



DEIA & National Security Bibliography

DoD 2040 Task Force



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Diversity, Equity, Inclusion, and Accessibility and National Security Research and Resources

Below is a compilation of resources concerning the correlation between diversity, equity, inclusion, and accessibility (DEIA) concepts and accomplishing the DoD mission to provide the military forces needed to deter war and ensure our nation's security. The resources do not necessarily reflect the views of the Department and are provided for purposes of informing critical-thinking and discussion on DEIA concepts.

Guide Question: Do measures to improve DEIA advance national security?

1. Diversity, Equity, Inclusion, and Accessibility for National Security

1.1 Articles and Reports

Equity, Diversity, and Inclusion in National Security Intelligence | Journal of Intelligence Conflict and Warfare (2022)

This article is a transcript of Mr. Artur Wilczynski's, the Associate Deputy Chief at Communications Security Establishment (CSE), presentation about Diversity, Equity, and Inclusion in National Security Intelligence at the 2021 CASIS Vancouver West Coast Security Conference. Key takeaways from the presentation include how the lack of diversity in the intelligence community negatively affects national security and how diversity increases organizational effectiveness.

Building a National Security Workforce That Fully Reflects America | The White House (2016)

This article outlines President Obama's release of a Memorandum to promote diversity in the national security workforce. The article also contains a video of President Obama speaking at the United Nations General Assembly, where he emphasizes diversity as the pillar of America's strength and vital to the nation's security.

Leveraging Diversity and Military Effectiveness | RAND (2022)

This study finds that there are significant opportunities for workforce diversity to enhance military effectiveness across a wide spectrum of defense activities, including leveraging diversity to enhance organizational capacity for innovation, foster external legitimacy, improve the ability to recruit, maximize diversity-related opportunities by recognizing strategic priorities and requirements, and elevating diversity as a strategic enabler for military effectiveness.

Diversity and Inclusion: A National Security Imperative | Yale University (2021)

This article explores the politicization of diversity, equity, and inclusion efforts and frames them within the context of the nation's security and well-being. Ultimately, the piece considers if the United States will be able to find common ground around diversity and inclusion efforts to catalyze change and maintain American competitiveness on the world stage.

Why Diverse Teams Are Smarter | Harvard Business Review (2016)

This article explores the research behind diverse teams, ultimately finding that diverse teams have better outcomes than homogenous ones. The article provides many explicit examples and data to support this assertion.

Department of Defense Board on Diversity and Inclusion Report | The Department of Defense (2020)

This report provides an overview of the current state (in 2020) of diversity and inclusion within the DoD, detailed explanation of the methodology used by the Board to form recommendations, and the Board's recommendations to advance diversity and inclusion within the DoD.

Diversity and Inclusion Lead to High Performing Teams | U.S. Army (2020)



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This article instills diversity and inclusion in the workplace, and more specifically the Army, as essential to enhance team performance and productivity. The article introduces aspects of the diversity, equity, and inclusion efforts within the Army and commits to strategically aligning efforts with Army goals to increase Soldier readiness and lethality.

Task Force One Navy Report | U.S. Navy (2021)

This report outlines the 56 recommendations that resulted from Task Force One Navy's assessment of Navy diversity, equity, and inclusion strategic and operational policies and procedures. The 56 recommendations are described in detail and are framed to support Sailor warfighting readiness.

Air Force and Diversity: The Awkward Embrace | U.S. Air Force (2013)

This research report explores the importance of diversity as essential to the Air Force mission and to the health of the force, intentionally focusing on retention trends, challenges, and recommended policy and program changes. The report identifies senior leadership advocacy as vital to advancing diversity, increasing retention, and tackling increasingly complex mission sets.

1.2 Strategic Documentation, Guidance, and Policy

Biden-Harris National Security Strategy | The White House (2022)

This strategy details the Biden-Harris vision for United States' security in coming years, laying out the future sought and providing a roadmap for how to achieve it. The Strategy highlights the foundational role that diversity plays in strengthening the Department and outcompeting our global adversaries.

