

POLS 2200 | Hot Topics in Political Science | National Security Decision-Making

Fall 2024

Tuesdays | October 8 – December 3 | 5:30-7:20 PM

Baldwin 301

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Note: This is a **1-credit hour** course

Virtual office hours: By appointment – please contact General Punaro by email.

Course Description: This course will focus on how major national security decisions are actually made in the U.S. government. What are the factors that matter to decision-makers and who are those decision-makers? This course will examine the U.S. national security establishment and decision-making process with emphasis on current events. With a half-century's experience in the legislative branch, the private sector, and the military, the professor will guide students through how decisions are really made in Washington while emphasizing best practices vice the case methods that suggest how these decisions should be made.

The course will demystify the various players (e.g., the executive, the White House, the military, the intelligence community, Congress, and the private sector) and discuss how they work together or work at odds. Classes will feature expert guest speakers aligned to the topic of discussion. Students will gain an understanding of why we have the national security outcomes that we see today.

Students will leave this course understanding effective communication and decision-making required for careers in security, policy, agencies, and partners --- government and private sector and be better equipped to find employment in the field.

Course Objectives: 1) to understand the different elements of the U.S. national security establishment and how those elements work together or at odds; 2) to understand how national security decisions are made; 3) to understand the current issues in national security and how the U.S. is handling those challenges; 4) to learn to effectively communicate, verbally and in writing, in the manner expected in this field; and 5) to educate students on the various job opportunities available to them in the national security field.

Prerequisites for the course: 3rd and 4th year students only

Technical requirements of the course: To meet the technical requirements for the course you must be able to access a laptop, iPad or desktop computer and reliable internet service to enable you to use the Internet and get access to eLC. Your assignments must be submitted by using eLC drop box. The primary means of communication with the class is through email and announcements posted in eLC. If you have any issues accessing eLC, please contact:

EITS Help Desk: helpdesk@uga.edu or 706-542-3106

Business hours: 8am-10pm (Mon-Thurs), 8am-6pm (Fri), and 1pm-7pm (Sat-Sun)

Course readings: Required readings are embedded as hyperlinks in this syllabus and some readings are on eLC. **Please come to each class having completed the required readings for that class session.** There will also be optional readings listed under “suggested readings.” Professor Punaro has written three books pertaining to the course topic. Certain chapters will be posted on the eLC. If students would like to purchase one of the books to read in its entirety, they may do so. Amazon links below:

- [On War and Politics](#)
- [The Ever-Shrinking Fighting Force](#)
- [IF CONFIRMED: An Insider’s View of the National Security Confirmation Process](#)

NOTE: All profits from the books are donated to the Marine Corps Scholarship Fund. The professor does not make money on books purchased.

Grading and Assignments

Class Participation 20%

- Active participation in class discussions required.
- Attendance is mandatory. Each class, students will pick up name plates to mark attendance. (Students should contact professor ahead of time for any extenuating circumstances that would prevent them from attending class.)
- 1-2 paragraph response to each weekly discussion question posted on ELC (under discussion section). Must be submitted before the start of each class.

Current Issue Assessment Presentation 35%

- In pairs, students will prepare a presentation on a key national security issue still in the decision-making process. Students will conduct the presentation as if they are briefing a senior national security leader. Student pairs will be assigned based on alpha order.
 - The students will present the issue before the class, highlight the pros and cons, make recommendations, and reach conclusions.
 - The presentation can only be five minutes in length to mimic typical time allotted to brief a senior decision-maker in Washington.
 - Students must use PowerPoint slides for their brief. (See example on eLC.)
 - The students will answer questions and defend their recommendations and conclusions to the class.
 - Presentation slides must be posted to eLC prior to class presentation date.

*Topics will be selected in consultation with the professor. After the first class, students will start consultation about topics. *Note: topic selected will be the same topic for final paper.*

Final Paper 45%

- **Each** student will write a 5–7-page paper justifying the decision recommended during the class presentation. The paper must examine, in greater depth, the national security issue. Although for the class presentation, students worked in pairs, the paper must be written individually.
 - The final paper will expand on the material from the presentation and provide the analytical and research foundations of the conclusions and recommendations in a succinct way.

- The paper must include critiques given during the class presentation.
- The paper must be typed using Times New Roman, 12- point font, double-spaced, and include footnotes.

