**Syllabus**

**International Crisis Management**

**Fall, 2022**

A Course for Ukrainian College Students

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*In collaboration with*

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National Museum of American Diplomacy

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Institute for European, Russian and Eurasian Studies (IERES), George Washington University

*Note: the course will not presume to “teach” the current crisis to students far more versed in it than the instructors are. Rather, we will consider approaches and methodologies as they have developed over history, and in hypothetical enactments on various continents. At this time we cannot offer formal academic credit, though some Ukrainian universities may do so. The organizers appreciate the current crisis and will make every accommodation to adapt to individual and group needs.*

**Course Description:**Not all human and natural disasters yield “resolution.” Effective planning requires a clear description of the challenge, and a stated vision of the desired outcome, sometimes called an “endpoint” or “End State.” In cases of conflict, planners must understand the motives of the opposing force, even when the latter is committing criminal acts.

The course engages students in simulated task force operations, drawing on real life situations adapted for the classroom. Scenarios will put the student in the position of analyzing and addressing crisis situations within working groups. Active class participation is essential.

We will follow the “American model” of active participation and experiential learning. While the instructors will “lecture” at times, communal benefit will be highest with active student participation.

**Course Objectives:** The course will develop the student’s skills in the following areas:

* Understanding of the nature and recent history of international politics and conflict, well as legal means of their resolution and new trends in their application.
* Facility with both the theory and practice of the process of foreign policy formulation and implementation, the main legal instruments for its provision.
* Mastering analytical skills needed to assess major global and regional foreign policy challenges facing the United States and other nations, as well as the skills of legal correct qualification of facts and circumstances, including the use of international legal argumentation in the field of peaceful settlement of disputes.
* Practicing close simulations drawn from recent crisis management approaches by U.S. and UN policy makers, as well as other international actors.

**Participants:** A committee in the United States will select 35 students, who will be candidates for certificates of participation. Others are encouraged to follow the sessions as auditors/observers. Registered students will attend sessions, take notes, maintain weekly readings, and submit 5-6 short reflection papers, an After-Action Report, and a short final project. Estimated preparation time of 4-8 hours per week outside of class. The course calls for 12 hours of work per week, for 10 weeks.

**Schedule:** Sessions will take place Mondays and Thursdays at 1700 Ukraine time, for 75 minutes. Alternating sessions will include lecture/discussion sessions, usually Mondays; and selected speakers, usually Thursdays.

**Speakers** (will include some or most of the following):

Columnist, *Washington Post*

Former U.S. Ambassador to Argentina and Mexico

Strategy expert from King’s College, London

Former Director, Central Intelligence Agency

Expert in Public Diplomacy with 40 years practical experience

Practitioner in combating disinformation

Former U.S. Assistant Secretary for Africa

CEO, Public Relations firm

Colonel, U.S. Army

Field Officer, United Nations PKO

Expert, Arts Diplomacy

**Course phases:**

1. A brief overview of *strategy* from its origins (Sun Tzu, Baron von Clausewitz, Tolstoy…) to the Grand Strategies of the Cold War (George F. Kennan and “The Long Telegram,”) to the present (Lawrence Freedman, John Lewis Gaddis, et al.)
2. The presentation of USG and UN methodologies will require quick research and sifting of information for a given topic or simulated crisis. Materials will include training manuals from the State Department Bureau of Conflict and Stabilization Operations (CSO,) references to the ICS process (State Department Integrated Country Strategies for each embassy abroad,) and current media coverage of flash points.
3. In-class exercises where students in teams perform role plays for the different agencies, governments, and multilateral organizations pursuing similar objectives with different approaches.
4. *“The Art of the Memo”*: Drafting memos based on U.S. government format. Students will submit a one-page “After-Action Review” following in-class simulations.
5. The semester “capstone” may be a group exercise and role play, or a reflection essay on selected readings in the field. The nature and background of the class will indicate the type of capstone.

**Sessions and topics:**

National Museum of American Diplomacy (NMAD)

1. One role play scenario on a contemporary issue (fictional – e.g., Migration Conflict)
2. One role play scenario on an historical incident (e.g., Suez Crisis)

(exercises will develop negotiating skills, team building, rapid information assimilation, public speaking, rapid reaction to changing circumstances)

Dan Whitman (DW)

1. Intro to the course
	1. Binary functions of the brain which lead to safety, animosity
	2. Sources of conflict in primates
2. [Westphalian system – brief review]
3. Strategy and Grand Strategy
4. History and definition of Public Diplomacy
5. Dis- and misinformation

Jack Zetkulic (JZ)

1. International Law and Diplomatic Status/immunity/Protocol
2. International Relations Theory and decision making
3. What do embassies do? (reporting/internal communication)

Jaroslav Mudryi Law University (JMLU)

3 sessions – 2 in one week, then one more. In English

1. Peaceful means of resolving international disputes (through legality)
2. EU as a global mediator (сontribute to a more comprehensive understanding of EU peacemaking efforts, actual mediation processes and the scope and level of the EU’s involvement)