National Defense Strategy | U.S. Department of Defense (2022)

This strategy sets forth how the U.S. military will meet growing threats to vital U.S. national security interests and to a stable and open international system. The strategy focuses on protecting the security of the American people, expanding economic prosperity and opportunity, and defending the values at the heart of the American way of life. The strategy also outlines defense priorities to defend the homeland, deter strategic attacks, deter aggressors, and build a resilient Joint Force – highlighting the need to tap into our dynamic, diverse, innovative society.

National Security Diversity and Inclusion Workforce Act of 2021 | U.S. Congress (2021)

This bill requires each national security agency to report on its diversity and inclusion efforts and support underrepresented persons based on gender, race, ethnicity, disability status, veteran status, sexual orientation, gender identity, national origin, and other demographic categories. The bill also outlines additional and specific measures that must be taken to advance diversity and inclusion.

The White House's Interim National Security Strategic Guidance | The White House (2021)

This strategic guidance outlines both the global security landscape and national security priorities. President Biden iterates the importance of ensuring our national security workforce represents the diversity of our country to address today's complex security challenges.

The Army People Strategy: Diversity, Equity, and Inclusion Annex | U.S. Army (2020)

This annex outlines the Army's approach to an enterprise-wide Diversity, Equity, and Inclusion (DEI) Strategic Plan through 2025. This annex also includes specific efforts planned to leverage diversity or experiences, values, and talents for maximum innovation and expansion of capabilities to ensure the Army maintains competitive advantage in war.

USMC's Talent Management 2030 | U.S. Marine Corps (2021)



This talent management strategy document outlines the need to move from industrial talent management to modern talent management, stressing the importance of diversity and inclusion to advance warfighting readiness. This document discusses United States Marine Corps Force Design 2030 and explains the importance of diversity in accomplishment of this plan.

United States Coast Guard Diversity & Inclusion Action Plan 2019-2023 | U.S. Coast Guard (2019)

This action plan aligns diversity and inclusion as mission imperatives for the Coast Guard. The plan explains specific action areas to foster a culture of inclusion that will require Coast Guard members to embrace new ideas, accommodate different styles of thinking, and create a work environment that enables people to connect, collaborate, and empower different types of leaders to build and maintain a total workforce.

U.S. Navy Inclusion and Diversity Goals and Objectives Glossy | U.S. Navy (2020)

This glossy details how the Navy will leverage diversity and inclusion for the collective advantage of their workforce. The glossy outlines efforts specific to effectively recruit, develop, manage, reward and retain the forces of tomorrow, so that Sailors feel included, respected and empowered, and ready to win wars, deter aggression and maintain freedom of the seas.

Diversity and Inclusion Strategic Plan | U.S. Special Operations Command (2021)

This strategic plan integrates operational imperatives of diversity and inclusion into the overall USSOCOM priorities, focusing on the transformational change required to build a diverse force and establish inclusive environments. The plan outlines diversity inclusion lines of effort, strategic goals and objectives, best practices, and promising initiatives.

Actions for Improving Diversity and Inclusion in the Department of Defense | Secretary of Defense (2020)

This memorandum acknowledges the role that bias plays in the experiences of Department of Defense personnel and asserts that there is no place for bias within the Department. The memorandum directs three items for action to build diverse, winning teams and create opportunity for all.

Immediate Actions to Address Diversity, Inclusion, and Equal Opportunity in the Military | Secretary of Defense (2020)

This memorandum directs a three-pronged approach to take initiative against discrimination, prejudice, and bias in all ranks of our Armed Forces. The purpose of this approach is to promote the morale, cohesion, and readiness of the force. Each effort aims to identify actions the Department can take within policies, programs, and processes to improve diversity, inclusion, and equal opportunity for our Service members.

E.O. 13950: Combatting Race and Sex Stereotyping | The White House (2020)

This Executive Order condemns racial and sex/gender stereotyping, provides definition for various DEIA concepts, and spells out requirements for the uniformed military service members, civilians, and contractors working within or for the Department to combat race and sex stereotyping.

1.3 Videos

Civics as a National Security Imperative: A Conversation with Senior Military Officers | Center for Strategic and International Studies (2020)

This video is of an online event hosted by the Center for Strategic and International Studies, that is a dialogue highlighting the perspectives of senior military leaders and their take on the importance of civic education. The hour-long video discusses how the reinvigoration of civic education and engagement may build resilience against nation threats and help sustain and strengthen our democracy.



