Exploration and Development of the National Conflict Studies Institute Concept
Agenda

• Discuss the impetus for exploring options to create a National Conflict Studies Institute.
• Review existing government-funded and other related programs and initiatives.
• Define the goals, focus, attributes, and enabling characteristics of a Conflict Studies Institute.
• Identify options for structuring the Institute.
• Identify options for placing the Institute.
• Present observations and conclusions
Background

This effort is based on the premises that:

- Performance of the national security enterprise warrants improvement.
- There is a need for an integrated, multi-disciplinary academic commitment to countering new and emerging security threats.
- A National Conflict Studies Institute could provide the organization and capabilities to engender an agile, self-learning, and adaptive enterprise effort in a manner analogous to the way colleges conduct systematic studies of warfare to support the military services.

The effort is focused on defining a construct for a National Conflict studies Institute rather than defending a case for change.
Existing Government-Funded and Other Related Programs and Initiatives
Existing Programs

• Not always easy to distinguish government–funded programs from others due to number of venues available for securing Federal funds.

• Examined >>100 programs and collated information on:
  – DoD Professional Military Education Programs
  – Federally Funded Research and Development Centers (22)
  – DHS Homeland Security Centers of Excellence
  – Other USG Funded Institutions
  – U.S. University Based Programs (15)
  – U.S. Non-Profit Institution Programs (15)
  – International Organizations (6)
  – Federal Scholarship Foundations (4)

• Reviewed relevant Federal legislation
DoD PME Programs

- Air Command and Staff College
- Air War College
- Army Command and Staff College
- College of Naval Command and Staff
- College of Naval Warfare
- Marine Corps Command and Staff College
- National Defense University (NDU)
  - Capstone Flag/General Officer Course
  - Industrial College of the Armed Forces
  - National War College
  - Joint Forces Staff College
- U.S. Army War College
Federally Funded R&D Centers

- Aerospace FFRDC
- Ames Laboratory
- Argonne National Laboratory
- Arroyo Center (RAND Corp)
- Brookhaven National Laboratory
- C3I FFRDC
- Center for Naval Analyses (CNA)
- Ernest Orlando Lawrence Berkeley National Laboratory
- Fermi National Accelerator Laboratory
- Idaho National Engineering and Environmental Laboratory
- Institute for Defense Analyses Studies and Analyses FFRDC (IDA)
- Lawrence Livermore National Laboratory
- Lincoln Laboratory
- Los Alamos National Laboratory
- National Defense Research Institute (RAND Corp)
- Oak Ridge National Laboratory
- Pacific Northwest National Laboratory
- Project Air Force (RAND Corp)
- Sandia National Laboratories
- Savannah River National Laboratory
- Institute for Defense Analyses Studies and Analyses FFRDC (IDA)
- National Science Foundation
- Science and Technology Policy Institute (RAND Corp)
DHS Centers of Excellence

- Homeland Security Center for Behavioral and Social Aspects of Terrorism and Counter-Terrorism
- Homeland Security Center for Food Protection and Defense
- Homeland Security Center for Risk and Economic Analysis of Terrorism Events (CREATE)
- Homeland Security Cooperative Center of Excellence for Microbial Risk Assessment (MRA)
- Homeland Security Institute
- Homeland Security National Center for Foreign Animal and Zoonotic Disease Defense
Other USG Funded Institutions

• USG Primary Training Organizations:
  – Defense Language Institute
  – National Defense University (NDU) School for National Security Executive Education
  – Foreign Service Institute

• Federally Funded Institutions:
  – United States Institute for Peace
  – Woodrow Wilson International Center for Scholars
U.S. University Based Programs

- Belfer Center for Science and International Affairs
- Center for Contemporary Conflict (CCC)
- Center for International Conflict Resolution (CICR)
- Center for International Development & Conflict Management (CIDCM)/ National Foreign Language Center (NFLC)
- Center for International Security and Cooperation (CISAC)
- Center for Nonproliferation Studies (CNS)
- Conflict Research Consortium
- Institute for Conflict Analysis and Resolution (ICAR)
- Institute for National Security Studies
- Institute on Global Conflict and Cooperation (IGCC)
- International Security Studies Program
- John C. Whitehead School of Diplomacy and International Relations
- National Academic Consortium for Homeland Security
- Public Administration Institute
- Security Studies Program
- National Security Education Program
U.S. Non-Profit Programs

