

Summer Intercultural Leadership 2019
Strasbourg, France

GC2Y 2000(H) GLOBAL CHALLENGES: EUROPEAN PERSPECTIVES

Important note about credits and transcripts: Students from Georgia College will receive credit for this course directly from their home institution. For all students from other home institutions who elect to enroll in this class, the University of the Incarnate Word will issue transfer credit for the course. The class designation and title will be transcribed as **GOVT 4387 Topics in Comparative Politics/International Relations**.

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Introduction

In this seminar, we will examine some of the world's most pressing political, economic and social challenges--such as population, natural resources, technology, information, European political and economic integration/disintegration and regional conflict--from both American and European perspectives.

This class is built around decision-making simulations on global climate change policy, European financial crisis, and Russia and NATO in the Baltics. You will be assigned roles, and work individually or in teams to craft responses to various international crises. The simulations are designed to create leadership and decision making experiences in a complex and interconnected world.

Learning Outcomes

1. Provide American and European perspectives on key global challenges
2. Understand the function and operation of the U.S. National Security Council
3. Develop decision-making and leadership skills in a teamwork environment

Course Material

All of the readings and other materials (plus the assignments) will be posted on the class website on GeorgiaView and (for the simulations) on the CFR Model Diplomacy website. You will also find articles and resources on my GC Global Challenges Facebook group (facebook.com/groups/gcglobalchallenges), which I invite you to join.

Assignments

Details of each assignment (deadlines) will be provided on GeorgiaView. Note that abbreviations below are how the assignments are listed in the folders section and gradebook.

A) **Position Memos (PM)** (3 @ 10 points ea. = 30 points)

Purpose: To help you analyze and design a response to a national security crisis.

Task: Draft and submit in GeorgiaView a 2-3 page, single-spaced position memo from the perspective of your assigned role in the NSC simulation offering a policy recommendation that adheres to your role's institutional interests and concerns, as outlined in your role sheet. Submit a draft position memo before the first day of the simulation and then an updated position memo before the second day of the simulation.

Format: Word document (not PDF) single-spaced with 1" margins all around in Times New Roman 12-point font. See templates and samples attached.

B) *Policy Review Memos (PR)* (3 @ 15 points ea. = 45 points)

Purpose: To reflect on the NSC process, the case, and the deliberation. This should come from your personal perspective, not your assigned role. The policy review memos may help you later with the Leadership Reflection Essay (see below).

Task: Write and submit in GeorgiaView a 2-3 page, single-spaced policy review memo using the following template:

1. **Subject (one short paragraph):** Offer a brief statement about the significance of the issue as it relates to U.S. foreign policy and national security. Provide just enough information about the crisis so the reader can understand your memo's purpose and importance. Be sure to include an initial statement of whether you agree or disagree with the president's decision. (2 points)
2. **Options and Analysis (one paragraph per option):** Present and analyze the major options that were discussed during the debate, deliberation, and/or wrap-up. Discuss their drawbacks, benefits, and resource needs. Try to avoid extensive repetition of the options you discussed in your position memo. Be sure to acknowledge any weaknesses or disadvantages of the proposed options. (5 points)
3. **Recommendation and Justification (two paragraphs):** Identify and explain your preferred policy option(s) in more detail. Here, you can explain why you favor one or more of the recommendations that you initially presented or the president chose, or different options entirely. If you choose to support the options you presented in your position memo, make sure to justify why you feel yours is still the best position. (5 points)
4. **Reflection on the simulation (one paragraph):** What were the strengths and weaknesses of the simulation as a learning exercise? How might future simulations be improved to facilitate learning? (3 points)

This is an individual assignment. Don't forget to write your name at the top of the paper.

Format: Word document (not PDF) single-spaced with 1" margins all around in Times New Roman 12-point font.

C) *Leadership Reflection Essay (LR)* (1 @ 25 points)

Purpose: To reflect upon the type of leadership required to make significant progress in tackling the global challenges that we have encountered in this class. Think about leadership at different levels of society from the local to the global, think about leadership in governmental and non-governmental organizations, and about leadership in different functional sectors of society; e.g., public policy, education, science and engineering, public health, the arts. You might wish to reflect upon your experiences with the NSC simulations.

