

# **INSTITUTE FOR SECURITY GOVERNANCE**

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## **DEFENSE SECURITY COOPERATION AGENCY**



**COURSE CATALOG**  
**2021-2022**

## ABOUT

Located in Monterey, California, the Institute for Security Governance (ISG) is the Defense Security Cooperation Agency (DSCA)'s primary Institutional Capacity Building (ICB) implementer and a leading schoolhouse supporting partners and allies. ISG advances national security and foreign policy objectives by building partner institutional capabilities and enhancing the approach and conduct of ICB to address security challenges. The development of functioning, accountable, and effective defense and security institutions is a critical element for security cooperation and partner capability development success. The ISG approach to security cooperation is tailored to meet partner institutional capacity, capability, education, and professional development requirements.



## STRUCTURE

ISG's mission is accomplished through a range of partner advising, education, and professional development programs. ISG's Education and Professional Practice (E&PP) and Peace & Security (P&S) divisions are primarily responsible for the education and professional development efforts. E&PP and P&S execute tailored course offerings found in this catalog under the following functional areas:

EDUCATION & PROFESSIONAL PRACTICE	PEACE & SECURITY
<ul style="list-style-type: none"> <li>◆ CIVIL-MILITARY RELATIONS AND SECURITY GOVERNANCE (CMR)</li> <li>◆ INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT (IDARM)</li> <li>◆ LOGISTICS CAPACITY BUILDING (LCB)</li> </ul>	<ul style="list-style-type: none"> <li>◆ COMBATING TERRORISM (CbT)</li> <li>◆ CONFLICT PREVENTION &amp; RECOVERY (CPR)</li> <li>◆ CYBER CAPABILITY (CYBER)</li> <li>◆ EMERGENCY MANAGEMENT &amp; RESILIENCE (EM&amp;R)</li> <li>◆ PEACEKEEPING (PK)</li> <li>◆ MARITIME SECURITY (MARSEC)</li> </ul>

Reimbursable Institutional Capacity Building (ICB) advising is available through a series of MTT MASLs conducted over a period of 18-36 months and designed to support a partner country to develop effective security and defense institutions. Reimbursable advising can only be programmed after consultation with appropriate ISG personnel.

The remainder of this publication will display the Institute's course offerings grouped by the functional areas in the table above.

## COURSES

ISG's tailored education and professional development courses support professional development of comprehensive knowledge and strengthen capabilities to confront complex security and defense issues. Delivered in the United States, abroad, and sometimes virtually, in a short-course format, these offerings bring applied learning practices into bilateral or multilateral classroom environments. Participants are encouraged to engage in open, peer-to-peer learning, and will form long-term international and interagency networks.

### TYPES

Three course types are offered by ISG, denoted by a unique MASL number.

- RESIDENT** 1-2 week multilateral courses primarily conducted at ISG headquarters in Monterey, California. Delivered in adult learning style, courses feature lectures, breakout groups, interactive exercises, and student-led presentations. Limited to no more than 30 students.
- REGIONAL** 1-2 week multilateral courses where one partner serves as a host to the ISG instructional team as well as students from other countries. Courses are tailored to the regional context, and participant composition varies by topic and delivery method.
- MOBILE** Mobile Education Teams (METs) conduct 1-2 week bilateral courses in partner countries. Courses are tailored to the national and regional context, and participant composition varies by topic and delivery method.

### FACULTY

ISG has a diverse faculty team grounded in professional experience from the government, military, academia, and civil sectors. The core faculty are augmented by experts drawn from other parts of government, and American and international subject matter experts from universities, industry, think tanks, international organizations, and non-governmental organizations.

### ENROLLMENT

Courses are conducted with partner nations as part of the US Government security cooperation effort. Participation in ISG courses is managed through the Security Cooperation Office of the US Embassy in-country. Interested partner nation personnel should work through their government's international cooperation section, or the relevant US Embassy's security/military cooperation section for selection processes and enrollment. Where appropriate, ISG reserves limited space in courses for US citizens. Interested US citizens may contact ISG to discuss availability.

