Executive and Professional Development Programs 2022

Succeeding on the front line (online*): executive development program for middle managers (EL1 and equivalent)	14 February - 2 March
Risk for national security practitioners	17 - 18 February
Leading through disruption: executive development program for senior executives (SES1 and equivalents)	28 February - 25 March
Introduction to futures analysis: creating practical insight	15 - 16 March
Nat Sec 101: understanding the national security ecosystem **NEW**	30 - 31 March
Intelligence and policy: a powerful pairing	6 - 7 April
National security foundations	27 - 29 April
Analytical techniques for policy makers	28 - 29 April
Artificial intelligence and AI governance **NEW**	3 - 4 May
Navigating a complex national security landscape: executive development program for senior managers (EL2 and equivalent)	9 - 27 May
Indo-Pacific breakfast series	3, 10, 17, 24 June
Legal literacy (delivered in partnership with the ANU College of Law)	7 - 8 June
National security foundations (online*)	4 - 6 July
Transnational serious and organised crime	27 - 28 July
Succeeding on the front line: executive development program for middle managers (EL1 and equivalent)	8 - 19 August
Advanced futures techniques: achieving impact	23 – 25 August
Propaganda and information warfare	30 - 31 August
Tech breakfast series	9, 16, 23, 30 September
Critical infrastructure **NEW**	20 - 21 September
Intelligence and policy: a powerful pairing	6 - 7 October
Succeeding on the front line: executive development program for middle managers (EL1 and equivalent)	10 - 21 October
Leading through disruption: executive development program for senior executives (SES1 and equivalents)	31 October - 25 November
Analytical techniques for policy makers	21 - 22 November
China literacy **NEW**	Dates to be advised
Space and national security (subject to demand) **NEW**	Dates to be advised
Nuclear submarines and security **NEW**	Dates to be advised
Global powers breakfast series **NEW**	Dates to be advised
Strategic cyber awareness **NEW**	Dates to be advised

All dates are subject to change. Please see our website for the most up to date information.
*This program is delivered online but is not self-paced learning.

ANU National Security College
Executive and Professional Development
E epd.nsc@anu.edu.au T 02 6125 2233

Program Summaries

EXECUTIVE EDUCATION

Succeeding on the front line: executive development program for middle managers (EL1 and equivalent)

Middle-managers are often on the front line of policymaking, navigating, for example, the intricacies of national security alongside the rapidly evolving challenges of a post-pandemic world. This program aims to equip national security policy makers and future leaders with a better understanding of the security community and the strategic challenges it faces. Explored alongside collaborative leadership and the national security policy frameworks, this interactive and practical program considers the roles and responsibilities of agencies, national security architecture and processes, federal and state responsibilities, and the current and future policy and decision-making challenges facing Australia's security community.

This program will be offered twice in 2022 – online in February (no clearance required) and in-person at the ANU National Security College (NSC) in August (minimum NV1 security clearance or equivalent required).

Navigating a complex national security landscape: executive development program for senior managers (EL2 and equivalent)

This immersive three-week program unpacks the evolving concept of national security and provides in-depth analysis of a broad range of national security related issues and challenges. Senior national security practitioners from policy and operational agencies, together with thought leaders from academia and industry, share their insights and experiences in a trusted environment to hone the strategic thinking, critical analysis, partnership building and adaptive leadership skills of participants. As well as discussing capacity and capability of agencies and departments to address emerging challenges, participants will participate in site visits and expand their professional networks to better enable them to navigate an increasingly complex national security landscape. Participants are required to hold a minimum NV1 security clearance or equivalent.

Leading through disruption: executive development program for senior executives (SES1 and equivalents)

This immersive four-week program is the NSC's flagship education program for Australia's current and emerging national security leaders. It offers exceptional depth of insight across the full spectrum of Australia's national security challenges and opportunities, and one-of-a-kind access to senior practitioners and thought leaders from the security and intelligence communities in Australia and overseas. Participants will be mentored by current and former SES leaders and will grow their skills and confidence to lead effectively and affect lasting change. Participants in this program are required to hold a minimum NV1 security clearance or equivalent.

National security foundations

This program introduces participants to the issues, threats, challenges, and opportunities that underpin Australia's national security. By engaging with leading academics and senior policy officials, the program provides participants who are new to national security the opportunity to explore a range of issues and strengthen their capability to inform policy development and national security decision making. Participants come from across the public and private sector and include those working in policy, strategic planning, risk management, intelligence, capability development and operations.

This program will be offered twice in 2022 – in-person at NSC in February (minimum NV1 security clearance or equivalent required) and online in July (no clearance required).

PROFESSIONAL DEVELOPMENT – SHORT COURSE PROGRAMS

Nat Sec 101: understanding Australia's national security ecosystem NEW

This new program will explore national security frameworks, architecture, decision making and oversight. Aimed at graduates and early career policymakers, this is a short crash course in Australia's national security ecosystem, how it interacts with other areas of policy and how the national security community really works. Content will be at the unclassified level and participants do not need a security clearance to attend.

Risk for national security practitioners

In an era of geopolitical turmoil, a global pandemic, climate change and misinformation, astute risk identification, assessment and management are vital to effective national security policy. This program will equip participants with tools and strategies to understand, quantify and mitigate risk in the national security context.

Intelligence and policy: a powerful pairing

In an uncertain and complex world, intelligence informs – and can reduce uncertainty for – policymakers. Participants in this program will be expected to have a basic understanding of both intelligence and policy but will dive deeper into the role intelligence plays to support policymaking and learn more about how different agencies' intelligence capabilities can be harnessed. Case studies will be used to explore the importance of understanding and overcoming bias and subjectivity when using intelligence in policy making.

