



**GEORGE C. MARSHALL**  
EUROPEAN CENTER FOR SECURITY STUDIES

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## **2020 PROGRAM CATALOG**

### **Marshall Center Mission**

The mission of the Marshall Center is to enable solutions to regional and transnational security challenges through capacity building, access, and a globally connected network. As a result of globalization, transnational threats have evolved dramatically in nature and impact. They have become increasingly more complex with new developments in sophisticated technology, infiltration of legitimate commerce, trafficking in persons/weapons, expansion of drug trafficking, penetration of government institutions, and convergence of criminal-terrorist networks, all of which have a destabilizing impact on good governance of democracies. The Marshall Center's aggregate programs in Transnational Security Studies consider and develop international responses to transnational security challenges.

### **A German-American Partnership since 1993**

The George C. Marshall Center for Security Studies is a renowned international security and defense studies institute founded on a unique partnership between the U.S. and German governments. For more than twenty six years, the Marshall Center has been promoting dialogue about and understanding of important security and defense issues in the region we serve—Europe and Eurasia—as well as in other critical regions around the world.

The Marshall Center's College of International and Security Studies conducts a variety of resident and nonresident programs involving officials from more than 150 countries to date. Resident programs offer a long-term academic overview of key security and defense issues, while featuring lectures and case studies presented by practitioners. Nonresident programs focus more narrowly on specific current issues, providing tailored assistance in problem solving. Our Alumni Office maintains contact with more than sixty percent of all Marshall Center alumni and offers a wide range of networking and information-sharing opportunities both at the Marshall Center and in the home countries of our graduates.

Resident programs are generally conducted in English, however we are able to respond to the needs of stakeholders, course participants, and partner states by offering – on an “as needed” basis. The Marshall Center also offers five-week intensive English Language Enhancement Courses (ELEC), which are scheduled subject to funding availability. These courses take place before several of our programs in order to familiarize our participants with the terminology used in the programs they are about to attend and to improve their ability to make presentations and interact with their colleagues during these courses. In Fiscal Year 2020, English Language Enhancement Courses are planned in support of the Program on Terrorism and Security Studies (PTSS), Program on Countering Transnational

Organized Crime (CTOC), Program on Cyber Security Studies (PCSS) and Program on Applied Security Studies (PASS).

### **Academic Programs**

The following programs will be offered by the College of International and Security Studies in Fiscal Year 2020.

### **PROGRAM ON APPLIED SECURITY STUDIES (PASS) ENGLISH ONLY**

#### **Introduction**

PASS is a rigorous ten-week resident course for early- to mid-career security sector practitioners from governments around the globe. Attendees include civilian government officials, military and security service members, and government academics. PASS provides the opportunity to gain fundamental knowledge and join an international network of security professionals that participants will utilize throughout their developing careers.

Offered annually, the program provides a graduate-level education in security policy, defense affairs, and international relations. PASS affords participants the opportunity to improve their individual understanding and to build a network of security colleagues from widely varying cultures and backgrounds.

#### **Aims**

At the end of the ten-week program, each participant should be able to:

1. Understand the strategic environment in which his/her country is operating;
2. Identify the most significant challenges to regional and international peace and security;
3. Discuss and analyze various approaches for addressing current and emerging threats, challenges, as well as opportunities at the national, regional, and international levels;
4. levels;
5. Comprehend U.S. and German national security structures and strategy decisions;
6. Demonstrate individual capacities for national security strategy development, institution building, and budgeting;
7. Leverage the Marshall Center's international network of security sector practitioners.

#### **Methodology**

The PASS course methodology centers on daily plenary lectures—presentations by subject matter experts from an array of backgrounds—and the opportunity to discuss topics in greater depth in small seminar groups. These conversations are facilitated by Marshall Center faculty and governed by the Chatham House Rule. Another key element of the PASS program are electives, small colloquium classes which allow for focused study on a topic of interest. These core elements of the PASS are complemented by expert panels, exercises, and field study trips. Participants also engage in independent study and research and are responsible for delivering several presentations to their seminar groups and writing a research essay.

A wide variety of social events supplement the PASS academic program in order to facilitate the development of lasting relationships among young security professionals with many decades of public service ahead of them.

