NATIONAL SECURITY COLLEGE

Executive and Professional Development Programs

National Security College
Crawford School of Public Policy
ANU College of Asia & the Pacific
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I am pleased to introduce the latest short course offerings from the National Security College (NSC). 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 has a strong reputation as the go-to place for Australian officials to sharpen their knowledge, skills, networks and career perspectives. Ahead of the College’s 10th Anniversary in 2020 the NSC will be hosting a number of events to acknowledge our 4,000 strong alumni.

Everything we do is to support excellence in policy and analysis, with Australia’s national interest front of mind. Our courses involve exceptional levels of expertise and access. They enrich and challenge participants to think in new ways about issues that matter for Australia’s future. Content is constantly renewed to meet the changing needs of the security community in a complex world.

We also extend course opportunities more widely – State and Territory officials, private sector executives, 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 across the university, the nation and the world. The courses are developed and led by security practitioners seconded from the Australian Government.

If your organisation has training, development or capacity-building requirements that you don’t see met in these pages, we can design a course specifically for you.

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

The NSC has delivered bespoke programs to a number of departments and agencies including: Department of Foreign Affairs and Trade, Department of Defence, Australian Federal Police, and Department of Home Affairs. For further information on bespoke programs please see page 32, or contact our Executive and Professional Development Team.

Inside this booklet you will also find profiles of the many eminent mentors and speakers who provide the high-quality offerings the NSC prides itself on.

We look forward to seeing you at the National Security College.

Professor Rory Medcalf
Head, National Security College
The Australian National University

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WHY COME TO THE NATIONAL SECURITY COLLEGE?

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

Since the College was established in 2010 almost 4,000 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 to ensure offerings are topical, and remain relevant. A recent example is Space: Implications for National Security. See page 22. Regular course themes include cyber security, strategy planning, propaganda and misinformation, the role of intelligence, counter-terrorism and structured analytical techniques for policymakers.

Additionally, we run programs focusing on countries and regions of importance to Australia’s national security such as China, India, the US and the Indo-Pacific.

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 relevant policy expertise. Further, we internationalise participants’ experience by involving experts and diplomatic missions overseas to gain a variety of perspectives.
To gain diverse perspectives on our Executive Development Programs we have international study tours embedded as part of the programs:

The Senior Executive Service Development Program has travelled to Tokyo, Japan.

The Executive Level Two Development Program has travelled to Wellington, New Zealand.

Similarly the Executive Level One Development Program has travelled interstate to visit like-minded partners to broaden participants networks.

“This NSC EL 1 Development Program was one of the best constructed, high calibre, intensive courses I’ve undertaken as a professional working in the foreign affairs portfolio for nine years. It worked due to the excellent quality of presenters, the range and complementarity of subjects, the ability to share classified materials, and the dynamic, interactive nature of discussions that followed.”

2018 EL1 Program Participant
EXECUTIVE DEVELOPMENT PROGRAMS

Executive Development programs are comprehensive in scope, designed to provide a grounding across the spectrum of security issues while building enduring professional networks. These flagship offerings range from a week to four weeks in length. They are often designed for 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.

All NSC Executive Development Courses will include a course mentor, who will play a key role throughout the course including engaging with participants, facilitating sessions and providing advice on the continuous improvement of subsequent courses. Mentors will also be alternative “sounding board” for participants throughout the course. Two mentors that the NSC has recently engaged on its Executive Courses are Ms Jane Halton PSM and Mr Brendan Sargeant.

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National Security College
Ms Jane Halton PSM

Ms Jane Halton is former Secretary of the Australian Department of Finance. She was responsible for essential services delivered by Finance including supporting the delivery of the Australian Government Budget, the ongoing management of the Australian Government’s non-defence domestic property portfolio and key asset sales. Prior to her appointment as Secretary of the Department of Finance in July 2014, Jane was Secretary of the Australian Department of Health.

Mr Brendan Sargeant

Mr Brendan Sargeant is an Honorary Professor at the Strategic and Defence Studies Centre at the ANU and was the Associate Secretary of the Australian Department of Defence and acted as Secretary from May to October 2017. He has had wide experience in Defence and has held senior appointments including Deputy Head of the Defence Personnel Executive, Minister/Counsellor Defence Policy at Australian Embassy Washington, Deputy Director Intelligence at Defence Signals Directorate, Head of Strategic Policy Division and Deputy Secretary Strategy.

