



Proposal to Establish the
National Security Policy Center
(NSPC)

January, 2016

SUMMARY

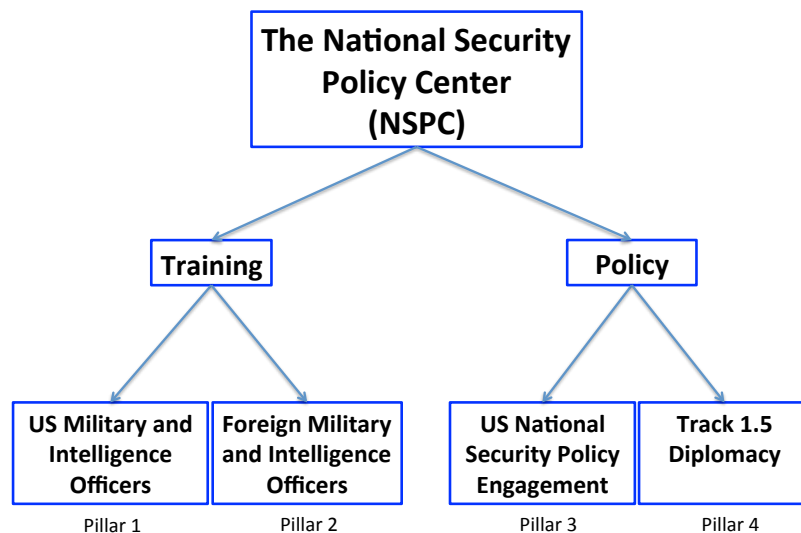
The Frank Batten School of Leadership and Public Policy proposes the establishment of the National Security Policy Center (NSPC) to be operational in the fall of 2017. The NSPC will place the University of Virginia at the center of training and engagement on pressing issues in national security and military affairs.

The National Security Policy Center is designed to build “constructive counterparts” for the University of Virginia in academia, across U.S. Government, and abroad. These relationships will facilitate imaginative thinking, problem solving, and dialogue on otherwise intractable security policy issues of global concern. In pursuit of this objective, the NSPC will rest on four pillars (Figure 1).

- **Pillar 1: US National Security Training**

The NSPC will take a leading role in providing knowledge and training opportunities the US security establishment, ranging from defense and intelligence to law enforcement and diplomacy. The Center will attract U.S. government officials and military officers seeking degrees and training. The center will also provide short courses and exercises that will enhance the skills of professional participants, expose Batten students to the federal government, and develop solutions to real-world problems. Finally, the center will introduce a national security concentration into the Batten BA curriculum, which will serve to train the next generation of national security professionals. Training will draw on existing strengths within the Batten School in the areas of leadership, social psychology, economics, and political science.

Figure 1. Foundation of the NSPC



- **Pillar 2: International Security Training**

The NSPC will recruit and train foreign officials and military officers on leave from their posts. These mid-career students, nominated by their governments, will come from a wide array of countries. While in Charlottesville they will hone their assessment and

analytical skills. They will also attain detailed knowledge of security technology, problems, and strategies. During their studies they will gain exposure to one another as well as their American counterparts, thereby building a global network of “constructive counterparts” with the University of Virginia at its center.

- **Pillar 3: US National Security Research and Engagement**

The NSPC will engage in and support academic and policy research on vital issues of national security. The University of Virginia is already home to substantial research in this area, but it is spread around the institution, rendering it disjointed and less than the sum of its parts. The NSPC will bring these pieces together into a center of national excellence on national security policy. It will also provide advice and contractual services to US Government. Drawing on expertise from around the university, the center will foster high-level thinking on pressing foreign policy issues including, cyber security, nuclear security, conventional force, sub-state violence, and future threats.

- **Pillar 4: International Security Research and Engagement**

The NSPC will play a leading role in “Track 1.5” diplomatic initiatives. Drawing on the emerging network of “constructive counterparts” facilitated by the training and research components of the mission, as well as existing UVA faculty connections to high-ranking domestic and foreign security officials, the NSPC will fill a vital role as a facilitator and provider of “good offices” for nation-to-nation interaction. At the present time, facilitating these diplomatic initiatives has falls, with mixed success, to Washington DC think tanks such as CSIS and New America. A University of Virginia National Security Policy Center, with its academic credibility and strong linkages to the security and diplomatic communities both in the United States and abroad, will fill this role much more effectively. This diplomatic engagement, in turn, will enrich the educational and research missions of the center. The center will also support cutting edge international security research from faculty around grounds, leveraging areas of existing strength and magnifying the efforts of existing centers and initiatives.

RATIONALE

At present, the national security community in US government is underserved by the academy. Mutual distrust and an inability to communicate in a common vocabulary characterize the relationship. Prior attempts at meaningful, institutionalized national security policy cooperation between the leading American universities and government have, for the most part, either withered over time or failed to take flight in the first place. As a consequence, most scholars of international relations write about increasingly esoteric security issues and fail to engage with practitioners on pressing problems, while government does without the insights that rigorous academic analysis and training could provide. The Batten School has a unique opportunity to bridge this divide.

The University of Virginia has considerable advantages that will allow the National Security Policy Center to thrive:

- *A history of engagement.* The depth of experience and interaction with the US Government agencies engaged in national security offered by established scholars on the University of Virginia faculty is rare outside the hard sciences. These connections will allow the NSPC to have immediate access and impact.
- *A tradition of service.* Thomas Jefferson wrote that UVA should train students who are “to succeed to the government of our country, and to rule its future enmities, its friendships and fortunes.” The NSPC will take that charge seriously. The University of Virginia has a long tradition of public service. Many of our students come from families with deep roots in Hampton Roads, Newport News, Northern Virginia and other areas with of the state that are steeped in security affairs. Unsurprisingly, these students also strive to give back to these communities in meaningful ways and the NSPC will position them to do so.
- *A central position in the national security community.* Virginia, by virtue of its location, educated workforce, and business environment, boasts a disproportionate share of national security spending per capita. The state is a national hub for defense contracting, but it is also home to many federal agencies and satellite offices. UVA, as the premier research university in the state, is uniquely positioned to leverage this preexisting community to improve capacity and influence policy.
- *Proximity to Washington, DC.* Proximity to Washington DC allows easy access to policymakers. It also enables ready collaboration, drawing on standing relationships, with the National Ground Intelligence Center (NGIC) and the Defense Intelligence Agency (DIA), both of which are located in Charlottesville. However, the 100 miles between UVA and Washington also serves as an important buffer. The distance allows for more committed and frank discussion that facilitate both the training and diplomatic missions of the NSPC.
- *Institutionalized outreach.* UVA has institutionalized outreach to national security and intelligence communities (IC) in the form of the Applied Research Institute. The NSPC can leverage existing connections and expand UVA’s relationships from the sciences where they primarily (but not entirely) reside into the realm of politics and policy.
- *Cross-Grounds Relationships* - A National Security Policy Center at the University of Virginia will benefit from links to the Department of Politics, Law School, School of Engineering, Batten Global, and other units and scholars across the university with an interest in national security. The goal of the NSPC is to serve as a coordinating hub and clearinghouse for the many national security activities that are ongoing at UVA.
- *The ability to handle classified information.* The UVA Research Park maintains dedicated a Sensitive Compartmented Information Facility (SCIF) that the NSPC can employ when it seeks to facilitate classified discussions and research. Many similar centers lack the capability to handle classified information, but without it there are limits in how much policy impact is possible.