## Course Structure

The PASS program is broken down into six modules, each building upon the lessons learned in the previous module.

- Module 1: *Security and Insecurity Today*, examining the international security environment by reviewing international politics and economics, including rule of law and human rights.
- Module 2: *Key Actors + Regions* influencing European Security, which addresses the security role of key international actors such as China and Russia and international organizations, as well as the strategic impact of demography, societal changes and access to resources.
- Module 3: *Contemporary Challenges* including media, migration, Arctic/High North security challenges, failing states, terrorism, transnational organized crime, the proliferation of Weapons of Mass Destruction and cyber threats.
- Module 4: *Strategies* for coping with those challenges, including the comprehensive approach, international development and security sector reform, followed by an exercise where participants learn about the role of negotiations in the context of a comprehensive exercise in an irredentist scenario.
- Module 5: *Elective* blocks in which participants can deepen their knowledge in a broad array of 40 specialized seminars on contemporary security problems.
- Module 6: *Field study trip* to Berlin, giving participants the opportunity to evaluate first-hand the governmental and defense institutions of a mature democracy.

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## SEMINAR ON REGIONAL SECURITY (SRS) ENGLISH & RUSSIAN

### Introduction

With wars in Syria, Iraq, Libya, South Yemen, and Eastern Ukraine, today's world is confronted with a staggering number of unresolved conflicts and crises, threatening human security, the very existence of nation states, and the stability of entire regions. For Europe, this has manifold serious consequences and implications, with the refugee crisis and the terrorist threat being the most politicized.

We must resolve these conflicts and crisis before there is further breakdown of security. But how can we achieve resolution in today's world? How can crisis be managed successfully in a region? These topics are what the SRS addresses. Clearly, military or hard power approaches can only be one element of a viable approach. Eventually, negotiations are needed. And negotiation is by no means restricted to professional diplomats. Today, military personnel, subject matter experts, representatives of civil society, women, men, and youth all have vital roles to play at the conference table. We all need to gather together in a joint endeavor to understand the root causes of the conflict as well as the interests of partners to the conflict and find ways to balance these interests. In the end, this approach, difficult and painstaking as it can be, is the only way to achieve lasting stability and security.

### The Concept

Designed as a four-week resident program, the Seminar on Regional Security is a regionally focused course for professionals from across government and the private sector who work in conflict analysis and management or crisis mitigation. Held at the George C. Marshall

Center, in Garmisch-Partenkirchen, Germany, the course is conducted annually in English and in Russian. The course program can be adapted to specific functional needs of military, political, and civil society personnel and be conducted as a non-resident program at your location.

### **The Modules**

- Module 1: Developing a Common Understanding – Introduction to the Analytical and Practical Tools Used during SRS;
- Module 2: Analysis of Regional Conflicts, Their Root Causes, Conflict Parties, and Conflict Management Effectiveness;
- Module 3: Applying and Practicing Conflict Management – Simulated Track 1 Conference, Built on a Regional Crisis Scenario.

### **The Objectives**

By the end of the course, participants will be able to:

- Analyze current security crises;
- Understand their impact on regional security;
- Identify patterns of conflict management;
- Consider the gender dimensions of conflict and conflict management;
- Practice negotiation techniques;
- Join a network of over 200 former SRS participants reaching from the U.S. and Ireland to South Korea, from the Baltic States to Turkey.

### **The Participants**

SRS is designed for participants at the mid-career military (major through junior flag officers) or civilian equivalent government officials who have a regional background and/or experience, or will be deployed in crisis regions.

The ideal SRS candidate will:

- Have a relevant background in conflict management;
- Be deployed to a crisis region;
- Be in a position to consult (or advise) their institutions on crisis analysis and conflict management.

Participants should have a clear professional interest in and background knowledge of regional or transnational and international crisis management.