“The two mentors Jane & Brendan – while very different people – were excellent, with amazing experience to share generously.”

2018 SES Program Participant
Critical Conversations: Introduction to Australia’s National Security Challenges and Policy Making

COURSE OVERVIEW

This highly interactive one-week program is the NSC’s Executive Development foundational course for thinking, learning and discussing national security, as well as for building professional networks. The program aims to engage participants in critical conversations about national security; with thought leaders, practitioners and academics to generate debate, inspire questions, stimulate critical thinking, and to challenge underlying assumptions. It also aims to strengthen each participant’s capability to conduct critical conversations about national security issues to inform policy development and high-level decision-making.

It explores how different departments and agencies contribute to a whole-of-government effort and provides insights on the impact of current national security challenges across agencies and levels of government.

The program also introduces participants to the legislative and governance frameworks underpinning 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.”

2018 Introduction Course Participant

SCOPE AND CONTENT

Through engagement with leading academics and senior policy officials, the program enables participants to explore national security issues impacting their organisations.

This program analyses the concept of national security and considers the range of issues and threats to Australia’s national security. It examines the capability and capacity of the National Security Community to respond to those challenges.
From left to right: Sharon Dean, Rory Medcalf, James Clapper and Jay Caldwell

Study with us visit: crawford.degrees@anu.edu.au for further information
Framing the Future: National Security Executive Level 1 Development Program

COURSE OVERVIEW
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.

SCOPE AND CONTENT
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-making and crisis decision-making.

“The course definitely met my expectations of gaining a clearer understanding of the national security community, the objectives of the key players and their activities (domestic, within the region and global).”

2018 EL1 Program Participant

You will leave the program with:

> a broad understanding of Australia’s national security strategic environment and forces of change
> a greater understanding of national security challenges facing the Indo-Pacific
> broad professional networks within the National Security Community
> insights from thought leaders and practitioners on national security policymaking and emerging security challenges
> an enhanced understanding of the national security architecture, including the capabilities, priorities and challenges of Australia’s National Security Community
> an understanding of collaborative leadership in a multi-agency/jurisdictional setting.
Navigating Uncertainty: National Security Executive Level 2 Development Program

COURSE OVERVIEW
This three-week 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 and 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. 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.

SCOPE AND CONTENT
The program considers the range of issues and challenges for Australia’s national security, and discusses the capability and capacity of agencies and departments to address those challenges. It covers federal and state responsibilities, the relevant whole-of-government architectures and processes, and measures in place to support both policy-making and crisis decision-making.

There will be a number of site visits to expose participants to current issues and to the practical challenges of national security. The program includes a component in an international capital city. This provides an opportunity for participants to extend their strategic learning from the program to incorporate the challenges and priorities faced by close international partners. Participants engage with senior figures from policy and operational agencies, learn to understand national security challenges from a State and Territory government perspective, as well as unpack lessons learned from responses to recent major emergencies.

“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.”

2019 EL2 Program Participant
Executive Development Programs

Leading in Complexity: National Security Senior Executive Development Program

COURSE OVERVIEW

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 previous years, this visit has been hosted by the National Graduate Institute for Policy Studies in Tokyo, Japan. We are confident that you will expand your professional networks, which the College helps sustain through Alumni events, see page 44.

SCOPE AND CONTENT

The program provides a contemporary perspective on the evolution of the National Security Community and the intersection between domestic and international issues. It examines the concept of the Indo-Pacific as the key region for strategic demands and opportunities. It incorporates sessions focused on strategic assessment of key regional countries and current security hot-spots, and examines Australia’s management of these challenges. Other sessions cover key thematic issues influencing national security policy-making and strategy planning across the spectrum of traditional and non-traditional national security issues.

Key areas of attention include fostering whole-of-government and whole-of-nation responses to contemporary and future security problems with an emphasis on the vital role of leadership. The program will challenge you to identify and address, strategically and collaboratively, the emerging challenges in Australian national security policy. There is in-depth analysis of contemporary events, along with hypothetical scenarios and sensitive case studies.

Participants engage with senior officers from policy and operational agencies who provide perspectives on the development and implementation of policy to address national security challenges.

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Dr Joanne Wallis

Dr Joanne Wallis is a Senior Lecturer and Director of Studies in the Strategic & Defence Studies Centre. She is the author or editor of six books, including *Constitution Making During State Building* (CUP 2014) and *Pacific Power? Australia’s Strategy in the Pacific Islands* (MUP 2017).

