National Security College
Crawford School of Public Policy
ANU College of Asia & the Pacific

A joint initiative of the Commonwealth Government and The Australian National University
MESSAGE FROM
THE HEAD OF COLLEGE

I am pleased to introduce
the 2018 update of the short-
course offerings from the
National Security College. We
are Australia’s leading provider
of executive education and
professional development for
policymakers and practitioners
across the full spectrum of
security issues.

The College is widely recognised as the
go-to place for Australian officials to
sharpen their knowledge, skills, networks
and career perspectives.

Our courses involve exceptional levels
of expertise and access. They enrich and
challenge participants to think in new
ways about issues that matter to security
policymakers and Australia’s future. Content
is constantly renewed to meet the needs
of a changing security community in a
changing world.

I am pleased to announce that we now
extend participation opportunities more
widely – to private sector executives, state
and territory officials, graduate recruits, and
personnel from Australia’s security partners
in the Indo-Pacific and globally.

We draw on an unparalleled register of
more than 400 experts and policy leaders
from Australia and around the world. The
courses are developed and facilitated
by experienced security practitioners
seconded from the Australian Government,
with co-design by our academic staff.

If your organisation has training,
development or capacity-building
requirements that you don’t see addressed
in these pages, please contact us and we
will design a new course for you.

We look forward to seeing you at the

Professor Rory Medcalf
Head, National Security College
“I am thrilled and honoured to be associated with the ANU National Security College. The NSC is a centre of excellence for the study of national security, not only in Australia, but globally. It serves academics and practitioners and represents an influential bridge between the institution and the government. It is a source of future professionals in the national security realm for Australia.”
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WHY COME TO THE NATIONAL SECURITY COLLEGE?

The National Security College is a unique partnership between the Australian Government and the Australian National University, established specifically to teach and research in the fields of national security and public policy.

Since we were established in 2010 about 3600 participants have completed a course with us. The programs for our courses are never the same twice, to ensure we’re always providing the latest and most informed insights about Australia’s changing security landscape. We also introduce new courses frequently, a recent example being ‘Women and National Security’. Regular course themes include cyber security, the role of intelligence and counter-terrorism. In addition we run courses focusing on countries particularly important to Australia’s national security (such as China and the US).

We pride ourselves on highly interactive methodologies. We make extensive use of syndicate groups, panel discussions, hypotheticals and scenarios to test and develop ideas. This supports our operational focus, with participants practicing skills that they will use in their current and future national security roles.

Our programs draw on leading authorities from around Australia to ensure that every program involves the highest standard of policy relevant expertise. Further, we internationalise participants’ experience through videoconferencing with experts and diplomatic missions overseas.

The NSC’s unique nature as a Commonwealth-ANU partnership allows us to assemble a high-level mix of academic expert and policy practitioner perspectives. We challenge participants to broaden their horizons while emphasising the ‘so what?’ for policy.

Beyond our education programs, we encourage departments, agencies, corporate and international partners to make use of our growing ‘policy engagement’ or think-tank capabilities, including through dialogue, analysis and research aimed at understanding plausible security futures and practical policy options.

And we offer tailored or ‘bespoke’ courses for individual government departments and agencies, as well as private sector and foreign partners. These include programs designed to build capacity, dialogue or shared analytical problem-solving among multiple countries.

Our courses are typically hosted at our secure-rated, custom-built facilities at the Australian National University in Canberra. However we can bring the expertise to you, delivering courses interstate or internationally.
Executive Development programs are comprehensive in scope, designed to provide a grounding across the spectrum of security issues while building enduring personal networks. These flagship offerings range from a week to four weeks in length. They are often targeted at specific cohorts of national security professionals based on experience and seniority.

These courses aim to enhance participants’ knowledge while improving their ability to operate collaboratively across organisational boundaries to meet whole-of-government and whole-of-nation policy needs. Sessions include opportunities for frank and trusted interaction with outstanding policy leaders, including on questions of career pathways. To ensure balance and diversity of participation, there are sometimes limits to the numbers of officials an organisation can nominate for each iteration of a course.
Introduction to Australia’s National Security Challenges and Policy Making

This highly interactive one-week program introduces you to the responsibilities and operation of the national security community and provides a grounding in the wide range of security challenges facing Australia. It explores how different departments and agencies contribute to the whole-of-government effort and provides insights into the impact of national security challenges on your own workplace.

The program stresses the importance of leadership and collaboration across the community and introduces you to the legislative and governance frameworks underpinning national security.

**Designed for** officers working within national security agencies and departments who are involved (or likely to be involved) in policy, strategic planning, capability development, operations or coordination. Because of the breadth of the program and its introductory focus, there is benefit also for officers from all agencies and departments.

This program is primarily targeted at government officials (or uniformed equivalent) below middle-management level. However, more senior officers can (and regularly do) apply to join this program, as well as private sector personnel who would benefit from an insider’s overview of national security.

