



In conjunction with the Deputy Assistant Secretary of Defense for Stability Operations Capabilities, the Center for Technology and National Security Policy invites you to participate in a two-day seminar entitled:

**“Building Civilian Capacity for Complex Operations”
Room 155, Marshall Hall, National Defense University
November 19-20, 2008**

This seminar examines civilian capacities for complex operations across the government and previews proposals to strengthen, resource, and integrate those capacities into military operations. With a new Administration and a new Congress about to take office, speakers will examine legislative reform, executive branch reorganization, authorities and resources for civilian agencies, and education and training programs. How can planners estimate the size of the demand for civilian capacity in complex operations, how many additional personnel will civilian agencies need to meet this demand, and how much civilian capacity will need to come from civilian reserves and the private sector? Speakers will review existing initiatives at the Department of Defense and the Department of State and examine the capacities for complex operations at those agencies as well as the Agency for International Development and the Department of Homeland Security.

With respect to other civilian agencies, including the Departments of Treasury, Commerce, Justice, Agriculture, Transportation, and others, what relevant capabilities for complex operations do they now possess, what new capabilities will they need to develop, and how can barriers to harnessing those capabilities be overcome? Speakers will re-examine the role of the National Security Council and recommend more effective means of interagency coordination and civilian-military collaboration. How can military and civilian capabilities be connected and coordinated on the ground, and how can government capacities be linked to local actors? Are current outsourcing practices impeding the ability to perform complex operations effectively? Finally, speakers will discuss a comprehensive international approach that will maximize the chances of successful international cooperation in complex operations.

WHEN: November 19-20, 2008

WHAT: This seminar commences the third annual NDU seminar series on stability operations. The seminar is unclassified and open to the public. The NDU policy of non-attribution applies. Agenda and directions to NDU will follow.

WHERE: National Defense University, Marshall Hall, Room 155, Ft. McNair, Washington, DC.

HOW to register: RSVP by email to CTNSP-NCO@ndu.edu with your name, title, position, organization/affiliation, email and phone number.

Information on prior seminars may be viewed at: http://www.ndu.edu/ctnsp/StabOps_course.htm

PLEASE NOTE: Invitees are encouraged to forward this email to colleagues who may have an interest in this subject. Specific questions may be addressed to Dale Erickson, 202-685-5103, erickson2@ndu.edu.