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## **EUROPEAN SECURITY SEMINAR – SOUTH (ESS-S)**

### **ENGLISH ONLY**

#### **Background**

This one week seminar is designed to engage a range of partners in better understanding security challenges and conflict dynamics and their root causes in Europe's southern flank in the Middle East and in Africa. The primary goal is to achieve ideas and outputs from the seminar to help inform European Union (EU), North Atlantic Treaty Organization (NATO), Africa Command (AFRICOM) and European Command (EUCOM) and participant country's strategic thinking with regards to the southern flank. A secondary goal is the development of alternative policy options and strengthening GCMC's role as a facilitator and honest broker within the Euro-Atlantic and Middle East and North Africa (MENA) community of

strategic experts and institutions. This seminar will review how security challenges and conflict dynamics have increasingly impacted neighboring states, institutions and identities in the Middle East and Africa; review and assess challenges and opportunities for effective crisis prevention and crisis response on the Southern flank and how they are addressed using a networked approach in the context of NATO Mediterranean Dialogue, EU-African Partnership and African Peace and Stability Architecture; review and assess the vulnerabilities and challenges for Euro-Atlantic space and how they are effectively addressed through the use of a range of policy tools and networks; and assess and align potential Euro-Atlantic policy responses to fit the new realities.

### **The Approach**

European Security Seminar-South addresses the topic by providing three different platforms for discussions, exchange of ideas, networking and strategy development. The first platform includes a conference-style format of lectures, panels and plenary discussions. The second platform is outcome oriented and product-driven topical workshop format within five topical workshops led by subject matter experts, supported by a rapporteur with input by subject matter experts and guest speakers. The third platform is the Night Owl evening presentation and discussion on a topical issue in an informal setting. The specific topics and objectives changes to meet the changes of the strategic environment and stakeholder to policymakers needs.

### **The Participants**

The ESS-S seminar will engage mid-level to senior security practitioners from Europe, Eurasia, North Africa, the Middle East, and the U.S. in order to build a common understanding of the new dynamics in the South and to develop comprehensive strategies to address conflicts, vulnerabilities, and the dissolution of order. The seminar will generate a network of professionals for continued interaction, dialogue, and cooperation.

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## **EUROPEAN SECURITY SEMINAR – EAST (ESS-E) ENGLISH & RUSSIAN**

### **Background**

This one-week seminar aims to examine the current security environment in Europe and Eurasia. It also aims to elaborate upon the various responses taken by actors from the international community to counter hybrid and grey zone warfare measures by Russia. The Kremlin's ongoing occupation of a part of Ukraine, its role in protracted conflicts and multi-faceted attempts to disturb political landscapes even in established Western democracies did not remain unanswered. Trans-Atlantic actors did inter alia react diplomatically; troops moved to Poland and the Baltic States and economic measures were introduced to counter Moscow's agenda. Hence, this seminar intends to provide a wider understanding of security cooperation and economic interdependence by examining the use of sanctions, economic tools, political response and military show of force.

### **The Approach**

European Security Seminar-East addresses the topic by providing three different platforms for discussions, exchange of ideas, networking, and strategy development. The first platform includes a conference-style format of lectures, panels, and plenary discussions. The second platform is outcome-oriented and product-driven topical workshop format within five topical workshops led by subject matter experts, supported by a rapporteur, with input by subject matter experts and guest speakers. The third platform is the Night

Owl evening presentation and discussion on a topical issue in an informal setting. The specific topics and objectives changes to meet the changes of the strategic environment and stakeholder to policymakers needs.

### **Objectives**

- Engage a range of partners in better understanding conflict dynamics in Europe's eastern flank;
- Highlight challenges to and within Euro-Atlantic Institutions;
- Identify current Euro-Atlantic vulnerabilities and how they might be exploited. These include hard power tools; protracted conflicts; transnational organized crime, political corruption and undermining political institutions; economic integration and disintegration tendencies; as well as energy security and the logics of interdependence and independence;
- Assess and align potential Euro-Atlantic policy responses to fit the new realities;
- The final results of the European Security Seminar-East are published as conference reports in the Marshall Center's *Security Insights* series.

### **The Participants**

This seminar will bring together mid-to senior-level security practitioners from Europe, Eurasia, and the U.S. to build a common understanding of the new dynamics in the east and to develop comprehensive strategies to address conflicts, vulnerability and disorder. The seminar will produce a network of professionals for continued dialogue and cooperation.

