs, and the services themselves. Numbers can range from 24 to 30.



FACULTY

ISG employs a diverse faculty with strong professional, academic, military, and government backgrounds. This faculty core is augmented by other government experts (both civilian and military) and subject matter experts (SMEs) drawn from universities, think tanks, international organizations, and industry.

ENROLLMENT

Courses are conducted for partner countries as part of the United States government's security assistance and security cooperation efforts. As such, participation in ISG courses is managed through the security cooperation office of the US Embassies in partner countries. Interested, non-US persons should contact the international cooperation section of their own government or the relevant US Embassy for selection processes and enrollment. ISG reserves limited space in courses for US citizens. Interested US citizens may contact ISG to discuss availability.

FUNDING

ISG can accept most types of US government funding. Courses are typically funded by IMET, FMF, FMS, CTIWFP, PKO, and other DoD-wide O&M funds (333, MSI, etc) on a case-by case basis. Cost estimates can be obtained by contacting ISG.

ABOUT ISG

The Institute for Security Governance (ISG) is a global security cooperation organization established to build partner capability and grow the field and practice of institutional capacity building (ICB). Located in Monterey, California, ISG serves as the Defense Security Cooperation Agency (DSCA)'s primary resource for ICB integration and implementation, project scoping and design, and education and advising expertise.

This course is a key component of ISG's 25-year-long effort to provide military and civilian officials with unique education and professional development programs. Designed to cultivate individual understanding of complex issues and foster peer-to-peer learning, this custom-tailored course offering brings theoretical and applied learning practices into a exciting and rich classroom environment.