



NEAR EAST SOUTH ASIA
Center for Strategic Studies

Reflections on Professional Military Education

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Presented to Lebanese Armed Forces Staff College

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NESA Professional Military Education Programs

Engagement

- With regional military and education establishments
- With future regional leadership

Outreach

- To trend spotters, thought leaders
- Among partners and allies

Education

- Standards, assessments, accreditation
- Best practices, technical support
- Institutional transformation

Purpose - Method - Outcomes

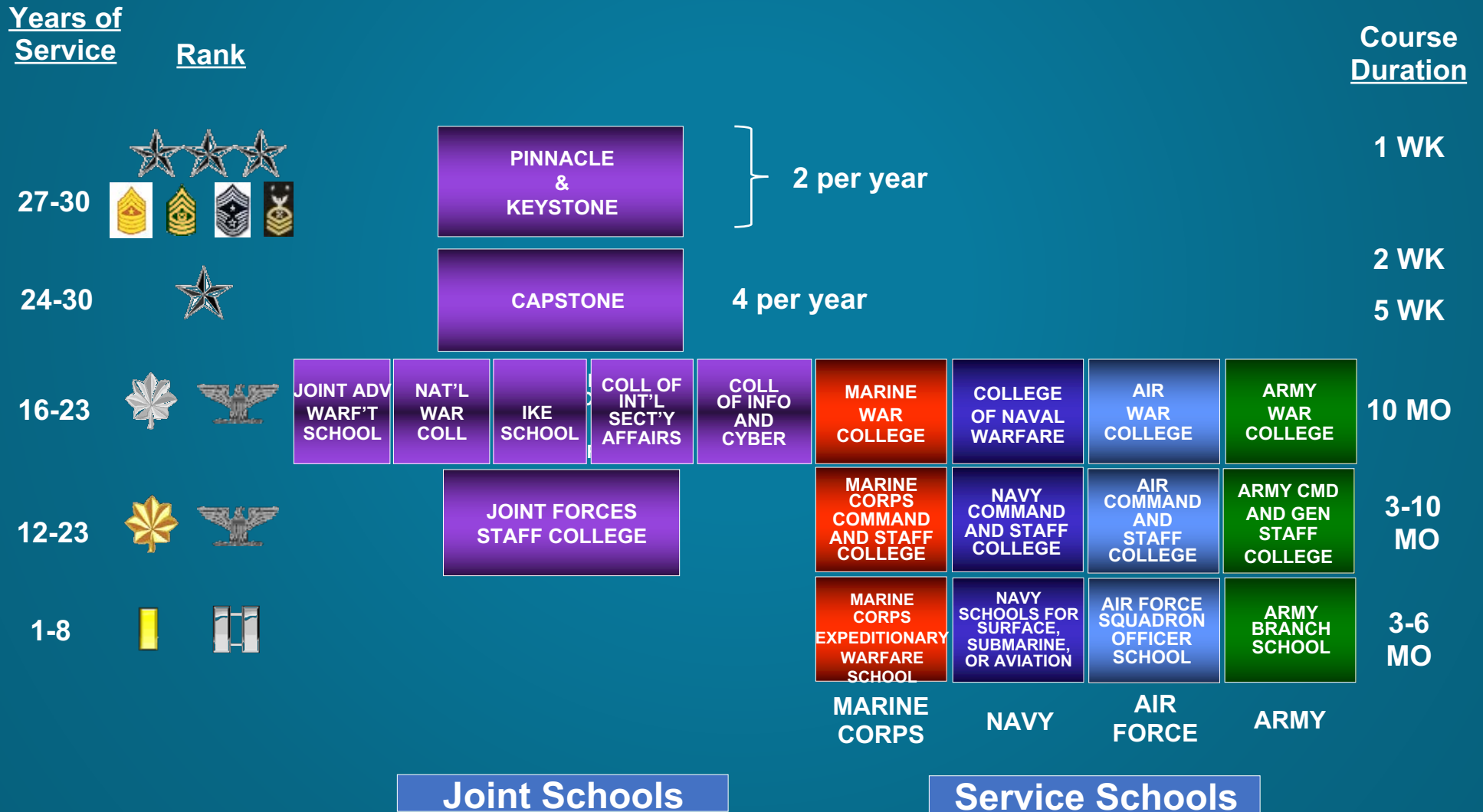


Partner Country	Institutions	Mentoring and Assistance
Iraq	Iraq National Defense University Iraqi National Security Council, in coord with Iraqi War College	<ul style="list-style-type: none"> • Next I-NDU Seminar (T) Sep 22. • OSC-I requested NSC strategic education program on hold.
Jordan	Royal Jordanian National Defense College	<ul style="list-style-type: none"> • CHoD requested RJNDC curriculum assessment 2019 • Quarterly Strategic Dialogues (first executed Jan 22). • Support to publishing, access to US PME libraries • Support to annual national security exercise (6-10 Mar 22)
Lebanon	National Defense College Design	<ul style="list-style-type: none"> • Lebanese Armed Forces request thru USEMB to develop National Defense College; on hold per ODC Beirut.
Nepal	Nepalese Army PME	<ul style="list-style-type: none"> • New program start FY21; split from combined ISG program • (T) Workshop 1, Mar-Apr 22. Pending Nepal MOD decision. • State Dept funded thru Defense Professional Enhancement Program (DPEP)
Oman	National Defence College	<ul style="list-style-type: none"> • NDC interest in mentoring program; potential program.