Joanne completed her PhD in 2012 at the University of Cambridge as a Poynton Cambridge Australia and Wolfson College Commonwealth scholar. She holds Masters degrees in Arts and Law from the University of Melbourne.

In 2006 Joanne was a Fulbright Scholar at the Walker Institute of International & Area Studies, University of South Carolina. From 2008 to 2009 she was a Visiting Scholar at the State, Society & Governance in Melanesia Project, ANU. Between 2009 and 2011 she was an Honorary Fellow of the School of Social & Political Sciences, University of Melbourne. In 2012 she was a Visiting Scholar at the East-West Center, Honolulu. She has also participated in the Australia-America Leadership Dialogue.

Dr Brad Tucker

Brad is an Astrophysicist/Cosmologist, and currently a Research Fellow at the Research School of Astronomy and Astrophysics, Mt. Stromlo Observatory at the Australian National University.

Brad works on a variety of things, but the majority of his work involves Exploding stars called Supernova and Cosmology, the study of the Universe. A certain type of supernova, called a type Ia, can be used as a standard candle that can trace our Universe’s history.
Professional Development (PD) training and development are non-award courses provided on a fee-for-service basis to national security practitioners from government and (in some cases) non-government organisations. The NSC’s PD short courses aim to provide participants with information, skills and a more in-depth understanding of specific emerging national security challenges.

Some of the many PD courses the NSC offer include:

- Risk for National Security Practitioners
- Whole of Government Effective Consequence Management
- The Indo-Pacific
- Propaganda and Misinformation
- Structured Analytical Techniques for Policymakers
- Strategy Planning
- Designing National Security Policy
- Women in National Security
- Transnational and Serious Organised Crime
- Futures Analysis

PD course content and overview can be found throughout this booklet. Please note PD courses vary in length from one to two days.

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Risk for National Security Practitioners

COURSE OVERVIEW

Astute risk identification, assessment and management are central to the work of Australia’s national security community. 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. This course will equip you with tools and strategies to think critically about risk in the national security context.

The national security space is increasingly complex and demands upon officials to identify risks across a wide range of fields can be significant. As well as being able to identify relevant risks, national security practitioners also must have an appreciation of government and public expectations and appetite for risk (risk tolerance), and for risk mitigation measures. This program 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.

SCOPE AND CONTENT

In this course, you will explore approaches to thinking about risk and making risk judgements in the national security context. You will consider strategic risk, but also organisational (or enterprise) risk, as it is relevant to national security agencies, and reputational risk in the international and domestic contexts.

In a democratic society such as Australia, national security objectives often need to be balanced with other important objectives. This course will provide you with tools to think laterally to identify risks, and to think critically about risk tolerances and competing national policy objectives, as minimising risk for one policy objective can have unacceptable consequences for another.

Key topics to be explored during this course include:

- dealing with risk in the Australian national security context
- the key types of risk relevant to national security agencies
- thinking about risk tolerance and resilience
- weighing policy options: balancing national security risk mitigation with other important policy objectives, such as the right to privacy, freedom of movement and association (civil liberties), or economic and trade priorities
- useful tools and strategies that can be employed to make better-informed risk judgements in the national security policy context.
The Indo-Pacific Series

Join us for our series on the Indo-Pacific. Over five consecutive week days, take time out to examine the Indo-Pacific as a strategic concept encompassing China, India, Japan, Indonesia, the Philippines, Vietnam and other outward-looking trading states and strategic actors, including the United States. Consider the implications for Australia’s national security and interests, force posture, alliances and international relations. Deep dive into each of these regional actors to understand the geopolitical relationships, the economic and security connections, and developments on the horizon.

SESSIONS INCLUDE

> Indo-Pacific as a strategic concept
> Strategic Actors: China, US, India, Japan, Philippines, Vietnam, Indonesia, etc.
> Geo-economics & geopolitics
> Horizon developments & implications

The Indo-Pacific as a strategic concept has featured in Australia’s external policy settings since 2013, when the Gillard government began using the terminology in the Defence White Paper. The 2017 DFAT White Paper underscores the fact that ‘this is now a bipartisan worldview, and begins to define the contours of diplomatic policy settings guided by this geopolitical construct’ (Medcalf, 2018). This series provides participants with a deep understanding of the Indo-Pacific, the architecture and the geopolitical and economic shocks and uncertainties that inform Australian’s regional outlook and national security posture.
The New Weapons: Propaganda, Misinformation and Fake News

COURSE OVERVIEW

In February 2018, a US Federal grand jury indicted 13 Russians for interference in the 2016 US national elections. This reflects the extent of state-directed propaganda and misinformation targeting 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 actors across the landscape of global technology are finding new ways to exploit the value of information – and using it as a weapon. This breaks down the distinctions between what is personal and what is political, using new avenues to seek advantages, and new ways to cause harm.

