Unpacking the Defense Enterprise

CSIS ONLINE EXECUTIVE EDUCATION
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<th>TIME</th>
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| 9 AM | Welcome & Introduction | Fundamental Questions of Defense Acquisition  
Andrew Hunter | Use of Force in the 21st Century  
Dr. Alice Hunt Friend |
|      | Defense 101  
Melissa Dalton |  |  |
| 10 AM | BREAK | BREAK | BREAK |
| 11 AM | Understanding the Defense Environment: Geopolitics and Defense Strategy  
Dr. Kathleen Hicks | Emerging Technologies and Defense  
Lindsey Sheppard | Defense Futures  
Samuel Brannen |
|      | LUNCH BREAK | LUNCH BREAK | LUNCH BREAK |
| 12 PM | Military Forces: Strategy, Structure, and Trade-Offs  
Mark Cancian | Strengthening Allies and Creating New Partnerships  
Melissa Dalton |  |
| 1 PM | BREAK | BREAK | Crisis Tabletop Exercise |
| 2 PM | Myths and Realities of the Defense Budget  
Todd Harrison | Irregular Warfare, Intelligence, and Defense  
Dr. Seth Jones |  |
| 3 PM |  |  | After-Action Review |

**FOCUS AREA**

- Seminar
- Simulation
- Networking/Breaks
Course Overview

CSIS is pleased to offer this popular course in a live, real-time, online format. The *Unpacking the Defense Enterprise* virtual course gives participants a competitive advantage in analyzing the defense domain, the evolution of defense strategy, budgetary and technical issues, and future challenges and opportunities in the U.S. defense enterprise.

The course is led by an accomplished cadre of defense and security experts, including practitioners, scholars, and former U.S. government leaders. Participants will be able to connect with experts, contribute in real time, and apply the concepts covered in seminars through a variety of interactive exercises and crisis simulations. Participants will also learn from and network with other professionals in the defense field across the globe from their own home or office.

Register

DATES: June 9–11, 2020

TUITION: $2,500 per person

LOCATION: Online

REGISTER: Apply online or contact Barbara Petzen, Director of Training Initiatives, at bpetzen@csis.org.

Photo by Alex Wong/Getty Images
Seminars

DEFENSE 101
Melissa Dalton

The Department of Defense (DoD) is a massive enterprise with complex organization, authorities, tools, and personnel under its purview. This module will provide an overview survey how DoD is organized, what authorities it possesses as granted by Congress, what tools it can use domestically and around the globe, and the range of personnel who perform its missions.

UNDERSTANDING THE DEFENSE ENVIRONMENT: GEOPOLITICS AND DEFENSE STRATEGY
Kathleen Hicks

Forging a U.S. defense strategy requires understanding the key trends and actors shaping the geopolitical environment. How do China’s rise and Russia’s resurgence intersect and challenge U.S. interests? How will Iran and North Korea disrupt and destabilize regional defense strategies? How will a range of non-state actors affect the defense landscape? What opportunities for U.S. defense and security exist in this complex environment?

MILITARY FORCES: STRATEGY, STRUCTURE, AND TRADE-OFFS
Mark Cancian

How do the military services translate strategy into a force structure and how should they weigh the different elements of strategy? Central to this judgement is the trade-off between capability (the ability to fight a great power) and capacity (the size and number of forces), a trade-off that also drives decisions about modernization, readiness, and force mix. The U.S. Department of Defense’s 2018 National Defense Strategy emphasizes capability, but the day-to-day demands for ongoing conflicts, crisis response, and engagement with allies and partners require capacity. In developing a force structure, services must also make judgements about
the capabilities of potential adversaries, the nature of future conflicts, their duration, and the amount of warning.

**MYTHS AND REALITIES OF THE DEFENSE BUDGET**  
*Todd Harrison*

Unpacking where U.S. defense dollars are actually directed, this course will “myth-bust” frequently cited claims about the defense budget, provide concrete and accessible data to better understand key trends, and highlight major projected trade-offs in the next five to ten years under the current trajectory for the defense enterprise.