Qatar	Joint Command and Staff College	<ul style="list-style-type: none"> • Aug 2021 request for help with curriculum review • Supported by USEMB
Saudi Arabia	Saudi Arabia National Defense University (SANDU) and Command and Staff College	<ul style="list-style-type: none"> • SANDU TOM delivered 27 FEB 22, to MoD, CGS • Ongoing advise/assist Command and Staff College • <i>Bridging strategy to execution now in development</i> • Professional education for NSC staff (related, separate)
Sri Lanka	Defense Services Command and Staff College	<ul style="list-style-type: none"> • Commandant requested Dir, NESAs support • INDOPACOM assigned DSCA ISG to execute program
Tunisia	National Defense Institute	<ul style="list-style-type: none"> • 2 annual events (lectures/Tunis & Security Seminar/DC) • Theme assigned by MoD • Funded by AFRICOM and Tunisian MoD
Central Asia	Academy of Armed Forces (Uzbekistan); Ministerial Strategic Dialogue (Turkmenistan)	<ul style="list-style-type: none"> • SME talks, roundtables, publications, request for Interior Ministry Academy support (Uzbekistan) • Forum for regional security dialogues (Turkmenistan)
United Arab Emirates	National Defense College	<ul style="list-style-type: none"> • NESAs assisted 2013 founding of program and accreditation • Ongoing lecture and SME support • Virtual Seminar 15-16 Mar 22, in lieu of NDC travel

Demand-driven program set

US is the PME Partner of Choice

U.S. Professional Military Education Institutions



National War College

Mission:

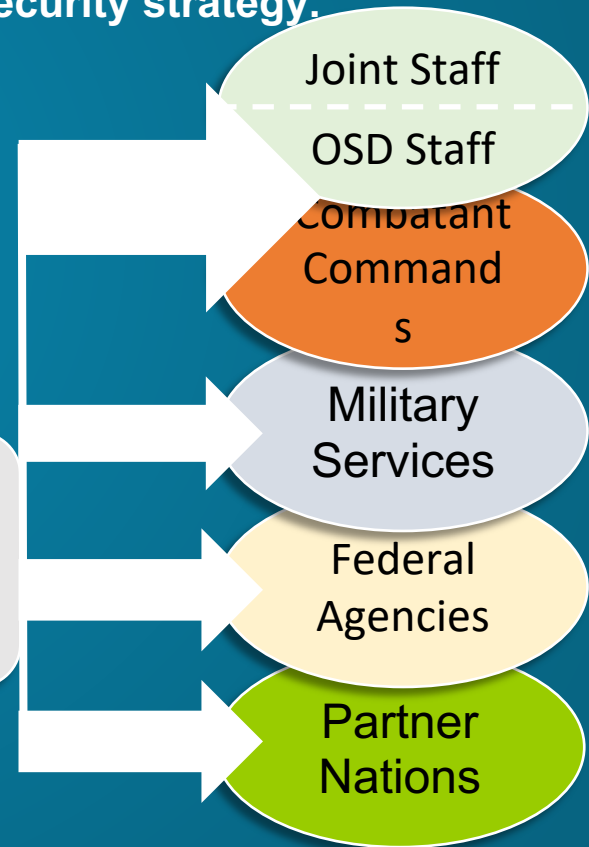
To educate future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command, and staff responsibilities by conducting a senior-level course of study in national security strategy.



