Marshall Center Mission
Educate, Engage, and Empower security practitioners to address regional, transnational, and global challenges.

Transnational threats have evolved creating a complex security landscape replete 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 almost 30 years, the Marshall Center has promoted dialogue and understanding about important security and defense issues in 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, outreach and alumni programs involving officials from more than 155 countries and this network continues to grow. Resident programs offer long-term academic overviews of key security and defense issues and feature lectures and case studies presented by practitioners. Outreach programs focus on specific current issues and provide tailored assistance in problem solving. Our Alumni Office maintains contact with Marshall Center alumni and offers a wide range of networking and information-sharing opportunities at the Marshall Center and in the home countries of our graduates.

Program Changes due to COVID-19
Due to COVID-19 travel restrictions, many of our programs in 2020 and 2021 transitioned to virtual platforms. Since the onset of the pandemic, the Marshall Center conducted more than 160 virtual events for over 2000 participants from 125 countries. The FY2022 Marshall Center program plan recognizes that the COVID-19 pandemic may require continued program modification. COVID-19 restrictions and associated preventive health protocols may result in shortened course length, fewer participants or varied delivery methods. Courses and events will occur either in-resident (reduced capacity), virtually, or a hybrid of virtual and in-resident. Although COVID-19 altered Marshall Center operations, our ability to enable solutions to global security challenges remains unabated.
**Academic Programs**

The following programs will be offered by the College of International and Security Studies in Fiscal Year 2022.

**PROGRAM ON APPLIED SECURITY STUDIES (PASS)**

**ENGLISH ONLY**

**Introduction**

The PASS is a graduate-level program in international security studies (ISS). In FY22, the PASS will be a hybrid event: 2 weeks of virtual instruction followed by 8 weeks in-residence. It includes modules in ISS foundations, the international security environment, current challenges, and mitigation strategies. It provides opportunities for application and analysis through a one day field study and a “Berlin week” in Garmisch-Partenkirchen, a research essay, and several brief seminar exercises on lecture-related topics. The program is designed for early- to mid-career security sector practitioners from governments around the globe, including civilian government officials, military and security service members, and government academics. PASS provides instruction in various formats: lecture, seminar, panels, case study analysis, and independent research. As a broad-based, foundational ISS course, PASS prepares participants for higher-level programs at the Marshall Center and positions of greater responsibility in their respective government or military service.

**Objectives**

The Program on Applied Security Studies aims to:

- Provide a graduate-level education in security policy, defense affairs, and international relations to a broad range of security sector professionals from governments and NGOs around the world [i.e. Capacity Building]
- Provide an opportunity for early- and mid-career security sector professionals to create a network of security colleagues from widely varying regions, cultures, and backgrounds [i.e. networking].

**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 *Chatham House Rules*. 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.

The PASS program is comprised of five modules, each building upon the lessons learned in the previous module:
Security and Insecurity Today. This module provides a basic understanding of international relations theory and the evolving discipline of security studies. This helps participants understand the practice of contemporary international relations and the paradigms underpinning policymaking.

Key Actors, Regions and International Organizations influencing European Security. This module introduces participants to the policies of the great powers (U.S., Russia, and China) and their impact on Europe. It also examines the fragile states and regions neighboring Europe (the Indian subcontinent, the Arab Region, and Africa) and how challenges in these regions spill-over into the European sphere. Finally, the strengths and limitations of the security policies and programs of key international organizations (UN, NATO, OSCE, and EU) are also discussed.

Contemporary Challenges and Opportunities. This module examines key challenges to European security, including terrorism and irregular warfare, transnational organized crime, stalled democratic transitions, the reception and integration of migrants, cyber threats, hybrid war, responses to pandemics and environmental challenges, including climate change. Approximately one third of all PASS participants will have the opportunity for concentrated elective study in cyber security, counterterrorism, and counter transnational organized crime.

Strategies and Approaches to Mitigate Challenges. This module introduces steps that governments can take at the domestic, regional, and global levels to mitigate and respond to contemporary and emerging security challenges. Participants evaluate strategy development, security sector reform, whole-of-government and whole-of-society approaches, and gender mainstreaming. They also analyze diplomacy, coercive strategies, peacekeeping, and advancing the rule of law.

