

# AY 11-12 ELECTIVES PROGRAM CATALOG

## FALL SEMESTER

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### ICAF

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#### **ICAF 6102-1: Acquisition Policy I: Strategic Acquisition: Sustaining Technological Advantage in Defense Acquisition**

Technological innovation continues to transform our world at an ever increasing pace (robotics, information and communications technology, genetics, nanotechnology, biotechnology, and more!). U.S. Government acquisition leaders must be prepared to make strategic-level investment decisions at the nexus of technological innovation, the acquisition process, and fiscal realities. This elective and its faculty/student team will analyze and evaluate the factors that influence technological innovation in today's national security environment to include the acquisition system and industrial base. The course will naturally allow students to ask tough questions of a select lineup of experts and senior acquisition leaders from key organizations and think tanks (Department of Defense Research & Engineering (DDR&E), Defense Advanced Research Projects Agency (DARPA), Brookings Institution), interagency, and joint program perspectives (U.S. Coast Guard, Joint Strike Fighter (JSF), Next Generation Enterprise Network (NGEN)) and Industry (National Defense Industrial Association, Northrop-Grumman, Boeing, Raytheon, and iRobot). A technical background is not required. SAC students only.  
**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Faye R Davis, Professor Richard T Altieri, Col Clark M Groves**

#### **ICAF 6103-1: Acquisition Policy I: Comparative International Acquisition Systems**

The world is getting smaller. From computer software sales to massive airline fleet purchases, industries and governments are learning that they need to buy and sell, compete and cooperate on an international scale. Indeed, some fast moving companies are transitioning from national companies to international companies to global companies. One important step in understanding international cooperation and competition is gaining insight into the governmental systems and the national military acquisition systems of our major partners – the organization, the process, and the personnel that make the system work. This course will examine and analyze the weapons' acquisitions systems of Canada, France, Germany, and the United Kingdom. SAC students only  
**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Gerald W Abbott, COL William Scott Fuller, Mr. Anthony Frederick Romano**

#### **ICAF 6104-1: Acquisition Policy I: Research and Technology Policy**

This seminar group is concerned with understanding the Research and Technology Policy issues associated with sharing science research across borders and studying the implications for security and national economic growth. Students work collaboratively with colleagues in the French counterpart to ICAF, Centre des Hautes Etudes de l'Armement (CHEAr), to study major contemporary policy issues in research and technology in the global and national security establishments. Well educated scientists and technologists in Eastern Europe are seeking leading edge tools and research insights to be as effective as possible for society. The seminar will travel to Paris and Eastern Europe as part of the study and will host their CHEAr colleagues in Washington, DC for joint work on this project. SAC students only.  
**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Mark L Montroll, Dr. Stephen Basile**

#### **ICAF 6105-1: Acquisition Policy I: Strategic Innovation and Change in Industry and Government**

The seminar will meet with business and government leaders and decision-makers from such organizations as Dell, Lockheed Martin, General Electric, the Federal Aviation Administration, and the Office of the Secretary of Defense to observe and discuss broad strategic innovation and change in private sector business concepts and public sector acquisition policies and practices. The seminar objective is to foster a better understanding of private sector innovation today, and opportunities for significant change in the future. Leveraging that new understanding, each student will be challenged to apply their years of acquisition experience to propose innovative ideas for improvement in the way government acquires systems. SAC students only.  
**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Associate Professor Donald R Briggs, Dr. Stephen Ford, Col Jerome Thomas Traugher**

#### **ICAF 6106-1: Acquisition Policy I: The Role of Leadership and Ethics in Strategic Acquisition**

This seminar explores the ethical environment in which program managers, as leaders, must operate. Understanding the ethical challenges as they relate to working environment and the benefits, responsibilities and value of ethics in a transparent strategic acquisition system will be a focus of this study. The course will also explore the public policy underpinnings for ethical behavior. The course explores whether defense industry partners do or should take a different view toward conflicts of interests. SAC students only.  
**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Professor Richard J. Prevost, Professor Jeanne K Vargo**

#### **ICAF 6107-1: Acquisition Policy I: Implications of the Changing Industrial Base**

As the title suggests, this seminar group is concerned with understanding the implications of a dramatically changing industrial base for the national security establishment. The course explores how the re-structuring of defense industries -- through corporate mergers, acquisitions, internationalization, or divestiture -- along with emerging new, post 9-11 industrial sectors - may affect the development and acquisition of new military capabilities. It also examines other aspects of the U.S. industrial base, which provides a broad array of supplies and services to the U.S. and its allies. SAC students only.  
**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Linda S Brandt, CAPT John George Meier, Ms. Colleen A Morris**

#### **ICAF 6109-1: Acquisition Policy I: Acquisition Oversight: How Much is Enough?**

This seminar will analyze and evaluate the effectiveness of federal oversight processes that are meant to ensure that Defense Acquisition Programs reflect the public interest. The goals of this course are to foster better understanding of oversight processes, reasons why acquisition oversight is increasing and to improve working relationships between Government Auditors and Acquisition Professionals. Students will critically evaluate the Congressional oversight role and the various methods Congress uses to fulfill their oversight responsibility, such as hearings and commissioned reports. This elective will also explore the efficacy of DoD internal oversight agencies in achieving accountability and

transparency. The seminar will include meetings with representatives from relevant agencies, and students will have the opportunity to attend a congressional oversight hearing. SAC students only.

**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: CAPT Janet R Florey, Col Shahnaz M Punjani**

#### **ICAF 6152-1: Critical Thinking and Decision Making in Defense Acquisition I**

This case study course is offered in collaboration with the Defense Acquisition University. The course provides students the opportunity to "practice" making complex, integrated acquisition management and leadership decisions from a Program Manager's perspective. Following the Harvard Business School model, the students analyze contemporary Defense acquisition program situations and problems, employ analytical tools and decide a course of action from among options that were available to the decision-maker. Students defend their analyses and decisions to peers and faculty. 6152 is offered in the Fall and 6153 is offered in the Spring. Students who elect to take 6152 in the Fall must also take 6153 in the Spring. 6152 and 6153 are "double" electives, i.e. each count as two electives and are each worth four credit hours. Students who complete both 6152 and 6153 will receive credit for completing the Defense Acquisition University's PMT-401 Program Manager's Course. PMT-401 is statutorily required for newly selected Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program managers for ACAT I, IA, and II programs. Prerequisite: Open to all ICAF students with Acquisition Professional Development Program Level III certification and industry students with equivalent acquisition skills. SAC students only.

**(Class Limit 20) (4 Credit Hours)**

**W 13:30-17:30 9/14/2011-11/30/2011**

**Instructors: Dr. Richard T Shipe, Mr. Anthony Frederick Romano**

#### **ICAF 6157-1: Non-Lethal Weapons: Support for 21st Century Warfare & Homeland Defense**

This course examines a plethora of human effects, public perception, legal, and operational issues related to the use of non-lethal weapons. Topics include: potential violation of domestic and international laws; expectations of effectiveness and casualties; multi-disciplined research and development initiatives; past use of non-lethal concepts and technologies; capabilities of the armed forces; medical issues; public awareness; and military doctrine and strategy related to non-lethal weapons. This course requires a final Secret Clearance and is limited to U.S. students only.

***This course requires Secret clearance. (Class Limit 16) (2 Credit Hours)***

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Stephen Basile**

#### **ICAF 6204-1: International Trade and Finance**

This course will provide a study and analysis of the global markets for goods, services, and financial assets, and the interaction of national economies within the global system. Topics will include international trade in goods and services, the international flow of capital, currency markets, international competitiveness, international institutions such as the IMF, World Bank, and WTO, preferential trading arrangements, trade and financial policy, the balance of payments, and the economic dimensions of world conflict.

**(Class Limit 18) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Gerald C Berg, Professor David L King**

#### **ICAF 6207-1: Non-Cooperative Game Theory**

Game theory is the practice of reducing complex interactions to the crux of the matter at hand. For all interactions it is important to identify the players, their preferences, their strategies, their actions, and their payoffs. Most of our attention will be spent upon identifying and choosing strategies. This class will provide an introduction to game theoretic modeling, focusing in particular on competitive game theory (a.k.a. "non-cooperative"). By the end of the course, students should be at a skill level that allows them to understand applied game theoretic research in major disciplinary journals and to construct simple models for analyzing real world situations. While we will minimize calculations, game theory is a mathematical discipline. As such, we will assume no prior knowledge and will use logic to build from definitions and axioms to conclusions. The class does not presume any mathematical background beyond having had basic algebra and calculus somewhere in the distant past.

**(Class Limit 18) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Timothy C Russo**

#### **ICAF 6208-1: Cooperative Game Theory**

Game theory is the practice of reducing complex interactions to the crux of the matter at hand. For all interactions it is important to identify the players, their preferences, their strategies, their actions, and their payoffs. Most of our attention will be spent upon identifying and choosing strategies. This class will provide a quick overview of competitive game theory and then examine how players can divide the payoffs. Negotiation, commitment, and coalition formation will be central themes. By the end of the course, students should be at a skill level that allows them to analyze real world negotiations and assess the stability of coalitions. While we will minimize calculations, game theory is a mathematical discipline. As such, we will assume no prior knowledge and will use logic to build from definitions and axioms to conclusions. The class does not presume any mathematical background beyond having had basic algebra and calculus somewhere in the distant past.

**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Timothy C Russo**

#### **ICAF 6303-1: Alliances and Coalitions in Peace and War**

Multi-National Policy, Strategy and Operations is the modern way of war and this course examines that strategic art. The course covers the theory and practice of international military cooperation within the historical context as developed and practiced in the twentieth and twenty-first centuries. Using both comparative and thematic approach, the course will explore partnerships in "co-operability" and "interoperability," as well as techniques of leadership, communication, resourcing and socio-cultural interaction proven necessary to success and failure in multi-national experience. Other dimensions involving interagency, NGOs and contractors on the battlefield as well as global defense industries and acquisition add a contemporary importance to the course. The course particularly seeks to add the non-American perspective to strategy, policy planning and implementation for this central theme of an increasingly multi-polar security community. NOTE: This course will be taught at the Inter-American Defense College, Bldg # 52.

**(Class Limit 20) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Benjamin F Cooling**

#### **ICAF 6304-1: Intelligence and National Policy**

This Secret-level course examines the Intelligence Community's support of the president and individual senior policymakers; the role of strategic intelligence in the development of national policy; and interagency collaboration and coordination. Topics covered include: the role of the Director of National Intelligence (DNI); intelligence collection disciplines; intelligence analysis; the IC-Policymaker relationship; covert action; Congressional oversight of the IC; future challenges facing the U.S. Intelligence Community and ethics and accountability in intelligence activities. Counterintelligence will be an integrated theme throughout the course. Guest speakers, case studies, readings, and site visits are integrated as appropriate. No intelligence background is required. In order to allow for site visits, students will not be able to register for another elective on the same day as this course. SECRET security clearance required. US students only.

***This course requires Secret clearance. (Class Limit 16) (2 Credit Hours)***

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Mr. Patrick Joseph Haley**

**ICAF 6305-1: National Security Space – a Contested Domain**

The space environment has emerged as a contested domain, and US national interests associated with this domain must be protected. Just as US national security relies on commercial and military operations through secure land, maritime, air and cyber domains, it also relies on the space domain. The 2010 US National Space Policy after stating that "[I]t is the shared interest of all nations to act responsibly in space to help prevent mishaps, misperceptions, and mistrust. The United States considers the sustainability, stability, and free access to, and use of, space vital to its national interests. Space operations should be conducted in ways that emphasize openness and transparency to improve public awareness of the activities of government, and enable others to share in the benefits provided by the use of space." The National Space Policy goes on to add that "[T]he United States will employ a variety of measures to help assure the use of space for all responsible parties, and, consistent with the inherent right of self-defense, deter others from interference and attack, defend our space systems and contribute to the defense of allied space systems, and, if deterrence fails, defeat efforts to attack them." The 2011 US National Security Space Strategy in charting a path for the next decade states that "Maintaining the benefits afforded to the United States by space is central to our national security, but an evolving strategic environment increasingly challenges U.S. space advantages. Space, a domain that no nation owns but on which all rely, is becoming increasingly congested, contested, and competitive." Although space professionals provide space-domain expertise, planners and operators in land, maritime, air, and cyber domains must have cross-domain knowledge of vital national space capabilities. They must understand the space environment and how it is being contested while also preparing for military operations to secure the environment in support of national security and economic objectives. Effective employment and exploitation of space power is integral to the success of the joint force. Space operations are conducted around the clock, whether in peace or conflict, and space capabilities are a proven force multiplier when integrated into joint operations. To ensure effective integration, leaders must have a clear and common understanding of how space forces and capabilities contribute to joint operations and how space operations should be integrated with military operations to achieve US national security objectives. To address these vital issues, elective students will understand the contested space environment as well as the capabilities and limitations associated with operating to, through, from, and in space. Further, they will be knowledgeable of the consequences associated with a loss of control of the space environment, be it short- or long-term, simple or catastrophic. Finally, students will understand protection of space capabilities and, should those efforts fail, means to mitigate the loss of capabilities. Note: Collectively, the United States national interests and dependences on space-based capabilities are termed "National Security Space" (NS Space). This elective is conducted at the TS/SCI classification level. Students must have a clearance at that level or be eligible for immediate read-on (i.e., possess a current SBI) to register for the course. Top Secret/SCI security clearance required. US students only.

***This course requires TS/SCI clearance. (Class Limit 16) (2 Credit Hours)***

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Stephen Ford, Dr. Scott A Loomer**

**ICAF 6312-1: Public Policy Formulation: Think Tanks**

The Framework for Grand Strategy is based on four tools: economics, diplomacy, information and military. The Defense Department specializes in one of these tools, but the United States' experience and the experience of other countries has taught us that all four tools must be used and must be balanced if the state is to achieve its objectives at a reasonable price. Through visits to leading think tanks, "Public Policy Formulation: Think Tanks," will repeatedly focus on all four tools. While the University's war colleges do deeply investigate the military tool, this course will assist the students in fully understanding the contributions of other government agencies. Because of the travel time associated with numerous field trips, this course meets from 1330-1730. No other elective may be scheduled on the same day.

***(Class Limit 16) (2 Credit Hours)***

**T 13:30-17:30 9/13/2011-11/29/2011**

**Instructors: Col Brian J Collins**

**ICAF 6320-1: War Powers**

This course examines in depth the controversies surrounding war powers and the perspectives of Congress, the presidency, and the courts. It examines the impact of the war powers debate on the nature of military operations as well as questions that arise from information operations and the use of private military firms and corporations. The course also studies the relationship between war powers and the powers a president may claim in matters related to surveillance, detention and suspension of certain legal procedures and rights. Since other nations, particularly some major allies, have their own debates over war powers, the course will examine a few key examples. Should legislative bodies have the right to place restrictions or caveats on the foreign deployment of military forces? Should international law have any bearing on war powers? The course will rely on class discussion, a few guest speakers, and a short paper. Formerly offered as War and Accountability.

***(Class Limit 16) (2 Credit Hours)***

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Kenneth B Moss**

**ICAF 6321-1: Islam, Islamist Political Theory, and Militant Islamist Ideology: Understanding Nuance**

This course is a nuanced introduction to Islam, Islamist Political Groups and Militant Islamist Ideology. It delves not only the differences between Shiite and Sunni, but the nuanced differences within these two branches of Islam, and the wide spectrum of interpretations between these two groups. More it is comprehensive understanding of the ideological tensions Militant Islamists face within Islam. These tensions provide strategic advantages for the United States as we challenge al-Qaida using all elements of national power. The course is not a seminary study of religion, but a clinical and candid discussion of the myths and logic of faith, and how fragments of Islam is used to create a Militant Islamist narrative. Instructor: CDR Youssef Aboul-Enein, USN, Defense Intelligence Agency

***(Class Limit 20) (2 Credit Hours)***

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: CAPT Robert Chandler Swallow**

**ICAF 6323-1: Surviving Defeat**

The ultimate test of a nation's vitality is whether it can respond effectively to failure. Most often, failure takes the form of a major military defeat which calls into question the not only the viability of a nation's defense but of its economic, political and social systems as well. Whether and how a nation succeeds in drawing lessons from failure and is able to redefine its grand strategy can be a matter of life and death for both individuals and states. This course will look closely at historical cases of defeat by examining how select nation-states responded to failures – whether military, economic, diplomatic, informational in nature, or some combination thereof – and will try to identify the factors that determine whether a nation and its people can achieve the flexibility necessary to rethink the future and emerge from dire circumstances. Case studies will include the Athenian failure in the Peloponnesian War (military); Rome's defeat at Adrianople in 378; a comparative analysis of the French responses to the defeats of 1870 and 1940 (military); Germany's response to 1918-1919 and 1945 (diplomatic and military); the dissection of the Austro-Hungarian Empire in 1919 (diplomatic); the erosion of British influence as a world power, culminating with the surrender of Singapore in 1942 (diplomatic, informational, and military); Japan's cataclysmic defeat in 1945 (military, economic, diplomatic); America's failure in Vietnam (military and informational); and Russia's response to the collapse of the Soviet Union and 'defeat' in the Cold War (economic and informational).

***(Class Limit 16) (2 Credit Hours)***

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Shannon A Brown, Dr. Steven P Kramer**

**ICAF 6328-1: AF/PAK Fellows Great Books**

The Afghanistan – Pakistan Fellows Great Books course seeks to explore critical aspects of U.S. national policy, the perspectives of state and non state regional powers, and the ability of individuals to make change by studying selected books in detail. Using the Socratic Method, students will blend their unique perspectives with the regional challenges and opportunities raised in the books to develop inter agency strategic perspectives on ways to move forward as well as distill lessons learned. This elective draws on the students' imagination, ability to persuade, and openness to alternate perspectives to expand their Pakistan – Afghanistan expertise, both from an individual perspective and a regional powers perspective. Finally, this elective will expose students to multiple books on the greater Afghanistan – Pakistan region to prompt continued study.

***(Class Limit 19) (2 Credit Hours)***

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: CAPT Robert Chandler Swallow, Mr. Gustav Anthony Otto**

**ICAF 6331-1: Resourcing War, Stabilization and Reconstruction: The American Civil War as Case Study**

What better time for an alternate approach to studying the American Civil War? Only a small portion of this epic historical event related to traditional "battles and leaders." Today's paradigm of combat, stabilization and reconstruction – particularly resourcing for this full spectrum of conflict – provides and integrative thread of relevance and applicability. In addition to exploring traditional mobilization of elements and instruments of power for combat operations, the course provides an applied history laboratory for examining success and failure not only on the battlefield but in occupation, public diplomacy, state power, politics and culture, unconventional warfare/insurgency all set against a transformational era of technological change for an American way of war. Subsequent imperial interventions, post war occupations and nation-state omnipresence in the full flowering of the industrial age provide a rich tapestry for strategic, tactical and logistical study, discussion, problem-solving and understanding.

**(Class Limit 15) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Benjamin F Cooling**

**ICAF 6360-1: Ethics and Statecraft: The Strategic Imperative**

This course examines the nature, role, and importance of ethics in the effective conduct of statecraft. Focusing on a number of important issues—e.g., official secrecy and deception, intelligence, covert action, intervention, sanctions, technology (weapons, surveillance, communications), international human rights, domestic civil liberties, and prisoner detention and interrogation—the course seeks to determine the ethical propriety and strategic efficacy of particular uses of power in pursuit of national aims and advantage.

**(Class Limit 18) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Gregory D Foster**

**ICAF 6361-1: Covert Action—"The Third Option" for U.S. Policymakers**

The course examines the utility and effectiveness of Covert Action (CA) as an instrument of U.S. national power and as a policy option for senior U.S. leaders. Specifically, the course will consider the strengths, limitations and mitigating factors, that impact upon the value of CA as a policy option to counter threats to U.S. National Security. To that end, the course will consider examples where CA operations have positively contributed to U.S. Foreign Policy objectives, and where the decision to undertake a CA program could be viewed as a policy mistake which ultimately led to unintended consequences. Topics covered include: the Presidential Finding Process; lessons learned for CA operations such as Guatemala, the Bay of Pigs, Iran, and Afghanistan (both the original CA Program against the Soviet Invasion and the post-9/11 CA Program); types of CA programs and requisite capabilities; applicability of CA programs against specific intelligence issues; and Congressional Oversight of CA programs. Counterintelligence and moral/ethical considerations inherent with CA programs will be integrated themes throughout the course. Requires TS/SCI clearance. U.S. students only.

***This course requires TS/SCI clearance. (Class Limit 18) (2 Credit Hours)***

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Mr. Patrick Joseph Haley**

**ICAF 6362-1: Public Diplomacy and U.S. National Security**

The course examines the role of public diplomacy as an instrument of national power in the formulation and implementation of U.S. national security policy. It will explore the broad range of activities that can be utilized to influence foreign publics to support US policy objectives. While we will analyze the debate over the definition of practices and terms, and whether these activities should be called strategic communications, information campaigns, public relations, public affairs, or public diplomacy, the course will primarily focus on the practice of public diplomacy by the State Department and American embassies, including educational and cultural exchanges, policy advocacy, international broadcasting and the activities of other public diplomacy stakeholders in government and civil society.

**(Class Limit 18) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Mr. James Crosby Dickmeyer, LTC Sonya L Finley**

**ICAF 6404-1: Supply Chain Management Strategy & Concepts I**

This course provides the foundation for understanding Supply Chain Management concepts and the strategies that are considered in transforming the DoD Supply Chain. It includes an investigation of supply chain network configuration, strategic alliances, international issues, supplier and customer relationship management, and critical information technologies. This course is required as the Fall semester course in the Supply Chain Management Concentration Program. SCM students only.

**(Class Limit 36) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Paul M Needham, Col Jorge Ascunce, Mr. James L Lepse**

**ICAF 6415-1: Operational Logistics: The Sealift Equation**

Deploying and sustaining U.S. joint forces is central to our national strategies and, as 90-95% of the material to support such operations travels by sea, understanding the vagaries of sealift is essential. Today, Merchant Mariners play key roles in deploying/ sustaining joint forces, and in ensuring our nation's economic vitality, as they have since the 17th century. The future portends other important responsibilities for these highly skilled men and women as such concepts as Sea Basing, Short Sea Shipping, mixed crewing, etc., evolve. The course is an overview that – through historical example, review of today's challenges, case studies and visiting experts - will fill voids in the warrior's professional tool kit and deepen his/her appreciation of joint operational logistics in general and sealift and the Military Sealift Command in particular. No logistics background is presumed - ideal for USA/USMC/USAF/USN operators, Navy Supply Corps officers – any warfighter. Loggies are, of course, always welcome! Thirty-five years worth of Sea Stories will reinforce key learning points!! Instructor: VADM James Perkins, USN (Ret.), Military Sealift Command Chair

**(Class Limit 16) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: James Blenn Perkins**

**ICAF 6415-2: Operational Logistics: The Sealift Equation**

Deploying and sustaining U.S. joint forces is central to our national strategies and, as 90-95% of the material to support such operations travels by sea, understanding the vagaries of sealift is essential. Today, Merchant Mariners play key roles in deploying/ sustaining joint forces, and in ensuring our nation's economic vitality, as they have since the 17th century. The future portends other important responsibilities for these highly skilled men and women as such concepts as Sea Basing, Short Sea Shipping, mixed crewing, etc., evolve. The course is an overview that – through historical example, review of today's challenges, case studies and visiting experts - will fill voids in the warrior's professional tool kit and deepen his/her appreciation of joint operational logistics in general and sealift and the Military Sealift Command in particular. No logistics background is presumed - ideal for USA/USMC/USAF/USN operators, Navy Supply Corps officers – any warfighter. Loggies are, of course, always welcome! Thirty-five years worth of Sea Stories will reinforce key learning points!! Instructor: VADM James Perkins, USN (Ret.), Military Sealift Command Chair

**(Class Limit 10) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: TBA**

#### **ICAF 6451-1: Strategic Geography**

This course seeks to expand the student's understanding of the impact of geography and geographic principles in the formulation of national security strategy and its implementing policies. The course will address major concepts of physical geography to include climate, soil, biomes, and land form processes; cultural geography, including population distribution and dynamics, models of spatial organization, nation versus state distinctions and territorial morphology; major geo political concepts such as sea power and land power models, balance of power, and world systems theory; regional analysis; and emerging geo-strategic issues to include global environment and security geo-economics.