“The program is fantastic, providing a framework for understanding the most important global and regional issues of our time, and how they impact Australia. It really helped me to understand the different – but inter-related – areas of government responsibility, and how my role as a public servant fits within that.”
Framing the Future: National Security Executive Level 1 Development Program

This interactive and practical two-week program will enhance your understanding of the national security community and the range of strategic challenges it faces. It explores these areas alongside collaborative leadership and the national security policy framework, through facilitated discussion, workshops, hypothetical exercises and site visits. Additionally, it provides important professional collaborative networks as your career advances.

This program analyses the concept of national security, considers the range of issues and challenges facing Australia’s national security community, and focuses on the capability and capacity of the community to address those challenges. You’ll have the opportunity to consider the roles and responsibilities of agencies, and to reflect on current and future challenges facing professionals working on security issues. The program covers federal and state responsibilities, the relevant whole-of-government architecture and processes, and the measures in place to support policy and crisis decision-making.

Designed for emerging leaders in the national security community and Executive Level 1 (EL1) officers working in both traditional and non-traditional national security agencies and departments, as well as managers from the private sector. It will particularly benefit those who are involved in policy, strategic planning, capability development or coordination. A minimum SECRET (NV1) security clearance is required to enrol in this program.

“This course was thought-provoking, strategic and highly valuable to my work in international policy. It was without a doubt the best professional course I have ever attended and I feel like I actually learned more in those two weeks than I did completing my Master in International Relations!”
Navigating Uncertainty: National Security Executive Level 2 Development Program

This program unpacks and analyses the concept of national security and provides in-depth exposure to the full range of issues and challenges facing Australia’s national security. You will form and deepen broad professional networks within the national security community, and engage in a trusted environment with thought leaders and senior practitioners on national security policymaking. There is a high level of access, including to current or former heads of departments and agencies.

To enrich the learning experience, there is an international study tour and a number of site visits within Canberra. These visits will expose you to current issues and the practical challenges of intergovernmental collaboration to achieve national security outcomes. Reality-based scenarios draw on the program content and leverage participants’ experience to examine approaches to navigating uncertainty for national security professionals at this level.

**Designed for** national security community leaders and managers, Commonwealth EL2 officers, ADF equivalents with command experience, state and territory government equivalents, as well as senior managers from the private sector. A minimum SECRET (NV1) security clearance is required.

“I found the NSC EL2 Development program the most rewarding course I have undertaken in my APS career. The National Security College is a first class national institution and I am extremely proud and honoured to be a member of the NSC alumni.”
Leading in Complexity: National Security Senior Executive Development Program

The National Security College’s premium program provides exceptional depth of insight across the full spectrum of Australia’s national security challenges and opportunities. It is an immersive four week course that focuses on trusted exchanges of insights with around 100 of Australia’s foremost policy practitioners and experts, including serving and former heads of government departments and agencies. You will also engage with private sector leaders and international perspectives, including heads of foreign missions in Canberra.

The program includes an international visit for high-level insights into how other governments manage security challenges; in 2018, this visit is expected to be to Tokyo. Participants will form and deepen high-level professional contacts. We are confident that you will build trusted networks with other leaders, which the College will help sustain through its alumni program.

Designed for Senior Executive Service Band 1 (or equivalent) officers from the broad national security community who are involved, or may be involved, in developing and implementing strategic policy frameworks and/or managing practical responses to national security issues will benefit from this program. State and territory officials, as well as senior executives from the private sector involved in the security field, are encouraged to nominate. A minimum SECRET (NV1) security clearance is required for this program.

“The Executive Development Program is the best professional development course I have undertaken and has fundamentally changed my approach to my work and career more broadly. I have and will continue to recommend this course to my senior executive peers and look forward to a continued association with the National Security College.”
FRANCES ADAMSON

> Secretary, Department of Foreign Affairs and Trade
> International Adviser to the Prime Minister, 2015-16
> Ambassador to the People’s Republic of China, 2011-15

Frances Adamson has led the Department of Foreign Affairs and Trade as Secretary since 25 August 2016. She has served as a diplomat in Beijing, London, Taipei, Hong Kong and New York. Ms Adamson was Chief of Staff to the Minister for Foreign Affairs and then the Minister for Defence from 2009 to 2010, and is currently President of the Institute of Public Administration Australia (ACT Division).

“The NSC plays a unique role in developing, integrating and informing our national security community. Current and aspiring members of this community should look to the NSC as a partner in growing their own contributions to the diplomatic, development assistance, defence, intelligence, law enforcement and border capabilities that, as the 2017 Foreign Policy White Paper emphasises, are crucial to Australia's ability to influence and thrive in a more competitive and contested world.”
Professional Development courses are short and precise: they aim to provide participants with information, skills and a more in-depth understanding of specific emerging challenges relating to national security.

The NSC’s professional development program has undergone a comprehensive review and in 2018 we are offering eight new courses. These include higher level, practitioner-focused intensives in the College’s particular areas of expertise: cyber security, intelligence, counter-terrorism and countering violent extremism.

In addition to traditional security themes, we are turning our attention to new and emerging challenges such as energy security, propaganda and foreign interference, and the roles of women and ethics in the broader security agenda. With experience in covering eight countries of the most strategic interest to Australia, this year we will be focusing on the United States and China as the key players with the greatest global significance.