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### **EUROPEAN SECURITY SEMINAR – NORTH (ESS-N)**

#### **ENGLISH ONLY**

The Arctic region has become an area of significant international interest. Security concerns in the Arctic region are at the forefront of national and international security, commerce, resource and environmental concerns. Multiple states as well as international organizations, both geographically present and absent from the region, are asserting influence in the region. This one week seminar is designed to encourage mid to high-level practitioners, academics and decision makers to obtain a better understanding of the dynamics in the Arctic to enhance European and North American security. Based on a sound analysis of the current situation and risks the participants will gain state-of-the-art information to participate in an Arctic-related strategy discussion. This analysis will show the potential of existing or further multinational cooperation in the Arctic and will result in an evaluation of the Arctic security and the development of strategic recommendations. During the seminar participants will make a sound strategic assessment of risks, challenges and opportunities in the Arctic by developing concepts to advance the opportunities and mitigate the risks and challenges.

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### **EUROPEAN AFRICAN SECURITY SEMINAR (EASS)**

#### **ENGLISH ONLY**

This one-week seminar engages mid-level and senior security and defense professionals from Europe, Africa, and the United States in a unique trilateral forum that bridges seams and fosters frank and open dialogue about transregional threats and challenges. Emerging from collaborative planning by the Marshall Center, the Africa Center for Strategic Studies, the German Ministry of Defense, and the US Africa and European Commands, the seminar examines how Europeans/Americans and Africans can cooperate to identify common

security interests and priorities, strengthen democratic governance, and build true partnerships. The seminar aims to develop practical recommendations for enhancing security cooperation that are integrated into policy and planning cycles in Africa, Europe, and the United States.

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## **PROGRAM ON TERRORISM AND SECURITY STUDIES (PTSS)**

### **ENGLISH ONLY**

#### **Introduction**

PTSS is a four-week resident program that supports the Marshall Center's increased emphasis on transnational threats and challenges. It is a functionally focused program that develops the capacity of civilian, law enforcement, and military professionals to better understand and counter terrorism. Recognizing the global nature of terrorism, PTSS attracts participants from all over the world. The program builds a network of security professionals dedicated to the mission of combating terrorism and helps countries to successfully cooperate in the global struggle against terrorism.

#### **Aim**

The aim of PTSS is to provide strategic-level professional education for those charged with understanding and reducing the threat from terrorism. It seeks to engender a common understanding of the phenomenon of terrorism that transcends national borders and enables national security officials to cooperate on the international level. It aims to combat terrorism in all of its manifestations: nationally, regionally, and globally.

#### **Objectives**

1. Understand the Threat: Strengthen understanding of the motivations, methodologies, and capabilities of modern terrorist groups;
2. Build Capacity: Improve understanding of how to use available national and international tools as part of national counter-terrorism strategies;
3. Enable Transnational Cooperation: Build "intellectual interoperability" within a network of counter terrorist practitioners to assist in multilateral cooperation to address the global threat.

#### **Methodology and Structure**

The PTSS course methodology includes presentations by subject matter experts; daily seminars led by both a practitioner and an academic, with groups of fourteen to fifteen participants, case studies, and supporting readings. Active learning is promoted through small group discussions, case study exercises, and a national counter terrorism strategy exercise. Case studies are examined to provide practical as well as theoretical insights into the subject. The PTSS consists of twenty study units. Each unit represents three to four hours of class time plus an hour of individual study. Study guides have been produced to address the following topics:

- What is Terrorism?
- Terrorist Motivations
- The Strategies of Terrorism
- Lone Actor Terrorism
- Countering Violent Extremism
- Disengagement and Deradicalization

- Terrorist Use of the Internet
- Terrorist Narratives
- Islamic State, Al Qaeda, and Their Affiliates
- Terrorism in Africa
- Foreign Terrorist Fighters
- Counter Terrorism Strategy Making
- Counter Terrorism: The Legal Regime
- Countering Terrorist Financing
- Military Force and Counter Terrorism
- Law Enforcement and Counter Terrorism
- Intelligence and Counter Terrorism
- Talking to Terrorists
- Crisis Management and Terrorism
- How Terror Groups End

Study units and guides are updated between courses and topics covered on the program are modified in accordance with participant feedback and international developments in terrorism and counter terrorism.