Curriculum:

- Strategic Leader Foundation
- The Military Instrument of Statecraft
- The Non-Military Instruments of Statecraft
- The Global Context
- US Domestic Context
- National Security Strategy Practicum (Incl: Individual Strategic Research Paper)
- Electives

**Master of Science in
National Security
Strategy**



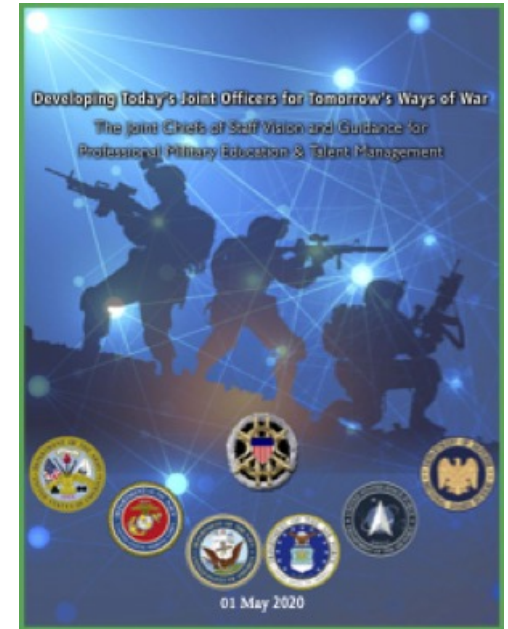


Expectations

“ ... we require leaders at all levels who can **achieve intellectual overmatch** against adversaries.”

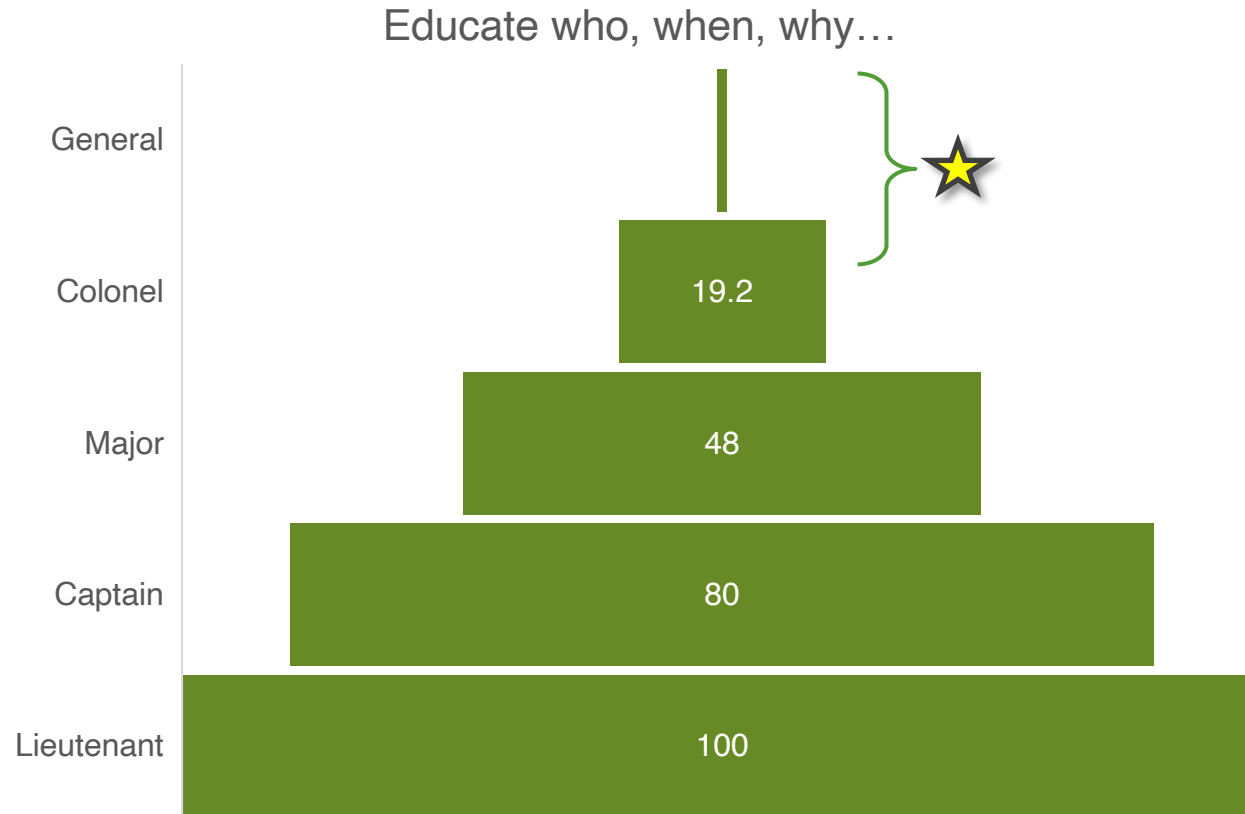
“The cognitive capabilities these leaders bring to globally integrated operations are **not solely the output of a 10-month course**; they are the product of a deliberate career-long professional development ethos and learning continuum.”