**Tentative weekly schedule: (Mondays for topics; Thursdays for speakers)**

Week One – (DW) intro, causes of conflict in primates, graphing IR theories

Week Two – (DW) and NMAD exercise

Week Three – (DW) Strategy and Grand Strategy

Week Four – (JMLU) Europe context; peaceful resolution of conflict through law

Week Five – (JZ) International Law

Week Six – (JZ) Embassy management and internal communications

Week Seven – (DW) Public Diplomacy

Week Eight – Disinformation

Week Nine – (DW) Area Studies (China, Latin America, Africa, MENA)

Week Ten – (DW, JZ) wrap-up and conclusions

**In your role play scenarios and memos, your objective is to produce "SMART" outcomes:**

**S - Specific (identify drivers of conflict and mitigating factors)**

**M - Measurable (use metrics - quantifiable numbers for input and outcome)**

**A - Achievable (aim for a "tipping point")**

**R - Realistic (a goal that can be achieved)**

**T - Time-bound (achievable within a given time frame)**

**Assigned work:**

Participation in role play scenarios, with assigned roles.

Weekly readings tracking subject matter – prepare to discuss in class

Students will take notes on speakers’ presentations

One required After Action Report on the role play scenario

Seven short reflection papers/ for credit, complete five of the seven

Final project, 2-3 pages – chose *one* of the following:

1. A group project countering disinformation outside of Europe.
2. A public diplomacy action plan for an NGO, private corporation or government.
3. One book review chosen from the five below.
4. Propose another project at will.

As alternative, you may also choose one of the *recommended* (not required) books below, as a final project.

* Frederick Barton, *Peace Works: America’s Unifying Role in a Turbulent World*. Lanham, MD: Rowman and Littlefield, 2018 [ISBN 9781528113011]
* William J. Burns, Back Channel: *A Memoir of American Diplomacy and the Case for its Renewal.* New York: Penguin/Random House, 2019. [ISBN 9781874840950]
* Zbigniew Brzezinski, Brent Scowcroft, moderated by David Ignatius, *America and the World: Conversations on the future of American Foreign Policy.*  New York: Basic Books, 2009. [ISBN 9780465018017]
* John Lewis Gaddis, *On Grand Strategy*. New York: Penguin Random House, 2018. [ISBN 9781594203510]
* Sean McFate, *The New Rules of War: Victory in an Age of Durable Disorder*. New York: Harper Collins, 2019. [ISBN 9780241364031]
	+ Why was the book written?
	+ What was the goal of the author(s)?
	+ What antecedents provoked the author to write the book?
	+ How were the goals met or not?

**Sources for research and future reading, as your time permits:**

<https://www.dni.gov/index.php/global-trends-home>

(Tom Shannon FSJ)

<http://www.afsa.org/reimagining-future-american-leadership>

Perito USIP Glossary

<https://www.usip.org/publications/usip-peace-terms-glossary>

Perito USIP guide on-line

<https://books.google.com/books?hl=en&lr=&id=VIQBQd1lwIIC&oi=fnd&pg=PR9&dq=usip+perito+guide+for+participants&ots=QxsiFP-USm&sig=CTWU_GL69uQ_2VGqtmz6oD209Z8#v=onepage&q=usip%20perito%20guide%20for%20participants&f=false>

The Hill, on Conflict Stabilization

<http://thehill.com/opinion/international/396997-heres-why-conflict-stabilization-is-essential-to-us-national-security>

CFR Global conflict Tracker

<https://www.cfr.org/interactives/global-conflict-tracker#!/global-conflict-tracker>

USIP PeaceTech Lab Sheldon Himelfarb

<https://www.usip.org/programs/peacetech-lab>

Peace Accelerator

<http://www.peacetechlab.org/peacetech-accelerator/>

PSKOI U.S. Army War College

<http://pksoi.armywarcollege.edu/>

<https://workingwithconflict.wordpress.com/2013/04/15/conflict-analysis-tools/>

<https://www.coursera.org/learn/conflict-transformation/lecture/7Ec2o/the-onion-tool>

<https://www.usip.org/publications/2017/08/conflict-management-training-peacekeepers>

<https://thefirsttee.org/2017/03/13/resolving-conflict-4-steps/?gclid=Cj0KCQiAkNfSBRCSARIsAL-u3X-mIR5_eaFt2bp2CY8C7mvCyorf4F0Q_EJNOMigGyteshDxolnT2VcaAlXqEALw_wcB>

<https://books.google.com/books?hl=en&lr=&id=1cqjpHmhTZsC&oi=fnd&pg=PP1&dq=usip+conflict+management&ots=O1qnLNh5tH&sig=5yf3SgHO6XNTWYBxNtcHmvw8s9c#v=onepage&q=usip%20conflict%20management&f=false>

<https://www.dni.gov/index.php/global-trends-home>

<https://chasfreeman.net/diplomacy-as-risk-management/>

[**https://www.cia.gov/the-world-factbook/**](https://www.cia.gov/the-world-factbook/)