- *Financial flexibility.* The NSPC mission to serve US government will require independent, domestic funding. This is vital in order to assure principals that the NSPC is free from conflicts of interests that might undermine its mission. The financial structure of the Batten School allows, when necessary, for work on sensitive matters of national security to be paid for through Batten's independent 501(c)(3) (which has only received support from domestic donors) and thereby avoids comingling with University of Virginia and foreign funding sources.
- *A curriculum adapted to national security training.* The Batten School's marriage of substantive, analytic, and leadership training is ideal for educating future foreign policy officials. Foreign policy makers need to know the facts and how to analyze new information, but they also must be able to lead and inspire. The Batten School is unique in equipping students with both rigorous tools from economics and statistics and comprehensive leadership training with a focus on social psychology. The combination enables students to not only understand the reality of the political environment, but also how their allies, competitors, and adversaries are likely to respond.
- *A commitment to policy-relevant, interdisciplinary research.* National security centers at peer institutions have failed to achieve their full policy potential because they have been captured by academic disciplines, which then lost sight of the policy and outreach missions required to inform matters of national security and maintain relationships with government. The Batten School's focus on leadership, combined with a commitment to practical training, will keep the NSPC oriented on its core mission – influencing national and international security policy.
- *Academic and political independence.* To maintain credibility within the national security community, the NSPC must be able to keep the necessary distance from partisan politics and normative research. The Batten School's structure, which allows for highly autonomous centers, will facilitate pragmatic and clear-eyed research on national security policy. It will also allow the NSPC to avoid official or implicit partisan bias, which will equalize its influence and access across parties and administrations.

Figure 2. The Rationale for the NSPC at UVA

	UVA National Security Policy Center	Princeton Woodrow Wilson	Harvard Kennedy School	Yale Grand Strategy Program	Johns Hopkins SAIS	Columbia SIPA	Michigan Ford School	Tufts Fletcher School	George Washington Homeland Security Center	Georgetown (McCort and Security Studies)
History of Policy Engagement	•	•	•		•					
Virginia Tradition of Service	•									
Centrality in National Security Community	•				•				•	•
Proximity to Washington DC	•				•				•	•
Institutionalized Outreach	•				•					
Intramural Relationships	•	•		•			•	•	•	•
Classified Information Capacity	•		•		•				•	•
Independent 501c3	•									
Net Assessment Curriculum	•									
Commitment to Policy Research	•				•	•	•	•	•	•
Academic and Political Independence	•									

The NSPC will further core UVA objectives. Foremost, it will support and enhance the educational, research, and service missions of the University, particularly when it comes to the internationalization of the curriculum. The University of Virginia seeks to develop leaders who are prepared to help shape the future of the nation and the world. In 2013, the **Cornerstone Plan** for the academic division of the University highlighted the importance of fostering international knowledge and cross-cultural understanding among all students. “At a moment when challenges in such areas as public health, *security*, the environment, and the economy are unprecedented in their complexity and scale, the Commonwealth and the world need University graduates with the expertise and perspectives to lead effectively, make wise decisions and contribute productively to society.” The NSPC will contribute to this objective by serving the substantial community at the university, both students and faculty, who are drawn to engage with the world through the lens of international security.

The NSPC will compliment existing UVA centers and initiatives. The University of Virginia has areas of strength that will bolster the National Security Policy Center. The NSPC, in return, will contribute to the vitality of these efforts. The National Security Law Center, the program on Religion and Politics, the Data Science Institute, the Quantitative collaborative, and the Applied Research Institute all work in areas adjacent to the NSPC mission, and will be strengthened by the addition of an a center explicitly focused on

national security policy to serve as the hub of such activities. Similarly, there are a substantial number of scholars working independently on national security issues in politics, history, economics, law, business, and engineering. The NSPC will coordinate and magnify their efforts.

The NSPC will further core Batten School objectives. The NSPC will further the objectives laid out in the **Batten Global Initiative** (2014-2019), which articulated steps and resources required to further internationalize the Batten School. The Batten Global Policy Center has a leading role in implementing this initiative, and the NSPC will support that project.

The NSPC will also advance the current **Batten Strategic Plan** 2012-2017 as well and the next strategic plan (2018-2023). Primary objectives in those plans are for the Batten School to “differentiate itself from competitors,” “change conversations,” and “have a transformational impact on problem-solving efforts at all levels of government” – an innovative NSPC will contribute to these goals.

The Batten Strategic Plan identifies a pressing need for internationalization of the Batten School. Students, employers, and stakeholders increasingly require a more global approach to addressing chronic societal challenges. These challenges themselves are increasingly of an international nature. The NSPC will help further globalize the research profile of the school and the MPP programs to meet student, employer, and stakeholder demand.

Data collected for the Batten Global Initiative strategic plan show that the School must grow its international activities to meet demand. Deepening internationalization of the Batten School is a strategic priority; students expect public policy schools to infuse an international dimension into their academic programs. The NSPC will not only support the students and faculty engaged in the security-oriented elements of international affairs, but will offer opportunities for much needed growth. The Center will also help to meet the already substantial demand for international content in the curriculum among existing Batten students, a majority of whom are drawn from Foreign Affairs majors in the Department of Politics. The NSPC will help prepare the next generation of policy leaders for global challenges, even if their primary interests lie in domestic policy.