**(Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Paul M Severance**

#### **ICAF 6453-1: Seminar in Diagnostic Net Assessment**

The course examines net assessment; a multidisciplinary strategic assessment process developed to address security issues, including military balance assessments. Net assessment involves a cross disciplinary comparative evaluation of the balance of strengths and weaknesses of countries, and regional and institutional entities of interest to national security decision-makers. Themes covered: The history and practice of net assessment at RAND, the NSC and the OSD since the 1960s; Scenario-based planning and analysis; and, The "future security environment" - that is, differing interpretations and analyses of the changing setting for U.S. and allied national security policy. This will encompass various general trends in world politics -- demographic, economic, cultural, etc. -- as well as potential geopolitical developments in specific regions. In both regional and global terms, the goal will be to examine long-term implications for U.S. and allied security policy and strategic planning. The theoretical considerations presented in the readings will be complemented with several case studies. This course requires enrollment in the Long-Term Strategy Concentration Program. Students will be automatically enrolled in 6454, Strategic Warfighting, in the spring. SECRET security clearance required. US students only.

***This course requires Secret clearance. (Class Limit 16) (2 Credit Hours)***

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Sorin Lungu**

#### **ICAF 6459-1: Seminar in Defense Strategic Planning**

Advanced study in the concept and methods of long-range defense planning and analysis, particularly with respect to iterative aggregation and synthesis in the Military Departments, the Joint Chief of Staff, the Office of the Secretary of Defense (and with immediate applicability to the Department of State, the National Security Council/White House, and the Congress). Topics covered: Strategy and Strategic Planning Basics of Long-Range Political-Military Planning Prescriptive Strategic Planning Descriptive (DoD) Strategic Planning War Planning Business & Public Sector Strategic Planning – What Lessons for the National Security Establishments? Defense Planning Under Deep Uncertainty Problems with Present Strategic Planning Strategic Management & Implementation Requires enrollment in Long-term Strategy Concentration Program. Automatically enrolls students in 6454 Strategic Warfighting for Spring semester. Secret/US only

***This course requires Secret clearance. (Class Limit 16) (2 Credit Hours)***

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Sorin Lungu**

#### **ICAF 6462-1: Executive Business Decision-making: Creating a Strategic Framework**

Business Transformation is a Department of Defense high priority effort, mandated by Congress, to change the way the Department conducts the "business of defense". In fact, all of government is being forced to find ways to make better financial decisions. It is a highly complex undertaking that requires senior leaders who can integrate new business management strategies, business processes, and technologies. This elective is not part of the Executive Business Decision-making Concentration; however, provides an overview of many of the subjects studied in the Concentration. The elective explores the business practices used by industry to find those that could be used in government and those that should not be used. It provides a framework that considers the enablers of transformation and good business decision-making (Governance / Performance Measurement / Risk Management / Professional Development) and its principle foci (Continuous Process Improvement / Organizational Assessment and Design / Business Situational Awareness). It will provide the executive tools necessary to lead and evaluate business decisions that each student will face after departing ICAF.

**(Class Limit 20) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Professor Thomas B Hauser**

#### **ICAF 6464-1: Executive Business Decision-making Concentration**

Business Transformation is a Department of Defense high priority effort, mandated by Congress, to change the way the Department conducts the "business of defense". In fact, all of government is being forced to find ways to make better financial decisions. It is a highly complex undertaking that requires senior leaders who can integrate new business management strategies, business processes, and technologies. The Executive Business Decision-making Concentration explores the business practices used by industry to find those that could be used in government and those that should not be used. The concentration provides a framework that considers the enablers of transformation and good business decision-making (Governance / Performance Measurement / Risk Management / Professional Development) and its principle foci (Continuous Process Improvement / Organizational Assessment and Design / Business Situational Awareness). In addition to achieving comprehension and an ability to apply the framework, students will gain the ability to analyze and evaluate its elements through direct interaction with senior government and industry leaders involved in business transformation and executive business decision-making.. It will provide the executive management tools necessary to develop, lead, and evaluate business decision-making that each student will face after departing ICAF. The EBD Concentration is a three elective course that includes this elective selection as well as a Spring research elective.

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-17:30 9/14/2011-11/30/2011**

**Instructors: Professor Thomas B Hauser**

#### **ICAF 6467-1: The Contemporary Defense Industrial Base and National Security**

This course is designed to provide students a broad understanding of how defense readiness is resourced, and the role the industrial base plays in that process. In order to achieve the understanding, the course will focus on three areas: the industrial base, defense readiness, and financial processes. Analyzing these three areas will ensure students are able to evaluate major policy proposals. A major focus of the course will be analyzing the industrial base that is composed of government and commercial sectors. The output or product of the industrial base—what we will call readiness—will be analyzed from several perspectives. We will define defense readiness, analyze what readiness is intended to accomplish, and evaluate how much readiness we need or can afford. Underlying both readiness and the industrial base is the financial processes that support them. We will analyze the financing methods used to support industrial operations which include working capital funds, and we will evaluate the impact that financing methods have on the outcomes—readiness—we desire.

**(Class Limit 18) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Paul M Needham**

#### **ICAF 6502-1: Lessons in Leadership**

Today's leaders in defense, civilian and public organizations are confronted with complex and confounding situations that cannot be solved with simple answers. The most compatible individuals seek to increase their leadership skills through sources outside themselves. The ability to objectively analyze situational demands and the appropriate leadership behavior becomes more important as individuals increase in seniority. The knowledge of how to work within groups, to inspire others within an organization or to influence representatives from other organizations, requires continuous honing of personal skills. Such information can be found in books of history or biography - these can help one understand and incorporate models of leadership. A more experiential approach is to use films as a means of analyzing various leadership traits and associated group behaviors. This elective will use certain films to provide dramatic insight into cinematic portrayals/conceptions of leadership. This elective will concentrate on films that represent leadership, both historic and current, with representations of leadership in various environments; it will also investigate theories of leadership and organizational behavior. Notions of transformational leadership, ethics, conflict resolution, building consensus, and crisis management are some of the challenges presented. Leaders at all levels will find this course continues to enlighten them on how individual

traits and behaviors can influence process and future success for themselves and their organizations especially at times when balancing on the axis between failure and success.  
(Class Limit 16) (2 Credit Hours)

T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Professor Janie B Benton

#### **ICAF 6503-1: The Great Captains**

This course looks at six great captains who made a major impact on strategy and warfare through the ages: Alexander the Great, Hannibal, Frederick the Great, Napoleon, Grant, and MacArthur. Through examination of their battles and campaigns and the leadership and generalship they displayed, the course will focus on the leadership traits these great captains demonstrated and determine the commonalities that tie them together across two millennia. Each student will also examine in-depth another potential great captain and make a 10-15 minute oral presentation analyzing the leadership qualities the individual displayed and evaluating whether or not the individual deserves to be called a Great Captain.  
(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. William A Knowlton

#### **ICAF 6510-1: Strategic Writing for Strategic Thinkers**

Thinking strategically is hard work. Writing artfully is equally hard work. Conveying strategic level thinking to the printed page in a way that others can understand and act upon is perhaps the toughest task strategic leaders face. Yet it is an utterly essential skill for those who seek to influence events twenty, fifty or more years into the future. If, as Cervantes claims, "[t]he pen is the tongue of the mind," then strategic leaders must develop the ability to write as eloquently as they think and speak if their thoughts and ideas are to influence future events. Make no mistake: this is a painful process, mentally exacting, physically stressful and ever a work in progress. Moreover, it's exceptionally frustrating. What exists in your mind is never wholly or perfectly captured on paper. Still, there's something about the struggle to capture in words an elusive mental vision that, however imperfect the result, leaves you with something that never would have existed had you not made the attempt. Yes, you'll wind up with your own "mountain of shards" -- crumpled pages, crossed out lines and your own little corner of cyberspace littered with the detritus of your delete key. Yet uncompromising effort and commitment to your vision, you may also create a masterful, lasting vessel for your thoughts. In this course we'll combine the task of thinking strategically with the labor of communicating those thoughts in clear, precise and artful prose. Consequently, this is NOT a remedial writing course; the course is designed for those who already possess strong writing skills and wish to develop those skills as a complement to their strategic leadership development. Our process will stress the top three tiers of Bloom's taxonomy: analysis, synthesis and evaluation. Through a series of readings, reflection, discussions and writing exercises, you'll be challenged to analyze three views of globalization; synthesize your ideas and the ideas of others; and evaluate each author's position and make recommendations for future action. The focus of this course will be writing for strategic leaders; the specific subject matter is of secondary importance, serving as the vehicle for the kinds of cognitive development exercises we'll be undertaking.  
(Class Limit 9) (2 Credit Hours)

W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Christina L Lafferty

#### **ICAF 6602-1: Executive Communication for Strategic Leaders**

This course focuses students on the art and science of executive communications today: speaking, briefing, interviewing, listening, chartsmanship and e-communications. The environment of a strategic leader requires that he communicate messages effectively—in order to best achieve strategic objectives. Starting with a baseline understanding about the end state in communications—that every message should have the desired effect—we will explore choices leaders must make, the effectiveness of various media, and the indirect effects of communications. Students will learn how to leverage various forms of executive communications.  
(Class Limit 12) (2 Credit Hours)

W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Michael G. Lawrence

#### **ICAF 6606-1: Leadership in the Inter-agency Process**

This course will focus on the operational and leadership challenges associated with participating in and managing inter-agency projects and processes. The inter-agency process is a critical Executive Branch tool used to balance broad and sometimes competing equities to achieve outcomes in the national interest. Because the inter-agency process is often directed by Executive Order or legislation, it requires leadership and a sophisticated management skill set to prioritize competing interests in service of the larger agenda. Instructor: The Honorable John Kneurer, former Assistant Secretary of Commerce for Communications and Information.  
(Class Limit 16) (2 Credit Hours)

W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Lynne C Thompson

#### **ICAF 6650-1: Tutorial Readings/Independent Study**

An in-depth, semester-long independent study tailored to students' interests in lieu of one regular Electives Program course. For details, see the ICAF Research and Writing Handbook. To participate, the student must first obtain the agreement of an ICAF faculty member to sponsor the elective. In this regard, the student may wish to consult the Faculty Expertise Listing for someone qualified to direct the readings. The student and faculty member will then plan the scope of the course, including expectations for student performance. This course requires approval from Director of Research (Dr. Chris Lafferty) prior to registering for this course. No set time - does not conflict with any scheduled electives.  
(Class Limit 99) (2 Credit Hours)

0:00-0:00 9/13/2011-11/29/2011

Instructors: Dr. Christina L Lafferty

#### **ICAF 6651-1: Research – One Elective in One Semester**

Performs an in-depth semester long research project in lieu of one Electives Program course. For details, see ICAF Research and Writing Handbook. Requires approval from Director of Research (Dr. Chris Lafferty) prior to registering for this course. No set time - does not conflict with any scheduled electives.  
(Class Limit 99) (2 Credit Hours)

0:00-0:00 9/13/2011-11/29/2011

Instructors: Dr. Christina L Lafferty

#### **ICAF 6652-1: Research – Double Elective in One Semester**

Performs an in-depth semester long research project in lieu of two regular Electives Program courses. For details, see ICAF Research and Writing Handbook. Requires approval from Director of Research (Dr. Chris Lafferty) prior to registering for this course. No set time - does not conflict with any scheduled electives.  
(Class Limit 99) (4 Credit Hours)

0:00-0:00 9/13/2011-11/29/2011

Instructors: Dr. Christina L Lafferty

#### **ICAF 6653-1: Research – One Elective in Both Semesters**

Performs an in-depth research project over the course of the entire academic year in lieu of two regular Electives Program Courses - one in each semester. For details, see the ICAF

Research and Writing Handbook. This course requires approval from the Director of Research (Dr. Chris Lafferty) prior to registering for this course. This course must begin in the Fall. Students who enroll in this course in the Fall will be automatically enrolled for it in the Spring. No set time - does not conflict with any scheduled electives.  
(Class Limit 99) (2 Credit Hours)

0:00-0:00 9/13/2011-11/29/2011

Instructors: Dr. Christina L Lafferty

#### ICAF 6654-1: Research Fellow

Performs an in-depth research project of publishable quality in lieu of all regular Electives Program courses. For details see the ICAF Research and Writing Handbook. This course requires approval from the Director of Research (Dr. Chris Lafferty) prior to registering for this course. This course must begin in the Fall. Students who enroll in this course in the Fall will be automatically enrolled in it for the Spring. No set time - does not conflict with any scheduled electives.

(Class Limit 99) (4 Credit Hours)

0:00-0:00 9/13/2011-11/29/2011

Instructors: Dr. Christina L Lafferty

## IRMC

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#### IRMC 6209-1: Approval to Operate: Information System Certification and Accreditation (ATO)

This course examines the information security certification and accreditation principles leading to final Approval to Operate (ATO) an information system. The course examines roles, responsibilities, documentation, organizational structure, directives, and reporting requirements to support the Designated Accrediting Authority (DAA) in approving the security control functionality level of an information system and granting ATO at a specified level of trust. The course provides an overview of DOD and Federal department and agency certification and accreditation processes (e.g., Defense Information Assurance Certification and Accreditation Process; NIST Certification and Accreditation Process), information assurance acquisition management, and system security architecture considerations.

(Class Limit 1) (3 Credit Hours)

0:00-0:00 9/9/2011-12/4/2011

Instructors: Mr. James F Churbuck

#### IRMC 6217-1: Cyber Security in the 21st Century

This course provides a comprehensive overview of information assurance and critical information infrastructure protection. Information assurance of information assets and protection of the information component of critical national infrastructures essential to national security are explored. The focus is at the public policy and strategic management level, providing a foundation for analyzing the information security component of information systems and critical infrastructures. Laws, national strategies and public policies, and strengths and weaknesses of various approaches are examined for assuring the confidentiality, integrity, and availability of critical information assets. Learning Outcomes: Students will be able to analyze laws, national strategies, and public policies; and assess the strengths and weaknesses of various approaches for assuring the confidentiality, integrity, and availability of those information assets created, stored, processed, and communicated by information systems and critical information infrastructures.

(Class Limit 26) (2 Credit Hours)

W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Mark R Duke

#### IRMC 6219-1: Continuity of Operations Planning

This course provides a foundation for analysis of strategies, policies, critical infrastructure plans, investments, and management challenges in protecting the national critical infrastructures and key assets. It examines various approaches for protecting critical infrastructures and a framework for prioritizing protection initiatives. Benefits of reducing risks, lessening vulnerabilities, deterring threats, and minimizing the consequences of terrorist attacks as well as man-made and natural disasters are explored. Other topics include an examination of the significant synergy required between the private and public sectors in homeland security and homeland defense, the importance of protecting the IT infrastructure as a foundation of all critical infrastructures, and implementation strategies for infusing policies and plans in government organizations. Learning Outcomes: Students will be able to analyze national strategies, public policies, and prospective homeland security critical infrastructure plans; compare and contrast the strengths and weaknesses of various approaches established for the protection of critical infrastructures and key resources; and create a strategy that incorporates homeland security and defense policies and plans for protection of a critical infrastructure and its corresponding key assets.

(Class Limit 25) (2 Credit Hours)

W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. James E Kasprzak

#### IRMC 6221-1: Information Power and National Security Strategy

Prerequisite: Secret Clearance is required; This course will be limited to U.S. citizens This course examines the essential role of information power in national security, focusing on three key elements: Information Operations (IO), Critical Infrastructure Protection and Information Assurance (CIP/IA), and Strategic Communication (SC). It explores the revolution in Information-Communication Technologies (ICT) and the information component of national power, and examines that component in the National Security Strategy in light of issues such as Cyberspace, global interconnectivity, national policy, and information as a strategic environment. The course concludes by exploring the new paradigm of national security in the Information Age and the need for an information strategy to support the National Security Strategy. Learning Outcomes: Students will be able to analyze how the information component of power is used in national security strategies and operations; analyze the role played by IO/IA/SC in national security strategies and operations; synthesize new approaches for the employment of the information component of power in national security strategies and operations; and apply IO/IA/SC in the development and execution of national security strategies and operations.

*This course requires Secret clearance.* (Class Limit 25) (2 Credit Hours)

T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Daniel T Kuehl

#### IRMC 6221-2: Information Power and National Security Strategy

Prerequisite: Secret Clearance is required; This course will be limited to U.S. citizens This course examines the essential role of information power in national security, focusing on three key elements: Information Operations (IO), Critical Infrastructure Protection and Information Assurance (CIP/IA), and Strategic Communication (SC). It explores the revolution in Information-Communication Technologies (ICT) and the information component of national power, and examines that component in the National Security Strategy in light of issues such as Cyberspace, global interconnectivity, national policy, and information as a strategic environment. The course concludes by exploring the new paradigm of national security in the Information Age and the need for an information strategy to support the National Security Strategy. Learning Outcomes: Students will be able to analyze how the information component of power is used in national security strategies and operations; analyze the role played by IO/IA/SC in national security strategies and operations; synthesize new approaches for the employment of the information component of power in national security strategies and operations; and apply IO/IA/SC in the development and execution of national security strategies and operations.

*This course requires Secret clearance.* (Class Limit 25) (2 Credit Hours)

W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Daniel T Kuehl

#### **IRMC 6221-3: Information Power and National Security Strategy**

Prerequisite: Secret Clearance is required; This course will be limited to U.S. citizens This course examines the essential role of information power in national security, focusing on three key elements: Information Operations (IO), Critical Infrastructure Protection and Information Assurance (CIP/IA), and Strategic Communication (SC). It explores the revolution in Information-Communication Technologies (ICT) and the information component of national power, and examines that component in the National Security Strategy in light of issues such as Cyberspace, global interconnectivity, national policy, and information as a strategic environment. The course concludes by exploring the new paradigm of national security in the Information Age and the need for an information strategy to support the National Security Strategy. Learning Outcomes: Students will be able to analyze how the information component of power is used in national security strategies and operations; analyze the role played by IO/IA/SC in national security strategies and operations; synthesize new approaches for the employment of the information component of power in national security strategies and operations; and apply IO/IA/SC in the development and execution of national security strategies and operations.

***This course requires Secret clearance. (Class Limit 25) (2 Credit Hours)***

**T 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

Instructors: Dr. Daniel T Kuehl

#### **IRMC 6224-1: Cyber Security Awareness**

This course explores concepts and practices of defending the modern net-centric computer and communications environment. The course covers the 10 domains of the Certified Information System Security Professional (CISSP®) Common Body of Knowledge (CBK®). In addition, the course covers a wide range of technical issues and current topics including basics of network security; threats, vulnerabilities, and risks; network vulnerability assessment; firewalls and intrusion detection; transmission security and TEMPEST; operating system security; web security; encryption and key management; physical and personnel security; incident handling and forensics; authentication, access control, and biometrics; wireless security; virtual/3D Worlds; and emerging network security technologies such as radio frequency identification (RFID) and supervisory control and data acquisition (SCADA) security. The course also defines the role of all personnel in promoting security awareness. Learning Outcomes: Students will be able to evaluate the Cyber Security posture of an organization to determine adequate people, processes, and technology security.

***(Class Limit 25) (2 Credit Hours)***

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

Instructors: Mr. James E Holcomb

#### **IRMC 6227-1: Global Dimensions of Information Operations**

This course provides a strategic-level examination of the impact of information power on national and international security, emphasizing its global dimensions. It examines how information power supports and is synergistic with the three other elements of national power: economic, military, and diplomatic. In particular, the course examines how different nations utilize information power to achieve their goals. It focuses on three key aspects of information power: critical information infrastructures, military information operations, and strategic communication. It also explores how emerging information technologies are changing the balance of power among nations and between nations and sub-national groups. Learning Outcomes: Students will be able to (1) identify the role played by Information Operations in national security operations and the international security environment; (2) examine what constitutes Information Operations, who practices it, what it can accomplish, and why it is important to national security; and (3) explore the similarities and differences between U.S. approaches to Information Operations and those other nations around the world.

***(Class Limit 25) (2 Credit Hours)***

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

Instructors: Dr. Daniel T Kuehl

## **NDU**

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#### **NDU 6003-1: Wicked Problems in Complex, Chaotic National Security Environments**

The course examines the kind of "wicked" national security problems that will be part of a complex, surprised-filled future filled, as well as ways for coalitions of business, government (civil and military) and civil society to tackle them. "Wicked" problems are hard or impossible to solve due to requirements that are contradictory, incomplete and changing, and often hard to recognize. The course begins with an examination of paradigm shifts and past innovations/transformations that have had major effects on national security environments. It explores forces that could lead to "wicked" national security problems. Changes in people, processes, organizations and technologies that will be needed to face hybrid warfare are contrasted with those needed to meet near-peer competitors, stabilization and reconstruction, and related missions. Classes explore opportunities involving cutting edge technologies and new organizational concepts while remaining grounded in fundamental human aspects of warfare. Future is examined, as well as policy-making and long-range planning in whole-of-government contexts. The course will use lectures, outside guest speakers, and seminar discussions. Students will collaborate in groups to prepare and deliver fifteen-minute presentations, then lead a discussion on a key aspect of a "wicked" national security problem.

***(Class Limit 20) (2 Credit Hours)***

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

Instructors: Dr. Linton Wells, Ms. Maria Cordero, Mr. Terry J Pudas

#### **NDU 6004-1: Rebuilding Weak and Failed States: Afghanistan and Beyond**

This course will critically examine the roles of the United States, international organizations, and nongovernmental organizations in rebuilding weak and failing states—from peacekeeping to civil society development and institution-building to the cultivation of good governance. The focus is on developing a framework for analyzing the U.S approach to and involvement with weak and failing states. The course will emphasize states in the midst of or recovering from conflict, with a particular focus on Afghanistan. Building on a theoretical foundation provided in the first two lessons, the course will analyze the sources of state weakness and failure, key challenges facing weak and failing states, the nature of international intervention, and challenges in negotiating peace accords and achieving post-conflict reconciliation. A discussion on the challenges of post-conflict reconstruction will highlight the difficult but fundamentally interdependent relationships among the military, political, humanitarian, and economic developmental aspects of capacity building in war-torn nations. Ethical and legal issues in this regard will also be examined. Students will be presented with a range of materials from leading scholars and practitioners, as well as a specific reading each week addressing the topic in the context of Afghanistan. Readings will frequently present areas of disagreement between different schools of thought. Some will challenge US doctrine. The course will conclude with a simulation of Afghanistan over the final class periods, requiring students to apply lessons learned in class to a realistic scenario.