Opening Doors: Embracing Diversity in National Security | Center for Strategic and International Studies (2020)

This video series, Opening Doors: Embracing Diversity in National Security, is a quarterly conversation series hosted by International Security Program (ISP) permanent junior staff. The conversations focus on raising awareness about the International Security Program's mission and purpose, as well as issues of diversity, equity, and inclusion.

Diversity in National Security: Critical to Securing our Nation at Home and Abroad | Intelligence and National Security Alliance (2021)

This session is hosted by the Intelligence & National Security Alliance and discusses the vitality of diversity within the national security workforce to defend the United States. The session includes guest speakers from the intelligence community, congress, industry, and academia.

How Diversity Affects National Security: Aspirations and Realities | Columbia University (2021)

This event is hosted by the Columbia School of International and Public Affairs and is part of The Emerging Voices in National Security and Intelligence Program at the Arnold A. Saltzman Institute of War and Peace Studies series. The session broadly focuses on the criticality of including diverse voices in spaces where intelligence decisions are made, because varying perspectives and lived experiences are essential to bring forth world peace.

National Security and Diversity: What Have We Learned and Where Are We Headed? | Foreign Policy Research Institute (2021)

This session is hosted by the Foreign Policy Research Institute and discusses the criticism of the national security community's lack of opportunity for women and minorities even after the effort in recent years to hire and promote a more diverse workforce. The panel of experts from across industry share their experiences, discuss the implications of past and current practices, and explore how greater diversity can further U.S. national security objectives in the future.

2. Gender and Security

2.1 Articles and Reports

Department of Defense Civilian Employee Workplace and Gender Relations Report for Fiscal Year 2018 | Department of Defense (2018)

This report contains data collected from the 2018 Workplace and Gender Relations Survey (2018 WGRC), which assessed DoD civilian employees' experiences and perceptions regarding sexual harassment, gender discrimination, and sexual assault allegedly committed by someone from work. The report provides a means to assess the effectiveness of DoD Equal Employment Opportunity (EEO) programs to improve the gender relations climate of the DoD civilian workforce.

Building a Reputation on National security: The impact of stereotypes related to gender and military experience | Legislative Studies Quarterly (2011)

This article demonstrates the unequal basis upon which senators compete for leadership through an analysis of bill sponsorship, talk show appearances, and interviews with senate staff, and that because of this unequal competition, defense policy is made in a gendered context. The article explains how this finding and gender stereotype creates additional hurdles for women as they seek to establish their reputations on security.

Gender, National Security, and Countering Extremism | Georgetown Institute for Women, Peace, and Security (2013)

This article integrates gender into a human rights analysis of counterterrorism and human rights into a gendered analysis of counterterrorism. This article also examines a wide range of gendered impacts of



counter-terrorism measures that have not been theorized in the leading texts on terrorism, counterterrorism, national security, and human rights.

Gender as national interest at the UN Security Council | Chatham House (2016)

This article notes that gender has increasingly become part of foreign policy interests of UN member states, as evidenced by practices such as invocation of 'women's rights' and 'gender equality' in broader international security policy discourse. The main point of this article is to highlight member states' interests, underpinning their diplomatic activities around WPS issues in the Security Council, with the aim to present a fuller understanding of political engagements with UNSCR 1325, the first WPS resolution, in its institutional home.

The Women, Peace, and Security Act: Implementation Strategies for a Modern Department of Defense | National Defense University (2021)

This article provides a brief overview of the Women, Peace, and Security Act (WPS), including explicit examples of women playing crucial roles in national security and peacekeeping. The article also discusses the WPS implantation plans put forth by the Department of State and U.S. Agency for International Development.

Workplace and Gender Relations Survey of Active-Duty Members Overview Report | Office of People Analytics (2018)

This report monitors progress of programs and policies related to active-duty member sexual assault, sexual harassment, and gender discrimination. This report presents findings from the 2018 Workplace and Gender Relations Survey of Active-Duty Members. This report also offers insight into member experiences with reporting these types of incidents and perceptions of unit culture and climate.

