**Position:** DeputySecretary of State

**Institution:** Department of State

**Faction:** Diplomatic

**Historical Reference:** James Steinberg

**Background:**

You are 66 years old and come with a long career in politics and government service. You clerked on the D.C. circuit in 1978 and 1979, then went into the Justice Department for the last 18 months of the Carter campaign. Within DC circles, you have the reputation as a "foreign policy heavyweight"- you took the reigns as the U.S. State Department Director of Policy Planning from 1994 to 1996, and then Deputy National Security Advisor from 1996 to 2001. From 2001 to 2005, you worked for the Brookings Institution in Washington, D.C., as the Institution's Vice President and Director of Foreign Policy Studies. From 2006 to 2009, you became the Dean of the LBJ School of Public Affairs at the University of Texas Austin, leading up to your appointment as U.S. Deputy Secretary of State in January 2009, becoming an integral part of President Obama's administration under the direction of the then Secretary of State, Hillary Clinton.

Known as a passionate and hard-hitting political figure, you fight for what you believe in. You are a committed Democrat politically and have long-argued that understanding the consequences of globalization is critical for the United States if it is to manage foreign affairs and pursue American interests overseas effectively. You see, all of these factors come together in the domain of cybersecurity.

**Faction Advisory**

As a member of the State Department, your core belief is that diplomatic action is always the first, best option to resolve tensions between countries. You oppose military action, except in extreme circumstances where the U.S. or its allies face an existential threat. Winning a war does not solve problems. Instead, you preferer a steady diplomatic approach and believe that, while it may take some time, diplomacy is the only way to forge a real consensus between countries. You support economic sanctions if the purpose is to create political pressure and convince governments to negotiate in good faith. Sanctions designed solely for punishment do not advance diplomatic interests. Because the complexity of global cyber threats is increasing rapidly, you believe that unilateral action (including sanctions) will ultimately fail. Effective management of global cybersecurity requires working with allies and other like-minded governments

**Assignment**

At an upcoming meeting, the President (instructor) will convene the National Security Council (NSC) and ask it to develop a National Security Strategy for Cyber Security. You need to ensure that the final document the NSC produces reflects your institution's priorities (see objectives). Because the NSC contains representatives from institutions (or agencies) with vastly different perspectives, this will be no easy task. Government agencies fight hard for influence and resources (e.g., a budget). Not everyone can get what they want. Thus, your colleagues need to hear your ideas, but you also need to convince them that your priorities belong in a document that will not—indeed, *can not*—contain everything. Evidence-based arguments will serve you best here, and you can prepare in the following ways:

* Research your *institution*. What does your institution generally do day-to-day? What are its general interests? This puts you in the mindset of the institution.
* Research the current state of cyberspace (as of January 21, 2009; no later). What are its characteristics? What are its main opportunities and challenges? The instructor will provide you with access to a database of resources to get you started, but you should not confine yourself only to those resources. You may use any time appropriate research.
* Research your policy toward cyberspace. Given (i) and (ii) above, what do you think a national cyber policy needs to contain? What do you think it should avoid? What language should it use?

As the game unfolds, the instructor will distribute additional assignments. You will need to complete those assignments as they arise.

**Objectives**

Your mandate is broad, and there are many different ways that you can ensure that your goals are met. You will need to be both creative and direct in pursuing your agenda. At a minimum, you should seek to:

* Establish new global no' first use' of cyber norm.
* Establish new international institutions and cooperation that address cyber threats under U.S. leadership.

You strongly oppose:

* Military or cyber-attacks as a 'first' response to a crisis.
* Secrecy and hidden side-deals. Diplomacy happens in the open. The more information governments have, the better. The U.S. and global community need to share information so that each government can identify and articulate its interests.

**Strategy Advice**

In the NSC, your natural allies include other members of the diplomatic corps, including the U.N. delegation. You may want to coordinate with them first. You may also find common ground on specific issues with several other factions. While no faction's interests will entirely overlap with your own, you should seek allies whenever possible. This may include department heads responsible for the domestic economy, and representatives from trade delegations. You may also find that some factions approach the issue differently. For example, the military and intelligence agencies may believe that transparency is a national security risk and that direct unilateral action is more effective.

Finally, you note that the Bush Administration's cybersecurity plan emphasized domestic security over a global approach. But the world has changed, and you need to convince all factions that cybersecurity is no longer a national-level issue that countries can address on their own. For the U.S. to be secure domestically, it must lead internationally.

**A Cautionary Note**

The game begins on January 21, 2009. Many subsequent administrations, including the current one, likely have a cyberspace policy. Your institution may even currently have cyber-related policies. These, however, will not necessarily be the administration's or institution's *historical* position. You need to research with the game date(s) in mind. Any documents (or websites) after January 21, 2009, are not permissible.