We continue with our core and capabilities skills series, which responds to specific professional skills requirements for national security practitioners. In 2018, this will include a renewed focus on risk management and the role of intelligence. A new course on futures analysis – a set of methods for projecting long-term challenges and opportunities – will introduce participants to a vital skillset for contemporary security professionals.
The Relationship between Intelligence and Policy in National Security

Australia’s national security environment demands enhanced interaction and collaboration between intelligence providers and policy-making officials. How can we get the most out of these relationships and meet the challenges of a transforming environment?

There is increasing need for enhanced interaction and collaboration between intelligence providers and policy-making officials in the national security community. For this to be effective, practitioners on both sides must understand the responsibilities, challenges and skills of intelligence providers and policy officials. This practical, two-day course identifies the relevant issues facing participants and their organisations.

**Designed for** officers from all national security agencies and departments who are working in either the intelligence or policy-making streams. A minimum SECRET (NV1) security clearance is required for this course.

“I found the course to be extremely informative and balanced, considering policy as an enabler of intelligence, and intelligence as a tool to achieve policy outcomes. I was grateful for the frank and honest discussions from senior intelligence and policy professionals.”
Creating Insight: An Introduction to Futures Analysis

Our world is rapidly changing and disruption has become the new norm. Thinking proactively about the future security landscape, and taking a systematic approach to understanding future possibilities and risks, is a vital skillset for contemporary security professionals.

This two-day course will introduce you to the basics of futures analysis: a set of methods for projecting long-term challenges and opportunities. These methods help analysts and policymakers to identify the drivers of change and provide a framework for drawing meaning and structure from future uncertainty. Futures analysis will enable you to gain a better understanding of plausible operating and policy environments, and helps you to clarify possible responses.

Designed for policy officers and analysts whose current work focuses on future trends, scenarios and policy options. However, anyone within the national security community with an interest in futures analysis would benefit.
Intelligence Techniques for Policymakers

Have you ever wondered how intelligence professionals work through complex problems, identify alternative options or futures and test their thinking? Intelligence analysts routinely use a range of structured and group techniques to improve analysis by minimising common biases and groupthink. These techniques can greatly benefit policymakers at all stages of policy analysis and development.

This two-day course will introduce and teach a set of structured analytic techniques that are drawn from international intelligence best practice for policy thinkers and analysts. You will learn how to use these techniques and identify when each is more powerful to apply within the policy development cycle. Used correctly, the techniques assist individuals and teams in the development of more creative and robust policy advice.

Designed for anyone working in a policy role – very broadly defined. The course particularly relevant for anyone who currently, or aspires to, lead a team, as the techniques covered are very useful for team or group work.
Risk for National Security Practitioners

In an age of turbulence, disruption and interconnectivity, thinking about risk in a broader, more holistic context is vital in order to successfully navigate the complexities and challenges. When risk is well understood, significant unintended consequences can be identified and addressed.

Risk judgements are critical to informing decisions about Australia’s national security. This one-day course will equip you with tools and strategies to think critically about risk in the national security context. It will explore how risk in national security is considered, the evolving global risk landscape, and how options often must be weighed against competing national policy priorities – to help you provide good risk advice.

Designed for national security practitioners and managers from the Commonwealth, states and territory governments, and the private sector. In particular, this course will be beneficial for those who assess, analyse or consider risks to national security, or are responsible for developing complex policy options in the national security context.
Maritime Security

Australia, as a large island nation, has substantial maritime interests to protect and critical interests in the current global and regional maritime order. But the maritime order is under increasing pressure because of the demands for migration, trade, resource exploitation, the development of new naval capabilities, and contemporary trans-national threats (e.g. people smuggling and weapons proliferation). All of these pressures are playing out in the maritime domain, which has an increasingly high profile in geostrategic calculations in the Indo-Pacific.

In this one-day course, you will explore Australia’s maritime security strengths and vulnerabilities, domestic maritime security priorities, such sovereign rights in our maritime zones, our border, society and values, and reliance on the sea for trade and critical infrastructure. Australia’s maritime security architecture and international legal norms lead into discussion on current issues such as security in the South China Sea, a region where diplomacy and Australian interests intersect with strategic rivalry, competing claims and the freedom of navigation. You will also gain a greater understanding of contemporary transnational security threats such as piracy, terrorism, weapons proliferation, drug trafficking and illegal fishing.

**Designed for** officials from all departments and agencies, professionals, analysts and managers who are working on maritime security issues, or who wish to gain a deeper professional understanding of this subject.

“**The course was an excellent opportunity to develop and refine my thinking on maritime security, put the burning questions on my mind to a range of experts and build my networks with colleagues across government. It was an enriching, stimulating and very enjoyable course that was directly applicable to my current work.”**
THE HON KIM BEAZLEY AC

> Ambassador to the United States (2010-16)
> Leader of the Opposition (1996-2001; 2005-06)
> Member, NSC Futures Council

Kim Beazley was a member of the Australian Parliament for 27 years, including as Deputy Prime Minister and Minister for Defence in the Hawke and Keating Labor Governments. He served as Chancellor of ANU in 2009. Most recently, Mr Beazley has been President of the Australian Institute for International Affairs (2016-17), Co-Chairman of the Australian American Leadership Dialogue, and Distinguished Fellow at the Australian Strategic Policy Institute and the Perth USAsia Centre.

