DRAFT

PUBP 653 Interagency Operations in Conflict and Post-Conflict Settings

SYLLABUS

Instructor: Robert M. Perito

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Office Hours by appointment: 6:30 to 7:15 pm, Thursdays

Class Room FH 318, 7:20 pm -10:00 pm

Course Description

This course examines the U.S. interagency process as it relates to peace operations. The National Security Act of 1947 and the National Security Council that it created remain the basic mechanisms for formulating U.S. national security policy. The National Security System—the National Security Advisor, the White House National Security Staff, and the hierarchy of interagency working groups—is not established in law. The System is the product of experience and improvisation to meet the need of successive presidents to deal with an ever changing international environment.

Beginning with the intervention in Somalia, the evolution of the NSC System was altered by U.S. involvement in peace operations. This required the NSC System to both formulate policy and manage complex contingency operations in countries emerging from conflict. Similarly at the United Nations, the evolution from static policy making to the implementation of peace operations resulted in the expansion and increased complexity of the UN Secretariat.

The course explores the history and the current challenges facing the NSC system and the UN secretariat in the emerging international environment.

Learning Objectives

Students will gain:

- A practical understanding of the history, organization and culture of the National Security Council system and the United Nations Secretariat and their management of peace operations.
- Classroom experience in speaking and decision making through panel presentations, simulations, and group assignments dealing with interagency involvement in peacekeeping.
- Improved critical thinking skills through research and writing about how the interagency process deals with national security policy related to peace operations.
Readings

The course will use the following texts. The first three books will be available in the bookstore or on Amazon.com. The Perito book and other readings are on line (see the Course Calendar).


Assignments

All students are required to complete the following assignments:

1. **Mid-Term Examination (30%)**: Students will be required to complete a take-home, mid-term examination that will require critical thinking concerning issues covered in the first half of the course. A detailed description of the examination will be distributed during class.

2. **Research Paper (30%)**: Students will be required complete a research paper on an issue related to the National Security Council System. A detailed description of this assignment will be distributed during class.

3. **Final Examination (30%)**: Students will be required to complete a take-home, final examination that will require critical thinking concerning issues covered in the second half of the course. A detailed description of the examination will be distributed during class.

4. **Class Presentations and Exercises (10%)**: Students will be expected to participate effectively in a panel presentation, in a policy simulation and in class discussions. For the panel presentation, students will be required to submit a written outline of their remarks at the time they make their presentation.

Class Policies:

Grading will follow the standards of the School of Public Policy and the University.

Late Assignments: All assignments must be turned in on time. Late Assignments will be docked 1/3 of a letter grade for every day they are turned in late (i.e. an A becomes an A- after one
calendar day). Students needing an extension should speak to the instructor in advance. No extensions will be given after the due date.

All assignments, unless otherwise noted, should be completed independently and within the academic standards of the School of Public Policy and the University. Students should properly cite all works they reference. All citations should be consistent with Chicago Manual of Style or some other approved style that the student has previously discussed with the instructor. Students who have doubts about proper citations styles should consult the School of Public Policy’s website at http://popp.gmu.edu.

Absences: Students are required to attend all classes. Students may miss two classes without penalty. Additional absences will count against the student’s grade. Students with more than six total absences will fail the course. If students arrive after role is called they are responsible for informing the professor of their attendance after class. If students arrive after role is called on more than two occasions future late arrivals will be recorded as absences. Once attendance has been recorded it will not be changed at a later date.

Recording: All recording or class meetings, digital, analog, audio, video (or any other type or format, is forbidden without the express approval of the instructor. If you would like to record any class session you must speak directly with the instructor. Lectures and other class materials provided to you are the intellectual property of the instructor. All recordings that the instructor may allow are expressly for the personal use of the individual student who has sought the permission of the instructor and may not be distributed to other students either free of charge or for profit.