### FUNDING

ISG can accept most types of US Government funding. Courses are typically funded by IMET, FMF, FMS, CTIWFP/RDFP, PKO, and other DoD-wide O&M funds (333, 332, MSI, etc.). Cost estimates can be obtained by contacting ISG or the applicable NETSAFA Country Program Manager.

# EDUCATION & PROFESSIONAL PRACTICE

## CIVIL-MILITARY RELATIONS AND SECURITY GOVERNANCE (CMR)

Civil-Military Relations and Security Governance addresses all aspects of the relationship between elected civilians and security institutions (armed forces, police forces, and intelligence agencies) in a democratic context. CMR offers courses, seminars, and workshops that address a variety of potential challenges and avenues for success in institutionalizing effective and functioning civil-military relations.

GENERAL CIVIL-MILITARY RELATIONS			
COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Defense Governance	P170024		P309464
Securing the State: Building Institutions for National Security	P179897		
Civil-Military Relations			P309070
Civil-Military Relations for Junior Military Leaders			P309137
Armed Forces & Democracies			P309152

APPLIED CIVIL-MILITARY RELATIONS			
COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Civil-Military Approaches to Elections Security			P309139
Strategic Communications, Media, & Perception of the Armed Forces			P309148
Executive-Legislative Relations in Defense			P309150
Women's Integration Into the Armed Forces			P309465

STRATEGY, PLANNING & DECISION-MAKING			
COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Executive Program in Defense Decision-Making	P170001		
Women in Strategic Defense & Security Decision-Making	P179840		P319840
Modernization of Armed Forces: Policy & Planning			P309045
Strategic Leadership			P309116
Implementing Strategic Planning: Developing Effective Personnel Management Policies			P309140
Intelligence & Strategic Decision Making			P309149
Preparing for Strategic Defense Reviews: Promoting Effective & Efficient Armed Forces			P319053
Defense Planning Methods and Techniques			P319248

## INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT (IDARM)

International Defense Acquisition Resource Management (IDARM) activities are designed to strengthen defense acquisition processes and decision-making, and help nations understand and adopt modern business practices. IDARM offers a wide range of defense acquisition, logistics, and contract management courses. Courses can cover a combination of interrelated subjects, with the goal of offering defense leaders the opportunity to explore strategic issues which must be addressed in order to improve their nation's defense acquisition processes and business practices. Course offerings are developed in conjunction with faculty and specialized subject matter experts and tailored to the specific government organizational structures, national acquisition statutes and regulations, and defense acquisition objectives of the partner nation.

COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Principles of Defense Acquisition Management	P159200	P279300	P309131
Principles of Defense Procurement & Contracting	P159202		P309136
International Defense Acquisition Negotiations	P179069		P309134
Principles of Defense Acquisition & Contract Management (English/Spanish)	P179623		P319623
Principles of Defense Acquisition & Logistics Management (English/French)	P179841		
Project Management: Managing Complex Defense Projects			P309104
Acquisition Phase I - Site Survey			P309130
Acquisition Phase II - Curriculum Development			P309132
Strategies for Building & Sustaining Accountability in Defense Resource Management Systems			P309210
Logistics & Life Cycle Management			P309348
Ethics & Integrity in Defense Acquisition Decision-Making			P319036

Resident courses are held at ISG headquarters on the campus of the Naval Postgraduate School in Monterey, California.

In addition to daily coursework, international participants take part in the Field Studies Program (FSP), ensuring that they return to their countries of origin with a deeper understanding of American culture and values.



## LOGISTICS CAPACITY BUILDING (LCB)

The Logistics Capacity Building (LCB) functional area works with participants to increase the professionalization of their logistics forces to better sustain defense and security force capabilities. LCB activities are designed to support participants' efforts to better assess their logistics requirements and implement the lessons learned within the unique context of their nation. Emphasis is placed on the necessity to integrate other institutional capabilities such as strategy, policy, and plans, human resource management, and resource management. Learning methodologies include case study presentations, lectures, small group exercises/activities, and structured discussions.

COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Institutional Capacity Building for Logistics	P179931		

## LOGO SYMBOLISM



The ISG logo echoes that belonging to DSCA. It serves as a visual acknowledgment of our role in executing the DSCA mission.

Each component of this key symbol reveals a little more about the ideals and standards that guide our work.

**Military & Civilian Handshake** - The military and civilian detail on the sleeves expresses civil-military relations and military professionalization symbolizing long lasting partnerships built each day by the ISG team. This detail serves as an acknowledgment of the ISG mission and a tribute to our history as the Center for Civil-Military Relations.

**Torch** - The gold on the torch exemplifies honor of the mission and the dedication of all personnel within the Institute. The torch is an emblem for illuminating the path: guiding others to find a way forward for themselves.

**Sphere** - The sphere represents ISG's global reach, while the light blue color signifies the US Department of Defense.



## PEACE & SECURITY

### COMBATING TERRORISM (CbT)

For Combating Terrorism (CbT), ISG conducts courses and engagements in support of the Office of the Secretary of Defense's Combating Terrorism Irregular Warfare Fellowship Program (CTIWFP)/ Regional Defense Fellowship Program (RDFP). CbT delivers a holistic approach to investigating the most effective government responses to terrorism. CbT-led activities invite participants to collaboratively identify solutions to questions like: What can governments do to contain or defeat terrorism without sacrificing the values that bind societies together? Can terrorist attacks be prevented and how should governments respond to attacks that cannot be prevented? How can countries think through the challenges of terrorism at the strategic level?

COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Civil-Military Responses to Terrorism	P179018		P309069
Strategy, Capability, and Multi-Dimensional Threats	P179896		

### CONFLICT PREVENTION & RECOVERY (CPR)

In the Conflict Prevention & Recovery (CPR) functional area, ISG delivers interactive courses on the complex issues of conflict management and conflict recovery. CPR courses place emphasis on internal violent conflict but include transnational threats and international issues affecting national security. By design, courses survey the root causes and triggers of conflict, pathways out of conflict, conflict prevention approaches, and recovery from numerous conflict-related situations, such as displaced persons, on-going extremism, and ex-combatants. Multi-sectoral teaching teams comprised of ISG faculty, subject matter experts, and field level specialists lead these practitioner-oriented courses. CPR courses help governments manage conflict and its difficult consequences.

COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Managing Internal Conflict	P170030		P309462
Security & Irregular Migration	P173019		P319066
Border Security & Border Management			P309227
Reintegration of Ex-Combatants & Violent Extremists			P309463
Civilian Harm Mitigation			P309542
Multiagency & Interagency Collaboration			P319223
Countering Violent Extremism			P319286

## CYBER CAPABILITY (CYBER)

Designed to build partner capacity and capability, ISG cyber courses explore policies and practices that can be adapted to maintain an advantage over actors who seek to exploit, disrupt, or damage the networks and systems upon which our societies and militaries depend. This functional area highlights the importance of effective cyber defense for economic growth and innovation, examines barriers to effective policy and practice development, and considers methods for response that represent a comprehensive approach for cyber defense. ISG cyber courses prepare decision makers to more effectively analyze, design, and implement policies and practices for safeguarding national cyberspace. These courses are delivered in partnership with the U.S. Naval Postgraduate School and other leading defense and civilian educational entities.