Task: Write and submit in GeorgiaView a 4-6 page, single-spaced, 5-paragraph reflection paper addressing the following issues:

1. Global Challenges: Reflect upon the challenges and opportunities posed by the global challenges, especially those encountered in the simulations (7 points)
2. Global Perspectives: How do American and European perspectives and interests compare? In what ways are the similar and in what ways different? (10 points)
3. Leadership: What is the role of leadership in managing these challenges? (5 points) How did the simulations affect your thinking about leadership? (3 points)

Format: Word document (not PDF) single-spaced with 1” margins all around in Times New Roman 12-point font.

Grading Scheme

A = 90-100, B = 80-89, C = 70-79, D = 60-69, F = 0-60

Course Outline

Session 1 Introduction to Global Challenges
 Session 2 Role-Playing Simulations
 Session 3-5 Simulation #1—Roles and Case
 Sessions 6-8 Simulation #1—Global Climate Change Policy
 Sessions 9-12 Simulation #2—Economic Crisis in Europe

Field trips: European Parliament, Council of Europe, Deutsche Bundesbank, NATO HQ ????????

Guest Lectures: European Refugee Crisis, Climate Change Initiatives, the EU, Brexit and the EU, NATO, Russian Foreign Policy and Europe, Political Leadership ????????

Templates

POSITION MEMO TEMPLATE

- **Subject and Background (two short paragraphs):** Briefly summarize the significance of the issue for U.S. foreign policy and national security and identify the central policy question(s) to be decided. Provide just enough information about the crisis so the reader can understand your memo's purpose and importance. Do not summarize the case in depth since your readers are already well-informed.
- **Objectives (bullet points):** Succinctly state your department's objectives in the current crisis. These can be general national security objectives (such as preventing war), or more specific

goals tied to your department's mission (such as protecting U.S. citizens). They should be important to U.S. national security, directly tied to the case, and feasible. These objectives should guide the policy analysis and recommendation that make up the rest of your memo. This section requires exceptional clarity of thought.

- **Options and Analysis (one paragraph for each option):** Present and analyze several options for U.S. policy. Discuss their costs, benefits, and resource needs where possible. Be sure to acknowledge the weaknesses or disadvantages of each proposed option in order to illuminate the trade-offs inherent in complex policy decisions. No option is likely to be perfect.
- **Recommendation and Justification (several paragraphs):** Identify your preferred policy option(s) and provide more details about it or them. Explain your reasoning, keeping in mind that you aim to convince the president that he or she should follow your recommendation. Addressing the weaknesses or disadvantages you identified in the Options and Analysis section can help strengthen your argument.

SAMPLE POSITION MEMO [follow this format exactly]

Office of the Secretary of Defense

Washington, DC

October 19, 1962 [enter date assignment completed]

TOP SECRET

MEMORANDUM FOR: the President

the Vice President

the Secretary of State

the Secretary of the Treasury

the Attorney General

the National Security Advisor

the Director of Central Intelligence

the Chairman of the Joint Chiefs of Staff

SUBJECT: Options for a U.S. response to Soviet missiles in Cuba

This memo outlines options for U.S. action against Soviet missile installations in Cuba. On October 14, an American U-2 plane photographed Soviet construction of medium-range ballistic missile

(MRBM) sites in Cuba, some of which contain missiles that could be launched within eighteen hours. Failure to swiftly eliminate this threat would encourage Soviet aggression and increase the risk of a nuclear attack on the United States.

BACKGROUND: U-2 reconnaissance has provided evidence of offensive Soviet military activity in Cuba, including the presence of MiG fighter jets, IL-28 bombers, and sites for SS-4 and SS-5 missiles with ranges between 1,000 and 2,200 nautical miles. These distances encompass Washington and other major U.S. cities. U.S. intelligence services estimate that the MRBMs will be ready to launch in eighteen hours and that the longer range SS-5 missile sites could be operational in December.