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## **PROGRAM ON CYBER SECURITY STUDIES (PCSS) ENGLISH ONLY**

The Marshall Center has developed a comprehensive program to explore the increasing domestic, international, and transnational challenges in cyber security. Our goal is to provide a comprehensive, policy-focused, non-technical cyber security program that teaches key senior leaders how to best make informed decisions on cyber policy, strategy, and planning within the framework of whole-of-government cooperation and approaches. The program helps participants appreciate the nature and magnitude of today's threats and develops a common understanding of the lexicon, best practices, and current cyber initiatives within the public and private sectors. The program is taught by world leaders in cyber security and provides participants the opportunity to network and establish contacts with other cyber-focused professionals. Our themes include whole-of-government approaches to:

- Internet Governance
- Cyber Capacity Building
- Privacy and Security
- Combating Terrorism and Cyber Crime
- Information Sharing
- Cyber Statecraft Development
- Internet Freedom
- Protection of Intellectual Property
- Public / Private Partnership
- Cyber Protection of Critical Infrastructure

The PCSS curriculum focuses on strategic objectives, techniques, policies, and best practices that secure and defend the availability, integrity, authentication, confidentiality,



and non-repudiation of information and information systems across cyber domains. The course objectives are:

1. Developing mutual understanding of U.S., German, international, and participant country approaches to cyber security;
2. Enhancing participants' ability to comprehend, analyze, and evaluate defense and cyber security issues;
3. Cultivating critical and strategic thinking on transnational cyber security challenges;
4. Strengthening the foundation for cooperative approaches to shared cyber security challenges.

The Marshall Center's PCSS provides senior government officials with the professional knowledge and capabilities to deal with transnational cyber security challenges. The program is tailored for senior officials responsible for developing or influencing cyber legislation, policies, or practices. It is not a technical program. Participation is open only to serving government officials and is ideal for diplomats, legislators, ministerial staffs, policy-makers, military and law enforcement officers, and other officials involved in cyber security serving throughout the whole of government including:

- Ministry of Interior
- Ministry of Justice
- Ministry of Banking and Finance
- Ministry of Emergency Situations
- Ministry of Foreign Affairs / Diplomats
- Law Enforcement
- Ministry of Communications Security and Information
- Ministry of Defense (Civilians and Military Officers)

The PCSS contributes to U.S. and German efforts to work with partner countries to provide education and training so they may build, manage, and sustain comprehensive whole-of-society cyber security programs. PCSS provides participants with the cyber skills needed to approach transnational problems while preparing individuals for positions as senior-level cyber security leaders throughout government. PCSS builds partner capacity and is designed to:

- Build and incorporate improved whole-of-government approaches for developing cyber defense and security strategies and policies;
- Provide a flexible and proactive capability that can respond to emerging cyber security requirements while providing education and training for cyber security professional development;
- Build and strengthen a global network of governmental cyber security experts and practitioners committed to combating transnational cyber threats and challenges, terrorist organizations, and transnational organized cyber crime;
- Enable collective approaches and enhance concepts of cyber due diligence;
- Enhance regional and global information sharing to include sharing of best practices;
- Develop public-private partnership information-sharing proposals for addressing asymmetric threats from non-state actors;
- Shape global standards and encourage use of best practices for cyber security;

- Build cyber security capabilities and capacities of partner nations to disrupt and investigate cyber threats.
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## **PROGRAM ON COUNTERING TRANSNATIONAL ORGANIZED CRIME (CTOC) ENGLISH ONLY**

The George C. Marshall Center program on Countering Transnational Organized Crime (CTOC) focuses on the national security threats posed by a wide range of transnational criminal activities. This program examines the main methods by which the activities of transnational criminal organizations impact a country's national security. The course is designed for government officials and practitioners who are engaged in policy development, law enforcement, intelligence, and interdiction activities aimed at countering illicit narcotics trafficking, terrorist involvement in criminal activity, and the associated elements of transnational crime and corruption.

### **Focus**

This course concentrates on the strategic level impact of transnational organized crime has a country's security and stability. It examines strategic approaches and methodologies required to combat transnational organized crime with an emphasis on countering organizations involved in drug trafficking, human trafficking, wildlife crime, and other types of illicit trafficking and enabling activities.