**DEFENSE INDUSTRY, ACQUISITION, AND TRADE TRENDS**  
*Andrew Hunter*

Over the last two years, substantial shifts in the defense acquisition system have prompted a rebound in industry after sequestration and the defense drawdown. In addition, growing U.S. policy emphasis on defense trade with global allies and partners has opened opportunities for the U.S. defense industry but it has also been subject to technical, security, and bureaucratic hurdles and competing domestic imperatives. This course will explore the landscape of trends in defense industry, acquisition, and trade.

**EMERGING TECHNOLOGIES AND DEFENSE**  
*Lindsey Sheppard*

Bridging the technical and policy domains, this course will provide a survey of the major emerging technological trends that present both challenges and opportunities for the defense enterprise. The survey topics will include artificial intelligence, machine learning, technology ecosystems, cyber, and electronic warfare.

**STRENGTHENING ALLIES AND CREATING NEW PARTNERSHIPS**  
*Melissa Dalton*

The 2018 National Defense Strategy elevated the importance of security cooperation with allies and partners as a major line of effort in U.S. competition versus China and Russia. Security cooperation involves a spectrum of activities including institutional capacity building, training, exercises, education, and arms sales, to meet operational, transactional, and strategic policy objectives. Meanwhile, the U.S. Congress has legislated fundamental changes to how the Department of Defense organizes for and conducts security cooperation. This session will explore the intersection of these trends and the evolution of security cooperation as a critical defense tool.
IRREGULAR WARFARE, INTELLIGENCE, AND DEFENSE

Dr. Seth Jones

America’s struggles in Afghanistan and Iraq suggest that the U.S. military is vulnerable when faced with adversaries that resort to irregular strategies, operations, and tactics. Competition between the United States and its main adversaries will likely be irregular—not conventional. Although operations are ongoing to sustain pressure on global terrorist networks, U.S. tools must also adapt to meet emerging irregular warfare challenges.

USE OF FORCE IN THE 21ST CENTURY

Alice Hunt Friend

The United States has been conducting successive missions in Afghanistan, Iraq, Syria, as well as global counterterrorism operations, under the 2001 Authorization for the Use of Military Force (AUMF). However, intense Congressional and public debate surrounding the ongoing validity of the 2001 AUMF extending to justify “forever wars” or new security challenges has not resulted in an effective change to the framework of use of force decision-making, let alone a new authorization. This course will examine aspects of the current debate and unpack possible criteria for future use of force decision-making, given 21st-century security challenges.

DEFENSE FUTURES

Samuel Brannen

U.S. defense decision-making is often driven by short-term vision and current operations. This course will present cross-cutting analysis of mid- to long-term future trends (2030 to 2050 and beyond) impacting the U.S. defense enterprise to provide a strategic outlook for future planning. These trends include the future of U.S. alliances, global supply chains, alternatives to capitalism, and technological trends such as DNA editing.

Simulation

NATIONAL SECURITY CRISIS TABLETOP EXERCISE

The Unpacking the Defense Enterprise course culminates in an interactive crisis simulation exercise. This exercise will test participants’ ability to apply lessons from the seminars to scenarios in which they will have to make strategic, capability, and resourcing tradeoffs and identify ways to mitigate risk and harness opportunities to protect U.S. interests.
About the
International Security Program

The International Security Program (ISP) tackles one of the most robust and ambitious research agendas in the defense and national security field. It covers conventional political-military issues, including defense strategy and policy, acquisition and industry, counterterrorism and homeland security, U.S. nuclear policy, WMD proliferation, defense budget analysis, missile defense, strategic futures, and security cooperation. ISP is also committed to addressing a growing range of nonmilitary issues defining U.S. foreign and security policy.

Nonpartisan/bipartisan analysis of the ongoing defense and security challenges facing the nation provides Congress, the Executive branch, and industry the information needed to make tough decisions. ISP assembles top-level leaders and provides the platform for them to define critical issues and explain the impact nationally and globally.

See ISP publications and activities at: https://www.csis.org/isp.

About CSIS

The Center for Strategic and International Studies (CSIS) is a bipartisan, nonprofit policy research organization dedicated to advancing practical ideas to address the world’s greatest challenges. Ranked the number one think tank in the United States as well as the defense and national security center for excellence for 2016–2018 by the University of Pennsylvania’s annual think tank report, CSIS is one of the preeminent international policy institutions focused on defense and security, regional stability, and transnational challenges ranging from energy and climate to global development and economic integration.