Berlin Week in Garmisch-Partenkirchen - One Day Field Study Trip. This module gives participants the opportunity to evaluate first-hand and in depth the governmental and defense institutions of a mature democracy. Participants will be offered virtual lectures, panels, and discussions with security and defense officials from numerous ministries, think tank officials, and journalists located in the capital of the Federal Republic of Germany. In addition participants take a one day Field Study Trip to Munich to the NS Documentation Center.

EUROPEAN SECURITY SEMINAR - NATO/EU (ESS-NATO/EU) ENGLISH ONLY

Background
On 8 July 2016, the President of the European Council and the President of the European Commission, together with the Secretary General of the North Atlantic Treaty Organization, signed a Joint Declaration in Warsaw. On 10 July 2018, a subsequent declaration was signed in Brussels calling for swift and demonstrable progress in implementation of seven areas of cooperation: countering hybrid threats; operational cooperation including at sea and on migration; cyber security and defense; defense capabilities; defense industry and research; exercises; and supporting Eastern and Southern partners’ capacity-building efforts.
This one-week seminar will elaborate on what this new impetus and substance of EU-NATO strategic partnership means for countries which are EU and/or NATO member states and partner countries along Europe’s southern and eastern flanks. The seminar provides valuable insights from involved actors regarding where cooperation develops smoothly, where it faces challenges, which fields of cooperation are of greatest interest to member and partner countries, and practical means by which cooperation might be further strengthened. The final results are published as a seminar report.

**Objectives**

- To engage a range of partners in better understanding the dynamics of EU-NATO cooperation;
- To focus on ways the Euro-Atlantic community as a whole - including Europe’s eastern and southern flanks - can jointly counter revisionist powers' measures against the integrity and sovereignty of its members;
- To assess and align potential Euro-Atlantic policy responses to build resilience among allies and partners;
- To generate a network of professionals for continued interaction, dialogue, and cooperation.
- The final results of this European Security Seminar are published as conference report.

**The Participants**

This seminar brings together mid- to senior level security practitioners dealing with EU and NATO affairs from Europe, North America, Eurasia, and North Africa.

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**EUROPEAN SECURITY SEMINAR – EAST (ESS-E)**

**ENGLISH & RUSSIAN**

**Background**

This one-week seminar analyzes security issues related to Europe's Eastern flank. Previous seminars elaborated on responses taken by the international community to counter hybrid and grey zone warfare measures by Russia, the Kremlin's aggression in Ukraine, its role in protracted conflicts, multi-faceted attempts to disturb the political landscape in the West, how the Euro-Atlantic community can use strategic communication in order to counter Moscow’s agenda and the impact of economic sanctions. The 2021 ESS-E examined Moscow’s role in former Soviet Spaces in the Time of Corona and Unrest.

The 2022 iteration explores the relationship between the Russian Federation and the People’s Republic of China. Have Sino-Russian relations developed to a degree that these two powers threaten the community of liberal democracies by forming an alliance? If forming an institutionalized military or political alliance by China and Russia continues to remain unlikely, what is the content of the Chinese-Russian strategic partnership? What is the state of military cooperation between Moscow and Beijing? Taking into account China’s Belt and Road Initiative (BRI), how are economic ties developing between China and Russia? What is the effect of various levels of cooperation between China and Russia on the West, and how can the U.S., the European Union and like-minded partners influence the relationship between Beijing and Moscow? The course also discusses official rhetoric by
both countries and the underlying friction rooted in historic rivalry as well as demographic and economic imbalances.

The Approach
ESS-E 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 at least 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 an evolving strategic environment and policymaker 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 and energy security;
• Assess and align potential Euro-Atlantic policy responses to fit new realities.
• The final results of the European Security Seminar-East are published as a conference report.

The Participants
This seminar brings 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 produces a network of professionals for continued dialogue and cooperation.

EUROPEAN SECURITY SEMINAR – SOUTH (ESS-S)
ENGLISH ONLY
Background
This one-week seminar analyzes security issues related to Europe’s Southern flank, including the impact of developments within Africa, the Mediterranean, and the Middle East on European and Euro-Atlantic security. It emphasizes policy priorities including strategic competition, hybrid and irregular warfare, terrorism, irregular migration, transnational organized crime, regional conflicts, and other sources of instability. It further assesses challenges and opportunities for advancing cooperative, effective European, Euro-Atlantic, and EU-NATO policy approaches to these issues together with regional partners. In doing so, it recognizes the importance of multilateral and whole-of-government approaches in addressing multi-faceted regional challenges.

