




Executive and professional development: 2023

Course dates are subject to change. Please see our website for the most up to date information.

Click on  to access the course descriptions.

Program calendar

February		
13–24	Succeeding on the frontline: executive development for middle managers (EL1 and equivalent)	
21–22	Strategic cyber	
March		
1–2	Legal literacy	
3–24	Navigating an era of strategic competition: executive development for senior managers (EL2 and equivalent)	
8–9	Introduction to futures analysis	
15–16	Women in national security: impact and leadership	
22–23	Space and national security NEW	
28–29	How Canberra works: the national security ecosystem	
April		
4–5	A brief dive with nuclear submarines	
26–28	National security foundations	
27–28	Blue Pacific: neighbours under threat NEW	
May		
2–3	Intelligence and policy: a powerful pairing	
8–26	Navigating an era of strategic competition: executive development for senior managers (EL2 and equivalent)	
9–10	Analytic techniques for policymakers	
17–18	Artificial intelligence (AI) and AI governance	
23–24	Australia's strategic culture: tipping points and transformations NEW	
June		
1–2	Climate and security NEW	
8–9	Xi's China: a closer look NEW	
20–21	A brief dive with nuclear submarines	
27–28	National security: a risky business	

July		
7, 14, 21 & 28	Indo-Pacific breakfast series	📄
18-19	Transnational serious and organised crime [^]	📄
19-20	Securing regional stability: focus on Southeast Asia NEW	📄
24-28	National security foundations	📄
August		
7-23	Succeeding on the frontline: executive development for middle managers (EL1 and equivalent)*	📄
8-10	Advanced futures	📄
23-24	Women, peace and security NEW	📄
30-31	Propaganda and Information Warfare	📄
September		
1, 8, 15, 22	Tech breakfast series	📄
4-6	National security foundations: a whole-of-nation perspective	📄
11-12	Introduction to futures analysis	📄
18-19	Critical infrastructure	📄
20-22	National security foundations	📄
October		
5-6	Intelligence and policy: a powerful pairing	📄
9-20	Succeeding on the frontline: executive development for middle managers (EL1 and equivalent)	📄
10-12	Health and national security	📄
17-18	Blue Pacific: neighbours under threat	📄
24-25	Xi's China: a closer look	📄
31-1 Nov	How Canberra works: the national security ecosystem	📄
November		
6-1 Dec	Leading through disruption: executive development for senior executives (SES1 and equivalent)	📄
14-15	Analytic techniques for policymakers	📄

[^] to be delivered outside ACT (location and venue to be advised)

*these programs may be delivered online and will include live presentations; they are not self-paced learning

Program descriptions

Executive education

Leading through disruption: executive development for senior executives SES1 and equivalent

This immersive four-week program provides current and emerging senior leaders a contemporary perspective on national security and the intersection between domestic and international issues. As NSC's flagship program, participants will have one-of-a-kind access to senior practitioners and thought leaders from across academia and the Australian and international security and intelligence communities. Participants will be mentored by former national security leaders and will develop knowledge, skills and confidence to lead effectively and effect lasting change.

The program includes an international study tour, offering high level insights into how other governments are managing security challenges.

Participants are required to hold a minimum NV1 security clearance.

Dates: 6 November–1 December 2023

Cost per person (ex-GST): \$34,000 for PAC Agencies; \$40,800 for all others

Navigating an era of strategic competition: executive development for senior managers EL2 and equivalent

This three-week program unpacks the evolving concept of national security, providing in-depth analysis of a broad range of national security challenges facing Australia. Senior national security practitioners, together with thought leaders from academia and industry, share their insights in a trusted environment that empowers participants to hone their strategic thinking and leadership skills. The program focuses on enabling senior managers to expand their professional networks, discuss the challenges of leading in a complex environment, and consider their own role in building capability and resilience in our national security agencies. Participants are offered interstate or international field visits and access to mentoring by current or former SES leaders.

Participants must hold a minimum NV1 security clearance.

Dates: 3-24 March (market-based program) and 8-26 May

Cost per person (ex-GST): \$17,350 for PAC Agencies; \$20,820 for all others

Succeeding on the frontline: executive development for middle managers EL1 and equivalent

Middle managers are on the frontline of policymaking and so are often called upon to navigate the complexities of national security policy – a growing challenge in an increasingly disrupted world. This immersive two-week program equips policymakers with a better understanding of Australia's national security framework and the strategic challenges it faces. It convenes dozens of expert speakers to provide in-depth briefings on the latest national security issues and to discuss leadership in the national security context. The program's interactive, practical approach offers participants dedicated time away from the daily grind to think strategically, share their perspectives with senior national security practitioners and build networks.

This program will be offered three times in 2023: in-person at the NSC 13-24 February

and 9-20 October (minimum NV1 security clearance) and online 7-23 August (no clearance required). The August course is aimed at non-ACT based Commonwealth, State and Territory officials who otherwise may not have an opportunity to join. Cost per person (ex-GST): \$11,650 for PAC Agencies; \$13,980 for all others

National security foundations

Introductory level program

This program introduces participants to the issues, challenges, and opportunities that shape Australia's national security landscape. By engaging with leading academics and senior officials, the program provides participants who are new to national security the opportunity to explore the complex security environment in which they operate, and strengthen their ability to understand and shape policy decisions.