***(Class Limit 15) (2 Credit Hours)***

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

Instructors: Dr. Michael J Baranick, Mr. Charles L Barry, Mr. Andrew J Nolte, Ms. Gloria Taylor Wilkinson

#### **NDU 6005-1: Cross Cultural Communication Strategies (CCCS)**

Effective cross-cultural communication means establishing rapport (or understanding) that produces an inherent trust between individuals and across social-system networks for sharing of information and behaviors. The CCCS are comprised of processes that allow us to attain this rapport (or understanding) by adjusting our behaviors appropriately. This course will explore the fundamental building blocks of the CCCS and the vast array of applications CCCS impacts, e.g., information sharing, human/social-system interoperability, leadership, rapid reads of human behavior, rapid rapport in hastily formed social networks, sustainment of trust in partnership building, and affects on national and international operational and security challenges. The course will show how CCCS processes have significant impact on capabilities, beliefs, values, and identity, and what this means in effective cross cultural communication understanding. This course will use case studies from Irregular Warfare, Asymmetric Threats, Humanitarian Assistance, Disaster Relief, Public-Private Complex Teams, and other venues. Students will learn new paradigms for addressing and applying effective and rapid cross cultural communication strategies by engaging in

classroom exercises and discussions with each other, the instructor, and invited guest speakers.  
(Class Limit ) (2 Credit Hours)

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Instructors: TBA

#### **NDU 6006-1: Strategic Thinking and Planning**

The world and its institutions are becoming more complex, more interrelated and more vulnerable to unanticipated consequences. The rapidity of our communications and our responses to events – while admirable in one sense – is affecting our ability to think things through and understand not only the first order effects of our decisions but second, third and more orders. Few people take the time or effort to "think things through," yet we must do this if we are to be effective leaders and managers. Strategic thinking and strategic planning should be part of every leader's and manager's activities – whatever their organization. This course will offer sessions in all aspects of strategy from establishing visions, missions and goals to action and implementation plans and strategic communication. We will examine an example of major unintended consequences and identify the lessons learned. \*NOTE: This course will be taught at the Inter-American Defense College, Bldg # 52.\*

(Class Limit 35) (2 Credit Hours)

T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Stefania Alenka Brown-Vanhoozer, Mr. Henry Harrison Rust

#### **NDU 6008-1: Cross-Cultural Communication: The Basics, Part I**

Human Interoperability is the ability to establish effective and trusted social system networks through basic fundamental processes. Within these processes there exists a universal language that is cross-cultural and interjects rapid trust building. This course seeks to provide the student with experiential knowledge of these fundamental building processes that will be continued to Part II in the spring for cross-cultural communications strategies. We contend that by understanding the basic fundamental building processes of communications, students will enhance their awareness of how they impact others when communicating their experiences, thoughts, beliefs and values, and how easily the communication strategy can be changed if needed. This course will provide examples and scenarios from which the students will use to conduct classroom exercises and open dialogues. The course is highly experiential and will require considerable student interactions. The outcome of the course is a means by which students will enhance their communication skills to be highly effective in every context or situation they encounter.

(Class Limit 15) (2 Credit Hours)

W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Stefania Alenka Brown-Vanhoozer, Mr. Henry Harrison Rust, Dr. Joe McClure VanHoozer

#### **NDU 6010-1: Biology and National Security**

Military operations including warfare in the 20th Century were revolutionized by physics (e.g. nuclear weapons, lasers) and information technology (e.g. computers, communications). The rapidly developing fields of biotechnology, bioengineering, nanoscience, and cognitive neuroscience will have a similarly significant impact on the Future Force of the 21st Century. This course will examine key scientific developments with a unique emphasis on the concepts of convergence and concision of emerging scientific disciplines which will lead to entirely new military capabilities. The course will feature a number of guest scientists/engineers from the Service laboratories and the material will be presented at a conceptual level which requires little or no previous technical training. Students will be required to make a short presentation on a topic determined in consultation with the course instructor and write a brief (~5 pages) paper outlining the main points of their presentation.

(Class Limit 15) (2 Credit Hours)

W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. James John Valdes

#### **NDU 6014-1: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Film-maker's Lens**

Weapons of mass destruction (WMD) have figured prominently in U.S. foreign and national security policies for three generations. There is a rich body of academic literature, research, and official commentary addressing the WMD threat to American core interests and presenting responsible solutions to that threat. Much of the official commentary comes from the highest level of the United States Government and is meant to be a message to the world and to the American people. American public officials take these statements very seriously. As in public policy, WMD have figured prominently in the American entertainment arts since the mid-1930s. For decades, WMD themes in film, popular literature, and television have informed the public's consciousness of WMD issues and encouraged specific remedies. The ideas depicted in popular entertainment media have shaped not only the general public's collective awareness of the WMD challenge, but have on occasion also influenced U.S. policy. This course explores the complex dangers of nuclear, biological, and chemical weapons in the contemporary world and the American strategic and policy responses to those dangers. The course will use popular entertainment media to introduce students to the changing face of the contemporary WMD challenge and to understand popular perceptions of the challenge.

(Class Limit 12) (2 Credit Hours)

W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Forrest E Waller, Mr. William F Andrews, Dr. Natasha E Bajema, Mrs. Amanda N Ducasse

#### **NDU 6015-1: The Gravest Danger: Countering Weapons of Mass Destruction**

Combating the threat of weapons of mass destruction from hostile state and non-state actors is a national security priority. This course explores the complex dangers of nuclear, chemical, and biological weapons and the array of tools for combating them. It will address core questions such as: What incentives drive WMD proliferation and how can the United States reduce these incentives? How has the WMD threat changed traditional thinking about deterrence and can terrorist groups such as al Qaeda be deterred? And, what are the challenges to defeating WMD-armed opponents? The course will also explore efforts to tackle new challenges presented by Iran, North Korea, and underground proliferation networks as well as emerging WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student presentations.

(Class Limit 12) (2 Credit Hours)

T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. John Mark Mattox, Mr. Nima Gerami

#### **NDU 6023-1: Ethics and Strategy: Rethinking Morality and Power**

This course provides students frameworks to examine the intersection of ethics and strategy in three ways. Students begin by considering the ethics of professions and assessing their own moral preferences. Second, students uncover and analyze ethical considerations underlying international relations with specific, contemporary applications of the Just War tradition. Third, students apply their learning by evaluating ethical dimensions of issues for contemporary strategic leaders. Objectives of the course are to: (1) strengthen awareness and understanding of the ethics of professions and moral preferences, (2) deepen knowledge of the Just War tradition and its ties to current national security; and (3) examine and analyze contemporary issues which require fresh insights and application of ethical principles. Student evaluations are based on seminar participation and one of the two options: (1) a paper addressing ethical dimensions of a security challenge (not to exceed 3,000 words) or (2) leading a one-hour class session focused on assigned readings and discussion questions.

(Class Limit 10) (2 Credit Hours)

T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)

Instructors: COL Franklin Eric Wester

#### **NDU 6025-1: Ethical Challenges for Strategic Leaders**

Those who go on to "strategic leadership" and "high-level policy, command, and staff responsibilities" can count on being confronted with formidable ethical challenges--it goes with the turf. Students at NDU schools should take advantage of this year to help prepare themselves for such challenges. If you aspire to such policy, command, and staff positions, this course is for you. This will be a seminar-style course built around case studies of ethical challenges encountered in military, government, and private sector organizations,

supplemented by additional readings from a variety of theoretical and historical perspectives. Carefully studying the case studies assigned in the course readings, reflecting on them in the light of other course readings, and discussing all of them in class should: (a) alert you to the types of ethical challenges you can expect to face, (b) give you some insights into how others have navigated such challenges, (c) provide you a better intellectual foundation for thinking and acting ethically, and (d) help you identify and hone practical strategies, tactics, skills, and techniques for successfully, or at least more effectively, navigating such challenges over the rest of your career. Given the different backgrounds of the two instructors (one a former CJCS, the other a long-time professor of professional ethics), the students will be exposed to both military and civilian perspectives, as well as those of the practitioner and of the academic. Students will be evaluated on their performance in seminar discussions and on an 8-10-page paper they will write analyzing a real-world ethical challenge. In order to facilitate active participation by all students in the course, enrollment will be kept to a maximum of 10 students.  
**(Class Limit 10) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: General (Ret.) Richard B Myers, Dr. Albert C Pierce**

#### **NDU 6033-1: American Studies/Field Studies - Civil Rights and Diversity (International Fellows (IFs) only)**

The International Fellows American Studies/Field Studies course supports and supplements the US Field Studies Program for Foreign Military Trainees objectives to promote an understanding of US society, institutions, and ideals in a way in which these elements reflect US commitment to basic principles of internationally recognized human rights. Five areas of focus include: American Identity, Civil Rights and Diversity, American Culture, Religion in America, and Geography and the Environment. The Civil Rights and Diversity block focuses on the role of ethnic and racial minorities in defining American identity and way of life. Themes in the readings and discussed in seminars and in the writing requirement provide focus and theoretical foundations for the field studies. Students are required to take the American Identity block and one of the remaining four and participate in a minimum of 6 field studies trips.

***This course is opened only to IF students. (Class Limit 60) (2 Credit Hours)***

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. John W Yaeger, Mr. Paul W Lambert**

#### **NDU 6035-1: Interoperability of Critical Infrastructures**

This course provides a foundation for analysis of strategies, policies, critical infrastructure plans, investments, and management challenges in protecting the national critical infrastructures and key assets. It examines various approaches for protecting critical infrastructures and a framework for prioritizing protection initiatives. Benefits of reducing risks, lessening vulnerabilities, deterring threats, and minimizing the consequences of terrorist attacks as well as man-made and natural disasters are explored. Other topics include an examination of the significant synergy required between the private and public sectors in homeland defense, the importance of protecting the IT infrastructure as a foundation of all critical infrastructures, and implementation strategies for infusing policies and plans in government organizations.

**(Class Limit 15) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Luis G Kun, Ms. Mary C Carroll**

#### **NDU 6038-1: Strategic Challenges - Post-Conflict Reconstruction in Iraq and Afghanistan**

This course examines the challenges and opportunities in rebuilding war-torn societies. Rather than assume that all post-conflict reconstruction is a moral responsibility or strategic demand of the United States, it questions the assumptions, objectives, and expected outcomes at the planning and operational levels. The course assesses key conceptual issues and theoretical debates regarding the 'new humanitarianism', the tensions and trade-offs of different post-conflict strategies and the unintended consequences of implementing humanitarian aid. It will apply these debates to empirical studies in Iraq and Afghanistan and analyze the dilemmas of third-party interventions, success and failures of different reconstruction strategies across sectors and countries, and ways in which aid can mitigate or sustain conflict.

**(Class Limit 15) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Denise Natali**

#### **NDU 6065-1: Conflict Resolution and Peacebuilding**

This course is focused on identifying and understanding the causes of conflict within a nation. Through an understanding of the causes, students can better implement conflict resolution and peacebuilding skills that are crucial to preparing today's military for success in future missions. The interactive methods and content of the course will borrow from the field experiences of conflict resolution practitioners and military commanders involved in teaching the course, and will include examples of past successes and failures in order to provide students with helpful guidance in how to translate their learning experiences into actions (in their future responsibilities) calculated toward achieving optimal results. NOTE: This course is taught by Amb. John McDonald, Institute for Multi-track Diplomacy; Dr. Alan Whittaker is the NDU point of contact for the course.

**(Class Limit 18) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Alan G Whittaker**

## **NWC**

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#### **NWC 6101-1: Economics and Global Security**

The US is the dominant global economic power. Economic globalization is changing the economic, social and political landscape, and is unstoppable. Through trade agreements, economic sanctions and aid, accession to the WTO, World Bank, IMF, where it holds dominance, and other trade pacts, the US is able to underpin its business, trade and investment and political interests abroad. Further it is able to advance its social and political agenda through and the use of many UN agencies and NGOs. However the global balance of economic power is changing rapidly with the rise of China, India, Brazil and even Russia. The rise in economic power has also led to a rise in military capabilities, and regional power centers. The recent enlargement of the group of G7 to the G20 reflects this change in the global political landscape as a result of changes in economic power. There is also a rush for scarce resources that brings in its wake global competition, political instability and even wars. On the other hand there is a large set of very poor countries that are being left behind, are becoming heavily indebted and seem to have been passed by globalization. Lack of economic opportunities, rising poverty and the share of youth, are making these countries havens for unrest and sometimes chaos. Global inequalities are increasing. This elective is designed to look at key economic issues – including energy, water, demography, trade and aid, global debt, poverty, food security, global warming, drug trafficking, international crime, the rise of emerging economic competitors such as India, China, Russia and Brazil, globalization and its angst - as they affect US national, regional global security.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Inderjit J Singh**

#### **NWC 6109-1: Strategy: Brand X**

Examines the "generic" nature of strategy by going outside the familiar realm of political-military events. While it has explicitly military roots, the word "strategy," fundamentally definable as "the process of interrelating ends and means," pervades all of human life—indeed, all of life: Viruses, after all, have strategies—which often triumph over our own best efforts to resist. We will look both at broad scientific concepts that seem to have fundamental relevance to strategy (e.g., decision-making theory, chaos and complexity science, game theory, evolutionary theory) and at other environments that might be analogous to those of the national strategist. Such environments might include big business or major-league sports, crime control in a major city, and the building and maintenance of non-state institutions—say, an organized crime cartel or a religion. Throughout the course, we will carry on a "strategic conversation" that constantly interrelates the diverse subject matter to our core interest in national strategic issues. Students are expected to participate

energetically in seminar debate and to produce a short paper or presentation. Link to online Syllabus: <http://www.clausewitz.com/Courses/6109/index.htm> USERNAME: nwcuser  
PASSWORD: nwc1234A

**(Class Limit 12) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Christopher Bassford**

#### **NWC 6110-1: Doing Strategy: Lessons Learned for Modern Strategists**

This course examines cases, recent and historical, in an effort to help students "practice" strategy. The primary aim of the course is to learn something from history that might better help us to develop and implement strategy in current and future contexts. Two primary cases – Vietnam and Afghanistan – will be examined in depth. The course presumes a good background in the fundamentals of strategy, such as is offered in NWC core course 6100, or other comparable core courses offered elsewhere at NDU. Although this course is intended to complement the elective course: Scenario Planning for Strategists (offered by NWC in the Spring term), it is entirely independent and can be taken alone. If you have been thinking about how to consider what it means to understand and to develop "strategy" then this course may be what you are looking for. It is structured to consider several strategic approaches in support of case study analysis – frameworks that are either already familiar to you, or will become so during the course of your academic year at NDU. Students will be encouraged to form their own conclusions and to suggest alternative approaches. The class will eventually develop an aggregate body of evidence that demonstrates strategic lessons learned, or not learned, as the "case" may be. Student participation in a culminating role-play exercise will offer an opportunity to demonstrate comprehensive understanding of strategy in context by examining the US National Security Strategy (May 2010) in a hypothetical future scenario. There is no writing requirement – instead, student presentations during the role-play exercise will form the "capstone" element at the end of the course, and will form the basis of assessment for student evaluations.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Robert Burl Brannon**

#### **NWC 6202-1: The American Civil War: A Case Study in American Strategy**

Examines the Civil War from the national strategic perspective. Emphasizes the relationship between politics, society, economics, war aims, diplomacy, law, strategy, operations, and tactics. Examines leadership at the strategic and operational levels; the impact of changing technology; and logistics. Assesses the immediate and long term consequences of the Civil War in American history generally, and specifically its impact on American strategic and military thought. Student learning is further augmented by optional, instructor-led battlefield "staff rides" in which students examine local campaigns in detail, on the ground where they were fought. The method of instruction is seminar discussion. In addition, each student participates in a group or individual presentation of an analysis of a key campaign or a relevant subject.

**(Class Limit 12) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: CAPT James Ryman Shoaf, Col Kim Michelle Waldron**

#### **NWC 6203-1: Afghanistan: The Long War**

This elective course will review our political and military involvement in Afghanistan, with special attention to counter-insurgency and counter-terrorism theory. It will survey Afghanistan's history, focusing on: (1) the early history, (2) the Soviet/Civil War/Taliban period from 1978 to 2001, (3) the "light footprint" international involvement and resurgence of the Taliban from 2001 to 2007, and (4) the increased international security and civilian presence from 2007 to the present. It will examine U.S. and coalition policy, counter-terrorism, stabilization activities, economic reconstruction, governance and institution building, as well as Pakistan's role. The course will utilize guest lecturers and require short papers and informal presentations from the students.

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Joseph J Collins**

#### **NWC 6204-1: A History of the Vietnam War**

Looks briefly at Vietnam's cultural heritage, the legacy of Chinese occupation, and the French Indochina War, then examines in depth the American experience in Vietnam. The study encompasses the diplomatic, political, cultural, informational, and military aspects of the war. The objective of the course is not only to gain insights about the nature, character, and conduct of the war, but also to develop an understanding of how national goals are formed and strategy is designed to achieve them. Students will gain an appreciation for: the difficulty of trying to achieve political ends such as "security" and "stability"; how domestic political concerns can influence a nation's foreign policy; and how personalities can affect the design and implementation of strategy. The course will further explore how the Vietnam experience has affected current U.S. strategic endeavors, to include the on-going efforts in Iraq and Afghanistan. An oral presentation on a particular aspect of the war, and why that aspect is worthy of examination, is required.

**(Class Limit 13) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Mark A Clodfelter, Mr. Mark Bulldog Pizzo**

#### **NWC 6205-1: Cyber Operations and National Security Strategy**

Cyber Operations and National Security Strategy" will address specifically the computer and networking issues of a topic broadly referred to as "Information Operations". It has three main themes—computer operations as a tool of national power for espionage, for power projection as a non-kinetic military tool, and the social phenomenon of computers and networking and how our computer-dependent infrastructures is affecting national strategy. This is not a technology course, nor will it address the "soft" parts of the larger and doctrinally-driven Information Operations, such as psychological operations or public perception management. It will confront head-on the key technologies in play in cyber operations, but this course's focus will be on how these and their context may shape US strategy. Will Clausewitzian notions of fear and hate, rationality and policy, and violence be manifest in cyber operations? Do cyber operations constitute an RMA? For that matter, what is an RMA? And how will electronic networking take us beyond the apocryphal "OODA Loop", into an environment in which everyone is a decision-maker everywhere, all the time?

**(Class Limit 13) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Richard Brian Andres, Mr. Steven Merrill Stigall, Mr. LaForrest Virgil Williams**

#### **NWC 6206-1: Introduction to US Special Operations (USSOCOM) Roles and Missions**

This elective reviews the strategic nature of US Special Operations Command (USSOCOM) in three major categories. First, a review of the organization and functions of USSOCOM, service components, as well as policy and Congressional oversight will be conducted with a focus on USSOCOM's relevance to the National Security Strategy. Next, employment considerations will be examined with specific emphasis on Special Operations theory and future concepts. The third category will cover USSOCOM's role in Irregular Warfare (IW) as defined in DOD's IW Joint Operating Concept (JOC). Course requirement options include a short 5 page paper, or a 20-30 minute oral case study related to a Special Operations mission or functional area. A research paper is optional and may be eligible for the USSOCOM Essay Contest. Open to US students with a minimum SECRET clearance  
***This course requires Secret clearance. (Class Limit 13) (2 Credit Hours)***

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Col Patrick Pekelo Pihana**

#### **NWC 6210-1: Themes in Military History**

This course examines key turning points and transformations in military history. In particular the course examines how social norms, cultural traditions, political organization, and technology have affected the character and conduct of military operations. The course examines various historical periods, including cases drawn from ancient Rome, the campaigns of steppe nomads such as the Huns and Mongols, military transformation in early modern Europe and Shogunate Japan, and the role of ideology in Nazi Germany's armed forces.

We will then apply the lessons learned to an analysis of 20th century developments and the current international situation.  
**(Class Limit 13) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Bernard I Finel**

#### **NWC 6230-1: Nuclear Weapons and National Security in the 21st Century**

Nuclear weapons have the power to change the world forever – or even to end it. Anyone aspiring to be a national security strategist needs a solid understanding of nuclear weapons and the many issues surrounding them today. What are they for? Why are nuclear weapon states modernizing their forces, and why are others trying to acquire them? How much is enough, can proliferation be stopped, and what about Global Zero? How do missile defenses play? This course will address these and other questions related to nuclear weapons and national security in the 21st century. The first block will cover nuclear weapon basics, the evolution of nuclear strategy, and the concept of nuclear deterrence and how it is changing. The second block will address the forces and policies of states with nuclear weapons, efforts by others to get them, different approaches to slowing proliferation, the role that arms control treaties do or do not play in cutting nuclear forces, and the relationship between nuclear deterrence and missile defense. The final block will consider prospects for further reductions in and elimination of nuclear weapons, address current issues related to US nuclear policy and force structure, and provide an opportunity for students to present their views on how nuclear weapons fit into national security strategy in the 21st Century. Each student will be responsible for one or more short in-class presentations, as well as a 3-page op-ed piece on a topic of interest.

***This course requires Secret clearance. (Class Limit 13) (2 Credit Hours)***

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Col Mark A Bucknam, Mr. Richard H Davison**

#### **NWC 6303-1: Intel Support to National Security Policy**

This course examines intelligence as an instrument of national power and its role in the formulation and execution of grand strategy. Following an introductory session intended to define the nature of intelligence in the contemporary world, the course will employ a series of case studies to assess the ways in which senior civilian and military leaders have used intelligence in policy formulation and command. Special attention will be paid to the relationship between the intelligence officer and policymaker and the question of "politicization," using recent intelligence estimates on Iraq and Iranian WMD as examples. The course then will turn to a series of issues in contemporary American intelligence, including tactical intelligence support to the warfighter, the role of technology, domestic surveillance and civil liberties, and the increasing reliance on contractors in intelligence work. The culture and ethics of intelligence also will be addressed. Each student will make an in-class presentation intended to focus seminar discussion on the topic of the day. No security clearance is required for this class, which is open to all students.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Mr. Frederick Peter anthony Hammersen, Mr. Gustav Anthony Otto**

#### **NWC 6305-1: Responding to State Failure and Instability**

This elective will enhance the research function and agenda of NWC by conducting a one-semester, think-tank style research project, built around a specific theme of interest to Joint Staff (and possibly other USG) customers, with a specific deliverable—in this case, a report and accompanying briefing. The topic of North Korean instability has been chosen because it has tremendous implications for US security and military planning issues—and yet, under the shadow of wars in Iraq and Afghanistan and a global focus on terrorism, this problem has arguably not been receiving the sustained, national-level focus it deserves. Students will provide the research muscle for the report. In the case of this elective, because of the intensive research and writing requirements in support of an outside client—while there is no formal "admission requirement," it is suggested that students only sign up for the course who have some background or skill (knowledge of the issue, prior graduate work, general writing ability, work with extended research projects) that lends itself to the project. The nature of the work will require research and writing skills of some basic level, an ability to prepare a component of a larger study at a high level, an ability to participate in analytical shaping of the project, and an ability to work with partners outside NWC to include external analysts and USG customers. Weekly readings and assignments will track closely with the amount, nature and rigor of a conventional elective—readings about North Korea's recent past, current crisis and possible futures. Students will each be assigned a specific aspect of the problem to research and write (much like, in a sense, the field studies Informed Questions Papers, which are often assigned by sub-topic to various trip participants). Each student will write a 10-15 page research paper which will inform the overall group study paper, which will be jointly authored between the group and faculty. NWC faculty will seek an outside research institute as a partner organization for this effort (perhaps INSS and another organization); if that does not prove possible, short of formal partnership, we will engage heavily with experts both inside and outside NDU.

**(Class Limit 13) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-11/30/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Michael J Mazarr**

#### **NWC 6312-1: Negotiations for Strategists: Theory, Practice, and Assessment**

This course combines the basics of negotiation theory and the examination of select case studies with a series of "hands-on" negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation and implementation concepts to a wide range of negotiation challenges and (2) assessing and refining individual approaches to conflict management and negotiation performance through rigorous peer review and self critique. Students will complete the Thomas-Kilmann Conflict Mode Instrument (TKI) to assess individual tendencies in dealing with conflict. TKI is a well established assessment tool with thirty years of proven use in measuring conflict-handling behavior. This instrument will provide students with a profile that will be used to set individual goals for developing or refining specific negotiating skills. Texts include: Roger Fisher and William Ury, *Getting to Yes*; Michael Watkins and Susan Rosegrant, *Breakthrough International Negotiation*; Dennis Ross, *Statecraft*; Robert Mnookin, *Bargaining With the Devil*; and Kenneth Thomas, *Introduction to Conflict Management*. Requirements include class discussion, participation in negotiation exercises, participation in self assessment and peer review, and two written negotiation worksheets (4-7 pages each).