Plagiarism and Academic Integrity: All work for this class, unless otherwise noted in writing by the instructor, is the responsibility solely of the student who should undertake such work unaided by others. This course will fully adhere to the School of Public Policy’s policy on plagiarism. That policy states that: “The profession of scholarship and the intellectual life of the University as well as the field of public policy inquiry depend on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the University and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is unacceptable. Plagiarism is the use of another's words or ideas presented as one's own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another's work. Honesty and thoroughness in citing sources are essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined. Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one's professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of "F." This may lead to failure for the course, resulting in dismissal from the university. This dismissal will be noted on the student's transcript. For foreign students who are on a university sponsored visa (e.g. F-1, J-1 or J-2), dismissal also results in the revocation of their visa.
To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit a student's work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it.

Resources

If you are a student with a disability, please contact the Disability Resource Center (DRC) at 703-993-2474. All academic accommodations must be arranged through the DRC. For psychological and social services, students should contact university Counseling and Psychological Services as [http://caps.gmu.edu/](http://caps.gmu.edu/). Students who need help with academic skills may contact the Writing Center at [http://writingcenter.gmu.edu](http://writingcenter.gmu.edu).

COURSE CALENDER

AUGUST 31, 2017

SESSION ONE: THEORY AND PRACTICE

The class will introduce the instructor and the participants, review the syllabus and discuss the conduct and requirements of the course. It will introduce the Decision Making Theory of International Politics and the work of Graham Allison on Bureaucratic Politics which provides a theoretical foundation for the course. It will review current research into decision making which shows that groups make better choices than individuals.

Readings


Brent Durbin, “Bureaucratic Politics Approach” Encyclopedia Britannica,  

SEPTEMBER 7, 2017
SESSION TWO: THE NATIONAL SECURITY COUNCIL SYSTEM

The class will introduce the history and structure of the NSC System. The class will explain the role of the National Security Advisor and the National Security Staff. It will describe aspects of the NSC that have been constant in all administrations.

Readings

Rothkopf, Chapters 1-2

Daalder and Destler, Chapters 1-3


SEPTEMBER 14, 2017
SESSION THREE: THE NSC SYSTEM IN THE PRE-MODERN PERIOD

The class will review the evolution of the NSC System during the Eisenhower, Kennedy, Johnson, Nixon and Carter Administrations. This was the period before the appearance of the modern NSC System which emerged at the conclusion of the Reagan Administration. It was a time of experimentation with the NSC format. This period involved the evolution of the role of the National Security Advisor and demonstrated how presidential preference can alter the system.

Readings

Rothkopf, Chapters 4-7

Daalder and Destler, Chapters 3-4


SEPTEMBER 21, 2017
SESSION FOUR: NSC SYSTEM IN THE REAGAN ADMINISTRATION

The class will focus on the initial failure of the Reagan Administration to establish a viable national security policy process and the downgrading of the position of National Security Advisor. It will discuss how the power struggle between Secretary of State George Schultz, Defense Secretary Caspar Weinberger and CIA Director William Casey led to breakdown in the NSC system and ultimately to the Iran-Contra Affair.

Readings

Rothkopf, Chapter 8

Daalder and Destler, Chapter 5


SEPTEMBER 28, 2017
SESSION FIVE: NSC SYSTEM IN THE GEORGE H.W. BUSH ADMINISTRATION

The class will examine how the fallout from the Iran-Contra Affair led to reorganization of the NSC staff and the imposition of internal discipline under Reagan’s last two National Security
Advisors, Frank Carlucci and General Colin Powell. It will describe the NSC system established under President George H.W. Bush and National Security Advisor Lt. General Brent Scowcroft, a period often called the ‘Gold Standard’ for the interagency process.

Readings

Rothkopf, Chapter 9

Daalder and Destler, Chapter 6


OCTOBER 5, 2017
SESSION SIX: NSC SYSTEM IN THE CLINTON ADMINISTRATION, PART ONE

The class will trace of the evolution of the NSC system during the Clinton Administration’s involvement in peace operations in Somalia and Haiti. The resulting Presidential Decision Directives established a U.S. policy and created an institutional framework for managing “complex contingency operations.” The role of the NSC System expanded from simply formulating policy to managing whole-of-government operations in conflict zones. Instructions for the mid-term examination will be distributed.