In FY22, the next iteration of ESS-S will focus on the Mediterranean and Middle East (MENA). Dynamics in the Eastern Mediterranean, EU-NATO efforts to project power south,
security tensions and crises in the MENA region, and broad issues about migration and natural resources will be considered as themes.

Objectives
- To engage a range of partners in better understanding security challenges, opportunities, and dynamics in Africa, the Mediterranean, and the Middle East.
- To review and assess resulting vulnerabilities and challenges for Europe and the Euro-Atlantic community.
- To assess and align potential regional and Euro-Atlantic and EU-NATO policy responses.
- To generate a network of professionals for continued interaction, dialogue, and cooperation.

Participants
This seminar brings together mid- to senior level security practitioners from Europe, Africa, the Mediterranean, the Middle East, and the US to build a common understanding of emerging dynamics in the South and to support comprehensive strategies to address regional challenges. Thus, it also generates a network of professionals for continued interaction, dialogue, and cooperation.

SEMINAR ON REGIONAL SECURITY (SRS) ENGLISH & RUSSIAN
This three-week seminar specifically focuses on regional security issues in and around Europe and their relevance for broader Euro-Atlantic security. Central to the SRS course program is the examination of the influence of international actors on regional security, regional conflicts, and hybrid and irregular challenges occurring along Europe's borders, including within the Balkans, Eurasia, and the Middle East and North Africa. Attention is also devoted to ways conflict management and engagement by the European Union, NATO, other international organizations, and the respective societies is interwoven within regional security dynamics. The particular regional focus of this course acknowledges that local / national conflicts and crises can raise security challenges for neighboring and more distant states.

The Seminar on Regional Security emphasizes active learning methods, including seminar-based group work and scenario exercises.

SRS is designed for participants at the mid-career military (major through junior flag officers) or civilian equivalent government officials who have clear professional interest in and background knowledge of regional security and/or transnational and international crisis management.

PROGRAM ON TERRORISM AND SECURITY STUDIES (PTSS) ENGLISH ONLY
Introduction
PTSS identifies and addresses terrorism as a transnational threat facing nations in every global region. The course is designed to support government officials, police officers, military personnel, intelligence analysts, interagency individuals, policy makers, and security service personnel holding mid- to upper level leadership positions within
organizations fighting terrorism. The program focuses on building partner institutional capacity and exploring methods to help states effectively combat terrorism while adhering to democratic values. Participants work to develop their collective perspectives, knowledge, understanding, and intellectual interoperability while building a professional network with fellow participants, thereby encouraging regional and global cooperation in counterterrorism (CT) operations.

Aim
PTSS aims to strengthen, develop, and promote a mutual understanding of terrorist motivations, methodologies, and capabilities while equipping CT practitioners with a broad range of intellectual, analytical, and networking skills to help defeat or mitigate such threats. PTSS also incorporates discussion of how terrorism and CT relate to the broader field of Irregular Warfare (IW). Individuals should depart the program better able to support their organizational and national goals in combatting terrorism and CT-related IW challenges and connected to a broad international field of CT security practitioners to foster effective bilateral, regional, and/or global partnering efforts.

Objectives
- Understand the Threat: Exchange and examine perspectives with course participants about shared global threats from terrorism and extremist violence as well as the challenges in combating them;
- Build Capacity: Improve participant knowledge and comprehension, empowering alumni to more effectively minimize terrorism’s impacts to their nation through use of comprehensive approaches (Whole of Government and Whole of Society) to CT operations;
- Protect Civil Society: Identify and examine the tensions between operational effectiveness against terrorists and the need to protect civil and political liberties, including democratic governance and individual human rights;
- Enable Transnational Cooperation: Increase intellectual interoperability between fellow participants, thereby strengthening transnational capacity and resilience among partner nations while expanding the global network of CT experts and practitioners.

