



**CPD 022 Immediate Information, Strategic Communications,
and U.S. Foreign Policy: Their Effects on Homeland Security
and Defense**

COURSE SYLLABUS

SECTION I: COURSE IDENTIFICATION

Course Number and Title:

CPD 022 Immediate Information, Strategic Communications, and U.S. Foreign Policy: Their Effects on Homeland Security and Defense

Course Description:

This course examines the steep learning curve that the United States is currently experiencing with respect to its capability to affect timely, accurate, and credible global Communication to combat and defeat terror. Students are challenged with the concept that within today's immediate information environment, there exists a melding and a blurring among the tactical, operational, and strategic levels of war and international Communication. They are shown real world examples of how tactical military events in Iraq can produce immediate strategic consequences that adversely affect the U.S. ability to rally support in it war on terror and win the hearts and minds of those who harbor suspicion and mistrust of U.S. intentions.

The course emphasizes the need for the U.S. to remain "on target, on message" from the Oval Office to the "boots on the ground" if it is to appear credible globally and able to conduct effective, anti-propaganda campaigns to defeat terror recruiters and financiers. Students will study U.S. strategic alliances and the inconsistencies between U.S. policies and actions that contribute greatly to suspicion and distrust of our intentions and objectives among many of the worlds ethnic and religious population groups. Students will be asked to propose concrete solutions to the U.S. foreign policy and strategic Communication challenges in the Middle East via term papers. Successful course completion will be determined by the web conference participation and individual term papers.

Contact Hours: 12

Time/Day: 24/7

Location: Online

Instructor: Joseph Ruffini

Instructor Email: eena10jo@frie.com

Instructor Phone: 719-930-4776

Technical Assistance Phone: 866-357-0841

Course Format:

- **Weekly Readings:** Each week the student will read assigned articles from online resources listed in the online course.
- **Weekly Written Assignments:** Each student will download the weekly assignment sheet from the online course, answer the questions on the sheet and submit the document in the online course. The weekly assignment is due by Friday, midnight Eastern Time.
- **Weekly Live Instructor Session:** On the Saturday ending each week, a live session online using Elluminate will be held with your instructor. This will be an interactive session offering an overview of the latest breaking news in the course topics and a chance to share real world experiences and practices. This session will be held each Saturday at 11:00 Eastern Time and will run for 90 minutes. The link to the session is in the online course.

Course Materials:

- **Required Readings:**

All required reading materials are listed in the weekly assignments in the online course and are accessible via the Internet.

- **Recommended, Optional Readings:**

- Thatcher, Margaret. *Statecraft: Strategies for a Changing World*. New York, New York: HarperCollins Publishers Inc., 2002. (471 pages)

Mandatory Equipment/software:

A personal computer with direct access to the Internet, WWW, or a computer service, either the Microsoft Word® or WordPerfect® word-processing program if used to cut and paste into the email box, and a modem with a minimum speed of 28K.

ONLINE ASSIGNMENTS AND CLASS POLICIES:

This is an e-learning course. All assignments will be submitted to the instructor not later than midnight Mountain Time on the date that they are due. Assignments are to be submitted in the online course in Microsoft Word format. It is the responsibility of each student to scan their email attachments for viruses and all other infections before transmitting them to the instructor. Corrupted files will not be reviewed or graded. If an assignment cannot be submitted on time, it is the responsibility of the student to make arrangements with the instructor BEFORE the assignment due date. Unexplained, late assignments will receive a grade of "0."

It is the responsibility of each student to ensure that submitted assignments are in the online course by verifying in the gradebook online that the assignment attachment is in the proper location in the course.