This course critically considers whether Australia is sufficiently prepared for and resilient against weapons of propaganda and misinformation trained on our institutions, and our communities.

SCOPE AND CONTENT

This course explores the rise of propaganda and misinformation as weapons and considers the implications for Australia’s national security and the wider region by:

> providing a strategic overview of the risk environment, incorporating hostile state actors, organised criminal syndicates, rogue businesses, terrorist organisations and other malicious network actors
> evaluating the type and nature of harm that each of these actors poses to business, government and society, and
> identifying ways to enhance resilience: whether this is protecting critical systems, combating disinformation or safeguarding information holdings.


Structured Analytical Techniques for Policymakers

COURSE OVERVIEW

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 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.

SCOPE AND CONTENT

The course is an introduction to structured analysis in a policy context, with a strong focus on practical exercises to learn important techniques and develop the skills to use them well. It will focus on techniques to help you develop new ideas, challenge existing thinking and assess alternatives that may not have been considered.

All the exercises will be focused on the particular challenges of designing and getting agreement on policy. The course will step participants through the process of running successful structured policy analysis, from defining objectives and choosing an appropriate technique, through getting the right people involved and communicating the results. At each stage, the learning will be supported by practical small group exercises, with peer and mentor feedback to participants.
Mr Nick Kaldas A.P.M. MAICD MPPA

Nick Kaldas held two of the most senior roles in the NSW Police Force executive for well over a decade, serving as Deputy Commissioner and prior to that, Assistant Commissioner. He relieved as Commissioner extensively. His career as a NSW Police Officer spanned almost 35 years. NSW Police is the largest in Australasia, and one of the biggest in the English-speaking world, with over 20 thousand staff, and a budget of over $3 billion.

His career has primarily been in major crime investigations and operations, including counter terrorism, protection operations, armed robbery, major drug investigations, covert operations, emergency management, community policing and over a decade in homicide investigations. He was a member of the Australian National Counter Terrorism Committee for eight years, the peak policy body dealing with Counter Terrorism in Australia.

Dr Rebecca Colvin

Bec works as a knowledge exchange specialist with the Climate Change Institute at ANU. Bec’s role is to facilitate the strengthening of links between climate change researchers and end users of the research. Before joining the CCI, Bec’s research at The University of Queensland explored ways of understanding social conflict about the environment through using the social identity approach to interrogate processes of stakeholder and community engagement. Present research interests include knowledge exchange, the human dimension of climate change, and the links between social psychology and decision-making processes.
Changing America

COURSE OVERVIEW

Join experts for a deep dive into the relationship between the US national security community and the political administration, including the national security implications of the change in the balance of power in the US Congress.

The US role in the world is changing in response to internal disruption and external pressures. 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 China. But how much of this is perception and how much is a genuine strategic shift?

Discussion will include: - President Trump’s approach to national security and the implications for Australia’s national security and the wider region - The changing contours of US governance and society that are shifting policy priorities - Elements of continuity and change in US ‘grand strategy’

> The role of the US in underpinning the global economy
> American approaches in alliance management in the Indo-Pacific, including burden-sharing
> The impact of US domestic political and resource constraints
> The role of the US in the Indo-Pacific, particularly its relations with China and its alliance partners.

China: Australia’s Policy Options

COURSE OVERVIEW

This two-day course looks at challenges and opportunities arising from China as a major geopolitical actor. It explores current aspects of China’s development, worldview and outlook, including 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.

SCOPE AND CONTENT

Day 1 of the course introduces participants to China’s place in the world and the relationship with Australia. This includes understanding China in historical context, its development path, China’s regional and global relations, and the shape of the bilateral relationship.