### **Curriculum**

This course is taught by Marshall Center faculty, adjunct professors, and guest lecturers from various national and international law enforcement and security organizations. The course syllabus details how transnational organized crime has evolved into transnational enterprises that incorporate all forms of illicit activities. It details how the activities of transnational criminal organizations weaken state institutions, rule of law, and good governance.

The program consists of lectures followed by small group seminar sessions. It is designed to provide participants with a twenty-first century view of how transnational organized crime represents a threat to national security.

### **Core Learning Objectives**

1. Instill a comprehensive understanding of the threat that transnational organized crime poses to governments and civil society;
2. Detail the global movement of illicit drugs and money and the human enablers who facilitate their movement;
3. Examine how deficiencies in rule of law, governance, and institutions weaken national security institutions and serve to enable illicit traffickers;
4. Outline the goals and objectives of key international organizations aimed at combating the activities of illicit traffickers and transnational organized crime;
5. Examine best practices in countering transnational organized crime and determine opportunities to adapt and share successes.

The course affords participants an opportunity to increase their English language proficiency by participating in optional training designed to improve written and oral presentation skills. Candidates for this program may also be considered for a five-week English Language Enhancement Course prior to the beginning of the CTOC.

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## **COUNTERING TRANSNATIONAL ORGANIZED CRIME - INTERNATIONAL FORUM (CTOC-IF)\* ENGLISH ONLY**

This 1-week course is intended for the most senior level U.S. and partner nation participants from around the world to discuss the national security implications posed by transnational criminal organizations. The program brings together ministers, deputy ministers, parliamentarians, ambassadors, directors and other executive level government officials with subject matter experts to collaborate on the most pressing threats posed by transnational criminal organizations.

The CTOC-IF program is designed to afford executive level participants access to their peers from around the world for the purpose of discussing strategy and policy challenges and solutions. The manageable number of participants and Marshall Center campus provides a high quality atmosphere conducive to fielding in-depth discussions on the highest priority challenges. This course will incorporate high-level government policy makers as speakers who will equally benefit from an active engagement with the CTOC-IF course participants.

\* Participation in CTOC-IF is by invitation only.

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## **SENIOR EXECUTIVE SEMINAR (SES) ENGLISH ONLY**

### **Introduction**

The Senior Executive Seminar (SES) is an annual program tailored to meet the needs of national ministers, ambassadors, legislators, admirals, general officers, and other senior government officials. The topic of the SES changes with each iteration of the course in order to focus on the most critical and relevant contemporary security issues. Above all, it is an opportunity to build and strengthen professional networks and enhance global security cooperation.

### **Objectives**

The SES aims to:

- Provide participants with up-to-date analyses of contemporary threats to global security;
- Critically assess existing efforts to counter those threats;
- Facilitate discussion among senior decision-makers in order to identify best practices and find effective solutions;
- Establish networks based on mutual understanding and the shared political will to enhance global security in a coordinated and internationally supported manner;
- Identify emerging trends and likely future developments in order to anticipate and prepare in advance for challenges ahead.

### **Methodology and Structure**

The SES is takes place over five days. It involves a combination of high profile speakers and panelists, including military and civilian officials and leading academic researchers from around the globe. Participants also have the opportunity to discuss the topics raised in

plenary in seminar groups, typically consisting of approximately fifteen of their peers and facilitated by appropriately qualified members of faculty. All discussions take place under Chatham House Rule. This structure is designed to maximize interaction and the free-flowing exchange of ideas.

The topic for FY20 will be communicated at a later date.

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### **ENGLISH LANGUAGE ENHANCEMENT COURSE (ELEC)**

The Marshall Center offers five-week intensive language enhancement courses before the PASS, PTSS, PCSS and CTOC. These courses are designed to improve participants' English language skills, especially their ability to communicate at a professional level on security topics. Instructors tailor curriculum and vocabulary to each of the individual courses, focusing on relevant vocabulary acquisition, presentation skills, public speaking practice, and discussion strategies. Through reading materials, presentations by guest speakers, classroom discussions, and videos, participants become familiar with the terminology used in the programs they are to attend while improving their understanding of the nature of other security threats affecting the global community.