You may contact the instructor at any time by email or telephone if you have questions or need assistance. If you need technical assistance with the course, contact OnLine Training Institute technical assistance phone number- 866-357-0841. It is recommended that you ***phone your instructor on matters of urgency or emergency.***

SECTION II: COURSE OUTLINE AND STUDENT OUTCOMES

Instructional Goals: This course reinforces critical workplace skill sets deemed to be an integral and essential part of any college education to include: written and oral communicative skills, the ability to ask well-defined questions and intelligently challenge the instructor and fellow students, personal responsibility, the ability to provide adequate documentation as necessary, and confidence to both express and defend one's own convictions and opinions. All are essential to successful course completion, as they play key roles in this course's goal to build greater self-confidence, enhance oratory abilities and debating skills, and expand the comprehension and analytical capabilities of each student.

General Learning Outcomes: At the completion of this course, successful students will have demonstrated an ability to learn and retain knowledge, analyze and intelligently question information and data presented to them, evaluate the significance and current-day applicability of what they have learned, synthesize ideas from multiple sources, organize thoughts and words, and possess the confidence to apply what has been learned in a real-life, operational environment (on the job).

Specific Course Outcomes:

Through assigned readings, online class participation, graded assignments and a final research paper, students will:

1. Study the fundamentals of U.S. strategic Communication and how strategic Communication plays a major role in support of our national and foreign policy objectives and power and in military operations (Part I).
2. Study the fundamentals of U.S. strategic Communication and how strategic Communication plays a major role in support of our national and foreign policy objectives and power and in military operations (Part II).
3. Learn about the intricacies and challenges involved with achieving credible, strategic Communication from the Oval Office to the world at large.
4. Study U.S. Strategic Communication with the Arab & Muslim Worlds.
5. Examine the phenomenon of the melding of the tactical, operational and strategic levels of war caused by our 21st century, immediate information environment and their influence on strategic Communication.
6. Learn the importance of remaining “on target/on message” in order to achieve credible and effective, strategic Communication.
7. Become familiar with some contradictions between national and U.S. foreign policies and associated U.S. actions that result in the creation of a national double standard and a resulting lack of trust and confidence in the credibility of our nation’s strategic Communication abroad.
8. Compare the approach to and effectiveness of U.S. strategic Communication between the Bush administration and the Obama administration.

Course Topic Schedule:

Week 1. Understanding Strategic Communication and the Role it Plays in U.S.

Policy & Military Operations (Part I)

- 1.1 Strategic Communication: Key Enabler for Elements of National Power
- 1.2 Strategic Communication: A Tool for Asymmetric Warfare
- 1.3 Winning the Information War in Afghanistan and Pakistan
- 1.4 Getting Serious About Strategic Influence
- 1.5 Strategic Communication A Mandate for the United States
- 1.6 Fighting Back: New Media and Military Operations
- 1.7 Getting the People Part Right: A Report on the Human Resources Dimension of U.S. Public Policy
- 1.8 On the Nature of Strategic Communication
- 1.9 U.S. National Strategy for Public Diplomacy and Strategic Communication

Week 2. Understanding Strategic Communication and the Role it Plays in U.S.

Policy & Military Operations (Part II)

- 2.1 Strategic Communication & National Strategy
- 2.2 Strategic Communication: A Mandate for the United States
- 2.3 British Strategic Communication: A Primer
- 2.4 The Truth is Out There: Responding to Insurgent Disinformation and Deception Operations
- 2.5 The Principles of Strategic Communication (DOD)
- 2.6 Defense Science Board Task Force on Strategic Communication

Week 3. Strategic Communication Intricacies & Challenges

- 3.1 Strategic Communication: How to make it Work
- 3.2 Communicating with Intent: DOD and Strategic Communication
- 3.3 From the Chairman Strategic Communication: Getting Back to Basics
- 3.4 Mapping Smart Power in Multi-Stakeholder Public Diplomacy / Strategic Communication
- 3.5 U.S. Public Diplomacy: State Department Efforts Lack Certain Communication Elements and Face Persistent Challenges
- 3.6 YouTube War: Fighting in a World of Cameras in Every Cell Phone and Photoshop on Every Computer
- 3.7 Strategic Communication: Distortion and White Noise
- 3.8 Whither Strategic Communication? A Survey of Current Proposals and Recommendations