“**Regard PME as a Strategic Asset.** We must innovatively leverage PME programs and curricula as a strategic asset to build trust and cognitive interoperability across the Joint Force and to integrate allies and key U.S. and international partners.”





What is the Requirement -?

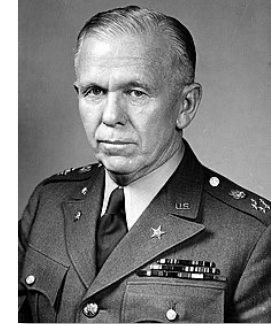




A fine template, but also Interpretation, Contradiction, and Controversy



Strategy and Leadership



Best military advice...

Raising

Equipping

Sustaining

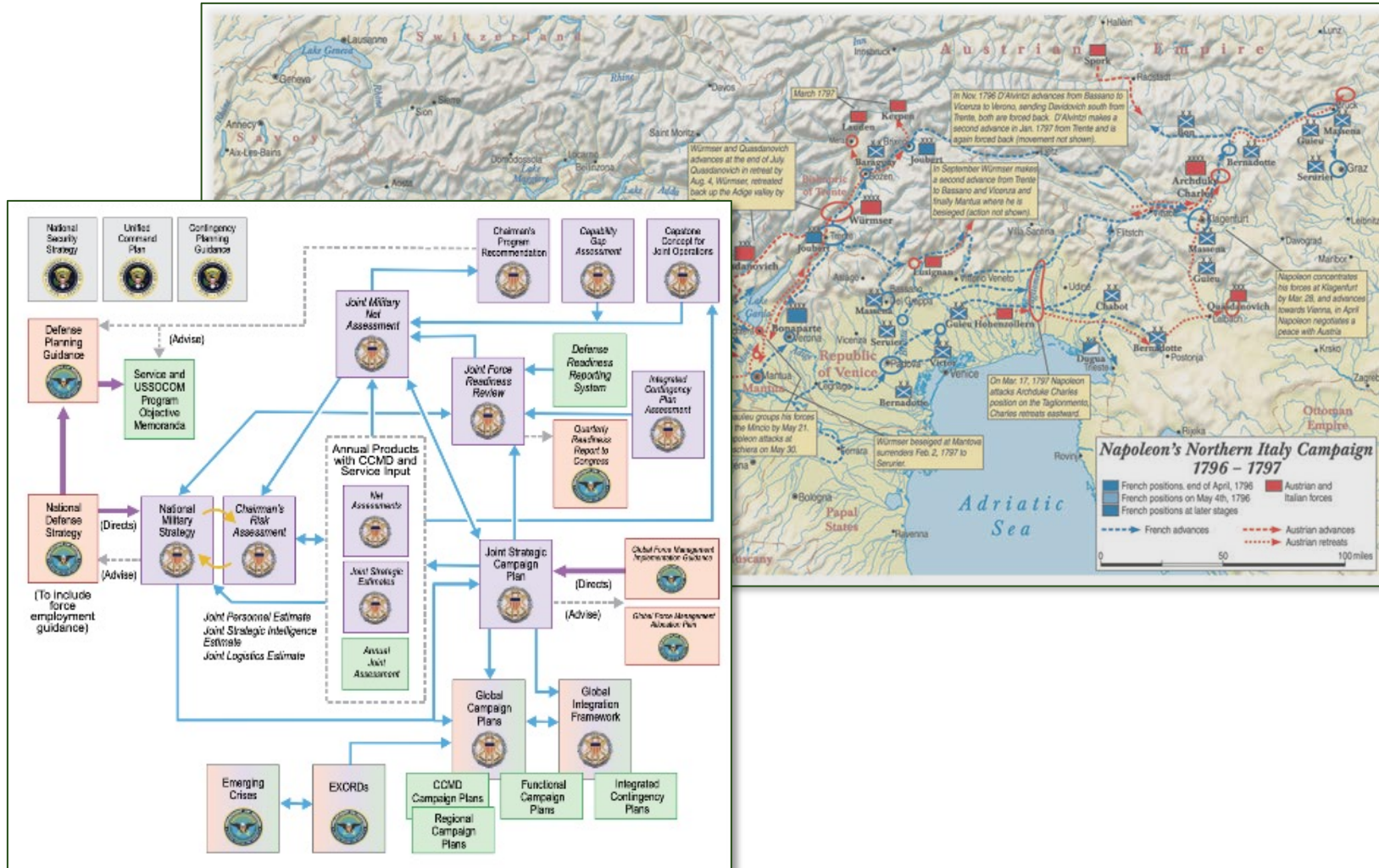
Employing

“...the U.S. failure to realize its goal of stabilizing Iraq, was a result, in part, of the collapse of a well-functioning civil-military relationship in the United States.”

Biddle, *Strategy and Grand Strategy*, 2012



Contradiction: Which Boxes and Arrows?





Controversy: Military vs. Academic Excellence

*“If JPME wants to claim excellence and rigor, then, in at least some ways, **it must measure itself against the civilian academic programs at schools it claims as peers.**”¹”*