Civilian Employee Workplace and Gender Relations Report | Department of Defense (2018)

This report monitors progress of programs and policies related to civilian sexual assault, sexual harassment, and gender discrimination. This report presents findings from the 2018 Workplace and Gender Relations Survey of Civilians. This report also offers insight into member experiences with reporting these types of incidents and perceptions of unit culture and climate.

The Gender and Security Agenda: Strategies for the 21st Century | Routledge (2020)

This book examines the gender dimensions of a wide array of national and international security challenges. The book articulates the intersection of gender dynamics with security across ten different fields: armed conflict, post-conflict, terrorism, military organizations, movement of people, development, environment, humanitarian emergencies, human rights, governance. In each of the fields described the book details how gender diversity positively affects security and how security problems adversely affect gender issues.

Token Female Voice Enactment in Traditionally Male-Dominated Teams: Facilitating Conditions and Consequences for Performance | Academy of Management Journal (2020)

The study discussed in this article examines the difference in outcomes of voice enactment in all-male teams versus female token teams (i.e., teams with a token female member) when performing a series of mentally and physically challenging tasks. The study concludes that increased token female voice enactment positively correlated with team leader beliefs that women are highly capable in military settings. Additionally, the study found that token female voice enactment enhanced team performance in more complex tasks but harmed team performance in less complex tasks. Additional analysis revealed that female token teams were more reflective before engaging in tasks in comparison to all-male teams, which generally engaged in "action-first" strategies.

Sex and World Peace | Columbia University Press (2014)



This book demonstrates how the security of women is a critical aspect of state security and how the security of women carries great implications for state incidence of conflict and war. The authors highlight the difference between national laws protecting women and the enforcement of those laws, along with the adverse effects that gendered aggressions have on women and state security. The book's findings illustrate that the mistreatment of women directly affects their security and subsequently decreases the state's security – making it the state's responsibility to implement efforts that directly protect women.

Global Gender Issues in the New Millennium | Routledge (2015)

This book argues that the power of gender upholds demographic inequities even though attention to gender issues in political spaces has increased. The authors analyze gendered separations of power and their role in global issues. The book highlights the fact that global gender equality in global affairs can be co-opted when gender is used to justify discriminatory measures of global governance, international security, and global political economy.

Gender, War, and Conflict | Polity Press (2014)

This book examines the role of gender in war, exploring traditional and non-traditional gendered categories to understand the dynamics of conflict. The author expands beyond conversation of warfighting to recognize the role that gender also plays before conflict arises. The book argues that the role of gender is not only crucial to understand what war is, but also to understand causes of war and the varying experiences of war.

2.2 Strategic Documentation, Guidance, and Policy

United Nations Security Council Resolution 1325 | United Nations Security Council (2000)

This resolution is the first UNSC resolution to link women's experiences of conflict to the maintenance of peace and security. The resolution addresses the impact of war on women and women's contributions to peace and security and stresses the importance of women's equal and full participation as active agents in peace and security. It emphasizes the obligation of states to put an end to impunity and prosecute those responsible for war crimes, including those related to sexual violence against women and girls. The women, peace, and security agenda emphasize women's full and meaningful participation in all peace processes. It also highlights the differential impact of armed conflict on women, girls, men, and boys. Furthermore, it notes that women should not only be victims of conflict and instability and acknowledges the role of women as active agents in both formal and informal peacebuilding and recovery processes.

Women, Peace, and Security Act of 2017 | U.S. Congress (2017)

This bill expresses the sense of Congress that: (1) the United States should be a global leader in promoting the participation of women in conflict prevention, management, and resolution and post-conflict relief and recovery efforts; (2) the political participation and leadership of women in fragile environments, particularly during democratic transitions, is critical to sustaining democratic institutions; and (3) the participation of women in conflict prevention and conflict resolution helps promote more inclusive and democratic societies and is critical to country and regional stability.

DoD Women, Peace, and Security Strategic Framework and Implementation Plan | Department of Defense (2020)

This strategic framework and implementation plan outlines the specific actions to be taken to achieve the end-state detailed in the WPS Strategy. The framework discusses four Lines of Effort (LOEs): (1) seek and support the preparation and meaningful participation of women around the world in decision-making processes related to conflict and crises; (2) promote the protection of women and girls' human rights; access to humanitarian assistance; and safety from violence, abuse, and exploitation around the world; (3) adjust U.S. international programs to improve outcomes in equality for, and the empowerment of, women; and (4) encourage partner governments to adopt policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions.