The National Security Policy Center will also set the Batten School apart among its peer institutions. The higher education environment in public policy is highly competitive: about 250 schools of public policy operate in the country. All of the top ten public policy schools are deeply engaged in international policy, but none presently offers serious engagement with the national security community. The establishment of the NSPC represents a strategic opportunity for Batten to catch up with (but also differentiate itself from) its peers and thereby attract the best students and faculty.

MISSION

The mission of the NSPC is to increase knowledge and capability, develop relationships, and improve communication, both within US Government and between the United States and foreign powers. Knowledge, relationships, and frank communication allow for foreign policy interactions that are fully informed and strategically sound. Such interactions are less prone to miscalculation, crisis, and violent conflict.

The center will take a “whole of government” approach by engaging partners from across the spectrum of entities involved in security and foreign policy. In the United States this will mean relationships with defense and intelligence (e.g. DOD, NSA, CIA, etc.) but also with the diplomatic corps at the State Department and the many law enforcement agencies that are deeply engaged in security oriented missions such as cyber defense and counterterrorism (e.g. Homeland Security, Secret Service, FBI, DEA, etc.) Foreign counterparts will match this “whole of government” profile and will also be drawn from across the defense, intelligence, diplomatic, and law enforcement spectrum.

This whole of government approach will contribute to cross-fertilization in the national security that is much needed but presently rare. For example, the intelligence community is chronically short of analysts capable of assessing military forces and operations. At present there is little real effort to train analysts in how to do that, and what training exists is relatively haphazard. As it stands, analysts tasked with working on a particular conflict learn on the job. When the next war comes along, we repeat the whole cycle with a new set of analysts. Something similar occurs in the law enforcement and diplomatic communities. This neither efficient nor effective, and is an area in which UVA could, over time, make a substantial contribution by bringing these communities together at the training stage.

This mission contrasts prevailing trends in academic involvement with US foreign policy. Many efforts at foreign engagement—ranging from the Peace Corps to Fulbright scholarships—are based on the notion that simply bringing people together leads to a convergence of preferences, understanding, and better outcomes. Simply put, people who interact come to want the same thing.

We disagree with that premise. The NSPC is built on the notion that, when it comes to the hardest and most dangerous issues in international security, it is naïve and even dangerous to fail to take differences in preferences seriously. Peace and prosperity are better assured by facilitating informed communications that can convey preferences and capabilities accurately and credibly. The NSPC’s focus on building “constructive counterparts” trained in rigorous analytical methodology will facilitate the informed communication and strategic clarity that can contribute to both international peace and successful US foreign policy.

The Frank Batten School of Leadership and Public Policy’s mission is “to educate leaders from the social sciences and other fields who understand the responsibilities and opportunities of service to the public and can help bring about transformational change.”

The NSPC will extend this mission to the realm of national security. The School, through its instructional, research, and outreach programs, contributes in important ways to public deliberation on the great issues of our time. In an increasingly complex world, many of these issues come in the form of security challenges. The Batten School trains students in critical leadership skills, and in the analytics and substance of policy. Its programs inspire students to act vigorously, effectively, and ethically on behalf of the common good. The NSPC will take this mission into the area of national security, where it is much needed.

This extension fulfills one of the key objectives of the late Frank Batten Sr. (1927-2009), who was a proponent of providing students a global vision. He once stated: “Never has there been a greater need for the University of Virginia to educate enlightened and ethical leaders who will leave the Grounds prepared for public life in their communities and their professions-whether it be in our state, our nation or across the globe.”

The NSPC will reflect these principles by taking the Batten School and its unique approach to policy through leadership into a domain in which it has been absent—national security. This is a long-overdue expansion given that of all the institutions of American government, the military and intelligence communities most closely reflect this joint emphasis on leadership and analysis.

ACTIVITIES

NSPC activities will center on training, research, and policy engagement. The training and education components will serve both United States and international officials, leveraging the benefits of interaction between them. Policy engagement will also be bifurcated between a domestic component targeting the national security communities in US government, and an international component designed to increase the capacities of US allies, and engagement with competitors. These foreign and domestic strands are therefore complementary but distinct, and will require differing strategies and resources. Research and diplomatic initiatives will bring these strands together to address pressing problems in global security.

Pillar 1: US National Security Training

The unique challenges of our time require leaders who can bring imaginative thinking, problem-solving skills, and constructive dialogue to the most pressing security policy issues. The Batten School’s focus on leadership and practical training will equip students to become the next generation of security policy innovators.

To accomplish this, the NSPC will attract and train both early and mid-level professionals from across government who are interested in developing their knowledge and analytical skills in the area of national security. On the military side, the National Security track of the Batten MPP program will become a sought after billet for officers at the rank of lieutenant

colonial. Among government officials the program will target civilian intelligence analysts, members of the diplomatic corps, relevant law enforcement, and others seeking to take the next step in their national security training. Many top institutions of higher education in the United States, including the University of Virginia, already accept these students into MA programs. The programs into which they enroll, however, are often poorly suited to their intellectual interests and professional needs. The NSPC will redress this, and in so doing become a primary destination for these highly qualified students.

The National Security Cohort will take the core of the standard MPP program at the Batten School, which offers four courses in policy analysis concepts and problem-solving skills, two courses in leadership, one course on policy context, and three applied and experiential learning courses. To meet the specific needs of students with a national security focus, particularly those with professional experience, these courses will be supplemented with required and elective course offerings in conflict, strategy, and net assessment.

The National Security Cohort will also benefit from a robust internship/externship program that will place students with relevant government partners to expand their practical experience. These partners will be developed from government entities involved in Pillar 3.

These enhancements to the curriculum and the student body will build on the Batten School's unique strengths. The Batten School's trademark is leadership in public policy—this emphasis will carry through into our programs for government officials for whom leadership training will be particularly valuable. Batten also excels at experiential learning activities including field experiences and simulations. Again, this is a type of learning that is particularly valuable and well-suited to practitioner-scholars. The result will be a national security strand of the existing MPP curriculum that closely integrates with areas in which Batten already excels, allowing for new opportunities for students to closely study national security issues.