OBJECTIVES:

This agency has two principal objectives in this matter:

- eliminate the missiles located in Cuba
- avoid nuclear war with the Soviet Union

OPTIONS AND ANALYSIS:

In order to accomplish the aforementioned objectives, this agency proposes two options:

1. Implement a naval quarantine around Cuba.

The United States could implement a naval quarantine on offensive military equipment bound to Cuba, thwarting the further growth and development of missile sites. A quarantine is a limited military response that takes direct action while reducing the risk of significant casualties, and it leaves room for additional U.S. action in the future. It would not, however, eliminate missiles already in Cuba, nor would it halt construction or operationalization of existing sites with equipment already delivered. It also risks escalation of the conflict due to miscommunication between ships or unpredictable Soviet behavior. To that end, if the president orders a quarantine, he should ask Chairman Khrushchev to preemptively stop Soviet ships en route to Cuba.

2. Order air strikes against missile sites in Cuba.

The United States could carry out air strikes against missile sites in Cuba. These could entail surgical strikes targeting only MRBM sites or broader strikes that would also target other Soviet military assets, including IL-28 bombers, MiG jets, patrol boats, tanks, and airfields. Broader air strikes would eliminate missile sites and limit Soviet capability to retaliate against U.S. forces and U.S. bases in Florida. However, no air strikes guarantee 100 percent elimination of the missiles, making several rounds necessary. Moreover, sustained military action carries a relatively high risk of Soviet retaliation and the capture or death of U.S. pilots. This could set off a chain of events that necessitates a U.S. invasion of Cuba. Such an invasion, involving as many as 250,000 U.S. troops, could begin within seven days of air strikes. Though an invasion would be the most direct means of eliminating the threat in Cuba, it would also be the most costly.

RECOMMENDATIONS AND JUSTIFICATIONS:

This agency's first priority is to eliminate the missile threat from Cuba. To do so, it recommends that the president implement a naval quarantine on offensive military equipment headed to that island. The quarantine is a measured response that will inhibit Soviet plans in Cuba with significantly lower risk of casualties and escalation than air strikes. Moreover, if accompanied by dialogue with the Soviet Union, a quarantine could effectively lead to Moscow's removal of the missiles. The United States should seek approval of the quarantine from the Organization of American States in order to lend it further diplomatic weight.

Operationally, the U.S. Navy would establish a quarantine line and signal ships approaching it to stop for boarding and inspection. As a first warning, a nonresponsive ship would receive a shot across the bow, and as a second warning, a shot fired into the rudder to stop the vessel. Any ship determined to be delivering offensive weapons to Cuba, regardless of port of origin, would be turned back.

Although this agency prefers a quarantine, it recommends simultaneously preparing for air strikes and invasion in case such measures become necessary to eliminate the missile threat. The United States should reinforce its naval base at Guantanamo Bay, raise military alert levels, and take steps to protect U.S. shipping interests in the Florida Strait. The Joint Chiefs of Staff have separately identified such preparatory measures.

As part of any response, this agency supports continuing reconnaissance missions over Cuba and strengthening air defenses in the southeastern United States. Finally, the United States should advise the Soviet Union that any attack from Cuba will be seen as an attack from the Soviet Union itself and will prompt a commensurate U.S. response.

[Add student name(s) at bottom of memo]

PRESIDENTIAL DIRECTIVE TEMPLATE

The format of the presidential directive, an example of which follows, is simpler. It begins with a concise paragraph describing the subject of the memo and continues, in a separate section, by outlining the policy option(s) you have chosen. Do not dwell on why you rejected certain options. Instead, clearly explain your chosen policies, their objectives, and the basic steps needed to implement them. Be sure to include all the information necessary for NSC members to understand and carry out your intentions. If you deem it advisable, you may also include brief information about the public rollout of the policy, although there may be certain elements of the decision that you wish to keep secret from the public. Include any additional details before your signature.