English language prerequisite: Candidates should have a score between 60 and 79 on the English Comprehension Level (ECL) test or the American Language Course Placement Test (ALCPT).

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### **ALUMNI PROGRAMS**

The Alumni Programs of the Center offers a robust variety of tools to keep all alumni engaged, informed and involved in the Network. The on-line alumni platform, GlobalNET, (<https://members.marshallcenter.org>) offers over 30 research databases, per Concordiam Journal, the Transnational Weekly, current news about the Center, alumni success stories, and contact information for all alumni in the Network.

**Communities of Interest (COI)** – COIs offer an opportunity for alumni to return to the Center for continuing education and an opportunity to meet other alumni from all over the world who are in their field of work. COIs for FY2020 will include programs for alumni of the following programs: PTSS, CTOC, PCSS, SRS, ESS-East and ESS-South. Alumni of other programs may be invited if their position and experience match the specific subject matter.

**Alumni Scholars Program** – A research scholars program is available to all alumni. The program includes a fully funded five weeks in-residence to do research on a security topic. Scholars will be assigned an academic advisor and receive assistance getting published. Scholars will write a 20-page paper and give a presentation to the faculty. Five to seven alumni will be selected each year for this highly competitive program. Applications for the 2020 calendar year will be sent out in August 2019.

**Outreach Networking Event (ONE)** – ONEs are held about 30 times per year in capital cities across Europe and Eurasia. ONEs are typically held in the evening and bring together local alumni to meet with each other, staff and faculty of the Marshall Center, and US and Germany Embassy. All alumni, regardless of their service country, are welcome to attend these events.

## **EURASIAN FOREIGN AREA OFFICER PROGRAM**

The Eurasian Foreign Area Officer (FAO) Training Program prepares U.S. military officers to be leading regional experts, or “Soldier-Statesmen,” and to serve in key political-military assignments throughout Eurasia. The program consists of comprehensive regional studies, including advanced language training, extensive regional travel, and training within defense organizations in U.S. embassies across the region. Upon completion of the program, FAOs will go on to serve in various military positions in U.S. embassies, in major U.S. combatant commands, and in numerous operational missions around the world. Since its inception in 1946, the Eurasian FAO Training Program has graduated ninety-one classes, with 1,382 graduates, including twenty-four general officers, twenty-three ambassadors, and numerous other high-ranking dignitaries.

## **FELLOWS PROGRAMS**

The *U.S. Senior Fellows Program* provides a regionally focused, professional education experience at the senior service school level for U.S. officers at the rank of lieutenant colonel and colonel. Fellows are selected by their respective services for the eleven-month program, during which they participate in selected Marshall Center resident courses. Fellows also conduct research on a security affairs topic of their choice under the mentorship of a faculty member. Research papers may be considered for publication by the Marshall Center or in professional or academic journals. Fellows complete their program with a “Capstone” field study trip in Europe or Eurasia. In addition to these activities, fellows may take advantage of available language courses, participate in Marshall Center-hosted conferences and outreach activities, and, if suitably qualified, may teach a resident course seminar. Fellows also have the option of attending professionally relevant courses at the NATO School in Oberammergau. Through their coursework, research, writing, and interaction with other participants in resident programs, Fellows enhance their general understanding of international and security affairs, while developing specialist knowledge of European and Eurasian security issues. Fellows can receive senior service college credit upon completion of the program, which equips them well to serve either in any number of positions across Eurasia or as a senior staff officer dealing with regional issues.

## **MASTER OF INTERNATIONAL SECURITY STUDIES (MISS) PROGRAM September 2019–August 2020**

### **Introduction**

The Master of Arts Program in International Security Studies (MISS) is a unique postgraduate program for mid-level security professionals offered jointly by the Universität der Bundeswehr München (UniBw) and the Marshall Center. The program is designed to prepare international military and civilian students who already have several years of professional experience for executive positions in the public and private sector. The entire program takes place at the Marshall Center in Garmisch-Partenkirchen.

MISS participants profit from the particular strengths of the two partner institutions. The program combines university modules taught by UniBw professors with the policy-oriented programs of the Marshall Center, where students conclude the PASS and an additional resident program.