Building on this introduction, Day 2 is a deep dive into the key issues facing China, the choices China needs to make, the choices for major powers including the US, and the options for Australia. Participants at this course will explore the following issues:

> Pathways for the Chinese economy, polity and society
> Drivers of Chinese strategic and foreign policy
> Geo-economics in Chinese external policy
> China’s security capabilities and influence
Strategy Planning

COURSE OVERVIEW

In the decades following the Second World War, Australia generally enjoyed a relatively benign strategic environment, and its preparedness for dealing with significant external threats rarely tested. But, things are changing and in an environment characterised by growing uncertainty and complexity, Australia now arguably faces the greatest strategic shifts in generations. The challenges of the future will require current and emerging leaders in the Australian national security domain be skilful in designing and implementing strategies. This course aims to provide a conceptual basis for developing these vital skills.

The course, more specifically titled Developing and Implementing Strategy: A Primer for National Security Professionals, will be founded upon a theoretical basis of strategy, how this has evolved over time, and its enduring importance to national security. Upon this key building block, participants will then explore two fundamental aspects of strategy – understanding the environment and design/implementation. Participants will examine the cycle of problem framing, goal setting, design, implementation, monitoring and review, and adaptation. The NSC will argue that good strategy is iterative in nature and anchored on clearly considered and identified goals.

By the end of the course, participants will have gained a theoretical understanding of the importance of strategy, its constituent parts, and gained initial insights into how it can be used to achieve goals more effectively and efficiently despite adversaries or rivals. Participants can network with others who have responsibility for strategy across government. This course will provide a basis for participants to return to the NSC to undertake a more detailed course on approaches to crafting strategy in early 2020.
Space: Implications for National Security

COURSE OVERVIEW

Space has serious implications for national security, given our global dependence on over 1,900 satellites (and other space systems) to inform Defence and intelligence. Space systems are dependent on cyber and therefore vulnerable to a wide array of threats such as attacks and jamming. There are also significant multi-disciplinary challenges such as the increasing adverse impact of space debris on capability; the pressing need for international regulatory frameworks; and the emerging impact of commercial activities such as mining. Improve your space situation awareness and the issues, risks and challenges for the national security community.

In October 2018, the ANU launched its new innovation institute, InSpace, which fuses technology, science and law research to advance Australia’s space industry. Space has serious implications for national security, given our global dependence on over 1,900 satellites (and other space systems) to inform our Defence and intelligence capabilities. Space-related systems are critical to our climate observation, economic and transport systems. Space systems are dependent on cyber and therefore vulnerable to a wide array of threats such as attacks and jamming. There are also significant multi-disciplinary challenges such as the increasing adverse impact of space debris on capability; the pressing need for international regulatory frameworks; and the emerging impact of commercial activities including mining. Improve your space situation awareness and the issues, risks and challenges for the national security community.
Women in National Security: Leadership & Impact

COURSE OVERVIEW

The course builds on the voices heard at the successful Women in National Security Conference 2018. Presenting a range of leaders and academics, this two-day intensive course examines challenges and opportunities for women leading, or seeking to lead, in defence, cyber, law enforcement, intelligence, border control and/or foreign affairs. Women in national security are having an increasing positive impact across these areas, adding depth and diversity to counter the current threats to security in Australian and globally.

Join us to consider the impact of gender on national security thinking, policy, decision-making, implementation and practice. Explore the value of women’s participation and leadership, and the risks associated with their exclusion or absence. Link theory and concepts, with experience and contemporary practice, drawing on frank insights from senior leaders and experts. Benefit from the insights of key speakers with experience and high-level involvement in Australia’s agenda on women and national security.
Ethics and Technologies of War

COURSE OVERVIEW

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.

This 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 aims to provide participants with a stronger understanding of the strategic, operational, political and ethical concerns surrounding these issues, their security implications, and the conceptual and empirical connections between them.

SCOPE AND CONTENT

War and ethics have a long interwoven history that traces back thousands of years. This ‘just war tradition’ has seen a deep engagement, exploration and evolution of core concepts. One of the reasons for this is that the particular issues and challenges are in a constant state of evolution. Technologies form a key driver in this evolution, and so this course draws from both the just war tradition and emerging military technologies.

This course will introduce you to the just war tradition, with a focus on the key ethical concepts that underpin the jus ad bellum criteria: just cause, legitimate authority, right intention, proportionality, last resort and probability of success; and the jus in bello criteria – discrimination and proportionality. You will also explore the ethics of emerging military technologies: non-lethal weapons, weapons of mass destruction, remote weapons like drones, and the emerging challenges of cyberwarfare.