- Albert Einstein Institution (AEI)
- Foreign Policy Research Institute (FPRI)
- American Association for the Advancement of Science
- Henry L. Stimson Center
- Brookings Institute
- Institute for Foreign Policy Analysis (IFPA)
- Carnegie Corporation of New York
- Institute for Peace and Conflict Studies (IPCS)
- Center for Strategic and International Studies (CSIS)
- Institute of Public Administration (IPA)
- Chemical and Biological Arms Control Institute (CBACI)
- National Academy of Sciences (NAS)
- Council on Foreign Relations
- National Memorial Institute for the Prevention of Terrorism (MIPT)
International Organizations

• Friedrich Ebert Foundation
• International Institute for Strategic Studies (IISS)
• International Peace Research Institute, Oslo
• Organization for Economic Cooperation and Development (OECD)
• Organization for Security Cooperation in Europe (OSCE)
• Stockholm International Peace Research Institute
Federal Scholarship Foundations

- Barry M. Goldwater Scholarship Foundation
- Harry S. Truman Scholarship Foundation
- Morris K. Udall Scholarship Foundation
- National Security Education Program
Relevant Legislation

- National Security Language Act (H.R. 3676)
- National Security Education Program Enhancement Act of 2004 (H.R. 4574)
- Stabilization and Reconstruction Civilian Management Act of 2004 (S. 2127/H.R. 3996)
Goals, Focus, Attributes, and Enabling Characteristics for a Conflict Studies Institute
Stakeholders

• Congress
• National Security Council
• Department of Defense
• Department of Homeland Security
• Department of State
• Department of Justice
• Intelligence Agencies
• Others – Energy, Treasury, Commerce, Centers for Disease Control, American Red Cross, State and Local Law Enforcement and Emergency Response Organizations
## Value to Stakeholders

<table>
<thead>
<tr>
<th>Value</th>
<th>DoD</th>
<th>DOS</th>
<th>DHS</th>
<th>Intel</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broader experience working with civilian agencies</td>
<td>X</td>
<td></td>
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<td>X</td>
</tr>
<tr>
<td>Better definition of role in war on terror and conflict</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Broader understanding of foreign cultures</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Opportunities to relearn or reassess the principles of war and doctrine</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td>Broader cooperation in conflict dissuasion efforts</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Improved ability to anticipate and interdict problems and conflicts</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Improved ability to project resource requirements</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Enhanced coordination in crisis response</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Establish a **National Security Institute** with a mission to identify and mount collaborative, sustained, and innovative education, research, and outreach programs in specific areas of concern to national security with the objective of predicting, anticipating, detecting, preventing, preempting and, if necessary, responding to threats to U.S. national security.
Focus

• Understand and anticipate the sources and causes of conflict, the domestic and international consequences of conflict, practical solutions to prevent or mitigate conflict, and sustainable practices to preclude conflict.

• Support the development of a long term national strategy for dealing with all forms of modern interstate and intrastate conflict.

• Enhance networking, communication, and coordination among military and civilian resources, domestically and internationally.

• Develop future generations of practitioners and leaders who have matured through a common experience of collaborative research and problem-solving, and are prepared to apply those lessons.
Key Attributes for Success

- Incorporate and coordinate existing programs to the extent practicable
- Provide means to network people from government, academic and private sectors
- Provide focus to a comprehensive nation-wide research and education enterprise
- Multidisciplinary in context
  - Technical, analytical, social, political, legal, financial, etc
- Mission focused - predictive and actionable solutions
- National and International focus
Enabling Characteristics

- Access to interagency participants
- Previous direct support to interagency
- Experience working in the interagency environment
- Availability of staff with broad-based education and research capabilities
- Compatibility with Federal employee rotational assignments
- Ability to coordinate and direct the work of others
Options for Structuring the Institute
Basic Functionality

National Security Institute

- Consultation & Oversight

Interagency Steering Group
- Technical Advice

Advisory Boards:
- Emerging Global Issues
- Domestic
- Intra Government

Congress
- Authority

Research
- Research Grants and Contracts
- Consultation & Oversight

Education
- Consultation & Oversight

Federal Organizations
- Funding
- Personnel Rotation

Advisory Boards:
- Emerging Global Issues
- Domestic
- Intra Government

Personnel Exchange
- Consultation & Oversight

In-house and Distributed Undergraduate and Graduate Education
- Consultation & Oversight