SAMPLE PRESIDENTIAL DIRECTIVE [follow this format exactly]

The White House

Washington, DC

Presidential Directive/PD-1 [PD-1 for the first simulation, PD-2 for the second simulation, etc.]

October 21, 1962 [enter date assignment completed]

TOP SECRET

MEMORANDUM FOR: the Vice President

the Secretary of State

the Secretary of the Treasury

the Secretary of Defense

the Attorney General

the National Security Advisor

the Director of Central Intelligence

the Chairman of the Joint Chiefs of Staff

SUBJECT: U.S. policy toward Soviet missiles in Cuba

This memorandum outlines action to be taken in response to the Soviet missile installations in Cuba. On October 14, an American U-2 plane photographed Soviet construction of medium-range ballistic missile (MRBM) sites in Cuba, some of which contain missiles that could be launched within eighteen hours. Swiftly eliminating this new offensive capability is critical to U.S. national security.

POLICY:

I order a three-pronged policy in response to this Soviet aggression: a naval quarantine, continued U.S. military preparation, and diplomatic efforts.

1. Establish a naval quarantine.

First, I authorize the establishment of a naval quarantine around Cuba as recommended by the secretary of defense. Its aim is to stop the further development of missile sites and demonstrate to the Soviet Union that the United States will not permit such provocations to continue.

This quarantine will be enforced around Cuba until the Soviet Union withdraws its missiles and other offensive military equipment from the island. The quarantine will prohibit offensive military equipment headed to Cuba—but not food and other necessary items for the civilian population—from reaching its destination. Later, the quarantine may extend to other types of cargo. Any ship approaching the U.S. quarantine line will be stopped, boarded, and inspected,

and ships that contain offensive military equipment will be turned back. The chief of naval operations will provide further details about the quarantine's implementation.

It is important to emphasize that the quarantine does not signify an American desire for a confrontation on the seas. Therefore, upon its establishment, I will ask Chairman Khrushchev to stop Soviet ships heading to Cuba in the interest of minimizing the risk of escalation at the quarantine line.

2. Continue preparation for further military action.

Although I judge a quarantine to be the most effective U.S. response at this time, I also order the Joint Chiefs of Staff to prepare for air strikes and an invasion of Cuba in case the quarantine is unsuccessful. Such measures should include reinforcing the U.S. naval base at Guantanamo Bay, evacuating dependents of U.S. personnel from the base, raising military alert levels, strengthening air defenses in the southeastern United States, and protecting U.S. shipping interests in the Florida Strait. In addition, I order reconnaissance missions over Cuba to continue. The Joint Chiefs of Staff will be responsible for further development of these measures.

3. Pursue diplomatic initiatives.

In conjunction with the quarantine, I wish to keep diplomatic channels open with the Soviet Union in an effort to secure the peaceful removal of all offensive military equipment from Cuba.

In the meantime, I will call for a meeting of the Organization of American States to seek its approval of the quarantine under Articles 6 and 8 of the Rio Treaty. The secretary of state and U.S. diplomatic personnel will notify U.S. allies, including North Atlantic Treaty Organization (NATO) members, of the establishment of the quarantine. Finally, I will ask for an emergency meeting of the United Nations (UN) Security Council in order to introduce a resolution that will call for the Soviet Union to withdraw its offensive military equipment from Cuba under the monitoring of UN observers.

I will publicly announce my policy to the American people tomorrow evening. One hour prior to my speech, the secretary of state will inform the Soviet ambassador of its contents, which will announce the quarantine and ask Chairman Khrushchev to withdraw the Soviet missiles from Cuba. In my speech, I will also publicly warn Chairman Khrushchev that any nuclear attack on a country in the Western hemisphere, if that attack emanates from Cuba, will be understood as a Soviet attack on the United States and will result in a proportionate U.S. response.

The secretary of state, in coordination with the assistant to the president for national security affairs, should inform the appropriate committees and members of Congress on the strategy and policies directed herein.

Signed,

The President

[Add student names at bottom of directive]