Handbook on the Peaceful Settlement of Disputes between States. URL.: <https://legal.un.org/cod/books/HandbookOnPSD.pdf>

European Convention for the Peaceful Settlement of Disputes Strasbourg, 29.IV.1957.Council of Europe. European Treaty Series – No. 23. URL.: <https://rm.coe.int/1680064586>

Antônio Augusto Cançado Trindade. *Peaceful Settlement Of International Disputes: Current State And Perspectives.* URL.: <http://www.oas.org/es/sla/ddi/docs/publicaciones_digital_xxxi_curso_derecho_internacional_2004_antonio_augusto_cancado_trindade.pdf>

Krista E Wiegand, Emilia Justyna Powell, Steven McDowell *The Peaceful Resolution of Territorial Disputes dataset, 1945–2015* URL.: <https://doi.org/10.1177/0022343319895560>

Holder William E. *Towards Peaceful Settlement of International Disputes. URL.:* <http://classic.austlii.edu.au/au/journals/AUYrBkIntLaw/1969/6.pdf>

 Craig Collins and John Packer *Options and Techniques for Quiet Diplomacy* URL.: <https://www.corteidh.or.cr/tablas/r31305.pdf>

Sylvanus Abila, Sylvanus Abila, Dr. Derri Damfebo K. *Teaching Alternative Dispute Resolution For Peace And Development*. Saintcity Multimedia,Warri, Delta State. URL.: <https://www.researchgate.net/publication/283727641_TEACHING_ALTERNATIVE_DISPUTE_RESOLUTION_FOR_PEACE_AND_DEVELOPMENT/stats>

Plank, Friedrich & Julian Bergmann (2021)[*The European Union as a security actor in the Sahel: policy entrapment in EU foreign policy*](https://www.idos-research.de/en/others-publications/article/the-european-union-as-a-security-actor-in-the-sahel-policy-entrapment-in-eu-foreign-policy/)in: European Review of International Studies 8 (3), 382-412

Bergmann, Julian (2021) [*"Sisters in Peace": analyzing the cooperation between the United Nations and the European Union in peace mediation*](https://www.idos-research.de/en/others-publications/article/sisters-in-peace-analyzing-the-cooperation-between-the-united-nations-and-the-european-union-in-peace-mediation/)in: International Negotiation, 1-30

Müller, Patrick , Julian Bergmann (2020) [*Orchestrating peace in South Sudan: exploring the effectiveness of the European Union's mediation support*](https://www.idos-research.de/en/others-publications/article/orchestrating-peace-in-south-sudan-exploring-the-effectiveness-of-the-european-unions-mediation-support/)in: European Security 29 (2), 149-169

Niemann, Arne , Julian Bergmann , Toni Haastrup, Richard Whitman (eds.) (2018) [*The European Union as international mediator: theoretical and empirical perspectives*](https://www.idos-research.de/en/books/article/the-european-union-as-international-mediator-theoretical-and-empirical-perspectives/)International negotiation (Special Issue 23 (2))

Niemann, Arne, Toni Haastrup, Julian Bergmann (2018) [*Motives, roles, effectiveness, and the future of the EU as an international mediator*](https://www.idos-research.de/en/others-publications/article/motives-roles-effectiveness-and-the-future-of-the-eu-as-an-international-mediator/)in: International Negotiation 23 (2), 319-330

Bergmann, Julian (2018) [*Same table, different menus? A comparison of UN and EU mediation practice in the Kosovo-Serbia conflict*](https://www.idos-research.de/en/others-publications/article/same-table-different-menus-a-comparison-of-un-and-eu-mediation-practice-in-the-kosovo-serbia-conflict/)in: International Negotiation 23 (2), 238-257

Bergmann, Julian, Toni Haastrup ,Arne Niemann, Richard Whitman (2018) [*Introduction: The EU as international mediator: theoretical and empirical perspectives*](https://www.idos-research.de/en/others-publications/article/introduction-the-eu-as-international-mediator-theoretical-and-empirical-perspectives/) in: International Negotiation 23 (2), 157-176

Toni Haastrup, Arne Niemann, Richard Whitman and other *Version 2.0: Rebooting the EU’s International Mediation Role*. UACES: University Association for Contemporary European Studies. Policy BriefApril 2019. 8 p.

Conflict Prevention, Peace building and Mediation. EU External Action. The Diplomatic Service of the European Union. URL.: <https://www.eeas.europa.eu/node/410461_ja>

Concept on Strengthening EU Mediation and Dialogue Capacities. URL.: <https://www.eeas.europa.eu/sites/default/files/eeas_20201336_working_document_on_concept_on_eu_peace_mediation.pdf>

Panchulidze, Elene (2020) Limits of Co-mediation: The EU’s Effectiveness in the Geneva International Discussions. College of Europe EU Diplomacy Paper 3/2020. [Working Paper] URL.: <http://aei.pitt.edu/id/eprint/103411>