

National Defense University



2018-2019 Electives Program Catalog

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National Defense University Electives General Information

Elective courses are held in the fall and spring semesters of each year and convene one time a week over a 12 week period, unless otherwise stated in the course description. Elective courses will be held Tuesdays and Wednesdays each week, except for the week of Thanksgiving – elective courses will not be held during that period. Class times are based on an early and late time schedule. The early sessions run from (1330 – 1525) and late sessions run from 1535 – 1730, unless otherwise stated in the course narrative/description. Courses will switch times after the sixth session - early classes (1330 – 1525) will switch to the late time slots (1535 – 1730) and late classes (1535 – 1730) will move to the early time slots (1330 – 1525), unless otherwise stated in the course narrative.

Students will have an opportunity to obtain a better understanding of the courses being offered during the National Defense University Electives Open House. This forum provides students the opportunity to meet professors and obtain information on their courses of interest. Two Open Houses will occur during the academic year – the fall Electives Open House will occur on August 15, 2018 (from 1330 – 1500), and the spring Electives Open House will occur on October 17, 2018 (from 1145 – 1300). Immediately following the Open House, the course selection process will open and students will have until Thursday evening (for fall electives) to create and submit their prioritized course list. The suspense for the spring selection process will be determined at a later date. More information regarding the Open House and electives selection process will be provided by your College Electives Directors (please see below list).

College electives points of contact are:

College of International Security Affairs (CISA)	Ms. Sheila DeTurk	(202) 685-7377
Eisenhower School (ES)	Dr. Timothy Russo	(202) 685-4349
College of Information and Cyberspace (CIC)	Ms. Nakia Logan	(202) 685-2110
National War College (NWC)	CAPT Corey Ray	(202) 685-3654
National Defense University Program Manager	Mr. Larry Johnson	(202) 685-2128

Elective courses are also used to satisfy a wide variety of concentrations available at the National Defense University. Some concentrations are restricted to specific colleges, but most are open to students across all colleges. To better prepare students for the University's electives selection process and how the concentrations play into this arena, an informational Concentration and Scholars Program briefing will be offered on August 7, 2018 that will answer most, if not all, of your questions and help guide you in your electives selection process. The following concentrations will be offered in Academic Year (AY) 2018-19.

Elective Concentrations:

American Studies (Open to International Fellows at CIC/ES/NWC) Dr. Brittany Bounds
Required Courses:

- NDU 6047: American Studies I (International Fellows)
- NDU 6048: American Studies II (International Fellows)

American Studies (American Fellows Program)

Dr. Brittany Bounds

Required Courses:

NDU 6030: American Studies I (American Fellows Program)

NDU 6031: American Studies II (American Fellows Program)

Cyber Security Leadership

Mr. Jim Churbuck

Students must take two from the following:

CIC 6017: Cyber Security in the 21st Century (CSL)

CIC 6024: Cyber Security Awareness (CSL)

CIC 6025: Infrastructure and Information Operations (CSL)

CIC 6026: Cyber Terrorism and Cyber Crime (CSL)

ES 6048: Cybersecurity and Cyber Warfare

NWC 6005: Cyber Operations and National Security Strategy

Data Analytics and Visualization

Mrs. Nakia Logan

Required Courses:

CIC 6004: Big Data to Decisions (EIT/DAV)

CIC 6037: Data Analytics for Decision Making (DAV)

Emerging Information Technology

Mrs. Nakia Logan

Students must take two from the following:

CIC 6004: Big Data to Decisions (EIT/DAV)

CIC 6030: Future Emerging Technologies (EIT)

NDU 6019: Social Media as a Source of Information-Legal, Policy & Ethical Issues

Ethics

Dr. Gregory D. Foster

Required Course:

NDU 6028: The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development

Additional Course: Select one of the following:

NDU 6025: Ethical Challenges for Strategic Leaders

NDU 6029: Ethical Leadership and Strategic Organizations: Changing the Culture, Eliminating Toxic Behaviors, and Creating High-Performance

NDU 6034: U.S. Civil-Military Relations and Professionalism

NDU 6059: Strategic Ethics Through Cinematic Narrative

NWC6073: War Crimes and Strategy

NWC 6082: National Security Law: Legal & Ethical Issues for National Security Strategists

Health Strategy

Dr. Douglas J. Robb

Required Courses:

NDU 6056: Leadership Perspectives in Health Strategy: Solving Wicked Strategic/Global Health Problems

NDU 6075: Health Strategy as a Foundation for National and Global Security

Joint Land Air Sea Strategic-Special Program (JLASS-SP)

COL Voris McBurnette

Required Courses:

NDU 6061: Joint Land Air Sea Strategic-Special Program (JLASS-SP)

