## Sample Agenda

<table>
<thead>
<tr>
<th>TIME</th>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
<th>DAY 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 AM</td>
<td>Welcome Session</td>
<td>Terrorism and Irregular Warfare</td>
<td>Military Forces: Strategy and Structure</td>
<td>Defense Futures</td>
</tr>
<tr>
<td></td>
<td>Networking Session</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 AM</td>
<td>Break</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 AM</td>
<td>Understanding the Defense Environment: Geopolitics and Defense Strategy</td>
<td>NATO and the Allies</td>
<td>Myths and Realities of the Defense Budget</td>
<td>Strategy and Budget Exercise</td>
</tr>
<tr>
<td>12 PM</td>
<td>Lunch</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 PM</td>
<td>Intelligence and Gray Zone Conflict</td>
<td>Nuclear Capabilities and Arms Control</td>
<td>Acquisition and Defense Industry</td>
<td>Strategy and Budget Exercise (Presentations and Discussion)</td>
</tr>
<tr>
<td>2 PM</td>
<td></td>
<td></td>
<td></td>
<td>Concluding Remarks</td>
</tr>
</tbody>
</table>

*All times and dates noted in Eastern Time*
**Course Overview**

*The Defense Enterprise Today* course will give 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 senior leaders. Participants will dynamically apply the concepts covered in the expert seminars to the interactive strategy exercise and have an opportunity to learn from and network with other professionals in the defense enterprise.

---

**Register**

**DATES:** December 13-16, 2021  
**TUITION:** $3,000 USD per person  
**LOCATION:** CSIS Headquarters and Virtual  
Option to participate in person or online  
**REGISTER:** [www.csis.org/understandingdefense](http://www.csis.org/understandingdefense) or contact Rebekah Hein, Learning and Development Associate, at rhein@csis.org.
Seminars

UNDERSTANDING THE DEFENSE ENVIRONMENT: GEOPOLITICS AND DEFENSE STRATEGY
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? This seminar unpacks the strategic environment that drives national security policies and programs.

THE INTELLIGENCE COMMUNITY AND THE GRAY ZONE
The gray zone, the realm between normal diplomatic activity and outright warfare, has become the main venue for adversaries to attack the U.S. and its allies. This session explores how these attacks develop, the forms they take, and how the U.S. intelligence community has responded. This session also provides an overview of the complex structure of the intelligence community.

NUCLEAR CAPABILITIES AND ARMS CONTROL
Nuclear issues are back at the forefront of national security discussions. The Russians have modernized their nuclear forces and made them integral to their operations. The Chinese are expanding their nuclear forces after decades of keeping them at a relatively low level. In response, the U.S. is modernizing its own forces. While past arms control agreements have had some success in limiting nuclear competition and making it less dangerous, the future of arms control is unclear in a multipolar world.
TERRORISM AND IRREGULAR WARFARE
U.S. competition with countries such as China, Russia, and Iran involves irregular activity below the threshold of conventional and nuclear warfare. Examples include information and disinformation operations, support to state and non-state actors (including terrorist groups), covert action, and economic coercion. This session explores the history of irregular warfare, the U.S. response, and prospects for the future.

NATO AND THE ALLIES
Since 1949, NATO has been the largest U.S. military commitment. With the end of the Cold War, the alliance restructured itself to conduct out-of-area operations and facilitate a Europe that was whole, free, and at peace. However, NATO now faces the rise of a hostile, rearmed Russia; a global challenge from China; and unconventional threats from terrorism and refugee flows. Internally, NATO’s political cohesion is threatened by democratic backsliding in some member states as well as a perception that the U.S. commitment to NATO may not be as enduring as it once was. This session examines how NATO is adapting to this new environment and its prospects for the future.

MILITARY FORCES: STRATEGY AND STRUCTURE
How do the military services translate strategy into force structure? Central to this question is the trade-off between the capability of advanced and often expensive technologies needed to fight a great power conflict and the size and number of forces needed to meet day-to-day operational demands. In developing a force structure, services must also make judgments about the capabilities of potential adversaries, the nature of future conflicts, their duration, and resource availability.

MYTHS AND REALITIES OF THE DEFENSE BUDGET
This session will unpack where U.S. defense dollars actually go as it “myth-busts” frequently cited claims about the defense budget, provides concrete and accessible data, reveals key trends, and highlights major trade-offs in the next five to ten years under the current trajectory for the defense enterprise.

ACQUISITION AND THE DEFENSE INDUSTRY
A large part of the defense budget goes to the acquisition of goods and services. However, long-standing tensions over how to balance cost, schedule, and performance have led to continuous change. Recent reforms have sought to decentralize decision-making and provide tools for rapid acquisition. Industry has had to adapt. This session explores the landscape of trends in the defense industry, acquisition, and trade.
DEFENSE FUTURES
U.S. defense decision-making is often driven by near-term perspectives and current operations. This session presents cross-cutting analyses of mid- to long-term future trends (2030 to 2050 and beyond) that will shape the U.S. defense enterprise. These trends include anticipated changes in demographics, the global economy, global health, and emerging technologies.

Simulation

INTERACTIVE STRATEGY EXERCISE
This integrative exercise challenges participants to apply lessons from the seminars to make choices about strategy and then identify the resourcing and program trade-offs that follow. Participants will collaborate in small groups to determine levels of force structure, modernization, and readiness, organized around their concept of a national defense strategy. At the end of the exercise, CSIS experts will provide detailed feedback to the participants, addressing the trade-offs that they have made and potential implications of their choices for national security.
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 organization headquartered in Washington, D.C. founded by David M. Abshire and Admiral Arleigh Burke in 1962. For over 50 years, CSIS has been dedicated to developing practical solutions to some of the world’s greatest challenges. Voted the world’s number one defense and national security think tank for the past eight years, CSIS has become 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. Tom Pritzker, executive chairman of Hyatt Hotels Corporation and chairman and CEO of the Pritzker Organization, became chairman of the CSIS Board of Trustees in November 2015. Former senator Sam Nunn (D-GA), who served as chair for 16 years, remains on the Board as chairman emeritus. John J. Hamre became the Center’s president and chief executive officer in April 2000.