Participants can be from the public and private sectors and include those working in policy, strategic planning, risk management, intelligence, capability development and operations.

This program will be offered three times in 2023: in-person at NSC 26-28 April and 20-22 September (minimum NV1 security clearance required) and online 24-28 July (no clearance required).

Cost per person (ex-GST): \$3,375 for PAC Agencies; \$4,050 for all others

National security foundations: a whole-of-nation perspective

Introductory program for officials from state and territory governments

This program - aimed at practitioners from state and territory governments and /or the private sector - provides participants the opportunity to examine the issues, challenges and opportunities facing Australia in an increasingly complex national security environment.

Participants will engage with a range of thought leaders and experts on Australia's current and emerging security challenges and policy priorities and deepen their understanding of state, territory and Commonwealth inter-dependencies and coordination mechanisms. The course will include opportunities for state and territory participants to caucus with Commonwealth counterparts with a view to fostering a national security community of practice across our governments. No clearance required.

Dates: 4-6 September 2023

Cost: to be advised; please contact NSC directly if interested in this program

Professional development: short courses

Potential participants interested in any of the short course programs listed below are encouraged to register their interest with NSC: epd.nsc@anu.edu.au

Australia's strategic culture: tipping points and transformations NEW

A nation's strategic culture affects how it conceptualises and acts on its national interests and how it responds to changes in the international environment. Australia's strategic culture has changed several times throughout its history, and contemporary trends in geopolitics potentially means it faces another such moment. Shifts in strategic culture have significant implications for the strategic policy workforce within Commonwealth agencies and departments and the future management, activities and priorities of those agencies. Understanding how Australia's strategic culture changes is therefore vital for policy advisers in today's world. This course will explore how and why Australia's strategic culture has changed; the forces driving a new period of change; what role the civil service can have on shaping strategic culture; and what the structural effects of such change can be.

Dates: 4-5 May 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Artificial intelligence (AI) and AI governance

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.

Dates: 17-18 May 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Blue Pacific: neighbours under threat NEW

The 2050 Strategy for the Blue Pacific Continent, endorsed at the 51st Pacific Islands Forum this year, acknowledged that Pacific economies and communities face a range of social, economic and development challenges, in addition to evolving challenges such as COVID-19 and the climate emergency which 'exacerbate the region's existing vulnerabilities and dependencies'. These challenges are taking place at a time when the region is increasingly 'a highly contested sphere of interest.'

This program introduces participants to the Blue Pacific and provides expert commentary on the historical relationships between Australia and its Pacific neighbours, the governance structures that underpin collective decision making in the Pacific, and regional partnerships. Participants will develop an understanding of the challenges facing our Pacific Island neighbours, the Pacific responses to these threats, and the role of Australia and like-minded partners across the globe in supporting the Pacific. To be offered twice in 2023.

Dates: 27-28 April and 17-18 October 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

A brief dive with nuclear submarines

The planned purchase of nuclear submarines under the AUKUS partnership presents capability, support and policy challenges for Australia. This one-and-a-half day program will build participants' understanding of AUKUS, nuclear technologies and nuclear

submarines as a sovereign 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 program will be offered twice in 2023.

Dates: 4-5 April and 20-21 June

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Climate and security

Climate change, extreme weather events and environmental degradation all have clear implications for national security. This two-day program will enable participants to consider the science and impact of climate change. It also includes interactive opportunities for participants to examine how climate change intersects with the national security agenda, now and into the future.

Dates: 1-2 June 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Countering terrorism and violent extremism*

This program emphasises the importance of a whole-of-country approach – between states, the Commonwealth and the community – to countering terrorism and violent extremism. The program examines social media as a critical enabler of terrorism and extremism, 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.

*This course has not been included in our 2023 program, but can be offered in the second half of 2023 subject to demand. Those interested in this program are encouraged to send expressions of interest to the NSC.

Critical infrastructure

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

Dates: 18-19 September 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Health and national security

The significant strategic impact of COVID-19 has meant health is now front of mind for many national security policy and decision makers. This three-day program aims to explore the nexus between health and national security, how global threats to human security fit with traditionally nation-centric notions of security, and the ways in which national security policy and decision makers might sensibly factor health into strategic thinking in the future.

Participants will be encouraged to take a deep dive into health – and related existential threats – as a construct of national security.

Dates: 10-12 October 2023

Cost per person (ex-GST): \$3,375 for PAC Agencies; \$4,050 for all others

How Canberra works: the national security ecosystem

This program explores national security frameworks, architecture, decision making and oversight – the how of national security decision making. Aimed at graduates and early career practitioners, this is a short crash course on Australia's national security ecosystem, how it interacts with other areas of government and how the national security community really works.