**(Class Limit 12) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Ms. Lisa Bronson**

#### **NWC 6313-1: Energy and the Environment for Strategists**

The course will provide students with an introduction to the basics of oil, gas, electricity and non-fossil fuel energy as well as the international politics associated with each sector, and to global environmental and resource challenges including changing demographics, access to water, and climate change. We will focus on the challenge to think strategically about issues including energy security, the roles of states vs. markets in energy, pipeline politics, international nuclear power concerns, transboundary environmental negotiations, global climate change, and possible future scenarios and technologies. The course will include technology and country case studies.

**(Class Limit 13) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Theresa M Sabonis-Helf, COL Kenneth William Shreves**

#### **NWC 6401-1: Congress and National Security**

This course seeks to explain how Capitol Hill works. We will examine the unique culture and procedures of the legislative branch in the broad political context of elections and the demands of local representation, partisan competition, the complex congressional committee system, and concerns for the national interest. This is a hands-on course. The class will travel to Capitol Hill. We also will interact in seminars with congressional staff, the press, lobbyists and executive branch officials. Finally, students will be asked to develop a legislative plan for a particular national security issue. These plans will identify a legislative goal and discuss how to reach that goal in light of congressional procedures, committee jurisdictions, budgetary constraints, electoral and interest group pressures, press coverage, competing presidential priorities and ongoing international events. The course deliverables include a legislative strategy, where students will pair-up in teams of two, then provide a brief written memo and class presentation. This course will meet at 1330 throughout the term, with some meetings lasting beyond 1530. AS A RESULT, STUDENTS ADMITTED TO THIS ELECTIVE ARE PROHIBITED FROM TAKING ANOTHER WEDNESDAY ELECTIVE DURING THE FALL SEMESTER.

**(Class Limit 13) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-11/30/2011**

**Instructors: Dr. Colton C Campbell**

**NWC 6405-1: Homeland Security**

Provides a framework for analysis of homeland security as it relates to national security in the 21st Century. The course examines the threats, actors, and the organizational structures and resources required to defend the U.S. homeland. It evaluates the current strategy of homeland security in terms of threats (including WMD, bio-terrorism and cyber-terrorism), deterrence, prevention, preemption, crisis management, consequence management, attribution, and response. It explores the boundaries of homeland security from many perspectives, including the inter-agency process and the responsibilities of the Department of Homeland Security, DOD and the Northern Command, intelligence and law enforcement, congressional oversight, the private sector, and public health. The reading material and class discussions reflect policies, perceptions, and thinking since 9/11. Students are expected to contribute to seminar discussions and are responsible for an opinion-editorial (op-ed) on a homeland security issue of choice.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-11/29/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Mr. David B Hill, CAPT Frank H Kingett, Mr. Jesus Soto**

**NWC 6501-1: Pakistan: An Ally in Transition**

The central purpose of this is to provide students an introductory understanding of the complex culture, history, politics, economics, the role of the military, war against terrorism and international relation in Pakistan. This course deepens the elements of the core curriculum by examining the difficulty and trade-offs involved in making policy in Pakistan. With extensive US involvement of the US in Afghanistan, India and Pakistan this is a region of growing concern to US policy. This course will focus on Pakistan, both because is critical to US foreign and security policies in both South and Central Asia and because it is a close ally in the war against terror in Pakistan and Afghanistan. It surveys the cultural, political, social, economic and military's role in Pakistan with a focus on United States national interests there. Pakistan is allied with Pakistan in an on-going war against the Taliban, who attack ISAF forces in Afghanistan, yet find sanctuaries in Pakistan. Pakistan's partnership is necessary if the war in Afghanistan is to be rough to a stable end. US policies are heavily invested in trying to keep Pakistan democratic, moderate, progressive and stable. The central purpose of this course is to provide a better understanding of the complex historical, cultural and political interdependence between these countries, that makes US policies in these countries such a daunting challenge. This course is available for the AF/Pak fellows in the college.

**(Class Limit 13) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-11/30/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Inderjit J Singh**

**NWC 6502-1: Arabic Cultural Literacy**

Provides basic learning related to (1) the Arabic language; and (2) cultural norms for common situations, with variations for people, region, and sub-regions of the Arab and Islamic Worlds. Topics for Arabic language include pronunciation, courtesy expressions, gestures, names, reading the alphabet and numbers, and regional dialect variations. Topics for cultural behavior include etiquette, do's and don'ts, friendships, hospitality, reciprocity and emotions, humiliation, honor, loyalty, personal image, body language, dealing with women, the role of the family, the sanctity of the household, and Muslim approaches to animals, particularly dogs within the household. Also discussed in the course are Arab values, identity, future trends, and Arab perceptions of Americans and American policy and strategy. An important component will be the role of Islam in personal interactions, with reference to extremist and mainstream Islam, the Qur'an, Jihad, views of Israel, and interaction between Muslims and non-Muslims. This elective MEETS TWO DAYS a week, Tues and Wed, EARLY THROUGHOUT AND DOES NOT SWITCH. NOTE THAT this elective COUNTS for 2 FULL ELECTIVES AND 4 CREDIT HOURS.

**(Class Limit 12) (4 Credit Hours)**

**T, W 13:30-15:25 9/13/2011-11/30/2011**

**Instructors: Dr. Kamal A Beyoghlow**

**NWC 6504-1: Islam and World Politics: Assessing the Conditions for A Sustainable Democratization**

This course will describe the way in which the politicization of Islam has been part of the nation-building project in many Muslim-majority countries, and how Islam has, in turn, become an integral part of national narratives in much of the Muslim world. In the light of the Arab Spring events that are still unfolding, we will examine the recent crisis of legitimacy that many of these newly formed nation-states have gone through. Crisis has translated into social upheaval and uneconomic unrest; the desire to reach ontological security and the desire to eliminate existential anxiety has arisen as a result and can explain the role of Islam in politics both nationally and internationally. During the course, we will systematically analyze the status of Islam within modern nation-states through case studies of Iran, Pakistan, Egypt, Iraq and Tunisia. Such case studies will show how Islamic references have been central to building modern national narratives and institutions, and how collective Islamic discourses and actions therefore must be analyzed in political and cultural terms. Furthermore, we will also analyze different globalized forms of Islam that have attracted more and more followers in different parts of the world, Muslim and not. We shall use both religious and political movements as a point of reference to better understand the idea of a "universal link" to the Community of Believers (umma) such as the Muslim Brotherhood or the Wahhabi doctrine. Finally, we will examine Diasporic Muslim communities, known as "transnational networks" and the ways in which members of such networks or communities have developed a sense solidarity that transcends the boundaries of nationality and culture.

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/28/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Professor Jocelyne Cesari**

**NWC 6524-1: Islam and the West**

Examines up close the growing Islamic communities in Western Europe, and assesses their growing political dynamics. The course focuses on Islam and Muslims in the UK, France, Germany, and Holland. Turkey's relations with the EU is also covered. Students will gain a better understanding of the changing nature and character of Islam in Western Europe and its future impact on western society and culture. The course complements and reinforces recurring themes in other electives and core courses, particularly those with regional or global focus.

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-11/29/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Omer Taspinar**

**NWC 6601-1: Strategists at War**

Many courses deal with strategic logic or various aspects of strategic thinking. In Strategists at War, students become practitioners, actually doing strategy. The purpose of this course is to prepare future military and civilian leaders to make strategic decisions in a thoughtful, nuanced, and timely manner. The course fills an important need. The U.S. Government has not done well over the past three administrations dealing with long-term strategic problems. Despite some attempts, the staff of the National Security Council has focused on immediate issues, and that has permeated throughout the government. Changing the way of doing business on national security issues will not be easy, and will require the kinds of skills used in this course. The course introduces students to a series of complex, real-time scenarios and asks them to develop strategic options/recommendation packages, integrating all elements of national power. The scenarios will be based on actual events unfolding during the semester; literally ripped from the headlines. The elective is taught at the Classified SECRET level, meets on Wednesdays from 1330-1525, and does not switch times during the semester."

***This course requires Secret clearance. (Class Limit 13) (2 Credit Hours)***

**W 13:30-15:25 9/14/2011-11/30/2011**

**Instructors: Dr. David P Auerswald**

**NWC 6702-1: Sino-US Relations**

Examines the status and issues in relations between China and the U.S. The seminar will focus on both Washington's and Beijing's views of the issues. Course instructional methodology is a mix of lecture, discussion, and guest speakers. The student writing assignment is a 5-7 page paper in the form of a policy recommendation to a senior policy-maker (either Chinese or U.S.).

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 9/12/2011-11/28/2011**

**Instructors: Dr. Cynthia A Watson**

#### **NWC 6704-1: Northeast Asia and U.S. Security**

Examines the status and issues in U.S. relations with Northeast Asia. Focus will be on the history, culture, politics, and military elements as well as the current status of three countries in particular: Japan, Korea, and China. Course will end with a consideration of US interests while trying to articulate elements of US security vis a vis Northeast Asia writ large. Course instructional methodology is a mix of lecture, discussion, and guest speakers. The student writing assignment is a 6-8 page paper that addresses an issue of concern to the nations of the region (Japan, ROK, NK). The course will seek to prepare students for Field Studies to the region, specifically, Japan and South Korea.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 9/12/2011-11/28/2011**

**Instructors: CAPT Peter Karl Dallman**

#### **NWC 6705-1: Southeast Asia**

Southeast Asia, comprising ten nations (plus Australia and New Zealand) was a focal point of American policy during the Cold War -- graphically manifested in the Vietnam War (1963-75). In the decades since, the region has been largely ignored by U.S. security planners, especially following the 1991 closure of bases in the Philippines, despite its growing economic importance to the United States. But since 9/11 there has been a dawning recognition that Southeast Asia poses important issues for U.S. security including the presence of active Al Qaeda-affiliated terrorist networks and the rise of neighboring China as an Asian great power and aspirant global superpower. The elective will examine key aspects of the region (political, economic and societal) and will relate those factors to U.S. security interests. The course will seek to prepare students for Field Studies trips to Indonesia/Singapore and Vietnam plus one other country (TBD). There are approximately 80-100 pages of reading a week and one 6-8 page paper.

**(Class Limit 16) (2 Credit Hours)**

**M 13:30-15:25 9/12/2011-11/28/2011**

**Instructors: Dr. Zachary M Abuza**

#### **NWC 6720-1: Israel and its Neighbors**

This is a new elective focusing on the geostrategic significance of Israel and its neighbors, Syria, Lebanon, Egypt, Jordan and the Palestinian Authority and Groups. Among the themes to be explored are the roots of Arab-Israeli Conflict and wars; the Peace Process; U.S strategic interests; regime stability; internal political, economic, and social dynamics as indicators of stability and security (or instability and insecurity); the centrality of culture; terrorism; the problems of minorities including women and non-state actors; and human and civil rights; etc. In addition to the thematic approach, the course will examine the historical and cultural evolutions of each state with an eye towards analyzing the broader security implications of the so-called Confrontation States." Finally, the course will explore key conceptual domestic tensions, namely secularism and religion; modernity and tradition; pluralism and authoritarian rule; etc on a comparative basis. The course will utilize an overlapping domestic, regional and international dynamics model to help flesh out the key political, economic, social (including religious), and military underpinnings of the states under analysis. Requirements include one oral presentation, analytically sustained seminar contributions, and a short analytical essay focusing on strategy and policy issues.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 9/12/2011-11/28/2011**

**Instructors: Dr. Kamal A Beyoghlou, Mr. Alan Greeley Misenheimer**

#### **NWC 6726-1: SubSaharan Africa and US Interests**

Provides an intensive review of the major issues facing Sub-Saharan Africa and examines the basis and focus of US policy toward that region. The course covers history, culture, the evolution of US policy toward Africa, and economic, political and security trends and issues. It examines the roles of US diplomacy, foreign aid, and security assistance. Readings, guest speakers, seminar discussion, and a field trip to a local museum are the main methods of instruction. Perspectives of both US and African analysts and policy makers will be explored. Designed to provide a basis for assessing US interests in Africa and developing a future policy framework for the region to 2015, the course will prepare students who will be going on field studies to the region.

**(Class Limit 15) (2 Credit Hours)**

**M 13:30-15:25 9/12/2011-11/28/2011**

**Instructors: Dr. Desaix B Myers, Mr. LaForrest Virgil Williams**

#### **NWC 6741-1: TransAtlantic and European Security**

Examines the evolving political, military and economic environment in Europe. The course begins with an examination of the European-US perspectives on security, then turns to examining the specific institutions of the European Union and NATO and their missions. Considerable attention is placed on how Europeans are assessing their ability to fashion a Common Security and Defense Policy. The course will give students an opportunity to examine in depth the different country perspectives (France, Germany, UK, Poland and other CE European states) in defining Europe's security agenda and relationship with the United States. In addition, the elective will cover European views of nuclear matters, Russia and Turkey as well as the current Euro-zone crisis. Each student will be responsible for writing a research paper on one of the NATO/EU countries as well as prepare a US strategy toward Europe in preparation for his/her later Field Study travels.

**(Class Limit 14) (2 Credit Hours)**

**M 13:30-15:25 9/12/2011-11/28/2011**

**Instructors: Dr. Roger Zane George, Mr. Richard H Davison**

#### **NWC 6747-1: Central Asia and the Caucasus**

Will examine the 8 southern-tier states of the former Soviet Union: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. These states represent a wide range of cultures and styles of government, and they face very different challenges. The course will provide an overview of the sub-regions, and will then focus on issue areas, contrasting the evolution of each issue across the eight states. Issues will include energy and natural resources, governance and democratization, ethnic relations, US and foreign relations, frozen conflicts, military reform and the security environment. Students will make a classroom presentation, and will write an opinion editorial advocating a US approach to a particular issue in the region or critiquing an existing policy. The course will work closely with, and help students prepare for, Field Studies trips to these regions.

**(Class Limit 14) (2 Credit Hours)**

**M 13:30-15:25 9/12/2011-11/28/2011**

**Instructors: COL Jon E. Chicky**

#### **NWC 6761-1: Contemporary Latin America and U.S. Policy**

Surveys Latin American and Caribbean (LAC) politics and society. Specifically, the course examines the political development of LAC societies focusing on the social and economic factors that have shaped the region's institutions and political development. Special attention is given to the various issues and themes that have been constants in Latin American political and economic development: colonial legacy and political culture; the crisis of the oligarchic order; populism and nationalism; political violence and strategic cooption; external dependency; dictatorship and militarism; underdevelopment; revolution and democracy; economic neo-liberalism and integration. An important current that ties these themes together concerns obstacles to the establishment and consolidation of democratic political institutions and the structural causes of poverty, social injustice, economic underdevelopment and the prevalence of non-democratic responses to the traumas of rapid modernization. Finally, the course will devote time to analyzing the very important role of

the United States in the political, diplomatic and economic development of LAC.  
(Class Limit 16) (2 Credit Hours)

M 15:35-17:30 9/12/2011-11/28/2011

Instructors: Dr. Cynthia A Watson

**NWC 6901-1: Research Fellow**

Limited to a total of three NWC students per academic year. All candidates must submit the first 6100 required paper the day after the electives open house together with a research proposal to the Director of Writing Programs. Research Fellows are excused from all elective requirements, except for Field Studies. This enrollment must be approved by the Director of Writing and Research.

(Class Limit 3) (4 Credit Hours)

0:00-0:00 1/1/1900-1/1/1900

Instructors: Dr. Joseph J Collins, Dr. Cynthia A Watson

**NWC 6901-2: Research Fellow**

Limited to a total of three NWC students per academic year. All candidates must submit the first 6100 required paper the day after the electives open house together with a research proposal to the Director of Writing Programs. Research Fellows are excused from all elective requirements, except for Field Studies. This enrollment must be approved by the Director of Writing and Research.

(Class Limit 1) (4 Credit Hours)

0:00-0:00 1/1/1900-1/1/1900

Instructors: Dr. Joseph J Collins, Dr. Desaix B Myers

**NWC 6901-3: Research Fellow**

Limited to a total of three NWC students per academic year. All candidates must submit the first 6100 required paper the day after the electives open house together with a research proposal to the Director of Writing Programs. Research Fellows are excused from all elective requirements, except for Field Studies. This enrollment must be approved by the Director of Writing and Research.

(Class Limit 1) (4 Credit Hours)

0:00-0:00 1/1/1900-1/1/1900

Instructors: Dr. Joseph J Collins

**NWC 6902-1: Advanced Writing Elective**

This elective allows a student to pursue an individual writing project resulting in one paper of approximately 30 pages in length. Students desiring to take this elective must submit a proposal approved by a faculty mentor of their choice to the Director of Writing Programs.

(Class Limit 1) (2 Credit Hours)

0:00-0:00 1/1/1900-1/1/1900

Instructors: Ms. Karen Dene Turner

**NWC 6902-2: Advanced Writing Elective**

This elective allows a student to pursue an individual writing project resulting in one paper of approximately 30 pages in length. Students desiring to take this elective must submit a proposal approved by a faculty mentor of their choice to the Director of Writing Programs.

(Class Limit 1) (2 Credit Hours)

0:00-0:00 1/1/1900-1/1/1900

Instructors: Mr. David B Hill

**NWC 6902-3: Advanced Writing Elective**

This elective allows a student to pursue an individual writing project resulting in one paper of approximately 30 pages in length. Students desiring to take this elective must submit a proposal approved by a faculty mentor of their choice to the Director of Writing Programs.

(Class Limit 1) (2 Credit Hours)

0:00-0:00 1/1/1900-1/1/1900

Instructors: Dr. Michael J Mazarr

**NWC 6902-4: Advanced Writing Elective**

This elective allows a student to pursue an individual writing project resulting in one paper of approximately 30 pages in length. Students desiring to take this elective must submit a proposal approved by a faculty mentor of their choice to the Director of Writing Programs.

(Class Limit ) (2 Credit Hours)

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Instructors: Dr. Vivian S Walker

**NWC 6902-5: Advanced Writing Elective**

This elective allows a student to pursue an individual writing project resulting in one paper of approximately 30 pages in length. Students desiring to take this elective must submit a proposal approved by a faculty mentor of their choice to the Director of Writing Programs.

(Class Limit ) (2 Credit Hours)

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Instructors: Dr. Cynthia A Watson

**NWC 6903-1: Tutorial**

Students may arrange with an instructor to take a semester-long independent study on a specific topic related to national security. A tutorial involves extensive reading, a number of meetings with the supervising faculty, and oral and written critical analyses of the readings. Faculty members may also be willing to offer a tutorial based on the syllabus of a course that failed to garner the minimum number of students. Students desiring to take a Tutorial must submit a proposal approved by their faculty mentor to the Director of Electives.

(Class Limit 1) (2 Credit Hours)

0:00-0:00 1/1/1900-1/1/1900

Instructors: Dr. Cynthia A Watson

**NWC 6903-2: Tutorial**

Students may arrange with an instructor to take a semester-long independent study on a specific topic related to national security. A tutorial involves extensive reading, a number of meetings with the supervising faculty, and oral and written critical analyses of the readings. Faculty members may also be willing to offer a tutorial based on the syllabus of a course that failed to garner the minimum number of students. Students desiring to take a Tutorial must submit a proposal approved by their faculty mentor to the Director of Electives.

**(Class Limit ) (2 Credit Hours)**

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Instructors: Dr. Desaix B Myers

## **CISA**

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**CISA 6910-1: Controlling the Bomb: Understanding Nuclear Security and Policy**

The nuclear era began in 1945 with the bombing of Hiroshima and Nagasaki. Six decades later the possibility of a mushroom cloud rising over a major city continues to shape international affairs and strategic analysis. Today, the greatest threat to global security is the spread of nuclear weapons to dangerous states and non-state actors. To counter the risk of nuclear proliferation, the United States, in coordination with the international community, is undertaking a comprehensive response consisting of treaties, agreements, and programs to secure nuclear materials, technologies, and expertise. Many nations recognize the importance of the proliferation threat and, in April 2010, President Obama hosted delegations from 46 countries at a Nuclear Security Summit in Washington DC to strengthen the global response. In this course, students will evaluate the role of nuclear weapons in the 21st century and what can be done to prevent proliferation. The course will draw upon contemporary case studies and lecturers with years of experience to explore the course themes

**(Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-12/2/2011 (changes to 15:35-17:30 after 6th session)**

Instructors: Dean Kenneth Earl Baker, Dr. Njema Jioni Frazier, Mr. James Tyrrell Windle

**CISA 6918-1: South Asia: From the Mogul Empire to Osama bin Laden**

This course is a required elective in the MASSS South and Central Asia program. It touches on the people, geography, history, and politics of South Asia prior to 2001, with an emphasis on state formation, state viability and the roots of security issues in Afghanistan and Pakistan. Students will identify the key dynamics affecting state formation in those two countries, including colonialism, partition, modernization and backlash, foreign invasion, civil war, and political Islam. They will understand the strategies each state developed to respond to those dynamics. And they will evaluate how successful each state was in meeting the challenges of state formation and emerging questions of security. Students will be asked to understand and apply basic concepts of comparative political science: they will identify elements in Afghanistan's and Pakistan's national experiences that are unique and what elements they share in common with other developing states in the world. To that end, students are introduced to different academic models to Afghanistan and Pakistan, including modernization theory, the political development literature, globalization, and post-colonial independence, and asks students what insights these paradigms generate, if any, into the successes and failures of state formation in South Asia at the turn of the millennium. The purpose of the course is to prepare students to be long-term South Asia area experts, who understand the origins of security concerns in the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting.

**(Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-12/2/2011 (changes to 15:35-17:30 after 6th session)**

Instructors: Dr. Hassan Abbas

**CISA 6918-1: South Asia: From the Mogul Empire to Osama bin Laden**

This course is a required elective in the MASSS South and Central Asia program. It touches on the people, geography, history, and politics of South Asia prior to 2001, with an emphasis on state formation, state viability and the roots of security issues in Afghanistan and Pakistan. Students will identify the key dynamics affecting state formation in those two countries, including colonialism, partition, modernization and backlash, foreign invasion, civil war, and political Islam. They will understand the strategies each state developed to respond to those dynamics. And they will evaluate how successful each state was in meeting the challenges of state formation and emerging questions of security. Students will be asked to understand and apply basic concepts of comparative political science: they will identify elements in Afghanistan's and Pakistan's national experiences that are unique and what elements they share in common with other developing states in the world. To that end, students are introduced to different academic models to Afghanistan and Pakistan, including modernization theory, the political development literature, globalization, and post-colonial independence, and asks students what insights these paradigms generate, if any, into the successes and failures of state formation in South Asia at the turn of the millennium. The purpose of the course is to prepare students to be long-term South Asia area experts, who understand the origins of security concerns in the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting.