NDU 6062: Joint Land Air Sea Strategic Special Program (JLASS-SP)

Long Term Strategy (SECRET & US only)

Dr. Sorin Lungu

Required Courses:

- ES 6453: Seminar in Diagnostic Net Assessment and Defense Strategic Planning
- ES 6458: Military Technology Diffusion and the Asian Defense Market Dynamics
- ES 6466: Long Term Strategy Research Project

Senior Acquisition Course (ES ONLY)

Dr. Brian Buckles

Required Course:

- ES 6110: Strategic Acquisition - An Examination of Select Topics Highlighting the Fundamental Forces Driving Defense Acquisition)

Additional Course: Select one of the following:

- ES 6102: Science and Technology Policy
- ES 6103: Comparative International Acquisition Systems and FMS
- ES 6104: Sustaining Technological Advantage in Defense Acquisition
- ES 6105: Leading Innovation in Business and Government
- ES 6109: Congress and the Quest for Acquisition Reform

Supply Chain Management (ES ONLY)

Ms. Kinney-Perkins

Required Courses:

- ES 6404: Supply Chain Management: Strategy & Concepts I
- ES 6405: Supply Chain Management: Strategy & Concepts II
- ES 6402: Supply Chain Management Research Colloquium

Weapons of Mass Destruction (WMD)

Dr. John Mark Mattox

One required course (Can use either course as the required course):

- NDU 6014: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Film-maker's Lens **OR**
- NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction

And one additional Course: Select one of the following:

- NDU 6014: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Film-maker's Lens**
- NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction**
- NDU 6070: From the War Zone to the Hot Zone: Rapidly Evolving Challenges in Biodefense
- NDU 6071: Thinking about the "UNTHINKABLE": Strategic Weapons, Strategic Warfare, and Enduringly Consequential Choices
- NDU 6900: Independent Research Study
- NWC 6009: Nuclear Weapons and National Security in the 21st Century
- NWC 6066: Deterrence Theory and National Security
- CISA 6005: Nuclear Statecraft: Diplomacy, Summitry, and Collective Action
- CISA 6910: Nuclear Threats and Responses: Addressing Nuclear Risks in a Dangerous World

**If you take NDU 6014 as the required course, you can take NDU 6015 as the additional course, and vice-versa.

Congratulations on your selection to attend the National Defense University and get ready to participate in a very exciting and rewarding electives program.

AY 18-19 ELECTIVES PROGRAM CATALOG

FALL SEMESTER COURSES

CIC

CIC 6004: Big Data to Decisions (EIT/DAV)

This course explores data management and its enabling technologies as key components for improving mission effectiveness through the development of open, enterprise wide, and state-of-the-art data architectures. It examines management issues such as the implementation of the data component of the Enterprise Architecture specified by OMB. In addition, the course covers key data management strategies, including the DoD Net-Centric Data Strategy and the Federal Enterprise Architecture (FEA) Data Reference Model and their enabling information technologies including data warehousing, electronic archiving, data mining, neural networks, and other knowledge discovery methodologies. Case studies allow students to explore data management issues and implementation. While geared for managers, the course provides sufficient insight into the underlying technologies to ensure that students can evaluate the capabilities and limitations of data management options and strategies.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 09/19/2018 – 12/12/2018 (changes to 1535 – 1730 after 6th session)

Instructor: Prof. Andrew Gravatt

CIC 6017: Cyber Security in the 21st Century (CSL)

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 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/18/2018 – 12/11/2018 (changes to 1535 - 1730 after 6th session)

Instructor: Prof. Mark Duke

CIC 6025: Infrastructures and Information Operations (CSL)

Prerequisite: Top Secret/ SCI clearance is required. This course will be limited to U.S. citizens. 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 16) (2 Credit Hours)

WED, 1535 - 1730, 09/19/2018 - 12/12/2018 (changes to 1330 - 1525 after 6th session)

Instructor: Prof. James F. Churbuck

CISA

CISA 6005: Nuclear Statecraft

This course takes a “deep dive’ into historical and current issues associated with nuclear weapons, through the lens of nuclear statecraft. Since the dawn of the nuclear age, decision makers have dealt with the question of what purposes are served by nuclear weapons and how such weapons can (or cannot) be incorporated into national policies and strategies. Through the lens of statecraft – which incorporates the range of diplomatic, military, and other strategies countries use to advance their security objectives – the course employs a case study methodology to look at how decision makers have tried to use nuclear weapons to advance other security objectives; efforts to contain the growth of nuclear stockpiles and to impede arms races; the role of arms control in trying to reduce nuclear dangers; lessons learned from crises such as the Cuban Missile Crisis; issues associated with nuclear deterrence; and collective strategies that have been advanced to address current and historical threats.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 09/19/2018 – 12/12/2018 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Marco DiCapua

CISA 6910: Nuclear Threat and Response

This course helps students to understand today’s nuclear threats. The course focuses on current issues and challenges but also provides an historic perspective of how the threat has changed since the Cold War. Students will attain a basic understanding of nuclear weapons technologies and the role of the nuclear fuel cycle, how the threat has expanded as both states and terrorist organizations pursue nuclear/radiological materials and capabilities, the threat posed by under-secured nuclear/radiological materials worldwide, and bilateral and global responses to these and related challenges.