“Australian decision makers are facing the most challenging time since the end of the Cold War. We need to intellectually re-arm. The National Security College and its excellent executive development program is one of our critical assets.”
The New Weapons: Propaganda, Misinformation and Fake News

The 2016 US election was a watershed moment revealing the use of state-directed propaganda and misinformation targeted at the democratic institutions of a major western power. At the community level, extremist narratives are proving difficult to combat, demanding more of both government and society. A host of global actors, state and non-state, are increasingly leveraging technology to harness the power of information – and using it as a weapon.

This one-day course will consider whether Australia is sufficiently prepared for and resilient against weapons of propaganda and misinformation trained on our institutions, and our communities. How are powerful actors seeking to undermine Australia’s security, the competitiveness of Australian businesses, and confidence in our democratic institutions? What are the implications for global and national security? And is Australia prepared?

Designed for staff working across government, including in strategic policy, social policy, communications, intelligence, assessment, cyber security and those responsible for data holdings.
Nuclear Policy and Security

This one-day course will provide you with a comprehensive introduction to nuclear policy, an overview of the basics of nuclear science and weapons, the global landscape of capabilities and doctrines, and persistent concerns about proliferation. It covers the Nuclear Non-Proliferation Treaty, challenges relating to North Korea and Iran, as well as the 2016 Nuclear Security Summit and South Australia’s Nuclear Fuel Cycle Royal Commission.

You will consider the evolution of the role of nuclear weapons in security and foreign policy, Australia’s place in the international nuclear order, and the security dimensions of the debate around peaceful uses of nuclear energy.

Designed for officers at all levels from all departments and agencies, as well as professionals, analysts and leaders in private sector and non-government organisations, who may be specifically involved in nuclear policy issues or who would benefit from a practical understanding of this increasingly important set of issues.

“A fantastic introduction to nuclear policy, a field rich in history, complexity, and geopolitics with important implications for regional and global security.”
Antarctica

Australia has the largest claim of any country: 43 per cent of the frozen continent. But the unique governance approach, stability and environmental preservation achieved through the historic Antarctic Treaty regime is coming under increased strain. Global resource pressures, rising great power competition and the activities and interests of major and emerging powers are becoming more apparent. With growing interest from existing and potential claimants, the strategic and security dimensions of access to, and control over Antarctica are becoming clear.

The leadership role Australia has held in Antarctic affairs cannot be taken for granted. This one-day course provides a comprehensive introduction to Antarctic affairs. It will guide you through the Antarctic Treaty system, Australia’s leadership role, the roles of other key claimants and current policy initiatives. The course will also consider future challenges, including illegal and unregulated fishing, regional governance, and climate change. It will focus on the security dimensions of these issues, and the motives and activities of other powers.

Designed for professionals, analysts and officers from all departments and agencies who may be directly working on Antarctic issues and maritime security, or who seek a deeper understanding of this increasingly important subject for their professional development.

“The NSC course on Antarctica was a really useful introduction to the wide range of issues that the continent represents. The co-ordinators went out of their way to recruit world-class experts and the presentations and discussions were interesting and engaging.”
Ethics and Technologies of War

As globalisation brings different peoples into closer contact, armed conflicts continue around the world, including in places where Australia’s military is or could be deployed. There is ongoing political debate over whether or how particular wars should be fought and with what kinds of technology. Decisions around war and warfare are invariably tied to matters of life, death and national survival.

This one-day course provides participants with an opportunity to engage with big ideas and high-stakes issues in a particularly dynamic and contested area of scholarship and policymaking. It examines ethical norms of the use of armed force for political purposes with a particular focus on the relationship between those norms and military technologies. You will explore how, and the extent to which, ethical and technological considerations can and should influence strategic and tactical decisions.

Designed for professionals, analysts and officers from all departments and agencies who may be specifically involved with the ethics of defence technology, or who seek a deeper understanding of this increasingly important subject for their professional responsibilities.
Women and National Security: The Essentials

International research has revealed that the security and equality of women is a vital factor in the security performance of the state. It demonstrates that increasing women’s participation and ensuring gender diversity in decision-making leads to better security outcomes – within organisations and at the level of the state.

This course will take you through the relevance of gender to national security-related policy and decision-making, implementation and practice, and the importance of ‘mainstreaming’ gender considerations. It will explore the value of women’s participation and leadership in a broad range of national security spheres. It will link theory and concept with lived reality and contemporary practice, drawing on experiences from overseas deployments and recent conflicts. You will benefit from the insights of key speakers with experience and high-level involvement in Australia’s agenda on women and national security.