This program will be offered twice in 2022– in April and in October. Participants are required to hold a minimum NV1 security clearance or equivalent.

Legal literacy

National security policy practitioners, particularly those involved in risk, governance, and compliance, must be familiar with the laws and regulations that enables their work and underpins public confidence and trust. This two-day program, co-designed with the ANU College of Law, introduces participants to – and provides updates on – legislative frameworks, reforms and oversight mechanisms that scaffold our national security sector.

Transnational serious and organised crime

Transnational, serious, and organised crime (TSOC) is becoming increasingly complex, obscuring the boundaries between law enforcement and national security. This program exposes participants to wide-ranging perspectives on TSOC and its increasingly pervasive impact across the national security environment. It will enable participants to understand the intersections between TSOC and intelligence, defence and law enforcement, including the critical role played by states and territories in combating the threat.

Artificial intelligence and AI governance NEW

Artificial intelligence has captured the popular imagination, yet it is a complex set of technologies that remains ill-defined and poorly understood. This program cuts through both fear and hype to explore how AI can and should be used in different domains, with a focus on its implications for national security, ethics and geopolitics. Participants will be encouraged to assess how AI could be deployed in their own organisational contexts.

Propaganda and information warfare

From election interference to COVID-19 conspiracies, a host of actors across the globe are finding new ways to exploit and weaponise information. Is Australia sufficiently prepared to respond? What do we need to do to address misinformation, disinformation, propaganda and fake news? We attempt to answer these questions and more, as we provide a strategic overview of information manipulation, global actors' strategies and tactics, and the implications for our national security.

Critical infrastructure NEW

Critical infrastructure are the facilities, supply chains, information technologies and communication networks that, if destroyed or disrupted for an extended period, will harm our national security and economic

ANU National Security College

wellbeing. Drawing on the insights and experiences of experts from government, industry and academia, this program will allow participants to analyse how Australia works across sectors to manage risks and protect its critical infrastructure from a growing range of threats.

China literacy **NEW**

China is critically important to Australia's economy and national security, with impacts across a range of different government portfolios. Using a mix of national and international experts from academia, think tanks and government, this program aims to raise participants' understanding of China's history, economy, strategic and foreign policy priorities, and key domestic political concerns. It also considers China's activities in the region and regional perspectives on these activities.

Space and national security **NEW**

Co-designed with the ANU College of Law, this program critically analyses the implications of military and security activities in outer space, the challenges to global space governance and the importance of space situational awareness technologies. It will contribute to debates about the role Australia can play as a space middle power, as it becomes more active in space and seeks to establish sovereign space capabilities.

This new program will be offered mid to late 2022, subject to demand. Those interested in attending are encouraged to register with NSC.

Nuclear submarines and security **NEW**

The planned purchase of nuclear submarines under the AUKUS pact presents capability, support, and policy challenges for Australia. This program will build participants' understanding of nuclear technologies and nuclear submarines as a capability. It will also provide a brief introduction to national capabilities needed to support nuclear submarines and the laws and regulations that govern their use.

This new program will be offered several times in 2022, subject to demand. Those interested in attending are encouraged to register with NSC.

Strategic cyber awareness **NEW**

With the world's people, businesses and infrastructure becoming globally connected, it is in Australia's national interest to protect our assets in cyberspace from diverse threat actors. Aimed at early to mid-career professionals, this course will demonstrate how cyber security contributes to Australia's national security, innovation, and prosperity. The two-day program will introduce participants to core concepts of cyber security and next generation critical technologies, and key issues at the intersection of cyber policy and technology.

PROFESSIONAL DEVELOPMENT – FUTURES HUB PROGRAMS

Introduction to futures analysis: creating practical insight

Thinking proactively about the future operating landscape and taking a systematic approach to understanding future possibilities and risks, is an increasingly vital tool of enquiry for national security professionals. Suitable for new starters and experienced policy and intelligence professionals, this course combines theory, methodology and practical activities into futures analysis skills you can apply every day in the workplace.

Analytical techniques for policy makers

This course introduces participants to a range of powerful analytic techniques used by intelligence analysts. Policy makers at all levels will learn practical ways to improve creative and critical thinking, analysis and develop robust recommendations.

Advanced futures techniques: achieving impact

Building on themes in the *Introduction to futures analysis* course, this program explores the methods and craft needed to integrate effective futures analysis into decision making processes, especially within organisations without a history or culture of systematic thought about the future. It is suitable for participants with a grasp of core futures analysis techniques and who are looking for different skills or tools to improve their ability to impact policy and planning decisions.

NATIONAL SECURITY COLLEGE BREAKFAST SERIES

Indo-Pacific breakfast series

Over four consecutive Fridays in June, this series examines the Indo-Pacific as a strategic concept. Participants will dive deep into the geopolitical, economic and security considerations for the Indo-Pacific and the behaviour of key regional actors. How can Australia operate more effectively in its immediate neighbourhood, which is now often touted as the most dynamic region in the world?

Tech breakfast series

Over four consecutive Fridays in September, this series considers the national security impacts, challenges and opportunities posed by new and emerging technologies and the intensifying state of global technology competition. It will help participants analyse the impacts of technologies on national security and to engage more effectively on technology-related matters and policy.

Global powers breakfast series **NEW**

This program examines four key countries that are shaping global geopolitics. Each session will focus on a traditional global power – the United States, China, Russia and the United Kingdom – their domestic policy priorities, international agenda and relationships with friends and foes. What challenges do they face in maintaining or projecting their power, how have recent shocks like Brexit and COVID-19 affected their trajectory, and what could we expect to see in terms of future behaviour?