United States Strategy to Prevent Conflict and Promote Stability | U.S. Department of State (2022)

This strategy outlines four goals to guide United States efforts across priority countries and regions as it relates to conflict and security: (1) Prevention - The United States will establish and support capabilities to engage in peacebuilding and anticipate and prevent violent conflict before it erupts; (2) Stabilization - The United States will support inclusive political processes to resolve ongoing violent conflicts, emphasizing meaningful participation of youth, women, and members of faith-based communities and marginalized groups, respect for human rights and environmental sustainability; (3) Partnerships - The United States will promote burden-sharing and encourage and work with partners to create conditions for long-term regional stability and foster private sector-led growth; and (4) Management - The United States will maximize United States taxpayer dollars and realize more effective outcomes through better prioritization, integration, and focus on efficiency across the United States Government and with partners.

U.S. Strategy on Women, Peace, and Security | Department of Homeland Security (2022)

This short article summarizes the United States' Strategy on Women, Peace, and Security, including the overarching goals and priorities. The article also includes additional related links, references, and resources.

2.3 Videos

What is Women, Peace and Security? | United Nations Department of Political and Peacebuilding Affairs (2022)

This short video is sponsored by the United Nations' Department of Political and Peacebuilding Affairs (DPPA) and explains the varying ways in which women are vital to world peace. The clip also discusses the United Nations' efforts to achieve gender equality in peace processes to fully implement Security Council Resolution 1325 on Women, Peace and Security.

The Story of Resolution 1325 | Women, Peace and Security | United Nations Women (2015)

This video explains Resolution 1325 and the historical role women have played in conflict, post-conflict interventions, brokering peace, peacekeeping, and peacebuilding. The video commemorates the anniversary of resolution 1325 and looks back at how a broad civil society movement brought this agenda to the council, and, working together with governments and UN agencies, saw the resolution through to adoption.

Women, Peace and Security at NATO | The North Atlantic Treaty Organization (2016)

This video provides historical perspective about women and their role in peace processes and stabilization efforts over time. The video then dives into the nuances of The Women, Peace and Security agenda, which aims to inspire a new approach to international security, where the views and actions of women are as important as those of men.

Policy, Promise, and Pitfalls: Women, Peace and Security in 2020 | International Peace Institute (2019)

This panel discussion, hosted by the International Peace Institute (IPI), reviews Women, Peace, and Security. The dialogue is focused on where current policy is driving the nation, what practices have been promising, and where there is still work to be done as it relates to Women, Peace, and Security.

USAID Women, Peace, and Security | United States Agency of International Development (2021)

This short clip provides insight to varying states of crisis, conflict, extremism, and natural disaster, through the lens and voices of women around the world. This clip exemplifies the ways USAID has supported these women and outlines the quantitative and qualitative impact that has been made.



Linking the Women, Peace and Security Index to WPS in Practice | International Peace Institute (2018)

This panel discussion explores the advancement of measuring women's inclusion, justice, and security by linking the Women, Peace and Security (WPS) Index to WPS in practice. The dialogue postures how the findings of measurement can then be used to further the Women, Peace and Security agenda.

3. Race and Security

3.1 Articles and Reports

How Systemic Racism Can Threaten National Security | Harvard Business School (2021)

This article provides contextual support to conclude that racism can threaten national security. The article explores nuanced intersections and linkages between systems such as racism, the economy, and national security.

Divided Armies: Inequality and Battlefield Performance in Modern War | Princeton University (2020)

This book ties the fate of armies to their levels of inequality. The author demonstrates how a state handles citizenship status and treatment of underrepresented ethnic groups within its population determines outcomes of war. The findings of the research indicate positive correlation between a state's levels of ethnic inequality and rates of desertion, side-switching, casualties during war – highlighting the immediate dangers of a state's ethnic inequality.