(Class Limit 20) (2 Credit hours)

TUE, 1330 – 1525, 09/18/2018 – 12/11/2018 (changes to 1535 - 1730 after 6th session)

Instructor: Ms. Heather Looney

The following courses are mandatory electives for CISA students. Space may be available after pre-registration of CISA students.

CISA 6916: Rule of Law: Policing and National Security

State failures often occur when governing institutions malfunction and can neither protect rights of its citizens nor provide justice. Similarly, corruption and lack of accountability fuel and exacerbate internal conflicts and make it even harder to achieve reconciliation after the conflict. Once a state or any part of it slides into lawlessness and chaos, violence becomes a norm. This course focuses on 'Rule of Law' framework as a recipe for preventing and managing internal conflicts as well as a critical tool for enhancing security. In terms of instruments that empower a state to effectively tackle insurgency, counter terrorism and disrupt criminal networks, the dynamics and potential of a law enforcement model are analyzed in this course. The course also looks at intelligence sharing arrangements and cooperation between law enforcement

organizations for dealing with organized crime and cyber threats, both of which are emerging as a formidable global menace. Lastly, various case studies, ranging from South Asia to Middle East, are incorporated in the course to understand different approaches to tackle law enforcement and justice related problems. Lessons for capacity building in conflict-ridden states are also drawn from these examples. An assessment of how the United States developed a rule of law model and how it has fared in its rule of law promotion abroad are also included in the course. New York Police Department (NYPD) is also a major case study used in the course. In this overall context, various perspectives as regards role of culture and faith in local dispute resolution and treating lawlessness are evaluated.

(Class Limit 16) (2 Credit hours)

WED, 1330 - 1525, 09/19/2018 – 12/12/2018 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Hassan Abbas

CISA 6926: Perspectives on the American Way of War

While much appears new in the recent American encounter with irregular warfare, in fact, the United States was very much an actor in irregular conflicts throughout its past. The United States began with a revolutionary endeavor—a people’s war. In forming a country and in trying to ensure its survival, it experienced a variety of threats and challenges to its existence and to its national identity. As the original Thirteen Colonies evolved into the United States and expanded across the continent and then assumed a greater role in international affairs, conflicts abounded. While some were great struggles, such as the Civil War, there was throughout the elements of irregular war. Some were unique to the American experience, such as the Indian Wars, but many bear a remarkable similarity to the present and while many of the ‘lessons’ of those experiences may have been lost or not received sufficient attention, they shaped much of what we think and do in the world today. This course will examine some of the most salient examples of this environment and its meaning, not only in shaping the American way of war and strategy and its experience and understanding of irregular war, but how that background and experience might inform current and future ideas about what is to be done.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 09/18/2018 – 12/11/2018 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Tom Marks, Dr. Kirklín Bateman, COL Michael Sullivan

CISA 6953: Principles of Homeland Security

Many have stated that the al Qaeda attacks against the United States on September 11th 2001 changed the world. One of the obvious results of the mass-murder committed in Washington, New York, and Pennsylvania was the comprehensive and wide-ranging reform of the way the American government provides for national security. From the Patriot Act to the creation of a Department of Homeland Security, these changes mark the greatest restructuring of American national security architecture since the National Security Act of 1947.

Principles for Homeland Security provides the essential knowledge enabling practitioners to navigate these changes, understand the lessons learned, and deduce the applicability or unique sui generis aspects of approaches deployed since “9-11.”

The course addresses the foundations and core issues of Homeland Defense and Homeland Security.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 09/18/2018 - 12/11/2018 (changes to 1535 - 1730 after 6th session)
Instructor: LTC David Oakley, USA

ES

ES 6210: Economics of National Security Policy

Economics is the study of decision-making in light of scarcity. National Security policymakers face many decisions and there is always scarcity of some sort. This course will provide students with the perspective and tools to approach those decisions.

(Class Limit 18) (2 Credit Hours)

WED, 1535 – 1730, 09/19/2018 – 12/12/2018 (Changes time to 1330 – 1525 after 6th session)

Instructor: Dr. Tim Russo, other Economics faculty as available

The following Eisenhower School (ES) courses are not considered open elective courses and will not appear in/on the Electives Course Selection Survey.