**(Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 9/13/2011-12/2/2011 (changes to 15:35-17:30 after 6th session)**

Instructors: Dr. Hassan Abbas

**CISA 6918-2: South Asia: From the Mogul Empire to Osama bin Laden**

This course is a required elective in the MASSS South and Central Asia program. It touches on the people, geography, history, and politics of South Asia prior to 2001, with an emphasis on state formation, state viability and the roots of security issues in Afghanistan and Pakistan. Students will identify the key dynamics affecting state formation in those two countries, including colonialism, partition, modernization and backlash, foreign invasion, civil war, and political Islam. They will understand the strategies each state developed to respond to those dynamics. And they will evaluate how successful each state was in meeting the challenges of state formation and emerging questions of security. Students will be asked to understand and apply basic concepts of comparative political science: they will identify elements in Afghanistan's and Pakistan's national experiences that are unique and what elements they share in common with other developing states in the world. To that end, students are introduced to different academic models to Afghanistan and Pakistan, including modernization theory, the political development literature, globalization, and post-colonial independence, and asks students what insights these paradigms generate, if any, into the successes and failures of state formation in South Asia at the turn of the millennium. The purpose of the course is to prepare students to be long-term South Asia area experts, who understand the origins of security concerns in the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting.

**(Class Limit 20) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-12/2/2011 (changes to 13:30-15:25 after 6th session)**

Instructors: Dr. Paul D Miller

**CISA 6918-2: South Asia: From the Mogul Empire to Osama bin Laden**

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into the successes and failures of state formation in South Asia at the turn of the millennium. The purpose of the course is to prepare students to be long-term South Asia area experts, who understand the origins of security concerns in the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting.

**(Class Limit 20) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-12/2/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Paul D Miller**

#### **CISA 6921-1: Political Islam: Origins, Threats, and Counterstrategies**

The course gives an overview of radical Islam, with an emphasis on radical political Islam. It provided an in-depth analysis of the ideological roots, structural causes, and organizational structures of radical political Islamic movements by examining various movements such as the Muslim Brotherhood, Hamas, Hezbollah, Al Qaeda, and Jamaat al-Islamiyya. Through a comparative analysis of these movements, the course lays out the commonalities in their rhetoric, the conditions under which they emerge and radicalize, and the types of threat they pose to democratic legal order. Drawing on these findings, the course offers counterstrategies against these threats.

**(Class Limit 20) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-12/2/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Barak Aharon Salmoni**

#### **CISA 6949-1: Law Enforcement and National Security**

This course critically examines the use of law enforcement, at all levels of government, to address terrorism and other national security threats. Students will gain an in-depth understanding of the fundamental capabilities and limitations of civilian and military law enforcement approaches and the necessary elements for a successful law enforcement strategy. A critical examination will be conducted of how law enforcement agencies investigate and prosecute terrorists; how law enforcement can prevent terrorist attacks; and how complexities involved in using criminal and civil laws are leveraged to protect against terrorist violence. Military use of its law enforcement capabilities under the laws of war will also be treated, as well as the employment of law enforcement concepts in counterinsurgency and stabilization operations.

**(Class Limit 21) (2 Credit Hours)**

**T 15:35-17:30 9/13/2011-12/2/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Professor Arif Alikhan, Dr. Hassan Abbas**

#### **CISA 6954-1: Key Questions in Infrastructure Protection**

Critical infrastructure protection is a subject assessed in either very broad or very sector-specific terms. This course is interested in questions of both practical and analytic significance: How is criticality assessed? Who bears responsibility at which level of government? What is the role of the private sector? How is information shared? What constrains impede stronger efforts? Students will address these and other challenging questions as part of a collective consideration of policy options in this dynamic homeland security arena. The class is part of an ongoing debate on the subject and students should attempt to develop policy prescriptions in their areas of interest and expertise. The course requires active class participation and the preparation and delivery of in-class briefings (with accompanying short briefing paper).

**(Class Limit ) (2 Credit Hours)**

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**Instructors: TBA**

#### **CISA 6954-1: Critical Infrastructure Protection**

Critical infrastructure protection is a subject assessed in either very broad or very sector-specific terms. This course is interested in questions of both practical and analytic significance: How is criticality assessed? Who bears responsibility at which level of government? What is the role of the private sector? How is information shared? What constrains impede stronger efforts? Students will address these and other challenging questions as part of a collective consideration of policy options in this dynamic homeland security arena. The class is part of an ongoing debate on the subject and students should attempt to develop policy prescriptions in their areas of interest and expertise. The course requires active class participation and the preparation and delivery of in-class briefings (with accompanying short briefing paper).

**(Class Limit 21) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-12/2/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Professor Arif Alikhan, Dr. David Arthur Glancy**

#### **CISA 6974-1: Irregular Warfare: Strategy and Operational Art I**

Using Colombian counterinsurgency as its case study, this course examines irregular warfare from a strategic perspective with emphasis on operational art as employed in the present struggle against narcoterrorism in the second oldest democracy in the Western Hemisphere. Insurgents, terrorists, transnational criminals, and militias in Colombia are placed within their historical, national, and regional contexts, with both localized and broader struggles examined for the purpose of shedding light upon those elements which may be called uniquely "Colombian" and those which are more generic. Though whole of government response is considered, the realities of the case necessitate a focus upon the military instrument of national power. Particular use is made of actual strategic documents and personalities.

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-12/2/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Mrs. Amy Reynolds Bartlett, Dr. Sebastian Gorka, Dr. Thomas A Marks**

#### **CISA 6977-1: Irregular Warfare: Strategy and Operational Art II**

Using Pakistani counterinsurgency as its case study, this course examines irregular warfare from a strategic perspective with emphasis on operational art as employed in the present AF-PAK struggle. Pakistani counterinsurgency. Counterinsurgency and counterterrorism in Pakistan are placed within their historical, national, and regional contexts, with both localized and broader struggles examined for the purpose of shedding light upon those elements which may be called uniquely "Pakistani" and those which are more generic. Though whole of government response is considered, the realities of the case necessitate a focus upon the military instrument of national power. (6977 I is not a prerequisite)

**(Class Limit 20) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-12/2/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Brigadier Syed Shafqat Asghar**

#### **CISA 6977-1: Irregular Warfare: Strategy and Operational Art II**

Using Pakistani counterinsurgency as its case study, this course examines irregular warfare from a strategic perspective with emphasis on operational art as employed in the present AF-PAK struggle. Counterinsurgency and counterterrorism in Pakistan are placed within their historical, national, and regional contexts, with both localized and broader struggles examined for the purpose of shedding light upon those elements which may be called uniquely "Pakistani" and those which are more generic. Though whole of government response is considered, the realities of the case necessitate a focus upon the military instrument of national power.

**(Class Limit 20) (2 Credit Hours)**

**W 15:35-17:30 9/14/2011-12/2/2011 (changes to 13:30-15:25 after 6th session)**

**Instructors: Brigadier Syed Shafqat Asghar**

#### **CISA 6986-1: Media, Change and Strategy**

"I don't know where I've been, and I've just been there!" –Butch Cassidy (Butch Cassidy and the Sundance Kid). Ever wonder how you can assume responsibility for making and implementing a strategy responsive to great change when you are still not sure what is changing, why, and where that change is going to lead? This course explores the effects of media revolutions past and present, the complex challenges brought by the rise of "new media," and the frustrating and risky process of change and innovation in strategy.

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-15:25 9/14/2011-12/2/2011 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Jay Morgan Parker**

## SPRING SEMESTER

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### ICAF

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#### **ICAF 6110-1: Acquisition Policy II: Independent and Small Group Study**

Acquisition Policy II is a prescribed spring course for all students enrolled in the Senior Acquisition Course (SAC).\* The course provides a forum, through individual or small group study, for analytical study and evaluation of an issue associated with acquisition management in the national security establishment. \*Exception: Those SAC students enrolled in fall elective 5152, are automatically enrolled in spring elective 5153: Critical Thinking & Decision Making in Defense Acquisition II as a part of the SAC program in lieu of 5110, Acquisition Policy II. SAC students only.

**(Class Limit 90) (2 Credit Hours)**

**T 15:25-17:30 1/10/2012-3/27/2012**

**Instructors: Professor Richard T Altieri, Dr. Stephen Basile, Dr. Linda S Brandt, Associate Professor Donald R Briggs, Dr. Faye R Davis, CAPT Janet R Florey, Dr. Stephen Ford, CAPT John George Meier, Dr. Mark L Montroll, Ms. Colleen A Morris, Mr. Anthony Frederick Romano, Dr. Richard T Shipe, Col Jerome Thomas Traugher, Professor Jeanne K Vargo**

#### **ICAF 6153-1: Critical Thinking and Decision Making in Defense Acquisition II**

This case study course is offered in collaboration with the Defense Acquisition University. The course provides students the opportunity to "practice" making complex, integrated acquisition management and leadership decisions from a Program Manager's perspective. Following the Harvard Business School model, the students analyze contemporary Defense acquisition program situations and problems, employ analytical tools and decide a course of action from among options that were available to the decision-maker. Students defend their analyses and decisions to peers and faculty. 6152 is offered in the Fall and 6153 is offered in the Spring. Students who elect to take 6152 in the Fall must also take 6153 in the Spring. 6152 and 6153 are "double" electives, i.e. each count as two electives and are each worth four credit hours. Students who complete both 6152 and 6153 will receive credit for completing the Defense Acquisition University's PMT-401 Program Manager's Course. PMT-401 is statutorily required for newly selected Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program managers for ACAT I, IA, and II programs. Prerequisite: Open to all ICAF students with Acquisition Professional Development Program Level III certification and industry students with equivalent acquisition skills. SAC students only.

**(Class Limit 20) (4 Credit Hours)**

**W 13:30-17:30 1/11/2012-3/28/2012**

**Instructors: Dr. Richard T Shipe, Mr. Anthony Frederick Romano**

#### **ICAF 6157-1: Non-Lethal Weapons: Support for 21st Century Warfare & Homeland Defense**

This course examines a plethora of human effects, public perception, legal, and operational issues related to the use of non-lethal weapons. Topics include: potential violation of domestic and international laws; expectations of effectiveness and casualties; multi-disciplined research and development initiatives; past use of non-lethal concepts and technologies; capabilities of the armed forces; medical issues; public awareness; and military doctrine and strategy related to non-lethal weapons. This course requires a final Secret Clearance and is limited to U.S. students only.

***This course requires Secret clearance.* (Class Limit 16) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Stephen Basile**

#### **ICAF 6308-1: International Law and Military Operations**

Designed for strategic-level leaders in government service, the International Law and Military Operations elective provides an in-depth study of the theory, development and application of the international and national law as it applies to armed conflict, and its impact on strategy and strategic planning. The course will focus on the relevance and application of the international law to the post-Cold War and post- September 11, 2001 paradigm including armed conflict against transnational non-state terror networks, civilians on the battlefield, predator drones and other modern weaponry, detainee operations, military commissions, and enhanced interrogation techniques. Students will examine the impact of military conflicts on current U.S. policies such as treaty interpretation, the role of the International Committee of the Red Cross in armed conflicts, and the application of international law under U.S. domestic law. Finally, the course will address the future of the international armed conflict (LOAC, given uncertain operational environments in which the U.S. will find itself in the mid-and long-term future. Students will prepare and conduct an in-class presentation on a current LOAC issue.

**(Class Limit 18) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: COL Michael Ray Black, Dr. Kenneth B Moss**

#### **ICAF 6311-1: The Politics of Congress**

This course seeks to answer questions about why Congress and its members act as they do. The course begins by comparing public expectations of Congress against those inside the House and Senate. The motivation to run and serve in Congress receives attention. The course examines the "cultures" of the House and Senate, the role of political parties, the multiple demands on members time and energy, the relationship among committees, and the impact of interests and money. Is Congress more partisan than in the past, and what might be done to change this situation? Finally, in light of all of these factors, what are the "do's" and "don'ts" for services, departments and private actors trying to influence Congress. The course makes use of a few outside speakers, a visit or two to Capitol Hill, and seminar discussion. The paper requirement asks for a written statement that would be presented by one's service, department, agency, or employer before a congressional hearing.

**(Class Limit 16) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Kenneth B Moss**

#### **ICAF 6312-1: Public Policy Formulation: Think Tanks**

The Framework for Grand Strategy is based on four tools: economics, diplomacy, information and military. The Defense Department specializes in one of these tools, but the United States' experience and the experience of other countries has taught us that all four tools must be used and must be balanced if the state is to achieve its objectives at a reasonable price. Through visits to leading think tanks, "Public Policy Formulation: Think Tanks," will repeatedly focus on all four tools. While the University's war colleges do deeply investigate the military tool, this course will assist the students in fully understanding the contributions of other government agencies. Because of the travel time associated with numerous field trips, this course meets from 1330-1730. No other elective may be scheduled on the same day.

**(Class Limit 16) (2 Credit Hours)**

**W 13:30-17:30 1/11/2012-3/28/2012**

**Instructors: Col Brian J Collins**

**ICAF 6321-1: Islam, Islamist Political Theory, and Militant Islamist Ideology: Understanding Nuance**

This course is a nuanced introduction to Islam, Islamist Political Groups and Militant Islamist Ideology. It delves not only the differences between Shiite and Sunni, but the nuanced differences within these two branches of Islam, and the wide spectrum of interpretations between these two groups. More it is comprehensive understanding of the ideological tensions Militant Islamists face within Islam. These tensions provide strategic advantages for the United States as we challenge al-Qaida using all elements of national power. The course is not a seminary study of religion, but a clinical and candid discussion of the myths and logic of faith, and how fragments of Islam is used to create a Militant Islamist narrative. Instructor: CDR Youssef Aboul-Enein, USN, Defense Intelligence Agency  
**(Class Limit 19) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: CAPT Robert Chandler Swallow**

**ICAF 6322-1: U.S. Civil-Military Relations Today**

This course examines the nature and health of current civil-military relations in the United States against a normative ideal that calls for a strategically effective (operationally competent, politically neutral, socially responsible) military whose leadership provides strategically sound advice to strategically competent civilian executive and legislative authorities who are representative of and answerable to a civically engaged, strategically aware public, all complemented by a critical free press, a vibrant civil society, and a properly subordinated military-industrial complex. Emphasizing the interactions between those in uniform and those in positions of civilian authority throughout the national security establishment, broadly defined, the course places due emphasis on interagency and intergovernmental processes and cultural imperatives that both facilitate and impede integrated, harmonious strategic outcomes.

**(Class Limit 18) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Gregory D Foster**

**ICAF 6332-1: Business, Industry and the Changing Way of American National Security**

This course examines the continuing perspective of military, business and industrial relations in the United States in a global economy. Building upon themes of war and society, the political economy of war as well as resourcing national security strategy, and post-conflict stabilization and reconstruction, the course explores the republic's evolutionary experience with acquisition, mobilization, and defense industry/business base development set in the context of an American way of war. Successive periods of peace and war provide the backdrop for understanding the evolution from artisan, industrial and post-industrial information age economies and relationships with government in the interest of national defense/security. Today, stabilization and reconstruction requirements add complimentary themes with new issues, new participants and new structural and procedural dimensions to what President Dwight D. Eisenhower once termed a "military-industrial complex" and others have termed the garrison state.

**(Class Limit 15) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Shannon A Brown, Dr. Benjamin F Cooling**

**ICAF 6354-1: Working the Three D's: Afghanistan/Pakistan and Whole-of-Government Assistance**

Secretary Gates calls for a "dramatic increase in spending on the civilian instruments of national security." Retired Marine Corps General Anthony Zinni testifies that "we know that the 'enemies' in the world today are actually conditions—poverty, infectious disease, political turmoil and corruption, environmental and energy challenges." Secretary Clinton talks about the three "Ds" of national security—Defense, Diplomacy and Development. But what exactly does this mean on the ground? How does whole-of-government play out in the field and how might we best marshal the three "Ds" to meet our objectives? This course examines the fundamentals of whole-of-government approaches in stabilization and reconstruction. The push for the three "Ds" comes from growing concern that fragile and conflict affected states threaten regional security, aggravate transnational crime, and provide ungoverned space for potential terrorists. This course examines the challenges posed by fragile and conflict affected states and the theory behind their weakness. It examines the assistance tools we have to work with, looking particularly at civilian agencies and institutions, and past efforts to incorporate civilian efforts with military in non-permissive environments. It explores current efforts to enhance civilian capacity, engage in "expeditionary" approaches to whole-of-government and to investigate how politics both domestically and regionally influence the outcome of Defense, Diplomacy and Development efforts undertaken by the US and its allies.

**(Class Limit 16) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Robert S Brent, Dr. Andrew R Leith**

**ICAF 6402-1: Individual Research in Supply Chain Management**

This research course provides the opportunity, through independent research and study, for the analytical investigation of timely issues of interest in Supply Chain Management. Individuals will work under the close guidance of a Supply Chain Management faculty member to select a topic and conduct substantial research and writing in the selected area of interest. Faculty approval of Topic is REQUIRED! This course is required as a Spring semester course in the Supply Chain Management Concentration Program. SCM students only.

**(Class Limit 36) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012**

**Instructors: Col Jorge Ascunce, Mr. James L Lepse, Dr. Paul M Needham**

**ICAF 6405-1: Supply Chain Management: Strategy & Concepts II**

This course prepares strategic leaders to manage supply chain functions using best business practices. Students will analyze various business situations in the form of case studies and make recommendations as to which actions a manager should take. Students will understand many of the issues confronting a firm as it tries to develop a market and provide customer service. The course will include in-depth information on and discussion of all aspects of the supply chain. Additionally, they will explore how these business practices may be used within the DoD logistics structure. SCM students only.

**(Class Limit 36) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012**

**Instructors: Dr. Paul M Needham, Col Jorge Ascunce, Mr. James L Lepse**

**ICAF 6408-1: Strategic Warfighting: Transportation and Logistics**

This course prepares strategic leaders to develop, manage, and transform the DOD deployment and distribution systems. The course provides an in-depth examination of the transportation and logistics warfighting requirements and systems to include: mobilization—manpower and material; transportation—organic and commercial; logistics—DLA, Services, contractor support, etc. The course is part of the SCM concentration and also supports the JCLASS War Game. Students in this elective will participate in the Annual JCLASS war game in which they will act in the roles of: Commander US TRANSCOM, Director DLA, the JS J-4, and deputies. Students will participate in planning or distributed phase that is conducted during the spring elective periods culminating with an execution brief for the ICAF Commandant in late March. The execution phase of the Joint Land Aerospace and Sea Simulation (JLASS) is a five-day war game at the USAF Wargaming Institute at Maxwell AFB, AL, conducted during April. 1 Week TDY travel during regular class sessions involved. SECRET security clearance required. US students only. SCM Students only.

**(Class Limit 6) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

Instructors: Col Jorge Ascunce, Dr. Paul M Needham

**ICAF 6415-1: Operational Logistics: The Sealift Equation**

Deploying and sustaining U.S. joint forces is central to our national strategies and, as 90-95% of the material to support such operations travels by sea, understanding the vagaries of sealift is essential. Today, Merchant Mariners play key roles in deploying/ sustaining joint forces, and in ensuring our nation's economic vitality, as they have since the 17th century. The future portends other important responsibilities for these highly skilled men and women as such concepts as Sea Basing, Short Sea Shipping, mixed crewing, etc., evolve. The course is an overview that – through historical example, review of today's challenges, case studies and visiting experts - will fill voids in the warrior's professional tool kit and deepen his/her appreciation of joint operational logistics in general and sealift and the Military Sealift Command in particular. No logistics background is presumed - ideal for USA/USMC/USAF/USN operators, Navy Supply Corps officers – any warfighter. Loggies are, of course, always welcome! Thirty-five years worth of Sea Stories will reinforce key learning points!! Instructor: VADM James Perkins, USN (Ret.), Military Sealift Command Chair  
(Class Limit 16) (2 Credit Hours)

T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)

Instructors: James Blenn Perkins

**ICAF 6452-1: Geography and Warfighting**

Warfare is inherently geographic in nature. The fundamental military problem is a space-time problem - - getting the right capabilities to the right place at the right time. In addition, the geographic factors shaping military operations vary by the scale of the operation. The nature of military geography changes in response to the level of war -- strategic, operational, or tactical -- under consideration. The result is a nested set of geographic concepts and maps that describe the influence of physical and cultural features on military operations. This course examines how physical and cultural geographic features affect military affairs across the full spectrum of operations from Military Operations Other Than War (MOOTW) to global war. The focus of the course will be on the application of the information, tools, and techniques of spatial analysis to military problems.  
(Class Limit 16) (2 Credit Hours)

T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Paul M Severance

**ICAF 6454-1: Strategic Warfighting: JCLASS-EX**

This course develops an understanding of the national security strategy, warfighting issues, and logistics resource concerns during contingency planning and operations in a multi-theater, limited resource environment. This course is executed in conjunction with students from all DoD War Colleges. The Spring semester focuses on game play - preparing national strategic policy, coordinating the interagency process, and working with the combatant commands (other war colleges) as they respond to a changing 2019 world situation in two phases. The planning or distributed phase is conducted during the spring elective periods culminating with an execution brief for the ICAF Commandant in late March. The execution phase of the Joint Land Aerospace and Sea Simulation (JCLASS) is a five-day war game at the USAF Wargaming Institute at Maxwell AFB, AL, conducted during April. The primary purpose of the course is for students to practice how our nation prepares for and executes operations; how national security efforts support the national strategy; and then directs integrated planning and execution between different Departments. At the core of these efforts is the Guidance for Employing the Force (GEF). The course emphasizes practices and reinforcement of the ICAF academic curriculum to include DOD process and the integration of other agencies. Contingency plans are branches of the theater/functional campaigns and are accomplished within the broader context of theater strategy. ICAF will play the NSC, DOS, DOD, DHS, & STRATCOM. Course prerequisites are either Advanced Strategic Planning and Strategy, Strategic Net Assessment, or enrollment in the Supply Chain Management Concentration Program. The course director may waive these requirements. -1 Week TDY travel during regular class sessions involved. Prerequisite: ICAF 5453 - Seminar in Diagnostic Net Assessment or consent of instructor. SECRET security clearance required. U.S. students only.

*This course requires Secret clearance. (Class Limit 22) (2 Credit Hours)*

T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)

Instructors: CAPT Kevin M Coyne, Dr. Sorin Lungu, COL Alicia G Bridgeman Smith

**ICAF 6462-1: Executive Business Decision-making: Creating a Strategic Framework**

Department of Defense Business Transformation is a high priority effort to change the way the Department conducts the "business of defense." It is a highly complex undertaking that requires leaders who can integrate new business management strategies, business processes, and technologies. This course offers a business transformation framework that considers the enablers of transformation (Governance / Performance Measurement / Risk Management / Professional Development) and its principle foci (Continuous Process Improvement / Organizational Assessment and Design / Business Situational Awareness). It will provide the executive tools necessary to lead and evaluate business transformation efforts that each student will face after departing ICAF.

(Class Limit 20) (2 Credit Hours)

T 15:25-17:30 1/10/2012-3/27/2012

Instructors: Professor Thomas B Hauser

**ICAF 6464-1: Executive Business Decision-making Concentration**

Department of Defense Business Transformation is a Department of Defense high priority effort, mandated by Congress, to change the way the Department conducts the "business of defense". It is a highly complex undertaking that requires senior leaders who can integrate new business management strategies, business processes, and technologies. The Business Transformation Concentration offers a business transformation framework that considers the enablers of transformation (Governance / Performance Measurement / Risk Management / Professional Development) and its principle foci (Continuous Process Improvement / Organizational Assessment and Design / Business Situational Awareness). In addition to achieving comprehension and an ability to apply the business transformation framework, students will gain the ability to analyze and evaluate its elements through direct interaction with senior government and industry leaders involved with the transformation process. It will provide the executive management tools necessary to develop, lead, and evaluate business transformation efforts that each student will face after departing ICAF.

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Professor Thomas B Hauser

**ICAF 6465-1: Individual Research in Executive Business Decision-making**

This research course provides the opportunity, through independent research and study for the analytical investigation of timely issues of interest in defense business transformation. This course is required as a Spring semester course in the Business Transformation Concentration, but it is open to ALL students who are interested in pursuing research on this topic.