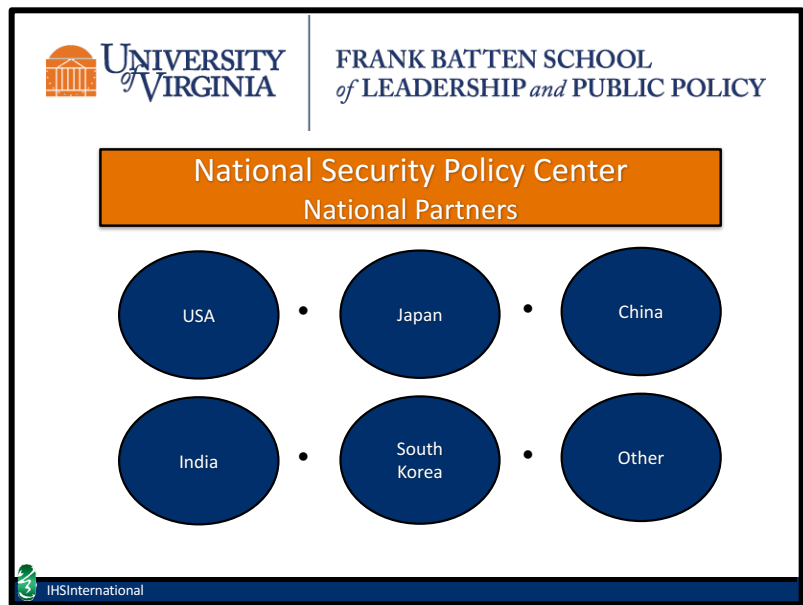
The NSPC will also develop and offer 10-day short courses in strategic planning and net assessment. There is a substantial appetite for such courses from within government to improve the capacity of analysts. These training sessions will be designed to complement and enhance the primary degree programs by bringing these government employees into contact with our regular student body. For existing Batten MPP students, these short courses can be a way to gain knowledge and exposure to national security thinking, but also a potential avenue into government service. For example, the National Ground Intelligence Center has expressed interest in a series of analytical workshops in which prominent academics are invited to Charlottesville for sessions with intelligence analysts and Batten students. The presenters would lead exploration of key concepts, indicators, hypotheses, and mechanisms that arise from academic work. The students and analysts would then break into small groups to apply those concepts and indicators to a case study. Finally, the student/analyst groups would back-brief their application results to the presenter and the group for feedback. Programs like this are small concrete steps toward drawing academic and government communities together to resolve vital national security problems.

Finally, the NSPC will introduce a national security concentration for undergraduate students in the five-year BA/MPP program. This concentration will allow undergraduate students to take courses in the national security curriculum for both their capstone seminar and special topics courses. This addition to the schools offerings will complete the effort to internationalize the curriculum from top to bottom and help to train one of the schools most important constituencies—our undergraduates—in cutting edge national security analysis.

Pillar 2: International Security Training

In parallel with the program to recruit officials and officers from within the United States, the NSPC will build equivalent cohorts from international partners and enroll them in the same MPP degree program. These students will come from a wide array of countries, but each country will be limited to just two students each so as to encourage cross-national collaboration and communication. To ensure the continuous engagement of high-level officials and officers, foreign governments (with whom the NSPC has signed memoranda of understanding) will nominate students meeting minimum criteria for admission to the Batten School. As a condition of admission, these students agree that they will return to serve in their governments, ensuring that the program serves to train future leaders.

Figure 3. NSPC Country Partners



This international diversity, both in terms of nationality and professional background will result in a unique educational opportunity for these students, while dramatically enhancing the experience of all students enrolled at the Batten School.

To initiate the international training program the NSPC will execute 5-year articulation agreements with a series of international partners beginning with Japan, China, India, and South Korea (Figure 2). Phase 2 will then target Australia and Western Europe. Phase 3 will target partners in the Americas, Africa, and the Middle East. At capacity the program will enroll up to 25 international students.

International students will engage closely with the research and diplomatic missions of the NSPC as part of their training and professionalization. In addition to training and studying with other rising intelligence and government service professionals, we will introduce students to current and retired professionals of the U.S. security community. This will yield opportunities for focused discussions and site visits as part of their experience at the University that will extend into intelligence and national security communities in the Washington, D.C. area.

The NSPC will also provide short training exercises along those described in Pillar 1, but for international participants. These courses will introduce foreign partners to best practices developed in the United States. The result will be increased international capacity to addressing pressing problems in global security.

Pillar 3: US National Security Research and Engagement

The NSPC will engage in and support academic research on national security policy. The center will gather faculty affiliates from around the University of Virginia whose work has important implications for national security. In doing so, it will magnify existing efforts.

The center will also develop a vibrant network of practitioner affiliates. The Charlottesville area has a substantial number of retired, high-level government officials who would serve as useful sounding boards, guest lecturers, and connections for our students. The NSPC will also develop a network of active policy experts in the Washington, DC area to serve as an external advisory board. Drawing on this network of experts, the center will foster high-level thinking on pressing foreign policy issues including, cyber security, nuclear security, conventional force, sub-state violence, and future threats.

The NSPC will provide advice and contractual services to US security and intelligence agencies. For example, the NSPC will facilitate a revitalization of national security thinking by supporting a new “solarium” effort. In 1953 Eisenhower convened the first “Solarium” to formulate a coherent response to evolving Cold War threats. There has been nothing like it since, but the need for a clear-eyed reassessment of U.S. strategy is now pressing. New threats are emerging and longstanding ones are evolving in ways that make our strategies obsolete. The dawn of a new administration presents an opportunity to address these issues in a new Solarium 2017, which will convene our leading experts to rethink the strategic response to pressing foreign policy challenges. The NSPC – by virtue of its policy and academic credibility – is uniquely situated to support this effort.

Pillar 4: International Security Research and Engagement

The research activities and policy connections of NSPC affiliates scholars and practitioners will place the center at the hub of a dense network of international relationships. At the same time, the training mission of the NSPC will contribute to a growing network of alumni in foreign policy and national security and foreign policy bureaucracies around the world.

These connections will serve as “constructive counterparts.” The NSPC will leverage these connections to develop cutting edge research on international security issues and then make sure that the implications of this research reach the right audiences so that they can have an impact on policy.

The NSPC will also take a leading role in developing and supporting “Track 1.5” diplomatic initiatives. Drawing on its established network of relationships, the center will fill a vital role as a facilitator and provider of “good offices” for nation-to-nation interaction. To take one example, the government of Japan has expressed interest in engagement with its Cabinet intelligence office to increase capacity, but also assess pressing issues of joint US/Japanese concern including North Korea, cyber security, and militancy in Indonesia and Mindanao.