Personnel Rotation

Making the World Safer
# NSI Participants

<table>
<thead>
<tr>
<th>Role</th>
<th>Lead Organization or Contributor</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Security Institute</td>
<td>Staffed with Federal employees, contracted personnel, or a combination of Federal managers and subject matter experts supported by a contractor</td>
</tr>
</tbody>
</table>
| Research Programs         | Federally Funded Research and Development Centers  
                            Homeland Security Centers of Excellence  
                            Military Services War Colleges  
                            Non-government Organizations  
                            Universities  
                            Private Sector                  |
| Education Programs        | Government Education and Training Institutions  
                            University Based Programs  
                            Non-government Organizations |
# Steering Group/Advisory Boards

<table>
<thead>
<tr>
<th>Role</th>
<th>Lead Organization or Contributor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interagency Steering Group</td>
<td>National Security Council</td>
</tr>
</tbody>
</table>
| Emerging Global Issues Advisory Board | International Organizations  
                                    | International Relief Organizations                                                              |
| Domestic Advisory Board             | Federally Funded Organizations  
                                    | Non-government Organizations  
                                    | Private Sector Leaders                                                              |
| Intra-Governmental Advisory Board   | NSC Deputies Committee  
                                    | National Economic Council  
                                    | Interagency Working Groups (IWGs)  
                                    | State and Local Law Enforcement  
                                    | State and Local Emergency Management Organizations   |
Options for Placing the Institute
Options Considered

- Green field approach - New stand alone organization operated as a:
  - Federal government program,
  - Academia based program,
  - NGO based program, or
  - Independent, nonpartisan organization that reports to Congress.
- Hybrid approach –
  - Integrate existing capabilities and initiatives using any of the above modes of operation.
- In both cases it could be:
  - Government owned – government operated.
  - Government owned – contractor operated.
  - Contractor owned – contractor operated.
- Supposition – Fiscal realities warrant adoption of existing capabilities and initiatives.
## Assessment of Placement Options

<table>
<thead>
<tr>
<th>Enabling Characteristics</th>
<th>Federal Government Program</th>
<th>Academia Based Program</th>
<th>NGO Based Program</th>
<th>Indep Org Reporting to Congress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to interagency participants*</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Previous direct support to interagency*</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experience working in the interagency environment*</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Availability of staff with broad-based education and research capabilities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Compatibility with Federal employee rotational assignments*</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Ability to coordinate and direct the work of others*</td>
<td>X</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

* - Key Discriminators
National Security Education Program

- Initiated under National Security Education Act of 1991 to:
  - Provide resources, accountability, and flexibility to national security education needs of the United States, especially as such needs change over time.
  - Increase the quantity, diversity, and quality of the teaching and learning of subjects in the fields of foreign languages, area studies, and other international fields critical to national security.
  - Produce an increased pool of applicants for work in USG departments and agencies with national security responsibilities.
  - Expand the international experience, knowledge base, and perspectives on which the United States citizenry, Government employees, and leaders rely.
  - Advocate the cause of international education.

- Operates under direction of SecDef.
- Administered by National Defense University.
- Oversight provided by National Security Education Board.
NSEP (cont.)

- **Awards:**
  - Scholarships to undergraduate students to study in foreign countries critical to national security.
  - Fellowships to graduate students pursuing advanced education in foreign languages, area studies, and other international fields that are critical to national security.
  - Grants to institutions of higher education to establish, operate, or improve programs in foreign languages, area studies, and other international fields that are critical.

- **From 1992 to 2003 NSEP sponsored:**
  - 1650 undergraduate students
  - 850 graduate fellows
  - 65 institutional grants

- **In 2002 NSEP awarded:**
  - Scholarships for undergraduate study in 37 different countries and 28 different languages (mostly in Near East).
  - Awarded fellowships for study in 48 different countries and 31 different languages (mostly in Near East).
NSEP (cont.)