(Class Limit 20) (2 Credit Hours)

W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Thomas B Hauser

**ICAF 6466-1: Individual Research in Long-Term Strategy**

This research course provides the opportunity, through independent research and analysis, for advanced study in the concept and methods of long-term defense planning and diagnostic net assessment. This course is required as a Spring semester course in the Long-Term Strategy Concentration (prerequisite 5453 or 5459) or by faculty permission for students interested in pursuing research in this area.

(Class Limit 22) (2 Credit Hours)

T 15:25-17:30 1/10/2012-3/27/2012

Instructors: Dr. Sorin Lungu

**ICAF 6467-1: The Contemporary Defense Industrial Base and National Security**

This course is designed to provide students a broad understanding of how defense readiness is resourced, and the role the industrial base plays in that process. In order to achieve the understanding, the course will focus on three areas: the industrial base, defense readiness, and financial processes. Analyzing these three areas will ensure students are able to evaluate major policy proposals. A major focus of the course will be analyzing the industrial base that is composed of government and commercial sectors. The output or product of the industrial base—what we will call readiness—will be analyzed from several perspectives. We will define defense readiness, analyze what readiness is intended to accomplish, and evaluate how much readiness we need or can afford. Underlying both readiness and the industrial base is the financial processes that support them. We will analyze the financing methods used to support industrial operations which include working capital funds, and we will evaluate the impact that financing methods have on the outcomes—readiness—we desire.

**(Class Limit 18) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

Instructors: Dr. Paul M Needham

**ICAF 6468-1: Strategic Resourcing to Meet the Threat of WMD**

This course serves as an introduction for resourcing the policy, doctrine, authorities and requirements of the Department of Defense for Combating Weapons of Mass Destruction (CWMD). Tactical and technical aspects of Chemical, Biological, Radiological or Nuclear Weapons will not be discussed in depth but reviewed. Students will evaluate the Operational and Strategic resource implications of current policy and doctrine, plans, and concepts of operation. Participants will discuss DOD and other federal agency responsibilities using the three pillars for CWMD and the eight mission areas as identified in the National Strategy and National Military Strategy for Combating Weapons of Mass Destruction as the foundational framework. The course is structured for both faculty teaching and guest speakers from responsible organizations and offices to ensure current and relevant knowledge imparted to the students. The course will introduce technological change in the cyber domain and its implications to WMD. Many of the same historical precedents and current WMD policies shape the US DOD doctrine and concept of operations for this new community. The primary instructor will tailor exact lesson content to meet the strengths and weaknesses of the participating students. One cumulative tabletop exercise will focus on the eight mission areas and require strategic-level resourcing decision making. Students select a research area of interest for a paper and classroom presentation. Selected papers will be forwarded to responsible offices in OSD and the Joint Staff to circulate novel/innovative recommendations to the set of "wicked problems" our nation faces in this crucial area. Primary Instructor: COL Alicia GB Smith, ICAF (Classification: SECRET)

***This course requires Secret clearance. (Class Limit 16) (2 Credit Hours)***

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

Instructors: COL Alicia G Bridgeman Smith

**ICAF 6502-1: Lessons in Leadership**

Today's leaders in defense, civilian and public organizations are confronted with complex and confounding situations that cannot be solved with simple answers. The most compatible individuals seek to increase their leadership skills through sources outside themselves. The ability to objectively analyze situational demands and the appropriate leadership behavior becomes more important as individuals increase in seniority. The knowledge of how to work within groups, to inspire others within an organization or to influence representatives from other organizations, requires continuous honing of personal skills. Such information can be found in books of history or biography - these can help one understand and incorporate models of leadership. A more experiential approach is to use films as a means of analyzing various leadership traits and associated group behaviors. This elective will use certain films to provide dramatic insight into cinematic portrayals/conceptions of leadership. This elective will concentrate on films that represent leadership, both historic and current, with representations of leadership in various environments; it will also investigate theories of leadership and organizational behavior. Notions of transformational leadership, ethics, conflict resolution, building consensus, and crisis management are some of the challenges presented. Leaders at all levels will find this course continues to enlighten them on how individual traits and behaviors can influence process and future success for themselves and their organizations especially at times when balancing on the axis between failure and success.

**(Class Limit 16) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

Instructors: Professor Janie B Benton, COL Stephen Victor Bowles, COL Kathleen L Knapp

**ICAF 6503-1: The Great Captains**

This course looks at six great captains who made a major impact on strategy and warfare through the ages: Alexander the Great, Hannibal, Frederick the Great, Napoleon, Grant, and MacArthur. Through examination of their battles and campaigns and the leadership and generalship they displayed, the course will focus on the leadership traits these great captains demonstrated and determine the commonalities that tie them together across two millennia. Each student will also examine in-depth another potential great captain and make a 10-15 minute oral presentation analyzing the leadership qualities the individual displayed and evaluating whether or not the individual deserves to be called a Great Captain.

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

Instructors: Dr. William A Knowlton

**ICAF 6515-1: Leadership Challenges: Case Studies of Real People Providing Extraordinary Leadership**

This course is designed to examine real events and leaders through films, videos and made for television broadcasts that portray ordinary individuals facing leadership challenges and providing extraordinary leadership – as confirmed by history. Visualization of historic moments will be supplemented by readings from literature and textbooks. Representations of individual attributes will be examined to understand the application of leadership tools and the styles exhibited by these individuals in various environments. Highly-interactive discussions in class will investigate theories of leadership and organizational behavior. Students will be encouraged to examine each of the character's personal attributes, including effective communication techniques, responsibility/accountability, and management and organizational strategies. Notions of challenges in leadership, ethics, conflict resolution, team building, diversity, empowerment, and personal and organizational transformation will be represented. Leaders seeking to understand the circumstances that create successful and/or failed leadership will find this course continues to enlighten them on the personal qualities and new models of leadership for intentional application of individual skills in a wide variety of settings.

**(Class Limit 18) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

Instructors: Professor Janie B Benton

**ICAF 6606-1: Leadership in the Inter-agency Process**

This course will focus on the operational and leadership challenges associated with participating in and managing inter-agency projects and processes. The inter-agency process is a critical Executive Branch tool used to balance broad and sometimes competing equities to achieve outcomes in the national interest. Because the inter-agency process is often directed by Executive Order or legislation, it requires leadership and a sophisticated management skill set to prioritize competing interests in service of the larger agenda. Instructor: The Honorable John Kneurer, former Assistant Secretary of Commerce for Communications and Information.

**(Class Limit 16) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

Instructors: Dr. Lynne C Thompson

**ICAF 6650-1: Tutorial Readings/Independent Study**

An in-depth, semester-long independent study tailored to students' interests in lieu of one regular Electives Program course. For details, see the ICAF Research and Writing Handbook. To participate, the student must first obtain the agreement of an ICAF faculty member to sponsor the elective. In this regard, the student may wish to consult the Faculty Expertise Listing for someone qualified to direct the readings. The student and faculty member will then plan the scope of the course, including expectations for student performance. This course requires approval from Director of Research (Dr. Chris Lafferty) prior to registering for this course. No set time - does not conflict with any scheduled electives.

(Class Limit 99) (2 Credit Hours)

0:00-0:00 1/10/2012-3/27/2012

Instructors: Dr. Christina L Lafferty

**ICAF 6651-1: Research – One Elective in One Semester**

Performs an in-depth semester long research project in lieu of one Electives Program course. For details, see ICAF Research and Writing Handbook. Requires approval from Director of Research (Dr. Chris Lafferty) prior to registering for this course. No set time - does not conflict with any scheduled electives.

(Class Limit 99) (2 Credit Hours)

0:00-0:00 1/10/2012-3/27/2012

Instructors: Dr. Christina L Lafferty

**ICAF 6652-1: Research – Double Elective in One Semester**

Performs an in-depth semester long research project in lieu of two regular Electives Program courses. For details, see ICAF Research and Writing Handbook. Requires approval from Director of Research (Dr. Chris Lafferty) prior to registering for this course. No set time - does not conflict with any scheduled electives.

(Class Limit 99) (4 Credit Hours)

0:00-0:00 1/10/2012-3/27/2012

Instructors: Dr. Christina L Lafferty

**ICAF 6653-1: Research – One Elective in Both Semesters**

Performs an in-depth research project over the course of the entire academic year in lieu of two regular Electives Program Courses - one in each semester. For details, see the ICAF Research and Writing Handbook. This course requires approval from the Director of Research (Dr. Chris Lafferty) prior to registering for this course. This course must begin in the Fall. Students who enroll in this course in the Fall will be automatically enrolled for it in the Spring. No set time - does not conflict with any scheduled electives.

(Class Limit 99) (2 Credit Hours)

0:00-0:00 1/10/2012-3/27/2012

Instructors: Dr. Christina L Lafferty

**ICAF 6654-1: Research Fellow**

Performs an in-depth research project of publishable quality in lieu of all regular Electives Program courses. For details see the ICAF Research and Writing Handbook. This course requires approval from the Director of Research (Dr. Chris Lafferty) prior to registering for this course. This course must begin in the Fall. Students who enroll in this course in the Fall will be automatically enrolled in it for the Spring. No set time - does not conflict with any scheduled electives.

(Class Limit 99) (4 Credit Hours)

0:00-0:00 1/10/2012-3/27/2012

Instructors: Dr. Christina L Lafferty

## IRMC

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**IRMC 6218-1: Protecting Critical Infrastructures**

This course examines the security of information in computer and communications networks within infrastructure sectors critical to our national security. These include the sectors such as banking, securities and commodities markets, industrial supply chain, electrical/smart grid, energy production, transportation systems, communications, water supply, and health. The role of Supervisory Control And Data Acquisition (SCADA) systems in the flow of resources such as electricity, water, and fuel is also examined. Students develop an improved security posture for a segment of the nation's critical information infrastructure.

(Class Limit 25) (2 Credit Hours)

T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. John H Saunders

**IRMC 6222-1: Information Operations in Theater Strategy**

Prerequisite: Top Secret/ SCI clearance is required. This course will be limited to U.S. citizens. This course examines key considerations for the planning and conduct of Information Operations (IO) at the theater and strategic levels. The course emphasizes inter-agency and international considerations in the planning and conduct of IO. The course also examines selected non-U.S. approaches to the strategies for and uses of the full spectrum of information operations by current and potential global competitors and adversaries. Lessons on legal issues and on the role of Cyberspace are also presented, and the course concludes with an in-class exercise examines the development and use of IO in military operations. Learning Outcomes: Students will be able to evaluate the specific capabilities and potential contributions of the designated IO organizations, capabilities, and planning tools; evaluate and integrate IO requirements and capabilities within the appropriate phases of the deliberate and crisis planning processes; ascertain the contributions and limitations of IO within a strategic/theater strategic context; compare and contrast selected non-U.S. approaches to and uses of IO; and design an appropriate military strategy for the employment of IO capabilities over a time horizon suited to the effects to be achieved. Information Operations Concentration Program approved course.

*This course requires TS/SCI clearance. (Class Limit 25) (2 Credit Hours)*

W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Daniel T Kuehl

**IRMC 6223-1: Strategic Communication and Information Engagement**

The course begins with communication theories and applications and ends with the role of strategic communication in national security and theater strategy. It explores the role of communication in achieving organizational and national strategies, and investigates the psychological, cultural, political, and technological factors that mediate communications for national and international audiences so as to influence key decision makers, critical audiences, and general populations. Students analyze how government strategic leaders both produce and consume public information through social media, persuasion and propaganda, public opinion and mass political behavior, crisis communications, media relations, communication law, policy and ethics, and the role of advanced telecommunication technologies. Learning Outcomes: Students will be able to assess how strategic communication shapes public perceptions and beliefs at all levels, from domestic perceptions to international attitudes; and to develop and employ strategic communication processes and plans consonant with current communications theory that support their agency's mission and national security strategy.

(Class Limit 25) (2 Credit Hours)

T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Daniel T Kuehl

**IRMC 6225-1: Infrastructures and Information Operations**

Prerequisite: Top Secret/ SCI clearance is required. This course will be limited to U.S. citizens. Note: It is recommended that students have also completed IRMC Elective 6221. This course examines the potential strategic consequences of attacks, using cyber and information operations approaches, as well as other means, on national critical infrastructures, a concept the course describes as "Information and Infrastructure Operations" (I2O). The course explores the national security concept of "strategic fragility" and modern society's growing reliance on inter-connected, complex, and potentially fragile critical infrastructures. The course covers issues such as the role of the information infrastructure as a control mechanism, sources of vulnerability, and examples of infrastructure attacks and their consequences. The course also examines current roles and missions of various U.S. government entities and military commands and the capabilities resident in the Department of Defense. Learning Outcomes: Students will be able to analyze the national security impact of society's dependence on interconnected critical infrastructures and to develop effective strategies to protect those fragile critical infrastructures. Information Operations Concentration Program approved course

**This course requires TS/SCI clearance. (Class Limit 25) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Robert A Miller**

#### **IRMC 6226-1: Cyberterrorism and Cybercrime**

This course explores the nature of conflict in the cyber realm by focusing on two major Internet-based threats to U.S. national security: cyber terrorism and cyber crime. The course examines who is undertaking these cyber activities, what techniques they use, and what countermeasures can be adopted to mitigate their impact. The course also provides a risk management framework to help information leaders leverage the benefits of Internet technologies while minimizing the risks that such technologies pose to their organizations. Learning Outcomes: Students will be able to assess the risks posed by cyber terrorism and cyber crime to U.S. national security in general, and to their specific organizations in particular. They will also be able to evaluate the benefits and costs of different countermeasures that could be used to mitigate those risks. Information Operations Concentration Program approved course

**(Class Limit 25) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Mr. Gilliam E Duvall**

#### **IRMC 6228-1: Budgeting for War and Post Conflict Operations**

This new course will give students a comprehensive understanding of financial management issues related to major military/international operations. Major emphasis is provided on inter-agency financial issues. In addition, the course analyzes the estimating and reporting of costs of major military operations. The course's goal is for students to develop leadership strategies to help shape their military, intelligence, and international agencies' fiscal environment, goals, and outcomes. The course focuses on topics such as budget formulation, enactment, and execution. The course also examines leadership strategies for managing relationships with auditors, congressional staffs, the Office of Management and Budget among other organizations. Learning Outcomes: Students will be able to develop and lead strategies for financial management in the international and military arenas, understand basic cost estimates for military, intelligence, and international operations, evaluate agency and inter-agency financial processes and policies, and develop best practices for resolving financial management and audit issues.

**(Class Limit 25) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Mr. Ricardo Antonio Aguilera**

## **NDU**

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#### **NDU 6001-1: Science and Technology for National Security**

This course will focus on key technologies and scientific research that will shape military operations in the coming decades. Technologies covered will include topics such as robotics and unmanned vehicles, biotechnology and bio-inspired innovation, nanotechnology, advanced sensors, nuclear and conventional explosives detection, directed energy, and information systems. The topic of the potential impact on DOD of developments in energy technology will be discussed. The course will also discuss how some of the major military technologies of the past (e.g. radar and solid state electronics) came to be. The course will be taught by experienced scientists and engineers working at NDU's Center for Technology and National Security Policy as well as by external experts. Students will visit sites in the area such as the Naval Research Laboratory. Those enrolled in the course will be asked to prepare a presentation on one area of technology and the implications of that technology area for national security.

**(Class Limit 15) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Steve Eric Ramberg**

#### **NDU 6005-1: Cross-Cultural Communication (CCCS): The Application, Part II**

Human Interoperability is the ability to establish effective and trusted social system networks through basic fundamental processes. Within these processes exists a universal language that is cross-cultural and intersects rapid trust building. Part I of this course sought to provide the student with experiential knowledge of these fundamental building processes. Part II will show the student how to apply the fundamental building processes to various applications. We contend that through application of the basic fundamental building processes the student will enhance his/her capability in how to impact and/or influence the behaviors of others involving trust, negotiations, strategic planning, partnership building, and much more. The students will gain insight into how to integrate various forms of communication strategies using the basic fundamental processes towards influencing the outcome. This course will provide examples and scenarios from which the students will use to conduct classroom exercises and open dialogues. The course is highly experiential and will require considerable student interactions. The outcome of the course is a means by which students will enhance their communication skills to be highly effective in every context or situation they encounter.

**(Class Limit 15) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Stefania Alenka Brown-Vanhoozer, Dr. Joe McClure VanHoozer**

#### **NDU 6010-1: Biology and National Security**

Military operations including warfare in the 20th Century were revolutionized by physics (e.g. nuclear weapons, lasers) and information technology (e.g. computers, communications). The rapidly developing fields of biotechnology, bioengineering, nanoscience, and cognitive neuroscience will have a similarly significant impact on the Future Force of the 21st Century. This course will examine key scientific developments with a unique emphasis on the concepts of convergence and conciliation of emerging scientific disciplines which will lead to entirely new military capabilities. The course will feature a number of guest scientists/engineers from the Service laboratories and the material will be presented at a conceptual level which requires little or no previous technical training. Students will be required to make a short presentation on a topic determined in consultation with the course instructor and write a brief (~5 pages) paper outlining the main points of their presentation.

**(Class Limit 15) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. James John Valdes**

#### **NDU 6014-1: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Film-maker's Lens**

Weapons of mass destruction (WMD) have figured prominently in U.S. foreign and national security policies for three generations. There is a rich body of academic literature, research, and official commentary addressing the WMD threat to American core interests and presenting responsible solutions to that threat. Much of the official commentary comes from the highest level of the United States Government and is meant to be a message to the world and to the American people. American public officials take these statements very

seriously. As in public policy, WMD have figured prominently in the American entertainment arts since the mid-1930s. For decades, WMD themes in film, popular literature, and television have informed the public's consciousness of WMD issues and encouraged specific remedies. The ideas depicted in popular entertainment media have shaped not only the general public's collective awareness of the WMD challenge, but have on occasion also influenced U.S. policy. This course explores the complex dangers of nuclear, biological, and chemical weapons in the contemporary world and the American strategic and policy responses to those dangers. The course will use popular entertainment media to introduce students to the changing face of the contemporary WMD challenge and to understand popular perceptions of the challenge.

**(Class Limit 12) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Mr. Forrest E Waller, Mr. William F Andrews, Dr. Natasha E Bajema, Mrs. Amanda N Ducasse**

#### **NDU 6015-1: The Gravest Danger: Countering Weapons of Mass Destruction**

Combating the threat of weapons of mass destruction from hostile state and non-state actors is a national security priority. This course explores the complex dangers of nuclear, chemical, and biological weapons and the array of tools for combating them. It will address core questions such as: What incentives drive WMD proliferation and how can the United States reduce these incentives? How has the WMD threat changed traditional thinking about deterrence and can terrorist groups such as al Qaeda be deterred? And, what are the challenges to defeating WMD-armed opponents? The course will also explore efforts to tackle new challenges presented by Iran, North Korea, and underground proliferation networks as well as emerging WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student presentations.

**(Class Limit 12) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. John Mark Mattox, Mr. Nima Gerami**

#### **NDU 6016-1: Consequence Management: Responding to Catastrophic Events**

This elective explores the efforts and challenges in preparing and responding to a catastrophic incident such as those involving weapons of mass destruction (WMD) or a large scale natural disaster. It explores the policy, organizational, and operational issues confronting local, state, and federal personnel and agencies in preparing for attacks involving chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) devices. Particular focus is placed on the supporting role of the Department of Defense (DOD) and the U.S. military in responding to such incidents both domestically and abroad. The unique nature of the challenge for future leaders in responding to large scale catastrophic events requires a unique educational approach. Because effective consequence management (CM) requires government-wide preparation and planning, this NDU elective invites senior members of the emergency response, fire and rescue, police, emergency management, and nongovernmental organization communities to augment the class with their participation. Additionally, subject matter experts including senior U.S. government officials involved in policy formulation and implementation will introduce and discuss key selected topics. Students will study a broad array of CM-related issues, including: incident command; multifunctional, multidisciplinary, and cross-governmental cooperation; structures for domestic/foreign CM; dynamics between state and federal components; public and legal affairs; and policy updates in this rapidly changing strategic environment. This elective will consider the following questions: Is the Interagency effectively organized to respond to a catastrophic incident? What are the main challenges in managing a WMD attack? How can federal, state, and local governments properly be integrated for an effective response? What role should the military have in CM operations at home or abroad? What priority should be given to CM in DOD planning? This course uses case studies, including the 9/11 terrorist attacks on the Pentagon, the Aum Shinrikyo subway attacks in Tokyo, the response to Hurricane Katrina, and the Japan nuclear crisis at Fukushima and the Asian tsunami to highlight the challenges to planning for consequence management. The course will end with an in-class WMD tabletop exercise.

**(Class Limit 15) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Richard A Love, Mrs. Amanda N Ducasse**

#### **NDU 6018-1: Post-Conflict State-building in Iraq and Afghanistan**

Contemporary post-conflict reconstruction, used synonymously with 'state-building', is hailed by scholars, aid implementers, and policy-makers as a necessary means to stabilize and strengthen failed or fragile states. One of the underlying principals of post-conflict reconstruction strategy is liberal, democracy-building aimed at creating the political and economic structures and processes that support peace, prosperity, and long-term stability. Yet, experiences in Iraq and Afghanistan pose new challenges to this expansive approach to post-conflict reconstruction. Foreign aid certainly has provided the necessary security, infrastructure and relief assistance to vulnerable populations; however, it has not instilled the liberal democratic norms, structures or behavior that reconstruction planners had devised. Identifying lessons from the Iraq and Afghanistan cases will help address these questions, and assess the strategic planning and operations of future post-war reconstruction programs. This course examines the challenges and opportunities in rebuilding war-torn societies. Rather than assume that all post-conflict reconstruction is a moral responsibility or strategic demand of the United States, it questions the assumptions, objectives, and expected outcomes at the planning and operational levels. The course assesses key conceptual issues and theoretical debates regarding the 'new humanitarianism', the tensions and trade-offs of different post-conflict strategies and the unintended consequences of implementing humanitarian aid. It will apply these debates to empirical studies in Iraq and Afghanistan and analyze the dilemmas of third-party interventions, success and failures of different reconstruction strategies across sectors and countries, and ways in which aid can mitigate or sustain conflict.

**(Class Limit 15) (1 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Denise Natali**

#### **NDU 6020-1: The News Media**

The news media plays a vital role in our democratic form of government: informing us, challenging our leaders and their policies, and interpreting and exposing the results of policy implementation. We do not always like what they do or how they do it, but we cannot ignore the media's power and influence. The course helps the military officer and senior government civilian to understand the media and how to work with it. Print, electronic, and internet media are examined, including their constitutional role in our society and their influence on policy formulation and implementation. The course includes classroom presentations by members of the media, as well as sessions on interview techniques. IOCP approved course.

**(Class Limit 15) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Mr. David W Thomas**

#### **NDU 6024-1: Religion and Security: A Strategic Kaleidoscope**

This course examines the role of religion in international relations and the global security environment. Objectives of the course are to: (1) gain insights into the nature, character, and nuances of religious traditions and how they affect policy decisions about conflict and cooperation; (2) provide students with a basic understanding of religion's multifaceted effects on the global security environment; (3) familiarize students with various analytical frameworks for examining religious factors during peace, crisis, and war; (4) help students evaluate current U.S. policy in specific regions during peace, crisis, and war in light of religious dimensions of power and national interests; (5) analyze examples of how religion shapes the way states and non-state actors act and interact; and (6) provide students with a forum in which they can develop necessary skills to incorporate an analysis of the influence of religion in a given region. Among issues explored are: religiously motivated terrorism, religious persecution and human rights, religion and U.S. domestic and foreign policy, and ways religious/Non-Government Organizations (NGOs) influence international relationships and foster interfaith Conflict Resolution. Students are evaluated for class participation and completing two assignments: (1) a presentation about a chosen topic addressing religion and security and (2) completing one additional learning activity from among four options. These options are one of the following: (a) class presentation on a major religion, (b) book review, (c) weekly reference notebook, or (d) review of a documentary or film addressing religion and security.