3.2 Strategic Documentation, Guidance, and Policy

Condemning and Combating Racism, Xenophobia, and Intolerance Against Asian Americans and Pacific Islanders | The Secretary of Defense (2021)

This memorandum argues that Total Force readiness requires a climate of inclusion that supports diversity and promotes a culture of respect. The memorandum condemns racism, xenophobia, and inflammatory rhetoric surrounding the coronavirus disease 2019 (COVID-19) pandemic that has contributed to acts of intolerance against people of the Asian American and Pacific Islander (AAPI) community.

Actions to Improve Racial and Ethnic Diversity and Inclusion in the U.S. Military | Department of Defense Board on D&I (2020)

This memorandum asserts that diversity and inclusion in the Department are moral imperatives - to ensure every member of the Total Force is treated with dignity and respect. This memorandum explains that mission readiness and efficacy at strategic and tactical levels are increased when every member of the team is valued and afforded an opportunity to contribute to the effective defense of the Nation, and because of this, the D&I Board have recommended fifteen items for action to increase D&I throughout the Department. The memorandum details the fifteen recommendations.

3.3 Videos

Civics as a National Security Imperative: Addressing Racial Injustice | Center for Strategic & International Studies (2020)

This panel explores the specific ways in which domestic issues of race and inequality also have broader impact on our national security. This panel also discusses how empowered civic engagement through revitalized civics education might play a role in addressing racism to strengthen our national security.

Race, Fear, and National Security: Lessons from the Japanese Incarceration of WWII | Stanford School of Law (2016)

This video discusses the experiences of Japanese internment during WWII and highlights the lessons learned from an individual, community, and national lens. The video draws parallel to the current backlash against Arab, Middle Eastern, Muslim, and South Asian community, and discusses race, fear, and its impact on national security.



4. Religion and Security

4.1 Articles and Reports

Religious Freedom and National Security | Hoover Institution (2012)

This article explores the correlation between religious persecution and national security to find that governments identified for severe violations of religious freedom overwhelmingly coincide with those the United States is already at war with or are a national security concern. The article thus finds that the promotion of religious freedom can function as a mitigating factor to national security threats.

Religion and the National Security Strategy | Baylor University J.M Dawson Institute of Church and State (2012)

This article explores how President Barack Obama views the role of religion in relation to national security interests and explains how both President George W. Bush and President Obama integrated religion within national security policy, with the understanding that religion can motivate members of a society to act, both on the side of war and on the side of peace. Ultimately, the article argues that religious considerations are present and applied across all instruments of power that support U.S. foreign policy to achieve national security.

The Intersection of U.S. National Security Strategy and Religious Freedom | Religious Freedom Institute (2022)

This article explores how religious freedom and national security are closely intertwined, and how advancing religious freedom can play a major role in advancing national and international security, stability, and peace.

4.2 Strategic Documentation, Guidance, and Policy

Faith and Belief Codes for Reporting Personnel Data of Service Members | Department of Defense (2017)

This memorandum expands the list of faith groups to more accurately track faith and belief systems, enable better planning for religious support of the force, and provide a better assessment of the capabilities and requirements of each Military Service's Chaplain Corps.

4.3 Videos

Religion and International Affairs: Faith, Conflict and Governance | Arizona State University (2015)

This panel examined the role of religion in international affairs, particularly how it impacts societies who are experiencing conflict. The discussion covered the danger of conflating an entire region's crisis with religion and not recognizing the nuanced roles that society, government, and other factors play in these regions. The panelists also engaged in dialogue about the ways to create stability in highly religious societies to support prosperity and civil governance in these countries.

Religion, Foreign Policy, and National Security | The Institute of World Politics (2014)

This session discusses why religion and religious freedom matter within the context of national security. The session also discusses the ways that foreign policy may support or hinder freedom of religion, and the implications thereafter for national security.

Religious Freedom and National Security Policy | Georgetown University (2010)

This keynote speech by Rashad Hussain at Georgetown's Berkley Center for Religion, Peace, and World Affairs Symposium focuses on exploring the ways that U.S. support for religious liberty abroad might reduce political instability, religious radicalism, and terrorist violence. The session focuses on the implications of national security policy, and the correlation between national security policy and religious freedom.