The NSPC will also support ongoing research around the University of Virginia on pressing matters of international security. It will, for example, house the data and research teams of Philip Potter’s (Associate Professor, Department of Politics) Department of Defense funded project on militant alliances. Such projects are widespread around the University and the NSPC will serve as a focal point around which they can organize and collaborate. To take another example, the NSPC will house the Politics Experimental Laboratory, run by Todd Sechser (Associate Professor, Department of Politics), which explores the psychological, cognitive, and social microfoundations of political violence using lab experiments. The National Security Policy Center will better support these ongoing projects, attract additional funding, generate new research, and increase the research impact of the University of Virginia in the area of international security.

The research umbrella of the center will be a broad one, encompassing traditional areas of military security, which are underserved by existing infrastructure at the University of Virginia, but also in areas where cooperative relationships can be developed. For example, it is impossible to take a holistic view of international security without including issues of human security (which will invite positive interaction with Batten Global), or legal regimes (which will invite positive interactions with the National Security Law Center).

IMPACT ON THE CURRICULUM

In the Fall of 2017, the Batten MPP will welcome its inaugural National Security Policy (NSPC) cohort (Pillars 1 & 2 as described in “Activities”). The initiating cohort will consist of 15 of the most promising national security professionals from the United States and around the world (5 from the United States, up to 10 from abroad). Over time it will grow to 30 students (5 from the United States, up to 25 from abroad).

NSPC students will receive a standard, 2-year Batten School Master of Public Policy degree, but will supplement the standard coursework with additional classes focusing on security issues and analysis. As part of their degree, MPP students are required to take 18 credits in elective courses that focus their studies on a policy area of their choice. As part of their

electives, the NSP cohort will take a new four-course concentration in National Security Policy. This course sequence will be as follows:

- Year 1:
 - o Introduction to National Security
 - o Principles of Net Assessment

- Year 2:
 - o One course in the technologies of national security
 - E.g., Nuclear, Cyber, or Conventional
 - o One course on the problems of national security
 - E.g., Terrorism, Human Security, War

Beginning in the 2019-2020 academic year the NSPC will also introduce a national security concentration into the joint BA/MPP program. The concentration will require students to dedicate their Capstone Seminar (3 credits) and Special Topics requirements (9 credits) to approved national security courses, but will not otherwise impact the curriculum.

The concept of “Net Assessment” is central to the NSPC additions to the Batten curriculum. The United States Department of Defense’s Office of Net Assessment (ONA) was created in 1973 to serve as the Pentagon’s internal think tank, charged with looking 20 to 30 years into the military’s future. The office’s methodology and successes allowed it to thrive through presidential transitions, Department of Defense reorganizations, and the end of the Cold War. Throughout this time the office has institutionalized processes of imaginative thinking and forecasting (termed net assessment) that are vital for military planning. However, while emphasis is often placed on military analysis, the application of net assessment is just as functional in political and commercial arenas. The NSPC, in direct consultation with former officials from the Pentagon’s Office of Net Assessment, will incorporate techniques of net assessment in to the national security curriculum. In doing so it will augment the Batten School’s established attention to analytical rigor.

Net assessment serves as the core of the national security curriculum for several reasons. First it is a standing approach that is broadly understood in the national security community. Mastering it will allow our graduates to immediately speak to policymakers in a language that they understand. This is an important step in addressing the pervasive divide between policy and the academy – one that persists even at many policy schools, which do not do enough to equip students to make a policy impact. Second, it closely aligns with the strengths of the Batten school and its existing curriculum. In many ways, similar instincts independently guided both the emergence of net assessment in the 1950s-1970s and the Batten School itself much later. Early practitioners of net assessment had extensive training in economics, statistics, and systems analysis. These are the very skills that the Batten school seeks to instill provide our MPP students. However, as they sought to apply these skills to the practical problems of national security, early net assessors developed real skepticism of any claims that policy problems can be 1) fully quantified, and 2) modeled accurately with rational actor assumptions at the level of the organization or government. In this sense, they foresaw the basic problems that plague the transition of

most academic, and particularly econometric, methods into policy solutions. In answer, net assessment methods draw heavily on organizational studies to think about decision processes that lead to actual outcomes. They also seek to take a holistic view of policy problems and solutions, with a particular attention toward getting metrics right before undertaking rigorous analysis. The Batten School's focus on leadership, psychology, and interdisciplinary policy studies is driven by the same objective. Incorporating net assessment will further develop these instincts in a way particularly suited for problems of national security.

Net assessment makes explicit the need to understand the interests and perspectives of adversaries. Accurate strategic calculations require understanding the world through the other side's eyes, with the explicit expectation that this perspective likely differs from one's own. This is a notion that would be second nature in a business or law school, but has fallen by the wayside in the social sciences, which have (until very recently) almost universally embraced rational actor assumptions as a way of simplifying their models of a complex world.

The bottom line is that tomorrow's foreign policy leaders need to be able to do two things effectively: 1) they need to be able to analyze political interactions in a robust way that properly attributes causality and estimates impact, and 2) they need to be able to predict the biases and attitudes of those they interact with so as to anticipate deviations from the analytical predictions. These two skill sets will form the crux of the national security curriculum. Extensive training in economics and cost benefit analysis provide a mental toolbox for estimating the impact of policy interventions, while social psychology and leadership training will help students learn to get into the heads of their allies, competitors, and adversaries.

NSPC courses will be open to all Batten Students, not just those in the national security program, thereby enriching, expanding, and internationalizing the curriculum for the entire student body. This will increase course offerings in international policy available to students across the school, which is necessary given the growing demand for international content among Batten students, many of who have backgrounds in foreign affairs. The expansion driven by the NSPC will also lend help to ongoing efforts by Batten Global to extend international content and course offerings. Finally, NSPC sponsored short courses and other co-curricular activities will further broaden student exposure to international affairs beyond Batten Global's efforts. A guiding principle for these short courses will be to incorporate them into the Batten's curriculum and full-time student, thereby leveraging their educational content and opportunities for connections, rather than having them stand apart.

ORGANIZATIONAL STRUCTURE

The Batten School will recruit a faculty director during the Spring of 2016. The director will have primary responsibility for running the NSPC. The director will:

- Provide leadership and strategic direction in building the Batten School's national security engagement and profile;
- Advise the Dean of the Batten School on national security initiatives;
- Design and implement the curriculum for the NSPC program;
- Lead the recruitment of US and international students for the NSPC MPP cohort;
- Nurture student and faculty engagement with national security activities;
- Lead the collaborative process to plan, promote, and implement national security initiatives, revenue-generating programs, and fundraising activities;
- Maintain and participate in professional networks within US higher education and the security policy community to advance Batten's presence as a player in security affairs; and
- Build connections with Batten faculty and with faculty across Grounds to promote national security activities at the Batten School.