**(Class Limit 10) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: COL Franklin Eric Wester**

#### **NDU 6025-1: Ethical Challenges for Strategic Leaders**

Those who go on to "strategic leadership" and "high-level policy, command, and staff responsibilities" can count on being confronted with formidable ethical challenges--it goes with the turf. Students at NDU schools should take advantage of this year to help prepare themselves for such challenges. If you aspire to such policy, command, and staff positions, this course is for you. This will be a seminar-style course built around case studies of ethical challenges encountered in military, government, and private sector organizations, supplemented by additional readings from a variety of theoretical and historical perspectives. Carefully studying the case studies assigned in the course readings, reflecting on them in the light of other course readings, and discussing all of them in class should: (a) alert you to the types of ethical challenges you can expect to face, (b) give you some insights into how others have navigated such challenges, (c) provide you a better intellectual foundation for thinking and acting ethically, and (d) help you identify and hone practical strategies, tactics, skills, and techniques for successfully, or at least more effectively, navigating such challenges over the rest of your career. Given the different backgrounds of the two instructors (one a former CJCS, the other a long-time professor of professional ethics), the students will be exposed to both military and civilian perspectives, as well as those of the practitioner and of the academic. Students will be evaluated on their performance in seminar discussions and on an 8-10-page paper they will write analyzing a real-world ethical challenge. In order to facilitate active participation by all students in the course, enrollment will be kept to a maximum of 10 students.

**(Class Limit 11) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: General (Ret.) Richard B Myers, Dr. Albert C Pierce**

#### **NDU 6032-1: American Studies/Field Studies - Education and Geography and Environment (International Fellows (IFs) from ICAF and NWC only)**

The International Fellows American Studies/Field Studies course supports and supplements the US Field Studies Program for Foreign Military Trainees objectives to promote an understanding of US society, institutions, and ideals in a way in which these elements reflect US commitment to basic principles of internationally recognized human rights. Five areas of focus include: American Identity, Civil Rights and Diversity, American Culture, Religion in America, and Geography and the Environment. The Religion block focuses on the role of religion in America and how it has impacted the American identity and way of life. Themes in the readings and discussed in seminars and in the writing requirement provide focus and theoretical foundations for the field studies. Students are required to take the American Identity block and one of the remaining four and participate in a minimum of 6 field studies trips. This course is opened to ICAF and NWC IF students only.

***This course is opened only to IF students. (Class Limit 60) (2 Credit Hours)***

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. John W Yaeger, Mr. Paul W Lambert**

#### **NDU 6036-1: Crisis, Disaster and Intelligence Management: Tools & Techniques (CMT)**

This course examines information management concepts and issues related to critical homeland security mission areas including intelligence and warning, border and transportation security, domestic counterterrorism, critical infrastructure protection, catastrophic terrorism defense, and emergency preparedness and response. The course provides students with hands-on exposure to technologies and techniques that support the planning, mitigation, response, recovery, and prediction aspects of homeland security. It explores state-of-the-art and emerging concepts relating to intelligent agents, decision support, data/text mining, visualization, geographical information systems, and computer modeling and simulation.

**(Class Limit 15) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Luis G Kun**

#### **NDU 6037-1: National Security Law and Legal Issues**

This course explores the role of law and national security in its multiple contexts. The framework of the separate branches of government and the shared national security powers will set the stage for the discussion within the context of "general war," "covert war," and "imperfect war." The issues involved in maintaining national security for Homeland Defense including questions of criminal and civil liability over rules of engagement, and prisoners of war, will be analyzed. Access to and the exploitation of national security information in a democratic society will also be critically examined. The methodology consists of case law and guest experts in the fields. These approaches will be blended together to create a rigorous review of the current problems confronting policymakers and will develop an appreciation of the domestic and foreign legal minefields lurking on the horizon in the arena of national security.

**(Class Limit 15) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Charles Nicholas Rostow**

#### **NDU 6039-1: Communication Integration**

This course examines the process of orchestrating all means of communication available to an organization so as to achieve desired results in terms of changed or reinforced human behavior. The course addresses all aspects of effective communication, including the correlation of values, vision, and mission; clear and precise long-range strategic planning; key audience identification and segmenting; cultural anthropology; credibility and the relationship between verbal and kinetic messages; the interface among public affairs, information operations, and public diplomacy; the significance of conventional and social media; feedback collection and analysis; and measurement of effectiveness. The course uses historical and hypothetical examples to illustrate communication principles, and includes presentations by distinguished leaders and communication experts from government, academia, and the private sector. There is no final examination or thesis, but students must submit a paper every week of no more than one page which, along with quality of class participation, will form the basis for a final grade.

**(Class Limit 15) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Mr. Paul Windsor Hanley**

#### **NDU 6065-1: Conflict Resolution and Peacebuilding**

This course is focused on identifying and understanding the causes of conflict within a nation. Through an understanding of the causes, students can better implement conflict resolution and peacebuilding skills that are crucial to preparing today's military for success in future missions. The interactive methods and content of the course will borrow from the field experiences of conflict resolution practitioners and military commanders involved in teaching the course, and will include examples of past successes and failures in order to provide students with helpful guidance in how to translate their learning experiences into actions (in their future responsibilities) calculated toward achieving optimal results. NOTE: This course is taught by Amb. John McDonald, Institute for Multi-track Diplomacy; Dr. Alan Whittaker is the NDU point of contact for the course.

**(Class Limit 18) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Alan G Whittaker**

## **NWC**

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#### **NWC 6203-1: Afghanistan: The Long War**

This elective course will review our political and military involvement in Afghanistan, with special attention to counter-insurgency and counter-terrorism theory. It will survey Afghanistan's history, focusing on: (1) the early history, (2) the Soviet/Civil War/Taliban period from 1978 to 2001, (3) the "light footprint" international involvement and resurgence of the Taliban from 2001 to 2007, and (4) the increased international security and civilian presence from 2007 to the present. It will examine U.S. and coalition policy, counter-terrorism, stabilization activities, economic reconstruction, governance and institution building, as well as Pakistan's role. The course will utilize guest lecturers and require short papers and informal presentations from the students.

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Joseph J Collins, COL Vincent M Dreyer**

**NWC 6205-1: Cyber Operations and National Security Strategy**

Over the last decade, cyberspace has become an increasingly contested domain. Both state and non-state actors have found ways to use cyber weapons for crime, espionage, and war. Cyber attacks have become a significant component of military operations. The President and two Directors of National Intelligence have highlighted cyber crime and espionage as significant threats to US national security. Beyond this, cyber technology is developing so quickly it sometimes makes what seems like science fiction one year passé the next. Given this background, how should we expect cyber conflict to affect the world in coming years? What strategies should the United States implement to deal with the emerging opportunities and threats connected with cyberspace? This course examines the emerging character of conflict in cyberspace. It looks at cyber armaments through the lens of historical radical military innovations and considers the strategies that states and non-state actors are using to exploit them. It asks, specifically, how the United States should adapt its own cyber related strategies to benefit from this rapidly militarizing domain.

**(Class Limit 13) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Richard Brian Andres, Mr. LaForrest Virgil Williams**

**NWC 6206-1: Introduction to US Special Operations (USSOCOM) Roles and Missions**

This elective reviews the strategic nature of US Special Operations Command (USSOCOM) in three major categories. First, a review of the organization and functions of USSOCOM, service components, as well as policy and Congressional oversight will be conducted with a focus on USSOCOM's relevance to the National Security Strategy. Next, employment considerations will be examined with specific emphasis on Special Operations theory and future concepts. The third category will cover USSOCOM's role in Irregular Warfare (IW) as defined in DOD's IW Joint Operating Concept (JOC). Course requirement options include a short 5 page paper, or a 20-30 minute oral case study related to a Special Operations mission or functional area. A research paper is optional and may be eligible for the USSOCOM Essay Contest. Open to US students with a minimum SECRET clearance

***This course requires Secret clearance. (Class Limit 13) (2 Credit Hours)***

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Col Patrick Pekelo Pihana**

**NWC 6208-1: Air Power and Modern War**

Analyzes air power's effectiveness as an instrument of state policy in selected limited wars since 1945. Students will develop a framework for examining air power, and will use that framework to evaluate air power's effectiveness in helping to achieve war aims of various belligerents. Those conflicts include: the Korean War, the Vietnam War, the Arab-Israeli Wars (1967, 1973, 1982, 2006 vs. Hamas/Hizbollah), the Falklands War, the Russians in Afghanistan and against the Chechens, the Iran-Iraq War, the 1991 Persian Gulf War, conflicts in Bosnia (1995) and Kosovo (1999), and Operations Enduring Freedom and Iraqi Freedom. The course will also probe whether the air weapon has "revolutionized" the nature of warfare, and will analyze the air power notions of Robert Pape and John Warden. Methodology will include seminar, guest lecturers, and a field trip to the F-22/F-35 flight simulator in Crystal City. An oral presentation will be required.

**(Class Limit 13) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Col Mark A Bucknam, Dr. Mark A Clodfelter**

**NWC 6212-1: Insurgency and Terrorism**

Addresses the type of conflict most likely to affect national security policy and lead to military involvement--internal war. Develops and applies a framework for analysis that can be used by analysts, policymakers and managers to analyze insurgencies at any time and in any place. Methodology is based on case studies comparing contemporary internal wars in terms of goals, forms of violence such as terrorism and guerrilla warfare, strategies, the environment, popular and external support, organization, unity and government response, as well as the linkages among them.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Zachary M Abuza, Dr. Bernard I Finel**

**NWC 6214-1: Strategies of the Great War**

As we approach the centennial of the "war to end all wars", it is appropriate to study the strategies and contexts of the 1914-1918 conflict. In the first decade of the 20th century some, such as Norman Angell, believed that a great war between the European powers was no longer possible because of the increasing economic ties between states; others, because the industrial revolution's new military weapons simply made such a conflict unthinkable. 1914 saw the zenith of European imperial security strategy. Four years later a vacuum existed that directly shaped our world today. This course will not be a military history in that it will not examine directly the operations and tactics of 1914-1918. But it will examine and explore their lessons. What went wrong, and why? And what are the lessons of this century-old conflict for today?

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Mr. Steven Merrill Stigall**

**NWC 6215-1: Irregular Warfare and its Strategic Consequences.**

This course will explore the current definitions and origins of Irregular Warfare (IW). This will expand on the concepts developed in NWC Core Course 6200 and the Special Operations elective. From there, we will explore the historical development of IW and its impact on the nations that have engaged in this type of conflict. The course will bring the student to current policies and thought on where IW will lead DOD and interagency. We will visit one of the local IW centers and hear from a variety of current policy-makers and from operators engaged in this type of warfare. Students will be required to submit a paper analyzing an example of IW and how it affected his or her agency, country or outcome in battle. The course will be classified due to the visitation to the IW center and for information that will be presented.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: CAPT Robert Brian Watts**

**NWC 6216-1: Intelligence Support to Counterinsurgency Operations**

Insurgencies have been a feature of conflict for millennia. The United States military has been involved in counterinsurgency operations at many times during the history of our nation - and has been continuously engaged in counterinsurgency operations for nearly a decade in Afghanistan, Iraq, the Philippines, the Horn of Africa, the Maghreb region of Africa, and Latin America. Insurgency has historically been the preferred means employed by weaker adversaries against stronger governments, and U.S. and allied military forces will continue to engage in counterinsurgency operations throughout the rest of this century. In December 2006, the U.S. Army and Marine Corps concluded a lengthy period of study with the publication of the first update to American counterinsurgency doctrine in more than twenty years. The primacy of intelligence in successful counterinsurgency campaigns is emphasized -- "the success or failure of the mission depends on the effectiveness of the intelligence effort." This elective course will examine contemporary U.S. counterinsurgency doctrine and then look at a series of successful counterinsurgency campaigns (over the past 50 years) from a wide variety of countries, with the goal of preparing national security professionals -- military and civilian -- to understand the critical role that intelligence played in such campaigns, and how this tool can best be utilized. Students will present a case study of the role of intelligence in one of the counterinsurgency strategies.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

Instructors: Mr. Frederick Peter anthony Hammersen

**NWC 6230-1: Nuclear Weapons and National Security in the 21st Century**

Nuclear weapons have the power to change the world forever – or even to end it. Anyone aspiring to be a national security strategist needs a solid understanding of nuclear weapons and the many issues surrounding them today. What are they for? Why are nuclear weapon states modernizing their forces, and why are others trying to acquire them? How much is enough, can proliferation be stopped, and what about Global Zero? How do missile defenses play? This course will address these and other questions related to nuclear weapons and national security in the 21st century. The first block will cover nuclear weapon basics, the evolution of nuclear strategy, and the concept of nuclear deterrence and how it is changing. The second block will address the forces and policies of states with nuclear weapons, efforts by others to get them, different approaches to slowing proliferation, the role that arms control treaties do or do not play in cutting nuclear forces, and the relationship between nuclear deterrence and missile defense. The final block will consider prospects for further reductions in and elimination of nuclear weapons, address current issues related to US nuclear policy and force structure, and provide an opportunity for students to present their views on how nuclear weapons fit into national security strategy in the 21st Century. Each student will be responsible for one or more short in-class presentations, as well as a 3-page op-ed piece on a topic of interest.

***This course requires Secret clearance. (Class Limit 13) (2 Credit Hours)***

**T 13:30-15:25 1/10/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

Instructors: Col Mark A Bucknam, Mr. Richard H Davison

**NWC 6312-1: Negotiations for Strategists: Theory, Practice, and Assessment**

This course combines the basics of negotiation theory and the examination of select case studies with a series of "hands-on" negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation and implementation concepts to a wide range of negotiation challenges and (2) assessing and refining individual approaches to conflict management and negotiation performance through rigorous peer review and self critique. Students will complete the Thomas-Kilmann Conflict Mode Instrument (TKI) to assess individual tendencies in dealing with conflict. TKI is a well established assessment tool with thirty years of proven use in measuring conflict-handling behavior. This instrument will provide students with a profile that will be used to set individual goals for developing or refining specific negotiating skills. Texts include: Roger Fisher and William Ury, *Getting to Yes*; Michael Watkins and Susan Rosegrant, *Breakthrough International Negotiation*; Dennis Ross, *Statecraft*; Robert Mnookin, *Bargaining With the Devil*; and Kenneth Thomas, *Introduction to Conflict Management*. Requirements include class discussion, participation in negotiation exercises, participation in self assessment and peer review, and two written negotiation worksheets (4-7 pages each).

**(Class Limit 12) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/28/2012 (changes to 13:30-15:25 after 6th session)**

Instructors: Ms. Lisa Bronson

**NWC 6314-1: Energy and the Environment for Strategists**

The course will provide students with an introduction to the basics of oil, gas, electricity and non-fossil fuel energy as well as the international politics associated with each sector, and to global environmental and resource challenges including changing demographics, access to water, and climate change. We will focus on the challenge to think strategically about issues including energy security, the roles of states vs. markets in energy, pipeline politics, international nuclear power concerns, transboundary environmental negotiations, global climate change, and possible future scenarios and technologies. The course will include technology and country case studies. **DO NOT TAKE THIS CLASS IF YOU ALREADY TOOK NWC 6313 IN THE FALL.**

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

Instructors: Dr. Richard Brian Andres, Professor Robert A Colella

**NWC 6401-1: Congress and National Security**

This course seeks to explain how Capitol Hill works. We will examine the unique culture and procedures of the legislative branch in the broad political context of elections and the demands of local representation, partisan competition, the complex congressional committee system, and concerns for the national interest. This is a hands-on course. The class will travel to Capitol Hill. We also will interact in seminars with congressional staff, the press, lobbyists and executive branch officials. Finally, students will be asked to develop a legislative plan for a particular national security issue. These plans will identify a legislative goal and discuss how to reach that goal in light of congressional procedures, committee jurisdictions, budgetary constraints, electoral and interest group pressures, press coverage, competing presidential priorities and ongoing international events. The course deliverables include a legislative strategy, where students will pair-up in teams of two, then provide a brief written memo and class presentation. This course will meet at 1330 throughout the term, with some meetings lasting beyond 1530. **AS A RESULT, STUDENTS ADMITTED TO THIS ELECTIVE ARE PROHIBITED FROM TAKING ANOTHER WEDNESDAY ELECTIVE DURING THE SPRING SEMESTER.**

**(Class Limit 13) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012**

Instructors: Dr. Colton C Campbell

**NWC 6405-1: Homeland Security**

Provides a framework for analysis of homeland security as it relates to national security in the 21st Century. The course examines the missions, organization, threats, and prevention and response capabilities needed to secure the U.S. homeland. It evaluates the current strategy of homeland security in terms of threats (including WMD, bio-terrorism and cyber-terrorism), deterrence, prevention, crisis management, consequence management, response, and recovery. It explores the boundaries of homeland security from many perspectives, including the interagency process and the responsibilities of the Department of Homeland Security, DOD and the Northern Command, intelligence and law enforcement, congressional oversight, the private sector, and public health. The reading material and class discussions reflect policies, perceptions, and thinking since 9/11. Students are expected to contribute to seminar discussions and are responsible for a research paper or an opinion-editorial (op-ed) on a homeland security issue of choice, or a report on an interview with a local, state, or federal homeland security official.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

Instructors: Mr. David B Hill, CAPT Frank H Kingett

**NWC 6407-1: Securing the Sword: The Challenge of US Civ-Mil Relations**

Securing the Sword: The Challenge of U.S. Civil-Military Relations. Examines the values, attitudes, and ideas at the heart of military professionalism and how they compare to the main lines of civilian thinking in the United States. Focuses on the fundamental questions at the heart of Samuel Huntington's seminal book, *The Soldier and the State*, which addresses the nature of civilian control, the means by which it is established and sustained, and the health of U.S. civil-military relations. The course weaves a careful, analytical examination of Huntington's argument with contemporary essays about U.S. civil-military relations, and asks students to formulate their own views on the essence and state of current U.S. civil-military relations, as well as a sense of the direction those relations may -- or should -- take in the near future. Students will benefit especially from the course-long participation of former U.S. Representative "Ike" Skelton from Missouri, whose 34 years in Congress, including a long stint as Chairman of the House Armed Services Committee, equip him with a unique window on how U.S. civil-military relations have worked over the past four decades. The course is taught in seminar and requires an analytical essay examining some aspect of U.S. civil-military relations. Instructors: Professor David Tretler, Dr. Lorry Fenner, Mr. Ike Skelton

**(Class Limit 13) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012**

Instructors: Dr. David Allan Tretler

**NWC 6410-1: Memoirs in American Foreign Policy**

Provides the opportunity to read and discuss the memoirs of presidents, national security advisors, secretaries of state, and other high foreign policy officials from the Nixon, Carter,

Reagan, Bush 41, and Clinton administrations. Unlike the third person analytical pieces usually read in core and elective courses, these are classic primary sources that teach both process and substance from the authentic viewpoint of those who have "been there." Class time is used exclusively for structured discussion, and paper requirements are waived in favor of a reading load half again as much as the usual elective; class presentation required. The course is particularly useful to supplement core courses in national security strategy and the interagency process.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Theresa M Sabonis-Helf, COL Gregory Brian Schultz**

#### **NWC 6502-1: Arabic Cultural Literacy**

Provides basic learning related to (1) the Arabic language; and (2) cultural norms for common situations, with variations for people, region, and sub-regions of the Arab and Islamic Worlds. Topics for Arabic language include pronunciation, courtesy expressions, gestures, names, reading the alphabet and numbers, and regional dialect variations. Topics for cultural behavior include etiquette, do's and don'ts, friendships, hospitality, reciprocity and emotions, humiliation, honor, loyalty, personal image, body language, dealing with women, the role of the family, the sanctity of the household, and Muslim approaches to animals, particularly dogs within the household. Also discussed in the course are Arab values, identity, future trends, and Arab perceptions of Americans and American policy and strategy. An important component will be the role of Islam in personal interactions, with reference to extremist and mainstream Islam, the Qur'an, Jihad, views of Israel, and interaction between Muslims and non-Muslims. This elective MEETS TWO DAYS a week, Tues and Wed, EARLY THROUGHOUT AND DOES NOT SWITCH. NOTE THAT this elective COUNTS for 2 FULL ELECTIVES AND 4 CREDIT HOURS.

**(Class Limit 12) (4 Credit Hours)**

**T, W 13:30-15:25 1/10/2012-3/28/2012**

**Instructors: Dr. Kamal A Beyoghlow**

#### **NWC 6503-1: Working the Three D's: Afghanistan/Pakistan and Whole Of Government Assistance**

Secretary Gates calls for a "dramatic increase in spending on the civilian instruments of national security." Retired Marine Corps General Anthony Zinni testifies that "we know that the 'enemies' in the world today are actually conditions—poverty, infectious disease, political turmoil and corruption, environmental and energy challenges." Secretary Clinton talks about the three "Ds" of national security—Defense, Diplomacy and Development. But what exactly does this mean on the ground? How does whole-of-government play out in the field and how might we best marshal the three "Ds" to meet our objectives? This course examines the fundamentals of whole-of-government approaches in stabilization and reconstruction with a particular focus on efforts in Afghanistan and Pakistan. The push for the three "Ds" comes from growing concern that fragile and conflict affected states threaten regional security, aggravate transnational crime, and provide ungoverned space for potential terrorists. This course examines the challenges posed by fragile and conflict affected states and the theory behind their weakness. It examines the assistance tools we have to work with, looking particularly at civilian agencies and institutions, and past efforts to incorporate civilian efforts with military in non-permissive environments. It explores current efforts to enhance civilian capacity to engage in "expeditionary" approaches to whole-of-government assistance and looks at how politics both domestic and regional, influence the outcome of defense, diplomacy and development efforts undertaken by the US and its allies.

**(Class Limit 13) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/28/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Desaix B Myers, Dr. Joseph J Collins**

#### **NWC 6505-1: Empires**

Provides students with an opportunity to compare America's current "imperial" world role to some provocative historical precedents. This course examines the elusive meaning of the word "empire," looks at the peculiar experiences of a number of historical empires, and considers the implications of that experience for the modern United States. There will be several expert guest participants. Otherwise, we will avoid lectures and concentrate on carrying on a "strategic conversation" that constantly interrelates historical experience with current and future American national security strategy issues. Students are expected to participate energetically in seminar debate and to produce a short paper or presentation relating some specific historical event, structure, or pattern to the current debate over "American Empire." Link to online syllabus: <http://www.clausewitz.com/Courses/6505/index.htm>

USERNAME: nwcuser PASSWORD: nwc1234A

**(Class Limit 12) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Christopher Bassford**

#### **NWC 6506-1: Public Diplomacy after 9/11: The Long War**

This course will focus on: (1) the role of Public Diplomacy (PD) in the shaping of public opinion, foreign policy, national security strategy, and warfighting (2) Evolution of the role/concept of PD in foreign policy/national security strategy (3) Shaping the official message, promoting dialogue, and fostering the exchange of ideas and information (4) Tools of the PD trade: traditional approaches, the new technologies, the use of social media (5) Interaction between media and government in the realm of foreign policy and national security affairs

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Vivian S Walker**

#### **NWC 6508-1: Islam and Democratization From the Middle East to South Asia**

With the collapse of the regimes of President Hosni Mubarak in Egypt and President Ben Ali in Tunisia, and the ongoing unrest in Syria, Bahrain, and Yemen, there is increasing need for an analysis of the role Islam may play in successor governments. This is not a new question, as evidenced by the Algerian coup to stop the parliamentary elections of 1991. In fact, most of the analysis is premised on the assumption that Middle Eastern democracy is threatening because it holds the potential to produce the "wrong" winners. That is, the basic analytical framework assumes that Islamists may hijack the transition to democracy in these newly-forming governments. Based on current research done on Egypt, Syria and Iraq, Afghanistan, Tunisia and Libya, this course will assess the role of Islam in the current transitions and discuss scenarios for possible evolutions. It will draw comparisons from successful examples of democratization in Africa, Eastern Europe and Latin America

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: TBA**

#### **NWC 6518-1: Russia's Long War: Conflict in the North Caucasus**

This course examines Russia's long war for control in the North Caucasus, a struggle not measured in decades but rather centuries. The course intends to build upon themes found throughout the National War College curriculum especially focusing on governance, insurgency and counter insurgency, the role of Islam, great power politics, and the use of so-called hard and soft power by the state and rebellious populations alike to achieve their respective political ends. This elective will not only examine the better known Chechen conflicts but also will examine the growing insurgency throughout the entire North Caucasus. Furthermore, this elective will highlight the security complexities of the region as Russia prepares for the 2014 Winter Olympics which occurs in what is geographically the North Caucasus. This elective is intended for those students who wish to obtain a better appreciation of the North Caucasus as well as being a useful complement for students traveling to Russia or the South Caucasus as part of their field studies. Requirements include 80-100 pages of reading and a 5 to 8 page paper as well as student-led discussions on the assigned readings.