**Designed for** practitioners in the Australian national security community, men and women, in the public and private sectors, who would benefit from an improved awareness of the relevance of gender to national security outcomes, in theory and practice.
Valerie Hudson is an expert on international security and foreign policy analysis, as well as gender and security. Her award-winning books, *Bare Branches: Security Implications of Asia’s Surplus Male Population* (2005) and *Sex and World Peace* (2012), as well as the WomanStats Database she developed, have shaped the global research and policy agenda on women and security. In 2009, *Foreign Policy* named her one of the top 100 Most Influential Global Thinkers.

“The National Security College at ANU is at the cutting edge of contemporary Australian national security, and I particularly admire their leadership in the Women, Peace, and Security subfield. Their recent conference on ‘Women and National Security’ was one of the best – and best attended – I’ve seen, and the executive training courses provide foundational gender analysis training in the national security field. The College’s central Canberra location offers a truly remarkable opportunity for dialogue with national policymakers on these and other vital security issues facing Australia today.”
The Dimensions of Cyber - Challenges & Opportunities

The inter-disciplinary and global nature of cyber requires policy-makers to develop a deep understanding of the ‘information age revolution’ that it represents. Australia’s 2016 Cyber Security Strategy was a first step in articulating how we must harness the opportunities and mitigate the risks in this influential and ever-evolving domain.

This two-day course will assist you to understand the opportunities, threats and risks of engaging with the cyber world, how Australia is engaging internationally on cyber issues, and the role of cyber security innovation in improving Australia’s economic opportunities and defensive capabilities. It explores Australia’s cyber security objectives, capabilities and constraints. The course will leave participants informed and prepared to seize the opportunities to develop and reform Australia’s cyber security approaches. Those attending will be well placed to discuss and advocate for Australia’s policy approach to cyber security when engaging with international partners.

**Designed for** those who are involved in cyber policy issues or who need a deeper understanding of this increasingly important subject for their professional responsibilities. This includes corporate participants and government employees. It is not a technical cyber program, and is not intended to develop the skillset required of cyber technicians.

“The presenters were very knowledgeable and come from a good spectrum of expertise and experience, the information was concise and opened my mind to the amount of issues that we are facing.”
The CVE-CT Spectrum

Terrorism has emerged as one of the defining security challenges of our age. The imperatives of counter-terrorism (CT) and countering violent extremism (CVE) now permeate the policy and operational activities of federal and state governments, law enforcement agencies, business and the community at large. This two-day course considers the spectrum of policy tools and responses: how we might prevent the growth of violent extremism as well as disrupt terrorist planning and counter attacks.

The course considers the implications of our policy and operational responses across a spectrum from social cohesion through to disruption of terrorist actions. You will receive a comprehensive, up-to-date overview of the nature of the terrorist threat in Australia and internationally, as well as the range of policy and operational responses. This will be balanced with the latest research and policy developments related to the difficult policy challenges around countering violent extremism.

You will be informed by leading international researchers who are guiding international policy responses. Presenters from the senior ranks of the public service, academia, the private sector and community groups will examine key policy questions in the light of societal resilience, social cohesion, and trends in terrorism.

**Designed for** officials and security practitioners at all levels from departments and agencies involved in, or requiring an understanding of, CVE approaches and CT responses. State and territory government officials, police force members and professionals from other organisations dealing with CVE and CT are encouraged to participate.

“The CVE course not only reflects the importance and seriousness of this vital work. As a course participant you gain a genuine understanding of where CVE currently is in the global sphere and most importantly, where it needs to go.”
Counter Terrorism: New Research, New Networks

Terrorism is an evolving threat and Australia is not immune to the global impact of the conflicts in the Middle East and instability around the world. In this one-day course, you will discover the latest research and policy developments aimed at countering the threat of terrorism in Australia and across global networks. You will have the opportunity to listen to academics conducting research that is impacting on national and international thinking and responses.

Engage with senior policy makers and law enforcement officials to understand their assessment of strategic and operational shifts in the threat environment. Share your knowledge, expertise and deepen your networks with others who are working to counter the challenges of terrorism.

Designed for practitioners whose responsibilities relate to countering terrorism – in intelligence, law enforcement, policy and the private sector. We welcome security practitioners from the Commonwealth, state and territory governments and relevant industries to a rich, research-led contest of ideas.
Countering Violent Extremism: New Research, New Networks

Countering Violent Extremism (CVE) is a body of research and policy at the boundaries of security and social cohesion. CVE is undergoing rapid evolution as governments, communities and academics struggle to identify what constitutes best practice to prevent the spread of extremism. In this one-day course, you will discover the latest research and policy developments intended to strengthen community resilience. You will have the opportunity to listen to academics conducting research that is informing local, national and international thinking and responses.

Engage with senior policymakers and leaders of operational agencies and organisations working directly with communities in this space. Share your expertise and deepen your networks with others who are working to address the challenge of violent extremism.