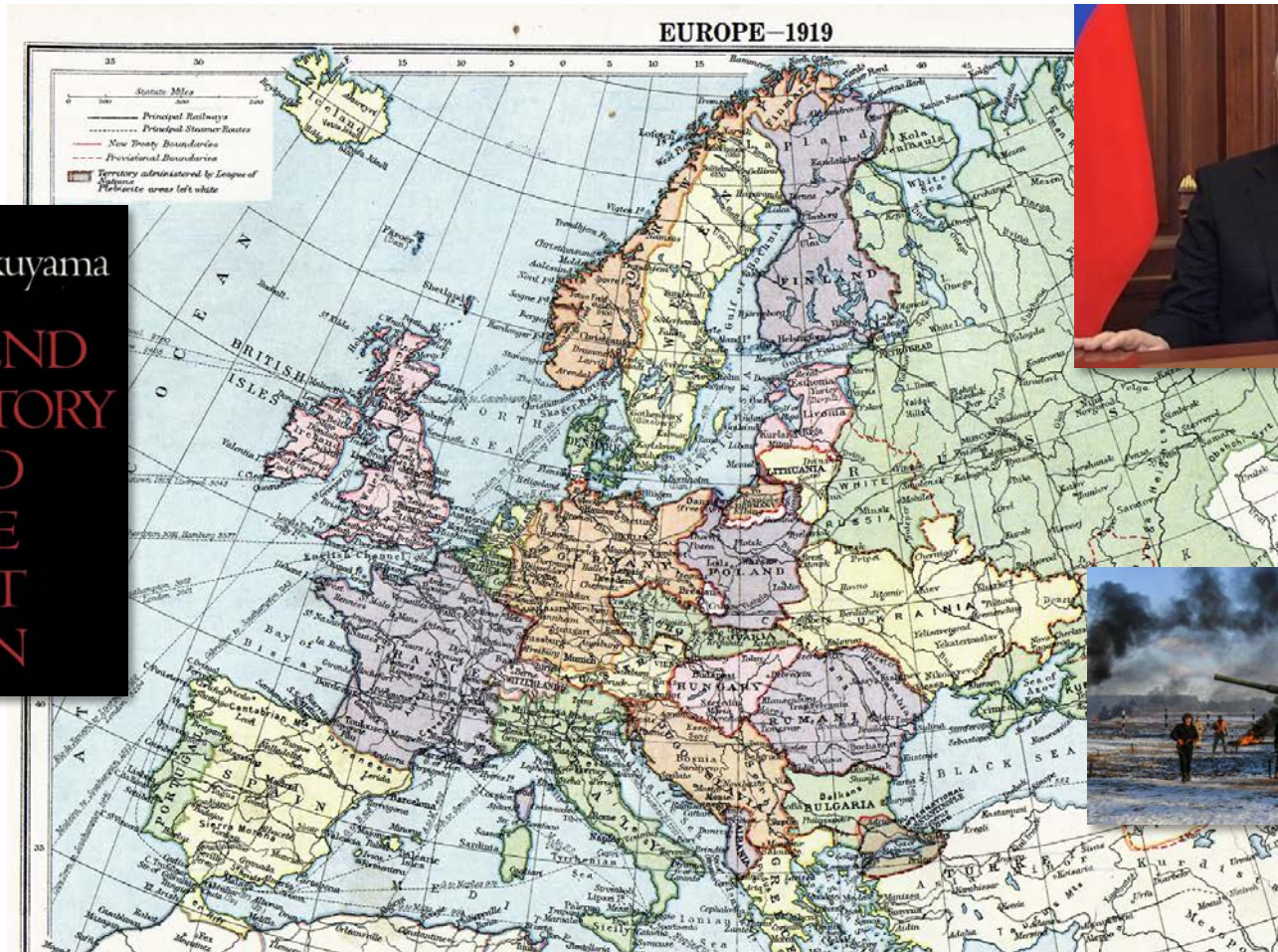


Broaden
Expose
Shape
Challenge



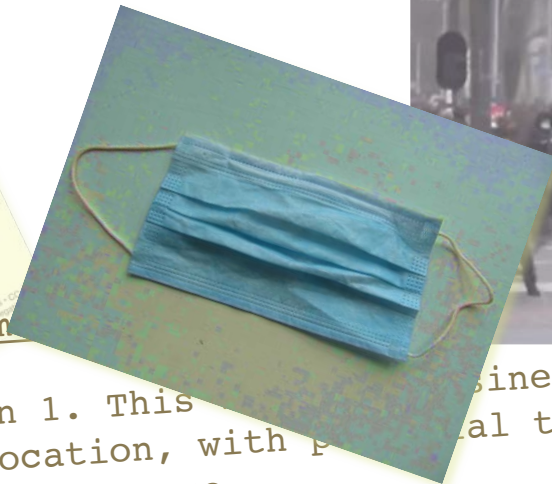
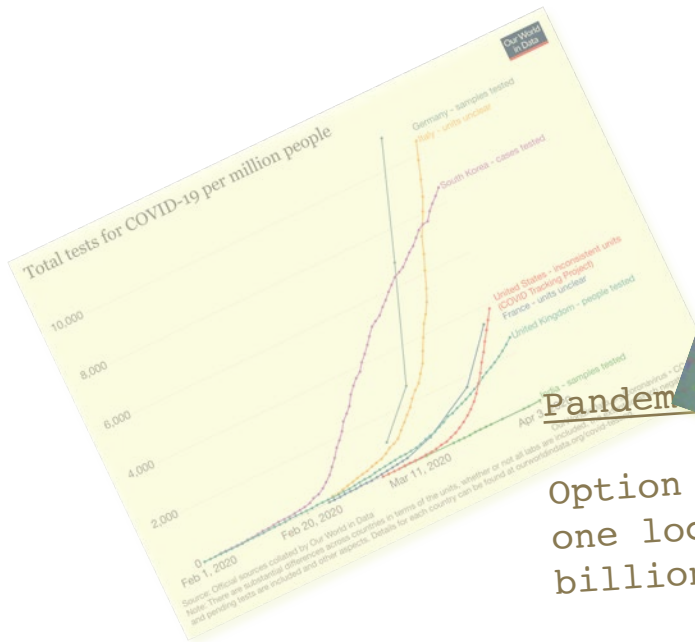


History matters:



Francis Fukuyama
**THE END
OF HISTORY
AND
THE
LAST
MAN**

Weighing options and risk



Option 1. This involves business lockdowns at one location, with potential to generate 1 billion revenue.

