

UNIVERSITY OF CALIFORNIA, SAN DIEGO

Political Science 142j  
National Security Strategy

Philip G. Roeder  
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**Policy Memorandum #1:  
America's Nuclear Strategy After Proliferation to Rogue States**

President George Bush has just learned that North Korea has successfully detonated a nuclear device. His advisors have informed him that Iran will probably follow within the next few years. The advisors have said that they expect both rogue states to develop some form of delivery system that could directly threaten America's interests in the Middle East, Europe, and North America. The advisors also expect both rogue states to deploy sufficient capability to engage in nuclear blackmail of our allies and perhaps the United States.

The President has asked you, "As an expert on America's nuclear strategies, you can advise me on the options that are available to me for a declaratory nuclear doctrine that will prevent rogue states with nuclear weapons and strategic delivery system from using these against American interests. Look back at our experience with the Soviet Union and Communist China during the Cold War in order to enumerate the options available to me, evaluate these options in the context of the new situation that we face with these rogue states, and recommend a declaratory doctrine that will keep America secure. Does this experience suggest that we can deter rogue states from using their nuclear weapons against our interests? If so, should we rely on deterrence by punishment or deterrence by denial? What role should I assign defense against nuclear attacks? Are there other options that I should be considering?"

**Your Research and Analysis**

Your memorandum should be five to seven double-spaced pages. It should follow carefully the guidelines outlined on the back of this assignment.

You do not need to undertake any research for this paper beyond reviewing the assigned readings and lectures. When using the assigned materials, you do not need to use footnotes or include a bibliography. You may simply refer to materials in the readings by the author's last name. Assume that the material in lectures is common knowledge that does not need to be cited.

If you use sources outside the assigned reading, please give proper credit to the source with [1] either footnotes or in-text citations and [2] either a bibliography or a list of references. (If you are unfamiliar with university policies on plagiarism, please consult the university documents that define these.)

**Submission of Your Paper**

Please complete both of the following submission requirements:

- [1] You should submit a hard copy of your paper no later than **Tuesday, October 31, at 3:20 pm** at the end of lecture. Note that this is 4 days later than the deadline printed in the syllabus.
- [2] You should also submit an electronic copy of your paper to turnitin.com. I will provide password and other information in lecture.

(over)

## What is a Policy Memorandum?

Policy memoranda are prepared by analysts who work in either the public or private sector. These memoranda are consumed by all governmental agencies from the Department of Agriculture to the White House Staff and by a wide array of private clients from banks to charitable-relief agencies. A client typically requests such a memorandum when the client must make a decision to take action (or take no action). Analysts then identify the options available to the client, assess the consequences (both positive and negative) that would follow from each option, and suggest one or the other of the options (or some combination of options).

When preparing your own memorandum you should keep in mind the following guidelines:

1. **Address the client who will receive your memorandum.** You should write your memorandum with a clear sense of the objectives of your client. You must put yourself in the client's position in order to help her/him solve her/his problem (nor *your* problem).
2. **Open with a summary of the central points of your memorandum.** You may want to give this section the heading "Summary" or (even better) a section heading that expresses the main point. You should state at the very beginning in a few sentences the major point of your memorandum that you want the client to take away. A client is almost always a busy person and you want your main message to grab her/his attention *immediately*.
3. **Frame "the problem."** What is the problem and what interests does the client have at stake? The client in this case has already focused this by asking you to identify the threat posed by rogue states with strategic nuclear weapons.
4. **Enumerate the options for responding to these problems.** What can the United States do? State the options clearly and crisply. Once again, remember that you are trying to grab the attention of a busy person. "Bullets" or numbered lists may make key points stand out.
  - a. **Predict the consequences of each alternative.** Most options will have a mixture of desired and undesired consequences. Some may be ineffective. The consequences of others may be uncertain. You should identify these consequences and uncertainties. You should attempt to assign some (notional) probability to each consequence; that is, which consequences are highly likely and which are improbable if the client selects a particular option?
  - b. **Provide some "evidence" for your expectations.** Since we cannot know the future (such as the future consequences of our current actions), we develop expectations based on observed consequences of similar actions in the past. What is the evidence for your expectation?
  - c. **Weigh the options with respect to the objectives of your client.** That is, will the net effect of an option serve the interests of the United States? Which option or combination of options do you recommend?

When actually writing your memorandum you should probably organize it with [1] information for transmittal (e.g., DATE:, TO:, FROM:, SUBJECT:), [2] an opening paragraph labeled "Summary" or with a punchy phrase that captures the central recommendation, [3] labeled sections such as "The Problem," "Options" (which includes evaluation of each), and "Recommendations." Of course, it might help a busy client, if you substituted for generic section labels a word or brief phrase that expresses the central point of each section.

Please remember that effective memoranda must be *brief, clear, direct, and crisply formulated*.

Student's Name \_\_\_\_\_  
 Total Points \_\_\_\_\_  
 Letter Grade \_\_\_\_\_

**Enter your name (above) and staple this grading form to the end of your memorandum.**

We will assess the quality of your paper in the four areas listed below. Your final grade will be determined by adding up the points in these four areas.

**#1 Definition of the problem. (A=4 points; B=3 points; C=2 points; D=1 points; F=0 points)**

Does the paper clearly identify the most important interests that the United States has at stake in this case?

- 4 Identifies chief threats/opportunities that bear on American interests; provides justification for the choice.
- 3 One of the above is missing
- 2 Identification of American interests is confusing or unclear and the analysis is confused as well.
- 1 A perfunctory assertion of some interest without any elaboration.
- 0 No definition of the American interests at stake and therefore no analysis of these.

**#2 Description and analysis of options. (A=6; B=4-5; C=2-3; D=1; F=0)**

How well does the paper describe and analyze American policy options?

- 6 Description of policy options is detailed, analysis is thorough, and demonstrates a sophisticated understanding of why policies would or would not achieve US goals (that is, the interests identified under #1).
- 4-5 Description of policy options is detailed in places but not consistently; analysis of link between interests and options is weak or incomplete.
- 2-3 Vague description of policy options; policy options and interests are weakly linked or even incompatible.
- 1 Inadequate description of policy options; little analysis.
- 0 No options and no analysis.

**#3 Recommendation of policy. (A=2; C=1; F=0)**

Is the recommended American policy described clearly and does it follow logically from the analysis of interests and options?

- 2 A clear presentation that follows logically from the analysis.
- 1 Problems in clarity or logic.
- 0 No recommendations.

**#4 Research. (A=4; B=3; C=2; D=1; F=0)**

How well does the paper utilize lectures and readings?

- 4 Readings and lectures are skillfully and extensively used in identification of interests and options and in analysis that leads to policy recommendations.
- 3 Either readings *or* lectures are used in a perfunctory manner, but references are, nonetheless, accurate.
- 2 Both readings *and* lectures are used in a perfunctory manner, and often inaccurately.
- 1 Minimal and often flawed use of readings and lectures.
- 0 No evidence that the student had heard or read a single word in this course.

**Letter grade.** Each memorandum can earn up to 16 points. The letter-grade equivalents are as follows:

<u>Grade</u>	<u>Points</u>	<u>Grade</u>	<u>Points</u>	<u>Grade</u>	<u>Points</u>	<u>Grade</u>	<u>Points</u>
A	15-16	B+	13	C+	9	D	2-5
A-	14	B	11-12	C	7-8	F	0-1
		B-	10	C-	6		

**Graded by:** Christina Chen Ben Feldman Ben Tang  
**Comments:**