### **Program Structure**

The MISS is a twelve-month program that consists of a common study period of four modules as well as a two-module study concentration and a master’s thesis; it is designed

as a taught residence program. For those professionals who are not able to take a sabbatical, the MISS is also offered on a part-time basis, where single modules can be completed individually over a period of two years.

The program's common curriculum aims to provide students with thorough knowledge of contemporary security studies from both theoretical and policy perspectives. It starts with an introductory module, "Theories and Methods," in which students learn to understand the structures and processes behind international security policy and to explore the key theories of international relations. A particular focus of this module is also consolidating the methods (analysis, writing, presenting) required for the program.

Subsequently, students attend the Marshall Center's flagship course, the PASS, which is a rigorous, intellectually stimulating eight-week course for civilian government officials, members of security and military services, and government academics. Its core activities include plenary lectures and small seminar discussion groups, led by Marshall Center resident faculty and guest speakers from around the world. Each carefully crafted seminar brings together participants from a wide variety of countries and professional backgrounds. Plenary and seminar sessions are complemented by expert panels, role-playing exercises, and field studies.

In the "Transnational and International Conflict" module, students delve deeper into security and conflict studies and learn to understand and analyze historical and current international conflicts by extending their methodological understanding of sociological, political, and historical approaches.

Each student also participates in the module on "International Humanitarian Law," which provides students with a thorough understanding of international treaties and agreements. Students will learn to deal with aspects of jus ad bellum as well as jus in bello and assess the relationships between international law and politics.

After the conclusion of their common curriculum, students choose their Study Concentration, which consists of one of four Marshall Center resident programs and one of two university modules. The offered resident programs are:

- Program on Terrorism and Security Studies (PTSS)
- Seminar on Regional Security (SRS)
- Countering Transnational Organized Crime (CTOC)
- Program on Cyber Security Studies (PCSS)

Students then attend either the module "Transnational Governance," which focuses on transnational threats and challenges, or the module "Security and Development," which examines the nexus of security and development in post-conflict settings.

The program concludes with a 15,000 word Master's Thesis, which can be written under supervision of either UniBw or Marshall Center professors. In a Master's Thesis workshop, students present and discuss their proposals and preliminary findings.

### **PARTNER LANGUAGE TRAINING CENTER EUROPE (PLTCE)**

The Partner Language Training Center Europe, a NATO Partner Training and Education Centre, offers advanced and specialized classroom instruction in Arabic, English, French, Persian-Farsi, and Russian to more than 400 U.S. military and NATO/partner attendees

each year. Included in this are faculty professional development courses in language testing and classroom instruction and assessment.

### **ADMISSIONS INFORMATION**

The Marshall Center's objective is to bring together the best and most capable rising defense and security experts from a variety of government ministries. We strive for a balanced and diverse participant body which includes civilian and military, men and women, policy-makers and practitioners. Candidates should benefit from our programs and the opportunity to network with like-minded professionals as well as add value to an ongoing dialog on security and defense related topics. **All Marshall Center courses strive for balanced gender participation and we strongly encourage applications from women.**

Government officials who meet the course qualifications and would like to participate in a Marshall Center resident program must begin by contacting their ministry or parent organization 120 days before the start of the program they wish to attend. Ministries or parent organizations may then nominate participants for Marshall Center programs through the Marshall Center liaison at the United States Embassy or German Embassy in their countries. Nominations should reach the Marshall Center Registrar's office sixty days before the course begins.

The Marshall Center cannot accept direct nominations for funded participants; nominations for all programs must come to the Marshall Center through the appropriate ministry and the U.S. or German embassy in the nominee's country. However, the Registrar's office can help applicants initiate the process. For assistance, applicants can send a request to [registrar@marshallcenter.org](mailto:registrar@marshallcenter.org). The request should include an applicant's name, position title, rank, address, telephone number, and e-mail address. The Registrar's office will then forward the application to the appropriate U.S. Embassy representative for consideration and further coordination with the applicant.

The Marshall Center accepts direct nominations for self-paying participants for all resident courses. Self-paying participants must also meet admissions criteria as outlined in the individual course descriptions. The Registrar's office can provide information on the admissions process and associated course costs.

### **Contact Information**

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