Total: 100%

Grade scale:

A	93.00 and above
A-	90.00 to 92.99
B+	87.00 to 89.99
B	83.00 to 86.99
B-	80.00 to 82.99
C+	77.00 to 79.99
C	70 to 76.99
D	65.00 to 69.99

Schedule of Class Sessions:

In addition to the class descriptions provided in this syllabus, some classes will include a discussion on a major topic in national security currently in the decision process.

10/8/24 Class 1: Introduction to National Security

- Course overview
- Constitutional foundations of U.S. National Security
- Overview of the institutions and players: Department of Defense, intelligence agencies, State Department, National Security Council, Congress, and industry

Required reading:

1. [Foreword: U.S. National Security for the Twenty-First Century](#) by Gen. Jim Jones
2. Eisenhower Reconsidered: Policymaking Lessons for Today by Daniel J. Cormier
<https://doi.org/10.1016/j.orbis.2019.05.008>
3. *On War and Politics* by Arnold Punaro, Chapter 1

Suggested reading:

1. [Risky Business: Future Strategy and Force Options for the Defense Department](#) by Stacie Pettyjohn, Becca Wasser, and Jennie Matuschak
2. [The Future of War and America's Strategic Capacity](#), James Dubik

10/15/24 Class 2: The Strategic Framework

- The National Security Council's role
- How the defense strategy has evolved over time
- Major themes today and what they mean for the U.S.

Guest speaker: Gen. Jim Jones, USMC (Ret.); Former U.S. National Security Advisor; 32nd Commandant of the Marine Corps; Former Commander, U.S. European Command and Supreme Allied Commander Europe; CEO of Jones Group, International

Required reading:

1. [2022 National Security Strategy, whitehouse.gov, October 2022](https://www.whitehouse.gov/presidential-action/2022-national-security-strategy/)
2. [2022 National Defense Strategy, defense.gov, 2022](https://www.defense.gov/2022-national-defense-strategy/) (Overview on the website vice the whole document.)

Suggested reading:

1. [The National Security Council: Background and Issues for Congress](#), Congressional Research Service, October 2022
2. [2022 National Defense Strategy, defense.gov, 2022](#) (Document in its entirety.)

10/22/24 Class 3: DOD, the Military, and the Intelligence Community

- How the DOD, U.S. military, and intelligence communities operate
- DOD and intelligence organizations

Guest speaker: The Honorable George Tenet, former Director of Central Intelligence Agency; Former National Security Council Director of Intelligence; Former Staff Director, Senate Select Committee on National Intelligence; Former Visiting Professor, Georgetown University; awarded Presidential Medal of Freedom; Author, *At the Center of the Storm: My Years at the CIA*

Required reading:

1. [The U.S. Military's Force Structure: A Primer](#), Congressional Budget Office (2016), pages 1-13
2. [Defense Primer: National and Defense Intelligence](#), Congressional Research Service, April 2024
3. [Defense Primer: Planning, Programming, Budgeting, and Execution Process](#), Congressional Research Service, July 2024

Suggested reading:

1. [America's awesome military](#) by David Petraeus and Michael O'Hanlon, Brookings 2016 (OLD)

10/29/24 Class 4: Congress's Role

- Congressional committees – the defense and intelligence committees and their oversight roles
- The budget and appropriations process
- The confirmation process

Guest speaker: The Honorable Steve Hedger, Former Assistant Secretary of Defense for Legislative Affairs; Former Special Assistant to the President for Senate Affairs; Former staff, U.S. Senate; CEO, American Rheinmetall Defense

Required reading:

1. [Authorizations and the Appropriations Process](#), Congressional Research Service, May 2023
2. *IF CONFIRMED: An Insider's Guide to the National Security Process* by Arnold Punaro, Chapter 2

Suggested reading:

1. [National Security in Divided Government](#) by Arnold Punaro, November 17, 2022

11/5/24 Class 5: The Private Sector, Government, and Careers in National Security

- Overview of the defense industrial base and how it plays into the national security apparatus
- Overview of the various careers options for students in the executive branch, legislative branch, the private sector, and the nonprofit sector

Guest speaker: Ms. Jackie Arends, Managing Director Russell Reynolds Associates; Former White House Liaison Officer for DOD; Head of Recruiting for Key Government Leadership Positions and For-Profit Companies, leading hundreds of US and global CEO, board, and executive-level searches

Required reading:

1. [Defense Primer: U.S. Defense Industrial Base](#), Congressional Research Service, April 2023
2. [Defense Primer: The National Technology and Industrial Base](#), Congressional Research Service, March 2023
3. [You Go to War With the Industrial Base You Have, Not the Industrial Base You Want](#) by John Barrett, War on the Rocks, August 2023

Suggested reading:

1. [The U.S. Defense Industrial Base: Background and Issues for Congress](#), Congressional Research Service, October 2023

11/12/24 Class 6: Current Issue Assessment Presentations

- **Student presentations**

11/19/24 Class 7: Current Issue Assessment Presentations

- **Student presentations**

*Potential **Guest Speaker: Former Senator Sam Nunn (D-GA)**; Former Chairman, Senate Armed Services Committee; Co-founder and Co-chair, Nuclear Threat Initiative; Fortune 5 Board Member (Date TBD)

No class 11/23/24 due to Thanksgiving break

12/3/24 Class 8: Needed Reforms

- Challenges faced in the national security arena and the reforms needed to address them
- Reforming the Pentagon

Guest Speaker: The Honorable David Walker, former Comptroller General of the United States and CEO of the U.S. Government Accountability Office (GAO) for almost 10 years; Former Visiting Professor (William J. Crowe Chair) at the U.S. Naval Academy; Former first President and CEO of the Peter G. Peterson Foundation; Author of four books, including *America in 2040: Still a Superpower?* (2024)

Required reading:

1. *The Ever-Shrinking Fighting Force* by Arnold Punaro: Introduction, Chapter 1, and Conclusion
2. [High-Risk Series: Efforts Made to Achieve Progress Need to Be Maintained and Expanded to Fully Address All Areas](#), GAO April 2023

Suggested reading:

1. *The Ever-Shrinking Fighting Force* by Arnold Punaro: Chapter 2

Final Paper due no later than December 10, 2024

ACADEMIC HONESTY AND OTHER COURSE CRITERIA

Academic honesty: The University of Georgia has an academic honesty policy. Academic integrity is required for a positive learning environment. All students enrolled in University courses are expected to complete coursework responsibilities with fairness and honesty. Failure to do so by seeking unfair advantage over others or misrepresenting someone else's work as your own, can result in disciplinary action. Students caught cheating or plagiarizing will receive a failing grade in the course and your name will be forwarded to the University. This course follows all policies related to Academic Honesty and Student Code of Conduct as outlined by the University of Georgia.

<http://ovpi.uga.edu/academic-honesty/academic-honesty-policy>
http://www.conduct.uga.edu/code_of_conduct/codeofconduct.pdf

All written work must be typed, proofread, and well-written. All written work should be prepared in accordance with a widely accepted reference style, such as MLA, APA, or Chicago. Be consistent in using the style you choose. For on-line information about different citation style guides, a helpful website is: <https://owl.purdue.edu>

Note: The use of artificial intelligence software or word mixing software (e.g., Chat GPT, Copilot, etc.) to write your papers or PowerPoints for this class is not permitted. Any evidence of cheating, plagiarism or other unauthorized assistance will result in a zero on the assignment and may result in dismissal from the course.

All assignments will be administered through eLC and all assignments should be submitted electronically on eLC by the due date. Any questions you may have about your grade(s) should be addressed in writing to the professor.

Deadlines: All assignments are to be submitted at time specified in this syllabus or on the assignment posted to eLC. If an assignment is turned in after the due date, the assignment will receive an automatic failing grade.

Prohibition on recording lectures: In the absence of written authorization from the UGA Disability Resource Center, students may not make a visual or audio recording of any aspect of this course. Students who have a recording accommodation agree in writing that they:

- Will use the records only for personal academic use during the specific course.
- Understand that faculty members have copyright interest in their class lectures and that they agree not to infringe on this right in any way.
- Understand that the faculty member and students in the class have privacy rights and agree not to violate those rights by using recordings for any reason other than their own personal study.
- Will not release, digitally upload, broadcast, transcribe, or otherwise share all or any part of the recordings. They also agree that they will not profit financially and will not allow others to benefit personally or financially from lecture recordings or other course materials.
- Will erase/delete all recordings at the end of the semester.
- Understand that violation of these terms may subject them to discipline under the Student Code of Conduct or subject them to liability under copyright laws.

Disability Resource Center: If you anticipate needing classroom or exam accommodations due to the impact of a disability or medical condition, you must register for services with the Disability Resource Center. Additional information can be found here: <http://drc.uga.edu/>.