Option 2. This has a 33% chance of reopening all locations, worth 3 billion revenue. But it has a 66% chance of starting another infection cycle and forcing reclosures everywhere.

Senior PME's aim should be to develop optimal decision-making skills.



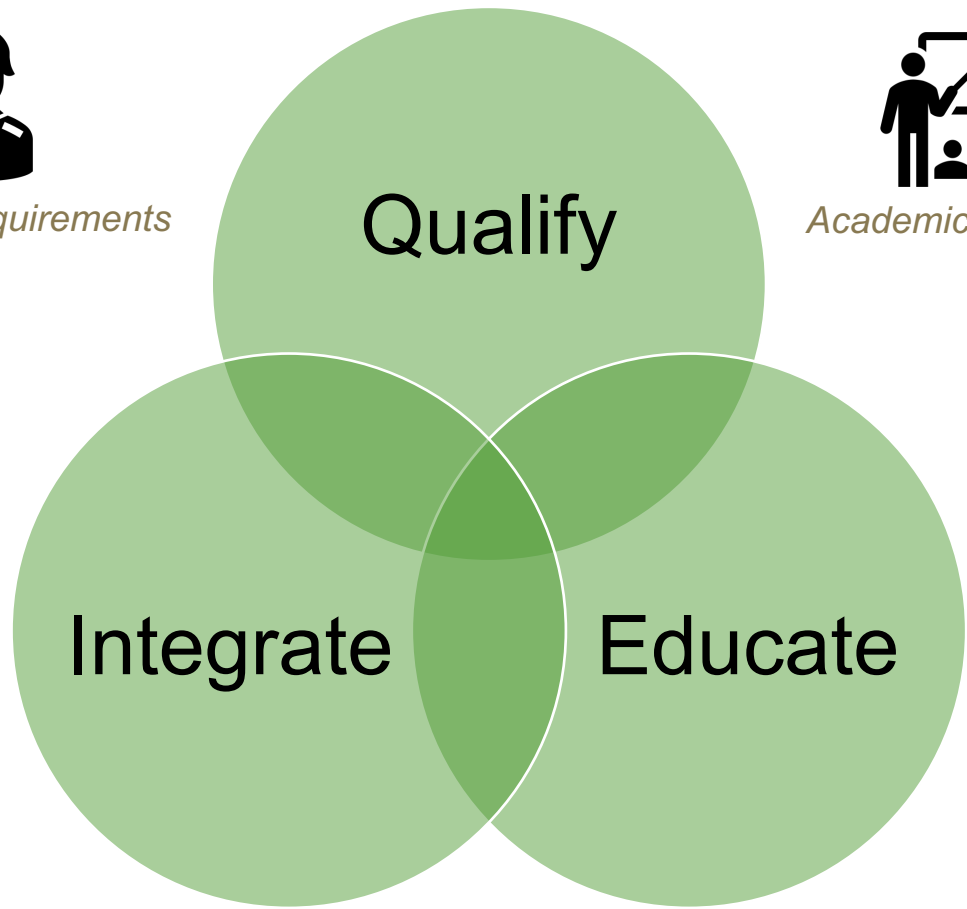
The mix and the trades: *how much of each?*



Military requirements



Academic standards

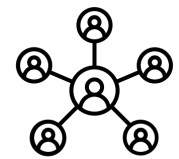


National security structures and processes



Moral and political dynamics

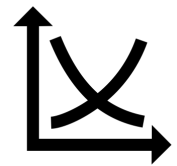
Leader networks



Evidence-based argument

STEM basics

Analytics



Envoi: Facing War

The *aristeia* of Diomedes



...triumph over the challenge of War itself.



Dialogue