**Designed for** practitioners whose responsibilities relate to CVE – in intelligence, law enforcement, policy, social services and the private sector. We welcome participants from the Commonwealth, state and territory governments and relevant industries to a rich, research-led contest of ideas.
Energy: Implications for Australia’s National Security

Emerging energy trends have important implications for the political, economic, commercial and military realms. With heightened geostrategic tensions, oil price wars, the rise of renewables and climate concerns, these trends increasingly sit at the intersection of the exercise of national power and international security. Australia takes secure supplies of energy for granted. But how secure is our energy, and what are the implications for our country of energy supply shortages or barriers?

Australia’s significant dependence upon imported fuel represents a vulnerability, and the security of access to markets as a producer of energy (gas and uranium) is a critical national interest. This one-day course will provide you with a critical understanding of contemporary energy security – its various conceptualisations, relationship to other forms of security and embeddedness in the modern economy. In particular, you will consider energy as a tool of statecraft and what that means for Australia. You will explore the current energy landscape – its markets, governments, businesses and international institutions – and look at how new technologies may impact patterns of trade and alliances.

Designed for practitioners in the Australian national security community, in the public and private sectors, who would benefit from an improved awareness of the relevance of energy to national security debates and priorities.
China Rising: Australia’s Policy Options

China has assumed the role of a major geopolitical actor. Australia needs to understand key aspects of China’s development, worldview and outlook in order to negotiate shifts in strategic weight and economic influence. This course is a critical conversation on the implications of a rising China for Australia’s interests.

This two-day course looks at challenges and opportunities arising from China’s role as a major geopolitical actor. It explores key aspects of China’s development, worldview and outlook, including the state of the economy and key economic drivers, political dynamics and social challenges, defence priorities and aspirations, technical innovation, internal security challenges, strategic objectives, and implications for Australian interests.

Participants can join this course in two stages. The first day is an introduction to China’s position as a geopolitical actor and its relationship to Australia. The second day is a deep dive on drivers and issues for China, and what its decisions mean for Australia’s interests.

Designed for officers from all departments and agencies, as well as professionals, analysts and leaders from other organisations, who would benefit from a deeper understanding of China, the implications of China’s rise for Australian public policy and Australian national security interests in particular.

“I really enjoyed the course, and found it to be highly relevant to my work area. The course coordinators made efforts throughout the two days to ensure that the course was tailored to the group’s interests as conveyed through our questions. I would recommend this course to anyone whose job touches on the Australia-China interaction in a national security setting.”
United States of America: Rethinking the US Role in the World

The United States’ role in the world appears under threat from internal disruption and external pressures. Its post-WWII position as the security guarantor in our region appears to be under siege by an ‘America first’ agenda at home and assertive rising powers abroad. The region of the Indo-Pacific has been a particular area of focus as pundits have interpreted any shift in US posture or language as a response to a rising China. But how much of this is perception and how much is a genuine strategic shift?

This two-day course looks to separate the substance of shifting power relations from the hyperbole of the news cycle. You will examine the economic, geopolitical and societal trends in the United States and their intersection with vital Australian interests and national security priorities. The course also considers the characteristics of the alliance relationship between Australia and the US. It will help you to critically examine the trajectory of the US’s role in the world through the lens of Australia’s interests.

Participants can join this course in two stages. The first day is an introduction the US’s position as a geopolitical actor and its relationship to Australia. The second day is a deep dive on drivers and issues for the US and what its decisions mean for Australia’s interests.

Designed for officers from all departments and agencies, as well as professionals, analysts, leaders from other organisations, who would benefit from a deeper understanding of the dynamics of change shaping US international policy-making and its alliance relationships, especially with Australia.

“Absolutely superb course. Excellent presenters and mentors. I found it fascinating and it will be of great benefit to me in my work. I enjoyed the dive into the US mindset and what it means for Australia’s national security development.”
PROFESSOR THE HON JAMES R CLAPPER AO

Vice-Chancellor’s Distinguished Professor, ANU
Director of National Intelligence, USA (2010–17)

As the fourth U.S. Director of National Intelligence, Professor Clapper led the United States Intelligence Community and served as the principal intelligence advisor to President Barak Obama. He retired from the military in 1995 after a distinguished career lasting over three decades, culminating as a Lieutenant General in the U.S. Air Force and Director of the Defense Intelligence Agency. His awards include three National Intelligence Distinguished Service Medals, two Defense Distinguished Service Medals, the Air Force Distinguished Service Medal, the Coast Guard’s Distinguished Public Service Award, three Department of Defense Distinguished Civilian Service Awards, and the Presidentially-conferred National Security Medal.

“I am thrilled and honoured to be associated with the ANU National Security College. The NSC is a centre of excellence for the study of national security, not only in Australia, but globally. It serves academics and practitioners and represents an influential bridge between the institution and the government. It is a source of future professionals in the national security realm for Australia.”

MICHAEL L’ESTRANGE AO

Founding Head, ANU National Security College (2009-14)
Secretary, Department Foreign Affairs and Trade (2005-09)
High Commissioner to the United Kingdom (2000-05)
Member, NSC Futures Council

Michael L’Estrange’s distinguished career includes roles as Secretary to Cabinet and Head of the Cabinet Policy Unit, the inaugural Executive Director of the Menzies Research Centre, and on the staff of Mr Justice Hope’s Royal Commission into Australia’s Security and Intelligence Agencies (1984-85). Most recently, he was a co-author of the Australian Government’s Independent Intelligence Review (2017).