The Relationship Between Religious Freedom and National Security | Georgetown University (2010)



This session at Georgetown's Berkley Center for Religion, Peace, and World Affairs Symposium focuses on exploring the ways that U.S. support for religious liberty abroad might reduce political instability, religious radicalism, and terrorist violence. The session also discusses when, where, and why might an emphasis on religious liberty provoke negative reactions abroad that undermine American political and security interest.

5. Cross-Cultural Competence for National Security

5.1 Articles and Reports

The Cultural Imperative for Professional Military Education and Leader Development | US Army War College (2009)

This article details the emerging agreement within the military services that culture is an important factor in irregular warfare and stability, support, transition, and reconstruction operations. The article provides explanation, and justification for Professional Military Education and Leader Development in support of increasing positive culture.

Applications in Operational Culture: Perspectives From the Field | U.S. Marine Corps University Press (2005)

This article explores applications in operational culture through varying perspectives of experiences in the field. The article also explains various frameworks and theories related to culture and its relevance to warfighting and mission readiness.

The Good Stranger Frame for Policy and Military Activities | Human Factors and Ergonomics Society (2014)

This article explores how some police officers and military personnel are more effective than others at increasing civilian good will following encounters. Such officers can be termed "Good Strangers" (GSs). The article finds that increasing trust from civilians requires skills in gaining voluntary compliance, building rapport, de-escalating conflicts, trading-off risk versus trust building, and taking the perspective of civilians.

Building Language Skills and Cultural Competencies in the Military | U.S. House of Representatives: Subcommittee on Oversight and Investigations (2008)

This report details the foreign language skills and cultural expertise needed by today's military to face the challenges of our present security environment. The article explores how the lack of a comprehensive systematic approach to develop cultural expertise poses a serious national security challenge for the United States, and what the Department is doing to address the need for these capabilities.

Adaptability in Coalition Teamwork | North Atlantic Treaty Organization (2008)

This article details research conducted aiming to improve the ability of officers to understand and adapt to culturally based behavioral differences that impact multicultural teamwork at the operational level.

Operational culture for the warfighter: Principles and applications | Marine Corps University Press (2008)

This textbook is designed to help Marines link concepts of culture to the realities of planning and executing military operations around the world. The book has three primary goals: 1 - To provide a theoretically sound framework of five basic cultural dimensions, based on clear, academically accurate definitions, which are relevant to military missions, 2 - To apply these basic cultural principles to actual environments to which Marines and other members of the U.S. military have deployed, or may deploy in the future, showing how the principles of Operational Culture can be applied across the geographic and kinetic spectrum of operations, 3 - To develop a capacity among Marines at all levels to think



systematically about culture, and to apply that thinking to learning about culture in both professional military education and pre-deployment training.

Note: Additional articles and reports related to cultural competency can be found in sections 1.1, 2.1, 3.1, and 4.1.

5.2 Strategic Documentation, Guidance, and Policy

A proposed developmental sequence for cross-cultural competence training in the Department of Defense | Defense Equal Opportunity Management Institute (2012)

This study has compiled the emergent cross-cultural competencies and supporting enablers into a specific developmental sequence. The sequence begins with culture-general concepts and knowledge and builds upon that foundation with the subsequent acquisition of skills, abilities, and attitudes (KSAs) that deepen and further augment an individual's cross-cultural competence across a learning continuum timeline via training, education, and experience.

Note: Additional strategic documentation, guidance, and policy related to cultural competency can be found in sections 1.2, 2.2, 3.2, and 4.2.

5.3 Videos

Perspective-Taking | U.S. Marine Corps War College (2017)

This video introduces the key culture skill, "perspective-taking" and describes its application to cross-cultural competence. This video also provides a basic definition of culture and explains how cross-cultural competence is relevant to mission readiness.

The Military's Virtual Cultural Awareness Training (VCAT) | Defense Counterintelligence and Security Agency (2017)

This video explores the military's virtual cultural awareness training technology, which takes a proactive approach to developing a culturally aware workforce. The video explains how developing a culturally aware workforce has many benefits, including building stronger relationships and mitigating risk during missions critical to our Nation's security. It also emphasizes how the need for cultural awareness is especially crucial for America's warfighters.

Note: Additional videos related to cultural competency can be found in sections 1.3, 2.3, 3.3, and 4.3.