• 1011 undergraduate students and 564 graduate fellows incurred obligatory service in USG agencies or supported programs since 1996.
• Undergraduate and graduate fellows placements include:
  – Dept of Defense
  – Dept of State
  – Dept of Agriculture
  – Dept of Commerce
  – Dept of Energy
  – Dept of Interior
  – Dept of Justice
  – Dept of Treasury
  – Dept of Education
  – Dept of Transportation
  – Depart of HHS
  – CIA
  – USAID
  – NASA
  – Congress/CBO/GAO
  – EPA
  – Exec Offices of President
  – FCC
  – NIH
  – National Science Foundation
  – Federal Judiciary
  – Federal Reserve
  – Social Security Administration
  – United Nations
  – W Wilson International Center
  – World Bank
  – Overseas Private Invest Corp
  – Peace Corps
National Flagship Language Initiative

• NSEP expanded in 2002 to include National Flagship Language Initiative.
• Executed through a partnership and grant between the NSEP and the National Foreign Language Center at the University of Maryland.
• Intent is to establish the institutional infrastructure that will support the production of advanced language-proficient students in languages and cultures critical to U.S. national security.
• Established flagship programs across the U.S coupled with directed and targeted scholarships and fellowships
• Initial focus is on:
  – Arabic dialects          Korean       Chinese (Mandarin)
  – Persian                  Hindi        Russian
  – Japanese                 Turkish
NFLI Programs

- Arabic for Interactive Communication (AFIC) Program at the American University in Cairo’s Center for Arabic Study Abroad - Efforts are also underway to expand the overseas program to include Arabic language study at the University of Damascus.
- Chinese Flagship Center at Brigham Young University (BYU) – Includes one year internship at Nanjing University in China.
- Korean Flagship Program at the University of Hawaii at Manoa (UHM) and the University of California, Los Angeles (UCLA) – Include one year internship at Korean University in Seoul.
- National Flagship Initiative for Russian at the St. Petersburg University of Russia
## Comparison of NSI & NSEP Features

<table>
<thead>
<tr>
<th>Desired NSI Attributes</th>
<th>NSEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorporate and coordinate existing programs to the extent practicable</td>
<td>Coordination of curriculum and education efforts across wider academic spectrum would require additional resources</td>
</tr>
<tr>
<td>Provide means to network people from government, academic and private sectors</td>
<td>Outreach program adequate for NSI purposes/Additional formalized relationships among agencies may be needed to establish rotational opportunities for key government officials</td>
</tr>
<tr>
<td>Provide focus to a comprehensive nation-wide research and education enterprise</td>
<td>Academic partnering capability and practices suitable but NDU is not sole source of research</td>
</tr>
<tr>
<td>Multidisciplinary in context - Technical, analytical, social, political, legal, financial, etc</td>
<td>Satisfactory organizational capabilities exist but some enhancement may be warranted</td>
</tr>
<tr>
<td>Mission focused - predictive and actionable solutions</td>
<td>Satisfactory organizational culture and history exist</td>
</tr>
<tr>
<td>National and International focus</td>
<td>Satisfactory organizational culture and history exist</td>
</tr>
</tbody>
</table>
## Education Program Features

<table>
<thead>
<tr>
<th>Desired for NSI</th>
<th>NSEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language Training</td>
<td>National Foreign Language Center &amp; National Flagship Language Initiative</td>
</tr>
<tr>
<td>Area Studies</td>
<td>Regionally Focused &amp; Research Centers</td>
</tr>
<tr>
<td>Cultural &amp; Social Intelligence</td>
<td>Regionally Focused &amp; Research Centers</td>
</tr>
<tr>
<td>Stability and Reconstruction</td>
<td>Institute for National Strategic Studies</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>Flag and General Officer Capstone Course School for National Security Executive Education</td>
</tr>
<tr>
<td>Executive Development</td>
<td>Flag and General Officer Capstone Course School for National Security Executive Education</td>
</tr>
<tr>
<td>Foster Strategic Thinking</td>
<td>Flag and General Officer Capstone Course School for National Security Executive Education</td>
</tr>
<tr>
<td>Dynamic Red-Teaming</td>
<td>Institute for National Strategic Studies</td>
</tr>
</tbody>
</table>
Homeland Security Institute