As funding permits, the Director will recruit a **programs/operations manager** (beginning FY 2018) and a **project/research manager** (beginning FY 2019). These hires are contingent on reaching the Center financial plan mileposts and will consider opportunities to share resources across the Batten School's research centers, particularly Batten Global.

Faculty members are the most critical factor in developing a comprehensive program in national security. Keeping faculty and their research interests at the center of the NSPC mission will maximize chances of success and ensure longevity. Primary national security activities such as seminars, speaker series, conferences, and collaborative research projects will engage existing UVA faculty from the Batten School and across grounds. These carefully selected affiliates will support the programs, teaching, and outreach efforts. The center will also support two full-time faculty members—one beginning in FY 2018 and the other to begin FY 2020. These faculty members will contribute to the national security curriculum and develop sponsored research under the auspices of the center.

The NSPC will also build a network of foreign policy affiliates and an external advisory board. These practitioner affiliates and board members will serve to keep the NSPC closely tied to the policy community, supplement fundraising, and facilitate outreach goals.

The NSPC will seek to avoid waste through redundancy with other Batten centers and programs. In particular, where possible, the NSPC will share administrative support with Batten Global. The NSPC will rely on Batten Global's managing director for support of the international professional students recruited through Pillar 2 (as per the Batten Global mission of supporting all foreign students enrolled in Batten School programs) and from Batten Student Services for support of domestic professional students recruited through Pillar 1.

FINANCIAL PLAN

The funding model for the NSPC is aggressive, but designed to minimize financial risks to the Batten School. The Center's growth and development will be contingent on "proof of concept," where the Center will demonstrate that it can become self-sustaining over a five-year period and that the projected revenue streams are viable. The pro-forma budget projections in Table 1 below chart the anticipated course to self-sufficiency. The Center will scale up its activities year-to-year based on its ability to generate revenue from: (1) gifts and donations to the Center; (2) international student tuition; (3) facilities and administrative costs (F&A) realized on NSPC-sponsored research and government contracts. The NSPC will also offer revenue-generating programs including consulting services and training programs to national security and IC officials and online courses to governments. Expenditures will be calibrated to incoming funds.

Table 1: NSPC Budget Projections, FY 2018- FY 2022

	FY2018	FY2019	FY2020	FY2021	FY2022	NOTES
Revenues						
Annual Fund Donations and Directed Gifts	\$ 1,000,000	\$ 1,125,000	\$ 1,250,000	\$ 1,500,000	\$ 1,500,000	Directed gifts and annual donations for targeted projects
Sponsored Research Projects	\$ 450,000	\$ 500,000	\$ 600,000	\$ 750,000	\$ 1,000,000	Contracted sponsored research
Endowment Payout	\$ -	\$ 100,000	\$ 403,000	\$ 714,779	\$ 881,674	See below from the Center Building and Operating endowments - assumes 4% annual payout
Batten School Contribution	\$ 168,000	\$ 296,440	\$ 350,000	\$ 450,000	\$ 400,000	Annual Batten School support to the Center loosely based on students taking the NS concentration
TOTAL REVENUE	\$ 1,618,000	\$ 2,021,440	\$ 2,603,000	\$ 3,414,779	\$ 3,781,674	
Expenses						
Personnel						
Center Director	\$ 100,000	\$ 104,000	\$ 108,160	\$ 112,486	\$ 116,986	A fractional buyout of a faculty members FTE
National Security Faculty Member	\$ 200,000	\$ 208,000	\$ 216,320	\$ 224,973	\$ 233,972	A Center funded national security professorship
National Security Faculty Member	\$ -	\$ -	\$ 210,000	\$ 218,400	\$ 227,136	A Center funded national security professorship
Project Manager/Research Administrator	\$ -	\$ 85,000	\$ 87,550	\$ 100,000	\$ 103,000	
Operations/Programs Manager	\$ 60,000	\$ 61,800	\$ 63,654	\$ 70,000	\$ 72,100	
Fringe Benefits	\$ 108,000	\$ 137,640	\$ 205,705	\$ 217,758	\$ 225,958	Assumes average 30% fringe rate across the 5 center funded positions
Sub-Total Personnel	\$ 468,000	\$ 596,440	\$ 891,389	\$ 943,617	\$ 979,152	
General Operating Expenses						
Japan Programming	\$ 50,000	\$ 125,000	\$ 150,000	\$ 200,000	\$ 250,000	
China Programming	\$ 150,000	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525	
Center for Study of Digital Life (CSDL) Partnership	\$ 250,000	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525	
Center for Study of Digital Life (CSDL) Partnership	\$ 300,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000	
Future Partnership Development	\$ 50,000	\$ 100,000	\$ 100,000	\$ 150,000	\$ 200,000	
Program Consultant	\$ 350,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000	
Sub-Total Programming	\$ 1,150,000	\$ 1,425,000	\$ 1,470,000	\$ 1,791,000	\$ 1,913,050	
Facility Debt Payment	\$ -	\$ -	\$ 674,390	\$ 674,390	\$ 674,390	Debt payment on \$10 million building, 4.5%, 25 years
TOTAL EXPENSES	\$ 1,618,000	\$ 2,021,440	\$ 3,035,779	\$ 3,409,007	\$ 3,566,592	
NET OPERATING REVENUE/(EXPENSES)	\$ -	\$ -	\$ (432,779)	\$ 5,772	\$ 215,082	
NATIONAL SECURITY POLICY CENTER ENDOWMENTS						
Building Fund		\$ 5,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$10 million raised to renovate/build a facility to house the Center
Operations Fund	\$ 2,500,000	\$ 5,000,000	\$ 8,000,000	\$ 11,500,000	\$ 15,000,000	\$15 million raised to support operation of the Center in perpetuity
Operating surplus/(deficit)	\$ -	\$ -	\$ (432,779)	\$ 5,772	\$ 215,082	Annual surplus/(deficit) covered from or contributed to reserves
Endowment Payout	\$ -	\$ (100,000)	\$ (403,000)	\$ (714,779)	\$ (881,674)	Annual endowment payout to support Center operations - assumes 4% payout rate
Endowment Investment Earnings	\$ -	\$ 175,000	\$ 705,250	\$ 1,250,863	\$ 1,542,930	Annual earnings from endowment investment - assumes 7% annual return (UVIMCO)
ENDOWMENT RESERVE BALANCE	\$ 2,500,000	\$ 10,075,000	\$ 17,869,471	\$ 22,041,856	\$ 25,876,338	