Week 4. U.S. Strategic Communication with the Arab & Muslim Worlds

- 4.1 Public Diplomacy & Strategic Communication: "The Conversation"
- 4.2 American PD in the Arab World -a Strategic Communication Analysis
- 4.3 U.S. Public Diplomacy: The Search for a National Strategy
- 4.4 Engaging the Muslim World: A Communication Strategy to Win the War of Ideas
- 4.5 U.S.-Muslim World Relations
- 4.6 Restoring America's Good Name: Improving Strategic Communication With the Islamic World
- 4.7 Messaging to the Muslim Masses

Week 5. Melding of the Tactical, Operational and Strategic Levels of War

- 5.1 The Essence of War at the Strategic Level
- 5.2 Thoughts on Hybrid Conflict
- 5.3 The Changing Face of War: Into the Fourth Generation
- 5.4 Networks and Knowing: Globalization is Flattening the Military Landscape
- 5.5 Shifting Fire: Information Effects in Counterinsurgency and Stability Operations

Week 6. Successful Strategic Communication Imperatives & Planning

- 6.1 Strategic Communication Plan Template

- 6.2 Strategizing Strategic Communication
- 6.3 Strategic Communication Planning
- 6.4 The ABCs of Strategic Communication
- 6.5 Obama's On-Target Message to Muslims

Week 7. Strategic Communication, Foreign Policy, and Contradictory Actions

- 7.1 Strategic Ambiguity, Communication, and Public Diplomacy in an Uncertain World: Principles and Practices
- 7.2 A Strategic Failure: American Information Control Policy in Occupied Iraq
- 7.3 Top Ten Obama Foreign Policy Blinders
- 7.4 What was Bush's Biggest Foreign Policy Blunder?
- 7.5 African Dictatorships and Double Standards
- 7.6 Dictatorships and Double Standards
- 7.7 India, Iran and the Case for Double Standards
- 7.8 Russians Claim Double Standard in Foreign Policy
- 7.9 Anti-Americanism' Has Roots in U.S. Foreign Policy

Week 8. The Bush and Obama Administrations: Comparative Approaches to Strategic Communication

- 8.1 Strategic Communication and the Graveyard of Empires
- 8.2 From September 11 to Saddam: George Bush and Strategic Communication
- 8.3 Public Diplomacy: Reinvigorating Our Strategic Communication
- 8.4 Drafting a New Policy for Public Diplomacy and Strategic Communication
- 8.5 Obama's Impressive First Week in Strategic Communication with Muslims
- 8.6 Don't Let Captain Underpants Bring Back the GWOT

Week 9. The Research Paper

Week 10.

SECTION III: EVALUATION PROCEDURES

This course is designed for you to learn in an independent study environment. By reading the required web site materials, participating in discussions with the instructor and other students, and answering the instructor's assignment questions via email response, and submitting a final paper, each student will experience the maximum benefit from this course.

Grading/Evaluation: Grades will be awarded based upon the following, 1,000 point system:

Final grades will be determined as follows:

- A = 90 – 100 pts.
- B = 75 – 89 pts.
- C = 60 – 74 pts.
- D = 50 – 59 pts.
- F = 49 points and below

■ Points are awarded based upon each student’s demonstrated grasp of the salient points of the readings as evidenced by written answers to assigned questions.

■ All assignments will receive a numerical grade based upon that week’s maximum point value. For example, assignments submitted for week 1 can be awarded from 1 to 15 points by the instructor.

■ DO NOT presume that because one week’s study material may be worth fewer points than some of the others that the subject material is any less important. Think of weeks 4, 5 and 7 as opportunities to maximize scores for those weeks while having additional time begin work on the final paper.