Readings

Rothkopf, Chapter 10

Daalder Chapter 7


OCTOBER 12, 2017
SESSION SEVEN: MIDTERM EXAMINATION

OCTOBER 19, 2017
SESSION EIGHT: NSC SYSTEM IN THE CLINTON ADMINISTRATION, PART TWO

The class will continue to discuss the evolution of the NSC system during the Clinton Administration, the highpoint of the interagency process. In Bosnia and Kosovo, the system established by PDD-56 was ignored despite the fact that it remained US policy for the conduct of complex contingency operations. In the Balkans, the US military’s refusal to assist civilian agencies in peace implementation resulted in the publication of PDD-71, which attempted to commit DOD to supporting civilian agencies, particularly in performing police functions.

Readings

Rothkopf, Chapter 11

Daalder and Destler, Chapter 7

Gabriel Marcella, “National Security and the Interagency Process,”


OCTOBER 26, 2017
SESSION NINE: NSC SYSTEM IN THE GEORGE W. BUSH ADMINISTRATION

The class will look at the impact of the 9/11 attacks on the NSC system. It will discuss the enhanced role of the vice president and secretary of defense. It will examine two presidential directives that shaped the Iraq intervention: NSPD 24 that assigned responsibility for post-
conflict operations to the Defense Department; and, NSPD 44 that authorized the State Department’s Office of the Coordinator for Reconstruction and Stabilization (S/CRS) and prompted Defense Department Directive 3000.05 that equated the importance of stability operations with war fighting.

**Readings**

Rothkopf, Chapter 12

Daalder and Destler, Chapter 8-9

*No End in Sight Documentary* Academy Award nominated film on the Coalition Provisional Authority in Iraq. Film is available on Netflix and Amazon.

https://www.google.com/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8&q=no%20end%20in%20sight%20documentary


https://fas.org/irp/offdocs/nspd/nspd-1.pdf


https://fas.org/irp/offdocs/nspd/nspd-44.pdf

**NOVEMBER 2, 2017**

**SESSION TEN: NSC SYSTEM IN THE OBAMA ADMINISTRATION**

The class will examine President Obama’s adaption of the NSC system to fit his style of decision making while maintaining the system’s traditional organization and process. To coordinate the conduct of stability operations, the State Department QDDR established the Bureau for Conflict Stabilization and Operations. With the drawdown of U.S. forces in Iraq and Afghanistan, there was a renewed presidential interest in UN peacekeeping, and a new Presidential Directive to increase US government support for peace operations.

**Readings**

Speech by National Security Advisor Susan Rice at the USIP Passing the Baton Conference on January 10, 2017, which summarized the Obama Administration’s foreign policy record and her leadership of the National Security Staff.


**NOVEMBER 9, 2017**

**SESSION ELEVEN: THE NSC SYSTEM IN THE TRUMP ADMINISTRATION**

The class will examine the manner in which the Trump Administration organized and utilized the NSC system during its first ten months in office.

**Readings**


NOVEMBER 16, 2017
SESSION TWELVE: THE UNITED NATIONS SECRETARIAT

The class will examine the evolution of the UN Secretariat, which provides administrative and management services to the World Organization. The class will examine similarities between the NSC and the Secretariat, including the impact of peace operations.

Readings

Thant Myint-U and Amy Scott, *The UN Secretariat: A Brief History (1945-2006)*


NOVEMBER 23, 2017, THANKSGIVING DAY BREAK

NOVEMBER 30, 2017

SESSION THIRTEEN: THE INTERAGENCY IN THE FIELD

The class will discuss the extension of the NSC System to the field necessitated by the requirement to conduct whole-of-government peace and stability operations. The class will
discuss the evolution of the NSC System abroad from the CMOC in Somalia to PRTs in Iraq and Afghanistan.

**Readings**


**DECEMBER 7, 2016
SESSION FOURTEEN: COURSE REVIEW**

The class will review the evolution of the NSC System highlighting the major issues covered in the course. The class will draw upon this historical perspective to make informed projections concerning the future of the NSC System and US national security policy.