ASSESSMENT PLAN

Assessment of the effectiveness of the NPSC will be based primarily on the timely meeting or exceeding of the programmatic and financial objectives laid out in the implementation timeline that follows. The Batten School has a standing strategy in place regarding programs and activities that do not meet internationalization goals. A yearly cost/benefit analysis will be conducted for all international programs offered at Batten including the NSPC. In the case of under-performance the center will lose support after five years. Metrics of success will include:

- Job placements in government positions in the United States and abroad;
- Net revenue generated;
- Quality and quantity of international partnerships generated;
- US government students matriculated;
- Foreign students matriculated;
- Demand for offerings as measure by annual number of participants and programs;
- Increase in national security profile of the Batten School as measure by media mentions;
- Strengthening of the Batten School brand and reputation; and
- Number of Batten School students offered national security related internships and/or employment opportunities based on relationships developed through NSPC programs.

THREE-YEAR IMPLEMENTATION TIMELINE

YEAR ONE (Launch)	0-6 months	<ul style="list-style-type: none"> • Sign Japanese MOU • Set up NSPC (staff hiring and office space) • Recruit faculty and practitioner affiliates • Initiate negotiations with international partners for student recruitment with initial focus on Japan • Recruit international NSPC students
	6-12 months	<ul style="list-style-type: none"> • Sign Chinese MOU • Develop military billet relationships • Develop courses and curriculum • Launch applied workshops with NGIC/DIA • Submit end-of-the-year progress report to Dean Stam
YEAR TWO (Expansion)	<ul style="list-style-type: none"> • Solicit directed gifts • Continue international negotiations with focus on South Korea, and India • Develop US partnerships – SR21, Harvard Weatherhead, Georgetown McCourt School, Schwartzman Scholars Program, etc. • Initiate Batten Research Fellow program • Seek foundation funding – McArthur, Carnegie, Smith-Richardson • Initiate Track 1.5 programming • Submit end-of-the-year progress report to Dean Stam 	
YEAR THREE	<ul style="list-style-type: none"> • Launch National Security BA concentration • Continue international negotiations with focus on Australia and Europe • Solicit directed gifts • Create sustainable endowment platform • Create expansion plan for additional countries • Initiate post-doctoral/visiting practitioner program • Submit end-of-the-year progress report to Dean Stam • Set up a 5-year strategic plan for the NSPC 	

LETTERS OF ENDORSEMENT

January 10, 2017

Thomas Dukes
715A Massey Lane
Alexandria, VA 22314

University of Virginia Provost
Booker House
1709 University Avenue
Charlottesville, VA 22903

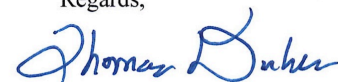
Dear Provost Katsouleas,

I am writing to support the creation of a National Security Policy Center (NSPC) at the University of Virginia's Frank Batten School of Leadership and Public Policy. The NSPC presents a perfect opportunity for UVA to leverage its world class academic capabilities, in a timely and much needed fashion, to tackle complex national security and military policy issues of global importance. As an experienced U.S. Government national security practitioner and policy maker, with a focus on the diplomatic, military and law enforcement aspects of cybersecurity issues, I can clearly see the benefits the NSPC will provide to UVA, and the broader community of national security policy stakeholders, across a wide range of issues, including cybersecurity.

I was privileged to serve as the U.S. Department of State's Deputy Coordinator for Cyber Issues from 2011 to 2016, at a time when the United States and our global allies and adversaries have struggled in bilateral, multilateral and multi-stakeholder settings to define and establish a universally applicable legal and policy framework for cyberspace and the Internet. Cyberspace is borderless, and the national security issues it implicates – from international security to combating transnational cybercrime to the protection of critical infrastructure to countering terrorist use of social media – require interdisciplinary, collaborative, globally applicable policy solutions. One of the greatest challenges to developing and exploring such policy solutions is the dearth of existing institutions capable of bringing together a wide range of experts and officials, from across academic disciplines and government functions, to facilitate pragmatic and innovative problem solving based on deep dialogue and long term collaboration. A closely related challenge is the global shortage of qualified cyber policy experts, particularly in government, and the limited options for developing them. I believe the NSPC could be an excellent vehicle for tackling those challenges, and I would love to see it include a focus on engagement with the diplomatic community.

As a proud graduate of the University of Virginia School of Law, where I teach a cyber law and policy seminar, I can personally attest to the deep pool of academic talent that UVA will be able to leverage to achieve the NSPC's training and policy engagement objectives. I have personally benefited from the policy and technical expertise in UVA's Law, Engineering and Batten Schools in designing, teaching and refining my cyber law and policy course, and I believe the NSPC will serve as a significant force multiplier for interdisciplinary national security problem solving and training efforts. I look forward to the formal approval of the NSPC and its future growth and success, and I may be reached at tomdukes@gmail.com if you wish to discuss further.

Regards,



NOTE: Tim Kilbourn is a former CIA officer and recruiter. He is presently a member of the Batten School's advisory board.

From: Tim Kilbourn <timkilbourn@gmail.com>

Subject: Proposed New Concentration at the Batten School

Date: January 7, 2017 at 2:12:25 PM EST

To: "Stam, Allan C. (acs8tb)" <acs8tb@eservices.virginia.edu>

Cc: "Potter, Philip B. (pbp2s)" <pbp2s@virginia.edu>

Allan,

Phil Potter asked me to cobble together a note to you after reviewing the proposal to create a new foreign policy and national security concentration at the Batten School. Having spent three decades working at the intersection of international politics and armed force, the subject is one I'm familiar with, and I'm happy to offer the following thoughts for your consideration.

The proposal to create within the School a new concentration in foreign policy and national security is, in my view, both doable and valuable, both for UVA and the country. It's achievable in that it builds off the existing strengths of the larger University. It's valuable in that few institutions of higher learning of UVA's caliber have either the interest or the ability to address the hard issues associated with the exercise of hard power.

Statecraft is the one field of human endeavor that each generation has to learn for itself, and the Batten School's new initiative seems to me to aim to impart knowledge the next generation of American leaders will require in the years ahead. Wielding the levers of national power (economic, diplomatic, political, military and intelligence) to advance the national interest requires an understanding of history, economics, and culture and their interaction with one another, married to an appreciation for both the utility and limits of military power and an ability to see the world through the other guy's eyes. Drawing on the breadth and strengths of UVA's existing academic programs and faculty, the new program seems to me to be designed to impart precisely that wisdom.