By engaging with and debating these concepts, participants will gain a set of critical tools that apply to today’s ethical challenges in national security. Rather than providing specific answers, the course seeks to enhance your critical thinking skills, the confidence to ask the right questions, and to critique strategic, operational or tactical options and actions.
Transnational Serious Organised Crime and National Security

COURSE OVERVIEW

Transnational, Serious & Organised Crime (TSOC) is sophisticated, borderless, pervasive and resilient. Join Australian and international leaders and academics to consider the implications of the emerging intersection between TSOC and national security intelligence, defence, policy and law enforcement responses. Reflect on international challenges, joint operations and lessons learned. Understand recent legislative changes, including for Home Affairs. Network with others from State, Territory and federal jurisdictions.

In the last decade, geopolitical shifts, technical convergence, and the emergence of significant non-state actors (such as terrorists or ‘super fixers’), have increased the extent to which TSOC intersects with, and therefore jeopardises, Australia’s national security. This course updates participants about the current state of TSOC; investigation, intelligence and legal challenges; Australia’s response (at state, federal and international levels); and critically examines the ‘so what’ for national security and law enforcement.
Climate Change: Implications for the National Security Agenda

COURSE OVERVIEW

Climate change, extreme weather events and environmental degradation all have clear implications for national security. They are altering the dimensions of national security central to a stable state, in particular human security, environmental security, maritime security and critical infrastructure. They are also adding a new dimension to traditional geopolitical concerns. These developments all contribute to a range of risks and challenges around how the public, community and private sectors think, plan and respond - both now and into the future.

Drawing on expertise from the Climate Change Institute (CCI) and the NSC, this interdisciplinary and interactive two-day forum will enable participants to:

> consider the science of climate change
> understand the correlation, prevalence, patterns and impact of extreme weather events and environmental degradation
> gain insight into how climate change intersects with Australia’s national security
> examine the implications for the national security agenda now and into the future
> engage with presenters and other participants to explore the risks and challenges from a range of perspectives including international and strategic policy development, Defence (preparedness, capability, interoperability and sustainment), and crisis and emergency response.

SCOPE AND CONTENT

This course enables participants to consider the science of climate change and impact, and provides participants with interactive opportunities to examine how climate change intersects with the national security agenda, now and into the future.
Nuclear Policy and Security

COURSE OVERVIEW

This 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.

Participants will:

> Get a comprehensive introduction to nuclear policy, the basics of nuclear science and weapons, and the global landscape of capabilities and doctrines;

> be apprised on the latest nuclear proliferation issues, including 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

> explore the evolution of the role of nuclear weapons in security and foreign policy

> gain insights on Australia’s place in the international nuclear order, and the security dimensions of the debate around peaceful uses of nuclear energy and

> engage with Australia’s policy and academic leaders on nuclear policy, and establish valuable professional networks.
Creating Insight: An Introduction to Future Analysis

COURSE OVERVIEW
This course introduces 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 enables you to gain a better understanding of plausible operating and policy environments, and helps you to clarify possible responses.

SCOPE AND CONTENT
The course covers a full range of futures analysis approaches, from understanding existing evidence for how the future will develop, through interpreting the implications of that evidence for our security environment, to translating that into policy and planning action today. You examine a range of analysis techniques covering trends, scenarios, risk frameworks, and complex systems. You learn techniques for efficiently eliciting important and interesting information from experts, both groups and individuals.

The focus is on teaching you the skills you need to do your own analysis, rather than providing you with clear views on what the future will be like. Theory is accompanied by practical exercises to learn various techniques and see how various theoretical frameworks work in practice. All of the techniques are scalable from a short, personal exercise to a whole of government multi-year process. This course equips you with ideas on how to maximise the impact of your work by providing decision-makers with insight into tomorrow’s issues.
Antarctica

COURSE OVERVIEW

With growing interest from existing and potential claimants, the leadership role Australia has held in Antarctic affairs cannot be taken for granted. Australia has the largest claim of any country: 43% 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.

This 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.

SCOPE AND CONTENT

Participants in this course will examine the following key questions:

> What is unique about the Antarctic Treaty system, and Australia’s leadership role?
> What are Australia’s strategic interests in Antarctica?
> What are Australia’s current policy initiatives for Antarctica?
> What are the future challenges for Australia, including illegal and unregulated fishing and regional governance?
> Who are the emerging and new players in the Antarctic and what does this mean for Australia’s interests?
Energy: Implications for Australia’s National Security

COURSE OVERVIEW

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 course provides 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 in terms of markets, governments, businesses and international institutions and look at how new technologies may impact patterns of trade and alliances.