Methodology and Structure
PTSS is typically a 4.5 week course held in residence at the Marshall Center in Garmisch-Partenkirchen, Germany; however, a condensed virtual PTSS program has been developed to accommodate distance learning when hygiene protocols or specific situations prevent the resident model. The final decision with regard to in-person or virtual methodology is made approximately four months prior to the course start date. The resident program has 23 business days of instruction comprised of lectures, practical exercises, case studies, small group activities, social events, participant presentations, and daily seminars grouped in 10 to 15 person cadres. The resident course occurs twice each year and accommodates approximately 75 participants in each holding. During the resident course, the following topics are considered:

- What is Terrorism
- Terrorist Motivations and Strategies
- Radicalization and Recruitment
- Terrorist Use of the Internet and Social Media Technologies
- Regional Aspects of Terrorism (i.e. Africa, Asia, etc.)
• Typologies of Terrorism (Right-Wing, Lone Actor, Salafi Jihadist, Left-Wing, etc.)
• CBRN Terrorist Threats
• Proxy Forces in Irregular Warfare and Terrorism
• Foreign Terrorist Fighter Returnees
• Crime-Terror Nexus
• Counterterrorism Strategy Development
• Risk Analysis and Assessment
• Armed Forces in Counterterrorism and Irregular Warfare
• Law Enforcement in Terrorism
• Whole of Government & Whole of Society Approaches
• Prevention and Countering of Violent Extremism
• Intelligence Led Policing Against Terrorism
• Information and Intelligence Sharing
• Measures to Limit Terrorist Travel and Finances
• Countering Radicalization in Prisons
• Gender in Terrorism and Counterterrorism
• Strategic Communications
• Countering Terrorist Narratives
• Crisis Management
• Societal Resilience
• Global Cooperation

In the event virtual programming is necessary or desirable, the virtual Program on Terrorism and Security Studies (vPTSS) is held online through easily accessible computer software. The virtual program takes place over two and a half weeks with 12 business days of instruction and interaction comprising approximately 3.5 hours of daily engagement. This includes lectures, readings, practical exercises, case studies, and virtual seminars of 7 to 10 participants. The virtual program focuses on strategic-level concerns in terrorism and counterterrorism and includes the following topics:
• Understanding and Defining Terrorism
• The Origins and Motivations for Terrorism
• Terrorist Threats and Strategies
• Terrorist Use of Information and Communication Technology
• Developing CT Strategies
• Instruments of National Power in Counterterrorism
• Whole of Society Responses to Terrorism
• Armed Forces in CT
• Law Enforcement and Intelligence Responses to Terrorism
• Emerging Trends in Terrorism and Counterterrorism

Under certain circumstances and given sufficient lead-time and coordination, it may be possible to present the virtual curriculum as a five-day in-person program of instruction at an off-site regional location. If interested, contact the Marshall Center Registrar’s office for more information.

CT Department Faculty and Staff review course curriculum and materials following each course holding. Materials are updated in accordance with participant feedback and international developments in terrorism and counter terrorism.
INTERNATIONAL PROGRAM ON CYBER SECURITY STUDIES (iPCSS)
ONLINE November 30 – December 16, 2021
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 iPCSS 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:

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

The Marshall Center’s iPCSS 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, policymakers, 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 iPCSS 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. The iPCSS provides participants with the cyber skills needed to approach transnational problems while preparing individuals for positions as senior-level cyber security leaders throughout government. The iPCSS 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 cybercrime;
- 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.

PROGRAM ON COUNTERING TRANSNATIONAL ORGANIZED CRIME (CTOC)
ENGLISH ONLY

The Program on Countering Transnational Organized Crime (CTOC) focuses on the national security threats posed by transnational criminal organizations (TCOs). The course is designed for government officials and practitioners who are engaged in strategy and policy formulation. The desired outcome is the development of “whole of government” approaches to counter illicit trafficking and the associated activities of transnational organized crime.

Focus

The resident 24-day course on Countering Transnational Organized Crime is the foundational academic course of the CTOC Program. It focuses on transnational organized crime as a national security threat, and provides participants with a global view of how transnational criminal organizations actually threaten the national security of their countries.

The course examines the spectrum of illicit activity with an emphasis on counter-narcotics, counter-threat finance, corruption, and state capture. The course seeks to attract senior
level government officials from more than 100 countries around the world. The CTOC course teaches participants how to develop whole of government and civil society strategies and policies to address transnational organized crime. The course culminates with a capstone CTOC strategy development exercise that requires participants to work together to develop a CTOC strategy framework with policy recommendations that would serve as the basis for a national level strategy.

Curriculum
This course is taught by Marshall Center faculty, adjunct professors, and guest lecturers from a variety of government entities and national 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 transnational organized crime;
4. Outline the goals and objectives of key international organizations aimed at combating the activities of transnational criminal organizations;
5. Examine best practices in countering transnational organized crime and determine opportunities to adapt and share successes.