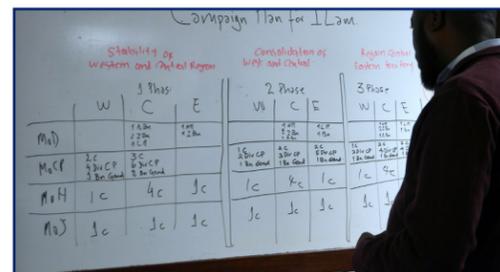
COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Cybersecurity Policy & Practice	P170370		P309370
Strategies and Capabilities for Cyber Challenges	P179898		
Cybersecurity Strategy Development			P309470
Cyber Defense Operational Integration			P309538

## EMERGENCY MANAGEMENT & RESILIENCE (EM&R)

The Emergency Management and Resilience (EM&R) functional area designs and delivers comprehensive, whole-of-government courses and engagements for all-hazards emergency preparedness, resilience, and response. Courses and engagements aim to enhance civil-military cooperation, build national resilience and capacity in emergency preparedness, and apply a comprehensive approach to emergency management that includes civilian government, military, and civil sector stakeholders; as well as the receipt and management of international disaster assistance. These national-level leader and planner-oriented courses are led by teaching teams comprised of ISG faculty, multi-disciplinary subject matter experts, and field practitioners.

COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Civil-Military Coordination in Disaster Relief	P170475		P309475
National Resilience for Defense & Security	P179928		P319928
Energy Security & Critical Energy Infrastructure Protection	P179929		P319929
Defense Support to Civil Authorities			P309151
Emergency Management			P309472
Comprehensive Approaches to Counter Hybrid Threats			P319283

Participants in ISG courses engage in structured exercises throughout that reinforce learning objectives, connect topics to “real world” examples, and ensure that participants work alongside one another to form lasting international and interagency networks.



## PEACEKEEPING (PK)

The Peacekeeping functional area helps build sustainable and indigenous peacekeeping training capacities in U.S. partner countries so they can better contribute to United Nations (UN) and other regional peacekeeping operations. ISG PK particularly concentrates on the establishment and strengthening of partner countries training capacity and staff infrastructure. These activities pertain to both military troops and formed police units. In addition, these events help to enhance coordination and collaboration between the U.S. and other contributor countries’ assistance efforts, to include providing support to deploying units (e.g. technical assistance and pre-deployment training).

COURSE TITLE	RESIDENT	REGIONAL	MOBILE
United Nations Peacekeeping Operations Contingent Commanders Course	P179085	P279085	P309485
Train-the-Trainer Course		P273013	P309103
United Nations Military Observers Course		P279046	P309446
United Nations Civil-Military Coordination Officers Course		P279068	P309068
United Nations Logistics Officers Course		P279379	P309379
United Nations Staff Officers Course		P279389	P309389
United Nations Peacekeeping Operations Instructors Course		P279392	P309392
Protection of Civilians in Peacekeeping Operations & Peace Support Operations		P279394	P309394
United Nations Military Observers Course		P279046	P309446
Capstone Exercise		P279010	P309459
Executive Course for National Peacekeeping Planning		P279049	P319322
United Nations Peacekeeping Engagement Team Training		P279050	P319323
United Nations Peacekeeping Intelligence Operations		P279051	P319324

## MARITIME SECURITY (MARSEC)

Maritime Security (MARSEC) courses provide participants with the tools required to prevent and respond to a myriad of maritime security threats and challenges. MARSEC courses introduce and explore strategic and operational level, best practices, and innovative solutions to address common challenges. Examples include: understanding transnational maritime threats; integrating civil, military, and law enforcement agencies with maritime security responsibilities; and leveraging regional and other international governmental and non-governmental resources. Our approach includes expert-led lectures; case studies, risk assessment, maritime governance, strategy development and Tabletop (TTX) classroom exercises, a visit to a local U.S. Coast Guard station, and emphasis on interagency and multi-national solutions.

COURSE TITLE	RESIDENT	REGIONAL	MOBILE
Civil-Military Approaches to Maritime Security	P179548	P279178	P319178
Building Institutional Capacity in the Maritime Security Sector	P179927		
Civil-Military Approaches to Building Maritime Domain Awareness Capabilities		P279177	P319177

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