• Created in 2003 by the S&T Directorate of the DHS.
• Administered by ANSER Inc.
• Purpose - Coordinate research, studies, analyses, analytic and computational models, simulations, and other technical and analytical support useful for policy and program planning.
• Consists of a small permanent contracted staff to:
  – Implement a broad-based consultative strategy extending beyond the in-house staff.
  – Coordinate and contract services from industry, academia and the non-profit sector.
• Research and analysis include:
  – Quick-response
  – Ad-hoc analysis
  – Technical support
  – Short-term studies (up to one month)
  – Medium-term studies (1-12 months)
  – Long-term studies (more than 1 year)
Establishing a National Security Institute to support and serve the needs of the national security community will probably require a strong mandate from the highest levels of government. A directive from the President, together with a strong endorsement by the Congress, will likely be required to generate the interagency momentum and resolve to take the risk of initiating yet another fundamental organizational change, alongside the other paradigm-shifting changes implemented following the events of September 11, 2001.
Maintaining a collaborative, and cooperative interagency effort to create and sustain a National Security Institute with the desired attributes will produce unprecedented changes in bureaucratic practices and present numerous challenges due to the fundamental nature of government institutions. Organizations structured along functional and geographic lines tend to develop their own mission-centric cultures, management styles, and path-to-success personnel assignment profiles. Consequently, sustained investment in the conduct of coordinated, collaborative research and education will be challenging to establish and nurture.
Observations (cont.)

A National Security Institute will likely need to be virtual in some respects in order to tie together key capabilities of multiple universities and organizations in a way that achieves the critical mass of skills and capabilities necessary to comprise the supporting infrastructure for the national security enterprise. The need to support language and culture studies in Arabic, Mandarin Chinese, Korean, Japanese, Russian, Hindu, Persian Farsi, Turkish, Japanese, Pashto, Kurdish, Spanish, Turkmen, Urdu, Uzbek, West Punjabi, and others in itself exceeds the individual capabilities of all the organizations and institutions explored during this study.
Conclusions

The National Security Education Program (NSEP) administered by the National Defense University under the direction of the Secretary of Defense is a viable existing program on which to base the education programs for a National Security Institute. In 1991 the U.S. Congress initiated a sustained national priority and academic commitment to counter new and emerging threats to national security through the NSEP with oversight provided by a National Security Education Board (NSEB) comprised of appointed members from the interagency, academia, and the private sector. The legislation that created the NSEP established broad and comprehensive goals and objectives for establishing and sustaining the infrastructure needed to develop people who could in turn improve performance of the national security enterprise.
Conclusions (cont.)

The goals and objectives established by Congress for the National Security Education Program (NSEP) closely approximate those desired for the envisioned National Security Institute. The NSEP has evolved iteratively with expert and Congressional oversight and is postured to serve as a nucleus for a National Security Institute. Despite the fact that this approach will require additional resources to expand the NSEP and capture all the attributes of the envisioned National Security Institute, it may be particularly effective for establishing a National Security Institute since the U.S. Congress has already shown strong support for the NSEP concept and considerable costs have been expended to support the effort.
Using the National Defense University to host an expanded National Security Education program (NSEP) that will evolve into a National Security Institute may be viewed in some quarters as prescribing an overly “Department of Defense-centric” role to the initiative. In actuality, the National Defense University is highly respected throughout the national security community; maintains an effective, active network of interagency contacts; and is soundly positioned to coordinate the startup and sustenance of a comprehensive National Security Institute.
Conclusions (cont.)

The Homeland Security Institute (HSI) administered by the ANSER Institute for the Science and Technology Directorate of the Department of Homeland Security is a suitable model for the research and outreach efforts of a National Security Institute. A similar approach using a small “brick and mortar” headquarters could be structured to serve as the integrating and coordinating entity for National Security Institute research and outreach program execution.
Conclusions (cont.)

A hybrid approach combining the best attributes of the National Security Education Program (NSEP) and the Homeland Security Institute (HSI) as models would be a viable option for nurturing a National Security Institute. Using a hybrid model would leverage the existing investment that has been made in the NSEP and adopt the HSI outsourcing approach to research and analytical support.
Questions?
Backup Slides
The U.S. Congress has already directed the Department of Defense to assume the lead role for enhancing national security education through the National Security Education Program such that Department of Defense leadership in establishing a National Security Institute would be a logical continuance of current initiatives. Given its substantive interest in the activities of a National Security Institute, and the expectation that it will be a major provider of needed resources, it will be entirely appropriate for the Department of Defense to play a leading role in developing a National Security Institute.