At the same time, while UVA is a first-rate university, it currently punches below its weight class on national security issues. Forming the Center will provide a way to focus the full range of UVA's formidable academic strengths on foreign policy and national security issues and thereby add heft to UVA's punch. Equally important, it may be a vehicle through which UVA can help address a real shortfall within the Intelligence Community, which chronically faces a shortfall in the number of analysts capable of assessing military forces and operations. Net assessment--building a reasonable picture of what's happening on the ground, weighing the relative capabilities of the various contenders and coming to a

considered, defensible judgment about what is likely to occur next and why--is at the very heart of the proposed program. In my judgement people who came out of a first-rate university familiar with that process would be remarkably attractive hiring prospects.

I grew to admire UVA greatly when my daughter was a student there a few years back. More recently, I came to value the Batten School's graduates for their raw talent and skills when I was recruiting for the CIA. I will be delighted if, in the years ahead, the Batten School is able to build a new center of excellence in the foreign policy/national security arena, a realm that is only growing in its importance to this country. I salute you for undertaking the effort to do so.

Tim

NATIONAL SECURITY CENTER BYLAWS

National Security Policy Center Bylaws

December 2016

ARTICLE I MISSION AND ORGANIZATION

- 1.1 Mission.** The National Security Policy (hereinafter “Center” or NSPC) is established and administered by the Frank Batten School of Leadership and Public Policy (“Batten”). The purpose of the Center is to increase knowledge and capability, develop relationships, and improve communication – both within the US security establishment and between the United States and foreign powers. Knowledge, relationships, and frank communication allow for foreign policy interactions that are fully informed and strategically sound. Such interactions are less prone to miscalculation, crisis, and violent conflict. The Center promotes research, education and training.
- 1.2 Organization.** The Center Director leads the Center and reports to the Dean of the Batten School. The Center will have faculty affiliates who will conduct research that aligns with the goals of the Center. The Center will also establish an External Advisory Board (“EAB”) that has the purpose of advising on the research directions of the Center.
- 1.3 Affiliates.** The Center will be composed of researchers and practitioners who meet the Center’s affiliation requirements set out in Article II.
- 1.4 External Advisory Board.** The Center’s EAB shall be responsible for advising the Center Director on the research direction and operational policies of the Center as further defined by Articles II and III.

ARTICLE II FACULTY AFFILIATES

- 2.1 **Eligibility and Admission of Faculty Affiliates.** A researcher may become an Affiliate of the Center upon being nominated by the Center Director or an existing Member, and fulfillment of applicable criteria.
- 2.2 **Requirements for Affiliation.**
- A. Center affiliates will have demonstrated scholarship that aligns with the mission of the Center which is at the discretion of the Director but typically includes published works, conference presentations, course instruction and or public service in health care/health services.
 - B. Affiliation will be granted at the discretion of the director with

approval of the Dean of the Batten School.

- C. Initial Affiliation will be for a two-year term from July 1 through June 30, or the balance of the current year ending 30, June and is renewable for additional two-year terms. Affiliation can be discontinued at the discretion of either the affiliate or the Director upon proper notification.

2.3 Affiliation Benefits. All Faculty Affiliates shall receive the following benefits:

- A. Election from among Affiliates of one representative to the EAB as defined Article III.
- B. Attendance at research review meetings held in conjunction with EAB meetings.
- C. Access to Center resources, faculty, researchers and students, and activities specified by the Center from time to time.
- D. Opportunities to collaborate on internally and externally funded projects and programs.

2.4 Duties of Affiliates.

- A. Attendance at no less than 50% of Center Quarterly Research Meetings.
- B. Contribution to at least one Center-specific or supported publication, grant application, conference, or other academic product annually.
- C. Serve as an ambassador of the Center to home School/Department and actively develop opportunities for collaboration between and among Schools and Departments.

2.5 Research Grant Proposals and F&A Return Policy

- A. Finance and Administrative (F&A) overhead amounts on research grants submitted to the Office of Sponsored Programs through the Center by the Center Director or Affiliated Faculty members will be returned to the Center.
- B. The Principal Investigator(s) on the research grant shall receive 70% of the returned F&A amount while the Center retains 30% of the returned F&A amount.

**ARTICLE III
EXTERNAL ADVISORY BOARD**

- 3.1 **Composition of the External Advisory Board (EAB).** An EAB shall be established for the Center consisting of the Center Director, two (2) Faculty Affiliates, and up to eight (8) external members. A Chair shall be elected by majority vote of the Member representatives to lead the EAB.
- 3.2 **Purpose of the EAB.** The EAB shall advise the Center Director on the research direction and the operational policies of the Center.

- A. **Meetings of the EAB.** The EAB shall meet at least once each calendar year. Notice of the time and place of the regular meetings shall be communicated to each member at a reasonable time before each meeting.

ARTICLE IV INTELLECTUAL PROPERTY TERMS AND CONDITIONS

- 4.1 **Publication Rights.** The Principal Investigator(s) and co-authors reserve the right to publish the results of Center research in scientific journals, subject to terms of specific research funding agreements.
- 4.2 **Intellectual Property Rights.** All rights to intellectual property (IP) will be governed by the policies and procedures of the Executive Vice President and Provost of the University of Virginia as contained in: (<https://uvapolicy.virginia.edu/policy/RES-001>) and the policies and procedures of UVA Licensing and Ventures (<https://lvg.virginia.edu/policies>).

ARTICLE V ORGANIZATIONAL AFFILIATES

- 5.1 **Partnerships.** The Center may enter into a partnership with an organization or academic institutions that furthers its mission and provides an opportunity to develop beneficial programs or research products. A formal partnership requires a signed Affiliation Agreement or Memorandum of Understanding with the partner and the Batten School.

ARTICLE VI GENERAL

- 6.1 Amendments.** The Director, alone or upon the recommendation of the Affiliates may propose amendments to these bylaws and/or such additional bylaws as may be deemed necessary, which, upon written approval of the Dean of the Batten School, shall govern the operation of the Center.
- 6.2 Termination of Center.** In the event that the Batten School of Leadership and Public Policy terminates the Center for Leadership and Public Policy, Faculty Affiliate memberships shall be terminated simultaneously. Organizational Affiliates shall be terminated in accordance with the terms of the Affiliation Agreement or Memorandum of Understanding.