“The National Security College fulfils an important role in a uniquely valuable way. Its courses, focused on the practical challenges facing Australian national security policymaking, provide opportunities at many levels to develop academic skills, to enhance professional attributes and to facilitate effective interaction between areas of expertise within and outside government. Its teaching style, its research priorities, the quality and range of its presenters and the strength of its alumni network underpin the College’s increasingly significant contribution to addressing national security issues.”
BESPOKE COURSES: DESIGNING A NEW PROGRAM FOR YOUR ORGANISATION

We can customise our existing courses or work with you to develop new programs that meet your organisation’s needs. Our track record in this area includes:

> tailored graduate training programs, such as for the Department of Foreign Affairs and Trade, and Defence
> analytical workshops on complex policy issues
> futures scenario workshops
> diplomatic capacity-building programs for officials from multiple regional countries to build shared understandings of security perspectives and challenges.

Our bespoke programs can be delivered at a classified or unclassified level either in-house at your organisation, at the NSC, or at other locations in Australia or overseas. To discuss your options, please contact:

Jay Caldwell  
Director, Executive and Professional Development  
E: Jay.Caldwell@anu.edu.au  
T: +61 2 6125 6486
OUR PRESENTERS, FACILITATORS AND MENTORS

The National Security College has the advantage of an exceptional network of presenters, facilitators and mentors, including leading experts from around Australia, experienced senior officials from across the national security space, and distinguished international speakers.

We are able to draw from a register of more than 400 individuals who have presented at our courses, including serving and former agency and department heads, eminent scholars, think-tank analysts, commentators, community voices and industry figures. Here is a small selection:

National Security College staff

Professor
Rory Medcalf

Head
National Security College, ANU

Nonresident Senior Fellow
The Brookings Institution

Nonresident Fellow
Lowy Institute

Associate Professor
Matthew Sussex

Academic Director
National Security College, ANU

Jacinta Carroll

Director, National Security Policy
National Security College, ANU

Member
NSC Futures Council
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
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<tr>
<td><strong>Professor Anne-Marie Grisogono</strong></td>
<td>Visiting Fellow, National Security College, ANU</td>
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<td>Adjunct Professor, Faculty of Science and Engineering, Flinders University</td>
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<td>Member, NSC Futures Council</td>
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<tr>
<td><strong>Professor Allan Gyngell AO</strong></td>
<td>Visiting Fellow, National Security College</td>
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<td></td>
<td>Former Director-General, Office of National Assessments</td>
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<td>Former Executive Director, Lowy Institute</td>
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<td>Member, NSC Futures Council</td>
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<tr>
<td><strong>Dr Adam Henschke</strong></td>
<td>Senior Lecturer and Graduate Convener, National Security College, ANU</td>
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<tr>
<td><strong>Angus Houston</strong></td>
<td>Visiting Fellow, National Security College</td>
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<td>Former Chief, Australian Defence Force</td>
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<td>Member, NSC Futures Council</td>
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<td><strong>Dr Jennifer Hunt</strong></td>
<td>Lecturer in National Security and PhD Convener, National Security College, ANU</td>
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<tr>
<td>Dr Tim Legrand</td>
<td>Lecturer in National Security</td>
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<tr>
<td>Michelle Mosey</td>
<td>Senior Adviser, Cyber Policy</td>
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<td>Chief Operating Officer</td>
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<td>Associate Professor</td>
<td>Sarah Percy</td>
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<tr>
<td>Dr Sue Thompson</td>
<td>Senior Lecturer in National Security</td>
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<tr>
<td>Dr Ryan Young</td>
<td>Senior Adviser, Policy Engagement</td>
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Contributing presenters

Professor Michael Wesley
Dean
College of Asia and the Pacific, ANU

Professor Greg Barton
Chair in Global Islamic Politics
Alfred Deakin Institute for Citizenship and Globalisation, Deakin University
Co-leader
Australian Intervention Support Hub

Professor Helen Sullivan
Director
Crawford School of Public Policy, ANU

Professor Joan Beaumont
FASSA, FAAIA, FRSN
Professor Emerita
Strategic and Defence Studies Centre, ANU

Allan Behm
CEO
PTSD-Australia New Zealand

James Batley PSM
Distinguished Policy Fellow
Department of Pacific Affairs, Coral Bell School of Asia Pacific Affairs, ANU
Professor Nick Bisley
Head
School of Humanities and Social Sciences,
La Trobe University
Professor of International Relations
La Trobe University

Professor John Blaxland
Professor of International Security and Intelligence Studies
Acting Head
Strategic and Defence Studies Centre, ANU
Director
ANU Southeast Asia Institute

Adjunct Associate
Professor James Brown
Senior Fellow
United States Studies Centre,
University of Sydney