SCOPE AND CONTENT

Participants will explore contemporary energy security challenges and the implications for national and international security. Energy security will be considered from the perspective of diverse states and their divergent paths to secure it. This will include critical case studies such as the Iran nuclear deal, Russia’s gas pipeline diplomacy, the US shale revolution, Saudi Arabia’s oil price war, growing energy demand in the Asia-Pacific and Elon Musk’s batteries in South Australia.

This course will focus on key questions national security practitioners frequently ask:

> What are the emerging trends in energy security and how do they impact regional and international security?
> What does the global energy production and supply landscape currently look like? And what are the implications for geopolitics?
> What are the key current issues for facing Australia’s national energy security policymakers?
> What are Australia’s energy supply or production vulnerabilities? And what are the implications of these vulnerabilities for national security? Are the risks to which we are currently exposed tolerable – or not?
> How do different states and regions approach energy security, and how can global case studies illuminate this?

The course will address firstly the global picture – the international agenda and evidence base, including relevant case studies – and then bring the focus back to Australia. It will provide you with the knowledge and tools you need to contribute to the interdisciplinary debates on energy security.
Counter Terrorism and Countering Violent Extremism: Analysis, Prevention and Response

COURSE OVERVIEW
Critically consider the implications of policy and operational responses across a spectrum from building social cohesion to the disruption of terrorist actions. Be updated on the terrorist threat and learn about the range of policy and operational responses.

SCOPE AND CONTENT
The course will consider complex policy questions along the CT/CVE spectrum, including:

> What constitutes violent extremism? How does this interact with terrorism, criminality, radicalisation (including in prisons) and normal dissent?
> What is the nature and scale of violent extremism as a security threat in Australia?
> What can Australia learn from the experience of other countries and vice versa?
> How does CVE fit with counter-terrorism approaches?
> What are the roles and responsibilities of state and federal governments, law enforcement, business and the community?

The course emphasises the importance of a systems approach (between states, the Commonwealth, and international partners).

The course includes examining social media as a critical enabler, referencing the latest research on violent extremism, as well as strategic communications as an offensive and defensive tool for governments. The presenters draw heavily on international and national case studies to identify what has worked and what hasn’t.

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WE CAN DESIGN AND DEVELOP BESPOKE COURSES FOR YOUR ORGANISATION

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> 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. As every offering is unique, we encourage you to contact us to discuss your organisation’s needs.

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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 Futures Hub and Public Policy Engagement Teams. Our programs are enriched by the diversity of expertise and experience in-house and within our wider networks.

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OUR EXECUTIVE TEAM, PRESENTERS 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:
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Mr Anthony Bubalo

Professor Michele Grossman

Professor Helen Sullivan

Mr Matthew Busch

Professor Mark Howden

Professor Kenneth Baldwin

Associate Professor Greg Fealy

Dr John Hewson AM

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Rear Admiral (Ret) James Goldrick AO CSC

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Contributing presenters

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Dr Trish Mercer
Mr Chris Zappone
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Associate Professor Jane Golley
Professor Mark Nolan
Mr David Ritchie AO
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SPEAKER PROFILE

Dr Fiona Mackenzie

Dr Fiona McKenzie is a human geographer with a PhD on innovation and expertise in both public policy and academic research. She is the Founder and Director of Orange Compass, a consultancy dedicated to supporting change makers on their journey to transform systems and build better futures. Before founding Orange Compass, Fiona was the Co-Founder and Director of Strategy for the Australian Futures Project, where she led the design and implementation of a range of unique programs including ‘social innovation labs’ and system mapping research.

Mr Allan Behm

From 2009 to 2013, Allan Behm was Greg Combet’s Chief of Staff in the Defence Materiel, Climate Change and Industry portfolios. An ANU graduate in Asian Studies, he joined Foreign Affairs and was subsequently a strategic and security policy advisor to successive governments in the Departments of Prime Minister and Cabinet, Attorney-General’s and Defence. In 2001 he established Knowledge Pond, an international consultancy advising on political and sovereign risk, strategy and security. He continues to publish and comment on international security matters. Allan Behm was Senior Advisor to Senator Penny Wong.
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