COUNTERING TRANSNATIONAL ORGANIZED CRIME - INTERNATIONAL FORUM (CTOC-IF)*
ENGLISH ONLY
The Countering Transnational Organized Crime - International Forum (CTOC-IF) is a three-day senior-leader forum. This forum creates an opportunity for law enforcement executives at the principal and deputy level, along with their counterpart policy experts, to examine the most critical challenges in combating transnational organized crime. The CTOC-IF affords participants from around the world an opportunity to share ideas and best practices while discussing strategy and policy solutions to countering transnational organized crime. The goal of this forum is to increase international cooperation by creating a global network of Marshall Center CTOC alumni in the most senior positions of government.

*Participation in CTOC-IF is by invitation only.
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 a five-day program. 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 the SES in FY22 will be communicated at a later date.

Program Language and English Language Enhancement Courses
Resident programs are generally conducted in English, although a select number of our resident courses may include Russian interpretation. 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 2022, English Language Enhancement Courses are planned in support of the Program on Terrorism and Security Studies (PTSS) and Program on Applied Security Studies (PASS).

ENGLISH LANGUAGE ENHANCEMENT COURSE (ELEC)
The Marshall Center offers five-week intensive language enhancement courses before the PASS and PTSS. 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).

ALUMNI PROGRAMS

The Alumni Programs Department offers a robust variety of tools to keep alumni engaged, informed and involved in the Network. The members-only alumni website GlobalNET (https://members.marshallcenter.org) provides access to course materials, and offers free access to numerous research databases, the per Concordiam Journal, the Transnational Weekly newsletter, current news about the Center, 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 FY2022 will include programs for alumni of the following programs: PTSS, CTOC, iPCSS and ESS/SRS. Alumni of other programs may be invited if their position and experience match the specific subject matter. Alumni speakers for some of these events are competitively selected by the Program Directors. Speaker solicitations are sent directly to individual alumni unless Embassies require different processes. ODCs/OSCs/SCOs are informed in advance of these programs and provided the opportunity to add country-specific requirements to the process.

Alumni Scholars Program – This is a competitive program to conduct in-residence research at the Marshall Center. The scholarships are available to all alumni, regardless of work status. Applications to participate are solicited directly from individual alumni unless Embassies require different handling. The program includes a fully-funded five weeks in-residence to do research on a security topic. Scholars are assigned an academic advisor and receive assistance getting published. Scholars will write a 20-page paper and give a presentation to the faculty. Up to 15 alumni will be selected each year for this highly competitive program. Applications are typically solicited in the summer. Slots for this program do not count against annual SAN allocations. ODCs/OSCs/SCOs are informed in advance of these programs and provided the opportunity to add country-specific requirements to the process.

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.
Regional Alumni Forums – Regional Forums bring alumni from particular geographic regions together to discuss relevant topics. Alumni participants are competitively selected by the Alumni Programs Department. Applications to participate are solicited directly from individual alumni unless Embassies require different handling. Slots for this program do not count against annual SAN allocations. ODCs/OSCs/SCOs are informed in advance of these programs and provided the opportunity to add country-specific requirements to the process.

**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 one hundred and one classes, with 1,432 graduates, including twenty-four general officers, twenty-three ambassadors, and numerous other high-ranking dignitaries.

**FELLOWS PROGRAM**

The U.S. Senior Fellows Program provides a regionally focused, professional education experience for officers from the U.S. Air Force and U.S. Army. The program is comprised of three subordinate fellows programs, each of which are selected by their sending agencies: the U.S. Army War College, the U.S. Air War College, and the Army’s G-3/5/7. The war college fellows are selected at the rank of lieutenant colonel and colonel, while the G-3/5/7 fellows are usually majors or lieutenant colonels.

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. Air and Army War College Fellows can receive senior service college credit upon completion of the program. All of the fellows are equipped 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 2021–August 2022

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 (iPCSS)

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 accredited 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 according to NATO Standards. Please visit www.pltce.org for more information.

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.

In order to ensure a diverse selection of participants, we encourage our U.S. Embassy representatives to work closely within their own Country Team to coordinate nominations from the various ministries, such as: defense, interior, foreign affairs, emergency services, border guards, internal and external intelligence services.

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 (60) 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. 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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