Aaron L Connelly
Research Fellow
East Asia Program, Lowy Institute

Robert Cotton
Visiting Fellow and Senior Academic Facilitator
Crawford School of Public Policy, ANU
Former Australian Head of Mission
to Sri Lanka, Malaysia, New Zealand and Fiji

Professor Alan Dupont
CEO
Cognoscenti Group
Adjunct Professor of International Security
University of NSW
<table>
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<th>Name</th>
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<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
<td>Chancellor Australian National University</td>
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<td>Minister for Foreign Affairs 1989–1995</td>
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<td>President Emeritus International Crisis Group</td>
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<td>Rachael Falk</td>
<td>Cyber Security Advisor</td>
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<td>Alumna National Security College, ANU</td>
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<td>Associate Professor Greg Fealy</td>
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<td>Coral Bell School of Asia Pacific Affairs, ANU</td>
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<tr>
<td>Professor Gordon Flake</td>
<td>CEO Perth USAsia Centre</td>
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<tr>
<td>Ali Gillies</td>
<td>Former Assistant Director-General AusAID</td>
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<tr>
<td>Rear Admiral James Goldrick AO CSC (Retired)</td>
<td>Former Commander Multinational Maritime Interception Force in the Persian Gulf; Australian Defence Force Academy; Border Protection Command; Australian Defence College</td>
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<tr>
<td></td>
<td>Adjunct Professor ANU and UNSW at ADFA</td>
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<td></td>
<td>Member NSC Futures Council</td>
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</table>
Dr Euan Graham
Director, International Security Program
Lowy Institute
Associate Fellow
Royal United Services Institute, UK
Member
NSC Futures Council

David Irvine AO
Chair
Foreign Investment Review Board
Australian Cyber Security Research Institute
Former Director-General
ASIO and ASIS
Member
NSC Futures Council

Professor Mark Howden
Director
Climate Change Institute, ANU

Katherine Jones PSM
Deputy Secretary
Department of Finance

Dr Meg Keen
Senior Policy Fellow
Department of Pacific Affairs, Coral Bell
School of Asia Pacific Affairs, ANU

Professor Janette Lindesay
Deputy Director
Fenner School of Environment and Society, ANU
ANU Climate Change Institute
Murray Maclean AO
Chair
Australia-Japan Foundation
Former Ambassador
to Japan

David Ritchie AO
Distinguished Research Fellow
Centre for European Studies, ANU
Former Deputy Secretary
Department of Foreign Affairs and Trade
Former Ambassador
to Germany, Switzerland, Italy and Indonesia

Annmaree O'Keeffe AM
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Distinguished
Professor Amin Saikal
AM FASSA
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Centre for Arab and Islamic Studies, ANU
Public Policy Fellow
ANU

Michelle Price
Chief Operating Officer
Australian Cyber Security Growth Network

Richard Smith
AO PSM
Former Secretary
Department of Defence
Former Ambassador
to China and Indonesia
Member
NSC Futures Council
EXECUTIVE AND PROFESSIONAL DEVELOPMENT TEAM

Our courses are prepared, facilitated, administered and evaluated by a highly professional team including seconded officials from a range of Australian Government organisations and permanent staff of the Australian National University. They work to design and develop courses with colleagues from other parts of the College, including the Head of College, academic staff, Visiting Fellows, and our teams responsible for strategy and development as well as policy engagement. Our programs are enriched by the diversity of expertise and experience in house and within our wider networks.

Jay Caldwell
Director, Executive and Professional Development

Sandra Bourke
Manager, Course Development and Delivery

Brett MacDonald
Manager, Course Development and Delivery
 GENERAL INFORMATION

Course calendar
We endeavour to give the longest possible amount of notice of scheduled course dates. However these are sometimes amended due to unforeseen circumstances and new dates are added regularly. For the latest, up-to-date NSC course calendar, please visit our website:

nsc.crawford.anu.edu.au/executive-education/course-calendar

Fees, discounts and volume purchases
We strive to keep our course rates competitive. If you would like to make a volume purchase, the NSC is open to negotiation and can sometimes offer discount vouchers for use during a defined period.

Terms and conditions
The information provided in this publication was correct at the time of printing, but is subject to change. For up-to-date information about payment, nomination and cancellation policies, as well as the latest course updates, please consult our website.

www.nsc.anu.edu.au

Register, nominate or find out more:

Email: nsc.epdnominations@anu.edu.au

Telephone: +61 2 6125 2233

If you have any questions about our courses, or ideas for new courses, please do not hesitate to contact our course team.
Dr John Hewson has been active in the public, economic and environmental policy debates of Australia since the 1980s, including as a prominent journalist and commentator. He was a member of the Australian Parliament for eight years, and has worked as an economist for the Australian Treasury, the Reserve Bank, the International Monetary Fund, as well as an advisor to two successive federal Treasurers and the Prime Minister.

“The NSC is at the cutting edge of policy education and public debate at this very important time when the global economic and geopolitical issues and risks are so challenging and unpredictable. I consider the NSC to be Australia’s pre-eminent institution dealing with security and strategic issues, now making a significant contribution both regionally and internationally.”
CONTACT US

For more information contact the Executive and Professional Development team:

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