■ Weekly point scale is as follows:

- Week 1: Understanding Strategic Communication (Part I) 10 points
- Week 2: Understanding Strategic Communication (Part II) 10 points
- Week 3: Strategic Communication Intricacies & Challenges 10 points
- Week 4: U.S. Strategic Communication: Arab & Muslim Worlds 10 points
- Week 5: Melding of Tactical, Operational, Strategic Levels 5 points
- Week 6: Strategic Communication Imperatives & Planning 5 points
- Week 7: Strategic Communication, Foreign Policy & Contradiction 10 points
- Week 8: Bush & Obama Administrations: Comparing Strategic Communications Approaches 10 points
- Week 9: Course Research Paper 30 points

TOTAL 100 points

■ **BONUS POINTS:** From week 1 through week 8, students can be awarded up to 2 bonus points each week for their verbal participation and contribution. These additional points – up to 16 achievable -will be added to the student’s final total out of the possible 100. These bonus points could very well result in the student’s final grade being pushed up to higher letter grades. For example, if a student’s final point total for the written assignments and final research paper is 74, that student would be given a grade of “C” for the course. If, however, that student’s weekly, verbal participation was exceptional, and that student was awarded 16

out of a possible 16 points, then that student's final point total would be raised to 90, bringing the final grade from a "C" to an "A." Bottom line, **IT WILL PAY TO DO THE READINGS; MAKE NOTES, BE PREPARED AND PARTICIPATE IN THE DISCUSSIONS.**

Points will be awarded based upon the *quality* (not quantity) of student's verbal contributions as follows:

1 Point: Demonstrated understanding and in-depth analysis of the assigned readings.

.5 Points: Willingness to effectively challenge the opinions of the instructor.

.5 Points: Strength of conviction and ability to "hold one's own" in the discussions.

Late Assignment Policy:

Late submissions without prior notification to and discussion with the instructor will receive a 20% deduction in points from the grade awarded for the assignment. For example, if the instructor grades that week's assignment as 10 out of a possible 15 points, but the assignment was submitted late without prior discussion and explanation, then the final grade for that submission would be 8 points out of 15 possible points. The instructor understands that many students have jobs, families and other additional responsibilities; ergo, the instructor will extend student deadlines based upon individual requests. The objective of this course is to teach, not to sanction. The instructor will trust students to tell the truth when exceptions are requested and granted. If a student takes advantage of or lies to the instructor, and the instructor finds out, that student will be receive a grade of "0" points for the assignment in question.

Guidance for the Weekly Assignments that must be submitted to the online course:

- The instructor DOES NOT specify how long written answers to any questions must be. ALL questions must be answered to the instructor's satisfaction; specifically, the student must demonstrate to the instructor that he/she had performed the required reading and grasped the important points. Some students are more succinct and to-the-point than others. Some require more words to state their opinions. No matter, as long as the requirements are met.
- It is recommended that before performing the reading assignments, students review the questions that they must answer in order to highlight sections of the readings and/or take notes most appropriately and expeditiously.

The Research Paper:

The research paper for this class is due not later than midnight on the Saturday ending Week 9.

This paper must be a minimum of fifteen (15) pages double-spaced in narrative content (not including cover page and bibliography), in Arial, 12 point font, with left, right, top and bottom margins of one inch. There is no maximum length for this research paper.

Students may choose one of the following topics for their research paper:

1. U.S. Strategic Communication Challenges within the Arab & Muslim Worlds: Moving to Correct Our Mistakes of the Early 21st Century
2. U.S. Strategic Communication Imperative: How to Achieve Unity of Effort From the Oval Office to the Boots on the Ground
3. U.S. Strategic Communication: Why it is so Difficult for Our Government to Remain "On Target – On Message"

All papers must be of college-level, academic quality. All papers must be grammatically correct and spell-checked. They must flow in a logical sequence, stating an initial premise, presenting an argument with documentation as appropriate, and ending with a logical and substantiated conclusion. Document references using the APA style citations with a separate Reference page. Include no pictures, no flow charts, and no diagrams. Use narrative text only. References obtained from the Internet must be properly cited according to APA style.

All of your homework assignments and papers will be graded based upon what is called the "REOS" method: Strength of your "Reasoning" (Logic); What, and how much "Evidence" (Sources) you present; Your own "Observations" on the material and its meaning; and the "Substance" of the paper (how much significant, new, and innovative information you present).