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: COL Jon E. Chicky**

#### **NWC 6601-1: Strategists at War**

Many courses deal with strategic logic or various aspects of strategic thinking. In *Strategists at War*, students become practitioners, actually doing strategy. The purpose of this course is to prepare future military and civilian leaders to make strategic decisions in a thoughtful, nuanced, and timely manner. The course fills an important need. The U.S. Government has not done well over the past three administrations dealing with long-term strategic problems. Despite some attempts, the staff of the National Security Council has focused on immediate issues, and that has permeated throughout the government. Changing the way of doing business on national security issues will not be easy, and will require the kinds of skills used in this course. The course introduces students to a series of complex, real-time scenarios and asks them to develop strategic options/recommendation packages, integrating all elements of national power. The scenarios will be based on actual events unfolding during the semester; literally ripped from the headlines. The elective is taught at the Classified SECRET level, meets on Wednesdays from 1330-1525, and does not switch times during the semester."

***This course requires Secret clearance. (Class Limit 13) (2 Credit Hours)***

**W 13:25-15:30 1/14/2012-3/28/2012**

**Instructors: Dr. David P Auerswald, Mr. Leif Erik Kjonnerod**

#### **NWC 6603-1: Strategic Issues in China**

Strategic Issues in China will use a historic experience, the U.S. relationship with China between the 1911 Revolution and the end of the Civil War in 1949, to consider a range of strategic angles on the experience. The sole text, Barbara Tuchman, *Stilwell and the American Experience in China*, will introduce a number of complexities for students to then pursue in research. The purpose of the course is to expose students to series of questions about a topic, then allow each to follow with research that will be applying today's experience to an enduring question on China as a strategic issue for the United States. Course requires a brief presentation, a seminar discussion on the topic of student's paper, and a critique of another student's work. Seminar approach will be the pedagogy.

**(Class Limit 13) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/27/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Cynthia A Watson**

#### **NWC 6611-1: Scenario Planning for Strategists**

This course examines and applies the concepts of scenario planning analysis (SPA) based on a multi-step process including: defining the problem, identifying the driving forces, identifying critical uncertainties, structuring alternative scenarios of the future, assessing the implications of each scenario, generating options for each scenario which address the implications, systematically evaluating options against alternative scenarios, developing a "robust" strategy that accounts for all scenarios, Identifying Early Indicators for each scenario, recommending strategic actions to prevent or resolve a crisis, and evaluating the effectiveness of the recommendations. Scenarios are stories about how the future might unfold. Scenarios are not predictions. Rather, they are provocative and plausible accounts of how relevant external forces such as the future political environment, scientific and technological developments, social dynamics, and economic conditions that might interact and evolve, providing different challenges and opportunities. Course structure will be to practice using this process-model by means of examining case studies and current events. Requirements for the course include preparing several 1-2 page papers through the course and developing and delivering several 5-10 minute presentations. Students will become familiar with SPA by means of readings and seminar discussions, then use the tools to build narrative descriptions of different scenarios and ultimately to develop and present strategic options for further discussion.

**(Class Limit 13) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/27/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Robert Burl Brannon, Ms. Lisa Bronson**

#### **NWC 6706-1: India: An Emerging Power?**

This elective course surveys the cultural, political, social, economic and military situations in India with a focus on United States national interests in the region. The United States appears to pay serious attention to the region only in times of crises—as evidenced by past wars, India's and Pakistan's nuclear tests in May 1998, and the Tsunami in 2004. Until recently its policies in the region have focused on single narrowly-defined issues such as the proliferation of terrorism and its regional responses clouded by cold-war perceptions. Seminar participants will explore broader emerging opportunities and risks in the region. Among other topics, it will look at the dynamics of demographic change, the impact of the green revolution, rapid industrialization and urbanization, the role of foreign trade and investments, and the internal insurgencies and terrorism and their implication for internal political stability and change in India. The course will emphasize the motivations and perceptions of the leadership and elites in India and the recent major shifts in US interests and policies in the region. A short paper is required to be written co-jointly with 6500.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 1/9/2012-3/26/2012**

**Instructors: Dr. Inderjit J Singh**

#### **NWC 6708-1: Taiwan in the World**

This course considers the unique relationship that Taiwan, as a former diplomatic ally but a de facto independent entity a hundred miles off the coast of China, has with the world. While the focus of the course will be to prepare students for Field Studies travel to Taiwan, its history, social and economic development, current political configuration, threats and opportunities will be the topics for the course. Student paper will include a topic for a current policymaker while two oral presentations will also be requirements. Seminar teaching methodology.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 1/9/2012-3/26/2012**

**Instructors: Dr. Cynthia A Watson**

#### **NWC 6710-1: US Interests in the Gulf Region**

This new elective examines U.S. engagement with the states of the Arabian Peninsula – Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, Yemen – including counter-terrorism, security cooperation and diplomatic interaction. Iran and Iraq are included, albeit with a narrow focus on their regional policies, influence and interaction with neighboring states. Energy issues, including oil and gas exploration, production and transport, will be considered country by country, and from the viewpoint of long-term U.S. interests in the region as a whole. Students will take a serious look at the unique history, social structure and political system of each Gulf state, as well as overarching factors that tend to promote both cooperation and discord among them – including the continuing impact of "Arab Spring" protests in Bahrain and Yemen, and the evolution of the Gulf Cooperation Council since its creation as a response to the 1979 Iranian revolution. Central aim of the course is to help students develop both a knowledge of U.S. postwar policy in the region, and an understanding of the interests, opportunities, challenges and constraints that will shape U.S. policy in coming years. Requirements include a five-page essay, an in-class presentation, and active participation in seminar discussions.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 1/9/2012-3/26/2012**

**Instructors: Mr. Alan Greeley Misenheimer**

#### **NWC 6712-1: North Africa and the Arab Spring**

This is a new elective focusing on the geostrategic significance of North Africa (Morocco, Algeria, Tunisia, and Libya) with an eye towards the Sahel region—an area that is intrinsically linked culturally and economically to the north African states under consideration. Among the themes to be explored are the prospects of war and conflict over the Western Sahara; the rise of religious extremism and terrorism; the prospects for economic and political integration in N. Africa; U.S. strategic interests; regime stability; internal political, economic, and social dynamics as indicators of stability and security (or instability and insecurity); the centrality of culture; the problems of minorities including women and non-state actors; and human and civil rights; etc. In addition to the thematic approach, the course will examine the historical and cultural evolutions of each state with an eye towards analyzing the broader security implications of North Africa on Sub-Saharan Africa and the Horn of Africa—two important geopolitical areas for the United States and its allies. If insecurity and instability are general features of the post-Cold War world, they are especially acute in all North Africa states and groups (Al Qaeda in the Maghreb, the Islamic Salvation Front, and the Islamic Grouping of Algeria) where the inter-state and intra-state conflicts and internal social—sometimes class—schisms may underlie the challenge of basic regime legitimacy. Finally, the course will explore key conceptual domestic tensions, namely secularism and religion; modernity and tradition; pluralism and authoritarian rule; etc on a

comparative basis. The course will utilize an overlapping domestic, regional and international dynamics model to help flesh out the key political, economic, social (including religious), and military underpinnings of the states under analysis. Requirements include one oral presentation, analytically sustained seminar contributions, and a short analytical essay focusing on strategy and policy issues.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 1/9/2012-3/26/2012**

**Instructors: Dr. Kamal A Beyoghlow**

**NWC 6730-1: Turkey at a Crossroads**

This course will cover Turkish domestic and foreign policy with a particular focus on Turkey's rapidly changing relations with the Middle East, Europe and the United States. The domestic politics part of the class will draw heavily on political Islam and the Kurdish question as Turkey's two major "identity" problems. The course will also reinforce the Field Studies trip to Turkey plus one other country - possibly (TBD) by incorporating ideas and concepts that impact on Turkey's regional dynamics.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 1/9/2012-3/26/2012**

**Instructors: Dr. Omer Taspinar**

**NWC 6746-1: Russia**

Surveys the history, demography, politics, economics and international security role of Russia and the Soviet Union. Focuses on the period from 1905 to the present, with the largest portion of the course devoted to the collapse of the USSR and Russia's domestic and international development under Yeltsin, Putin, and Medvedev. Supports Field Studies trip to Russia.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 1/9/2012-3/26/2012**

**Instructors: Dr. William H Hill**

**NWC 6748-1: States in Transition: Introduction to Ukraine and Moldova**

Course provides an introduction to modern day Ukraine and Moldova, focusing on the essential elements of requisite background in support of field study travel to the region. Material will include a very brief (3 topics) period on history, up to and including collapse of the Soviet Union. The remainder of the course will address issues related to the challenges of independence and democratization, focusing on the impact of these processes on the institutions of government. Both Ukraine and Moldova are pursuing strategies of integration with Europe. Both have unique challenges but some issues are in common. The course will address many of these challenges with a view toward arming students with perspectives on these strategies and on how the United States might respond. There will be several text books and additional readings, with an average reading load of approximately 75 pages per week. Students will routinely be asked to offer short (10 minute) briefings or presentations throughout the course. A paper of 8-10 pages is required.

**(Class Limit 13) (2 Credit Hours)**

**M 13:30-15:25 1/9/2012-3/26/2012**

**Instructors: Dr. Robert Burl Brannon**

**NWC 6761-1: Contemporary Latin America and U.S. Policy**

Surveys Latin American and Caribbean (LAC) politics and society. Specifically, the course examines the political development of LAC societies focusing on the social and economic factors that have shaped the region's institutions and political development. Special attention is given to the various issues and themes that have been constants in Latin American political and economic development: colonial legacy and political culture; the crisis of the oligarchic order; populism and nationalism; political violence and strategic cooption; external dependency; dictatorship and militarism; underdevelopment; revolution and democracy; economic neo-liberalism and integration. An important current that ties these themes together concerns obstacles to the establishment and consolidation of democratic political institutions and the structural causes of poverty, social injustice, economic underdevelopment and the prevalence of non-democratic responses to the traumas of rapid modernization. Finally, the course will devote time to analyzing the very important role of the United States in the political, diplomatic and economic development of LAC.

**(Class Limit 13) (2 Credit Hours)**

**M 15:35-17:30 1/9/2012-3/26/2012**

**Instructors: Dr. Cynthia A Watson**

**NWC 6901-1: Research Fellow**

Limited to a total of three NWC students per academic year. All candidates must submit the first 6100 required paper the day after the electives open house together with a research proposal to the Director of Writing Programs. Research Fellows are excused from all elective requirements, except for Field Studies. This enrollment must be approved by the Director of Writing and Research.

**(Class Limit 3) (4 Credit Hours)**

**0:00-0:00 1/1/1900-1/1/1900**

**Instructors: TBA**

**NWC 6902-1: Advanced Writing Elective**

This elective allows a student to pursue an individual writing project resulting in one paper of approximately 30 pages in length. Students desiring to take this elective must submit a proposal approved by a faculty mentor of their choice to the Director of Writing Programs.

**(Class Limit 20) (2 Credit Hours)**

**0:00-0:00 1/1/1900-1/1/1900**

**Instructors: TBA**

**NWC 6903-1: Tutorial**

Students may arrange with an instructor to take a semester-long independent study on a specific topic related to national security. A tutorial involves extensive reading, a number of meetings with the supervising faculty, and oral and written critical analyses of the readings. Faculty members may also be willing to offer a tutorial based on the syllabus of a course that failed to garner the minimum number of students. Students desiring to take a Tutorial must submit a proposal approved by their faculty mentor to the Director of Electives.

**(Class Limit ) (2 Credit Hours)**

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**Instructors: TBA**

## **CISA**

The nuclear era began in 1945 with the bombing of Hiroshima and Nagasaki. Six decades later the possibility of a mushroom cloud rising over a major city continues to shape international affairs and strategic analysis. Today, the greatest threat to global security is the spread of nuclear weapons to dangerous states and non-state actors. To counter the risk of nuclear proliferation, the United States, in coordination with the international community, is undertaking a comprehensive response consisting of treaties, agreements, and programs to secure nuclear materials, technologies, and expertise. Many nations recognize the importance of the proliferation threat and, in April 2010, President Obama hosted delegations from 46 countries at a Nuclear Security Summit in Washington DC to strengthen the global response. In this course, students will evaluate the role of nuclear weapons in the 21st century and what can be done to prevent proliferation. The course will draw upon contemporary case studies and lectures with years of experience to explore the course themes

**(Class Limit 20) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/29/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dean Kenneth Earl Baker, Dr. Njema Jioni Frazier, Mr. James Tyrrell Windle**

#### **CISA 6912-1: Armed Groups and Irregular Warfare**

Over the last two decades, non-state armed groups — terrorists, insurgents, militias, and criminal organizations — have been proliferating in number and importance. Today, armed groups can pose major security challenges to the United States, even without acquiring weapons of mass destruction. These challenges are not confined to distant lands. Some armed groups have developed power projection capabilities; they can strike across the globe to include the US homeland. Armed groups employ irregular warfare strategies and irregular, traditional, and even catastrophic means to undermine the legitimacy of state actors and erode the will and influence of the United States. As the nature of warfare has changed, so too must the US response. This course examines the complex and diverse nature of armed groups and their use of Irregular Warfare within the context of the new security paradigm; assess the challenges armed groups and Irregular Warfare pose to US security; and explores the existing and new approaches for meeting these threats and challenges.

**(Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Peter G Thompson**

#### **CISA 6915-1: Governance, Gangs, and Violence: Latin American and the Caribbean Networks**

This course examines the coercive strategies and interactions of armed groups — such as gangs, criminal syndicates, militias, terrorist bands, web hackers, and pirates — with other actors and environments. It explores the policy implications as traditional social and political institutions deal with these violent entities. We further explore what happens when individuals and traditional communities, desiring stable rule of law, find themselves confronted with the consequences of anarchic, fragmented, and adaptive social arrangements. Cases from Latin America, the Caribbean region, and other countries and dimensions illustrate conceptual discussions and policy implications.

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Thomaz Costa, Dr. Craig A Deare**

#### **CISA 6919-1: Afghanistan and Pakistan Since 2001**

Frontline of Global War: Afghanistan and Pakistan This course is a required elective in the MASSS South and Central Asia Program. It covers the political and military history of Afghanistan and Pakistan since 2001. Students will identify and understand the recent security challenges facing those two countries—insurgency and counterinsurgency, terrorism, political Islamism, militarized international peacebuilding and reconstruction, and externally-supported democratization. Students will evaluate each country's success or failure in meeting these challenges. Students will also be asked to understand and use basic concepts of comparative political science: they will identify, understand, and apply, as appropriate, lessons that can be learned from other states that have confronted similar challenges elsewhere in the world. Finally, students will evaluate the prospects not only for the international stabilization and counterterrorism missions in Afghanistan and Pakistan, but for long-term democracy and development in the region. The goal of this course is to complete students' preparation to be long-term South Asia area experts, who can critically examine the security challenges of the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Paul D Miller**

#### **CISA 6919-2: Afghanistan and Pakistan Since 2001**

Frontline of Global War: Afghanistan and Pakistan This course is a required elective in the MASSS South and Central Asia Program. It covers the political and military history of Afghanistan and Pakistan since 2001. Students will identify and understand the recent security challenges facing those two countries—insurgency and counterinsurgency, terrorism, political Islamism, militarized international peacebuilding and reconstruction, and externally-supported democratization. Students will evaluate each country's success or failure in meeting these challenges. Students will also be asked to understand and use basic concepts of comparative political science: they will identify, understand, and apply, as appropriate, lessons that can be learned from other states that have confronted similar challenges elsewhere in the world. Finally, students will evaluate the prospects not only for the international stabilization and counterterrorism missions in Afghanistan and Pakistan, but for long-term democracy and development in the region. The goal of this course is to complete students' preparation to be long-term South Asia area experts, who can critically examine the security challenges of the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Hassan Abbas**

#### **CISA 6921-1: Political Islam: Origins, Threats, and Counterstrategies**

The course gives an overview of radical Islam, with an emphasis on radical political Islam. It provided an in-depth analysis of the ideological roots, structural causes, and organizational structures of radical political Islamic movements by examining various movements such as the Muslim Brotherhood, Hamas, Hezbollah, Al Qaeda, and Jamaat al-Islamiyya. Through a comparative analysis of these movements, the course lays out the commonalities in their rhetoric, the conditions under which they emerge and radicalize, and the types of threat they pose to democratic legal order. Drawing on these findings, the course offers counterstrategies against these threats.

**(Class Limit ) (2 Credit Hours)**

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**Instructors: TBA**

#### **CISA 6946-1: Strategy and Security of Small Countries**

What are the critical factors that influence the security of small countries? In global politics and regional relations, how do small countries define policies and implement strategies to promote their own vital interests? This course provides students with the opportunity to analyze enduring or recurrent defense and security problems of small and micro countries, understand how these actors relate to the 21st Century security environment, and assess decision-making perspectives of these states in the face of transnational threats or when engaging with larger or much more powerful challengers.

**(Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Thomaz Costa, AMB C Steven McGann**

#### **CISA 6949-1: Law Enforcement and National Security**

This course critically examines the use of law enforcement, at all levels of government, to address terrorism and other national security threats. Students will gain an in-depth

understanding of the fundamental capabilities and limitations of civilian and military law enforcement approaches and the necessary elements for a successful law enforcement strategy. A critical examination will be conducted of how law enforcement agencies investigate and prosecute terrorists; how law enforcement can prevent terrorist attacks; and how complexities involved in using criminal and civil laws are leveraged to protect against terrorist violence. Military use of its law enforcement capabilities under the laws of war will also be treated, as well as the employment of law enforcement concepts in counterinsurgency and stabilization operations.

**(Class Limit 20) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/29/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Hassan Abbas**

#### **CISA 6962-1: United States Special Operations**

To gain a general understanding of the nature of special operations forces and of their modes of employment, this 2 credit elective course introduces the student to the essential history of US special operations forces and their use. The student grapples with challenges of global terrorism and assessment of success.

**(Class Limit 20) (2 Credit Hours)**

**T 15:35-17:30 1/10/2012-3/29/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: TBA**

#### **CISA 6977-1: Irregular Warfare: Strategy and Operational Art II**

Using Pakistani counterinsurgency as its case study, this course examines irregular warfare from a strategic perspective with emphasis on operational art as employed in the present AF-PAK struggle. Pakistani counterinsurgency, Counterinsurgency and counterterrorism in Pakistan are placed within their historical, national, and regional contexts, with both localized and broader struggles examined for the purpose of shedding light upon those elements which may be called uniquely "Pakistani" and those which are more generic. Though whole of government response is considered, the realities of the case necessitate a focus upon the military instrument of national power. (6977 I is not a prerequisite)

**(Class Limit 20) (2 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/29/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Brigadier Syed Shafqat Asghar**

#### **CISA 6978-1: Terrorism and Crime**

This elective course examines the growing national security threat posed by the relationship between terrorism and crime. The unprecedented pace of globalization and technological advance in the post-9/11 world has enhanced the effectiveness of terrorist groups and criminal organizations, allowing each to benefit from the strengths of the other. Drawing on a series of case studies, Terrorism and Crime analyzes how terrorists and crime syndicates leverage criminal activities (e.g., drug trafficking, money laundering, arms trafficking, human smuggling, counterfeiting, and cyber crimes) to promote their mutual and respective interests. The course concludes with an evaluation of strategies that address these terrorist and transnational criminal threats at both the national and international level.

**(Class Limit 20) (2 Credit Hours)**

**W 13:30-15:25 1/11/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. David Arthur Glancy**

#### **CISA 6984-1: The American Political Process**

This elective will explain and discuss the mechanisms of American politics, focusing primarily on the electoral process and the upcoming 2012 elections. A primary learning objective is student understanding of the effect of elections on U.S. defense and foreign policy. The course will draw on the wealth of available guest speakers in the DC area, as well as local campaign events. The course will be primarily for International Fellows.

***This course is opened only to IF students.* (Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Dr. Jay Morgan Parker, Ms. Lindsey A Ohmit**

#### **CISA 6987-1: How Congress Works**

This course will allow students to navigate and gain an understanding of the Congressional legislative, oversight, and budgetary process in the context of national security and defense. This study requires an examination of the Constitution, reviewing the real world context where it is applied to include the legislative branch, the House of Representatives and the Senate, and the executive branch/White House, assessing how the Department of Defense and the Intelligence Community play in this process, and analyzing current decisions that affect future budgetary and policy decisions.

**(Class Limit 20) (2 Credit Hours)**

**T 13:30-15:25 1/10/2012-3/29/2012 (changes to 15:35-17:30 after 6th session)**

**Instructors: Mr. James Tyrrell Windle**

#### **CISA 6995-1: Military, Polity, and Society in the Middle East and South Asia**

The evolving politics and societies of the Middle East and South Asia are completely interwoven with the development, functions, and interests of military institutions. Military needs and organizations from North Africa to Pakistan have driven modernization, determined its direction, and inhibited further socio-political opening. Likewise, conflict involving external actors has been a defining characteristic of the region. Whether as regimes, corporate interest groups, influence-wielding bodies, sources of hyper-nationalist pride, or as significant economic agents, militaries remain central to grasping both politics and society throughout the Middle East and South Asia. This elective examines these issues over five analytical axes: 1) the inheritance of the 19th and 20th centuries; 2) national security ideologies and civil-military relations in authoritarian states and divided polities; 3) trends and transitions in states characterized by participatory politics 4) militaries as social strata and economic actors; 5) professionalization and the internal dimension of security sector reform.

**(Class Limit 20) (1 Credit Hours)**

**W 15:35-17:30 1/11/2012-3/29/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Barak Aharon Salmoni**

#### **CISA 6996-1: Globalization & The New Great Game in Central Asia & The Caucasus**

The course establishes a basis for understanding modern political and cultural changes in Central Asia and the Caucasus. A major effort will be made to describe how the role of external factors in combination with internal conditions framed the problems new leaders had to confront when the Soviet Union collapsed. Special attention will be devoted to the place of ethnic and sectarian violence. Other topics studied are: economic development, transfer of modern technology and its environmental impact, ethnic politics, Islamic fundamentalism as a response to rapid change, politics of oil and the new 'Great Game' in Central Asia, including the rise of India and China.

**(Class Limit 20) (1 Credit Hours)**

**T 15:35-17:30 10/9/2012-3/29/2012 (changes to 13:30-15:25 after 6th session)**

**Instructors: Dr. Geoffrey F. Gresh**