This program will be offered twice in 2023. Content will be at the unclassified level and participants do not need a security clearance.

Dates: 28-29 March and 31 October-1 November 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Intelligence and policy: a powerful pairing

In an uncertain and complex world, intelligence informs and can reduce uncertainty for policymakers. Participants who have a basic understanding of both intelligence and policy will get the opportunity to 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 policymaking. This program will be offered twice in 2023.

Participants are required to hold a minimum NV1 security clearance.

Dates: 2-3 May and 5-6 October

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Legal literacy

Australia's national security agencies operate within a complex set of laws. It is essential that those who work in the sector can navigate through the complexity. This two-day program, co-designed with the ANU College of Law, is primarily aimed at non-lawyers and provides an introduction to reading and using relevant legislation, how the Constitution affects national security laws, the role of international law and the ways our national security laws are made, amended and overseen. The course is particularly useful for those working in legal policy, governance and oversight roles as well as operational staff who need to understand the framework that underpins legal authorities such as warrants and authorisations.

Dates: 1-2 March 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

National security: a risky business

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 provide participants with tools and strategies to understand, quantify and mitigate risk in the national security context.

Dates: 27-28 June 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

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.

Dates: 30-31 August 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Securing regional stability: focus on Southeast Asia NEW

This program explores Southeast Asia as a nexus of strategic rivalry in the Indo-Pacific, with a focus on how regional actors are responding to China's rise, how competition for influence is evolving and what challenges this poses for regional cohesion. Is Southeast Asia shifting towards a more China-centric order? How do regional states and institutions — especially ASEAN — figure in the Indo-Pacific balance of power? What other security challenges does the region face?

Dates: 19-20 July

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Space and national security NEW

Co-designed with the ANU Institute for Space, 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.

Dates: 22-23 March 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Strategic cyber

With the world's people, businesses and infrastructure increasingly globally connected, Australia's national interest requires protecting our assets in cyberspace from diverse threat actors. This program will introduce the core concepts of cybernetics, cyber security, and assessing risk to enhance our understanding of how the next generation of critical technologies will affect Australia's interests in cyberspace.

Dates: 22&22 February 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Transnational serious and organised crime

Transnational serious and organised crime (TSOC) is 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 explores the intersections between TSOC and intelligence, defence and law enforcement, and considers the critical role played by States and Territories in combating the threat.

Dates: 18-19 July 2023 (likely to be delivered interstate – venue to be confirmed)

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Women in national security: leadership and impact

This program 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.

Dates: 15-16 March 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Women, peace and security NEW

This program will provide participants the opportunity to develop an understanding of the women peace and security (WPS) agenda, its importance and policy makers' role in its implementation. Developed in close collaboration with the Department of Foreign Affairs and Trade, the program will explain the history and principles underpinning the WPS agenda, outline the roles that participants (and their agencies) play in implementing Australia's WPS framework, and discuss the practical examples of how WPS applies in contemporary scenarios.

Dates: 23-24 August 2023.

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Xi's China: a closer look NEW

This intermediate-advanced level course is tailored for participants with a solid academic or professional understanding of China, who seek deeper perspectives on China's strategic rise and the complex challenges this poses in the Indo-Pacific. Expert speakers will discuss the impact of Xi Jinping's style of governance on China's political, security and economic settings, and examine how China's internal dynamics impact upon global and regional power dynamics. With a focus on Taiwan and Australia's near region, we look at the challenges these developments present for Western policymakers. Course numbers are limited to enable interactive discussion and participants are expected to have a current professional focus on China issues.

Dates: 8-9 June and 24-25 October 2023

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Professional development: Futures Hub programs

Introduction to futures analysis

This training aims to provide participants with an understanding of the key principles of futures thinking, a range of futures tools that can be applied to policy analysis, and practical experience applying some of these techniques to a relevant case study. 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. This program will be offered twice in 2023.

Dates: 8-9 March and 11-12 September

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Analytic techniques for policy makers

This training introduces participants to a range of structured analytic techniques – selected from intelligence, design thinking, and academia – for their application to robust policy development. Policy makers will learn practical ways to improve creative and critical thinking, analysis and develop recommendations. This program will be offered twice in 2023.

Dates: 9-10 May and 14-15 November

Cost per person (ex-GST): \$2,250 for PAC Agencies; \$2,700 for all others

Advanced futures

This three-day program explores the methods and tradecraft needed to integrate effective futures analysis into decision making processes. The program features a range of leading Australian and international presenters, practical exercises and reflection activities and 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.

Dates: 8-10 August

Cost per person (ex-GST): \$3,375 for PAC Agencies; \$4,050 for all others

Breakfast series

Indo-Pacific breakfasts

Over four consecutive Fridays in July, 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?

Dates: 7, 14, 21, and 28 July 2023

Cost per person (ex-GST): \$1,950 for PAC Agencies; \$2,340 for all others

Tech breakfasts

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.

Dates: 1, 8, 15, and 22 September 2023

Cost per person (ex-GST): \$1,950 for PAC Agencies; \$2,340 for all others