ES 6102: Science and Technology Policy

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. This seminar group is concerned with understanding the Science and Technology Policy issues associated with collaborative scientific research among defense allies and the implications for security and national economic growth. Students work jointly with colleagues in the French counterpart to the Eisenhower School, the Institute for Higher Education in National Security (IHEDN) in Paris, to analyze a current issue facing science and technology in the trans-Atlantic national security alliance. The technology focus for AY19 will be cybersecurity. **The seminar will travel to Paris for field studies and joint seminar collaboration in early November 2018**, and will host their IHEDN colleagues in Washington DC in early February 2019.

(Class Limit 15 - SAC students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/18/2018 – 12/11/2018 (Does NOT change time after 6th session)

Instructors: Dr. Clark Groves, CAPT Frank Futch, USN

ES 6104: Sustaining Technological Advantage in Defense Acquisition

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. 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 under austere fiscal realities in order to advance warfighting capabilities. Such innovations can rapidly and unpredictably alter the balance of power in the world, while creating an opportunity for U.S. strategic advantage, if properly managed. This sets up a tension between the dynamic world of innovation and a defense acquisition process characterized by highly defined methods, budgets, schedules, and oversight requirements. Acquisition leaders must understand how to sustain the bedrock of U.S. national security strategy, technological innovation, while effectively managing defense acquisition processes. This elective analyzes strategic acquisition approaches for sustaining U.S. technological

advantage. 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 defense acquisition system and industrial base. The course will allow students to ask tough questions of a select lineup of experts and senior acquisition leaders from key organizations and think tanks: Office of Assistant Secretary of Defense, Research & Engineering (OASD (R&E)), Deputy Assistance Secretary of Defense, Emerging Capability & Prototyping (DASD (EC&P)), Defense Advanced Research Projects Agency (DARPA), Naval Research Laboratory (NRL), other agencies, and industry. **NOTE: requires local area travel on 26-27 October.**

(Class Limit 15 – SAC Students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/18/2018 – 12/11/2018 (Does NOT change time after 6th session)

Instructor: TBD

ES 6105: Leading Innovation in Business and Government

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is open to SAC students only. With the recent interest in bridging the gap between the U.S. military and cutting edge companies in Silicon Valley, the Department of Defense (DoD) has come to recognize the value of leaders who can consistently create the conditions for innovation in organizations across a broad spectrum from technology development to leadership of large military units.

(Class Limit 15, SAC Students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/18/2018 – 12/11/2018 (Does NOT change time after 6th session)

Instructors: Col. Jerry Traughber and Dr. Brian Buckles

ES 6109: Congress and the Quest for Acquisition Reform

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. Over the decades, DoD and Congress have been concerned with the effectiveness of the defense acquisition system (DAS). As an example, the House Armed Services Committee's report of the FY2007 defense authorization bill stated, "Simply put, the Department of Defense (DoD) acquisition process is broken. The ability of the Department to conduct the large scale acquisitions required to ensure our future national security is a concern of the committee." While over the last forty years, hundreds of reports and dozens of reform efforts have resulted in little noticeable improvement to defense acquisitions, Congress persists in the effort to reform acquisition, as well as other parts of the defense enterprise. In that context, the class will seek to understand the workings of congress and specifically reform efforts, focusing on the work of the Section 809 Panel, which was established in the 2016 NDIA to conduct a two-year review of all acquisition regulations applicable to the DoD with a view toward streamlining and improving the efficiency and effectiveness of the DAS.

(Class Limit 15 – SAC Students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/18/2018 – 12/11/2018 (Does NOT change time after 6th session)

Instructors: CAPT Tom Monroe, Mr. Moshe Schwartz

ES 6404: Supply Chain Management Concepts and Strategy I

Supply Chain Management is a driving force behind America's economic growth and prosperity. It is important to understand the critical role supply chains play in supporting American industry and national security and how every element of the Department of Defense (DoD) and the world's economy is affected by supply chains. This is the first course in the SCM concentration.

(Class Limit 22) (2 Credit Hours)

TUE, 1330 - 1525, 09/18/2018 – 12/11/2018 (Changes to 1532 – 1730 after the 6th session.)
Instructor: Dr. Susan Kinney-Perkins, other SCM faculty as needed

ES 6651: Research Elective

A student may choose a research project appropriate to the concerns of the Eisenhower mission in lieu of one elective. The project should be of such scope that it can be researched and written in one semester. It is anticipated that such projects will normally be between 25-35 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (2 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

ES 6691: Research Elective

A student may choose a year-long research project appropriate to the concerns of the Eisenhower mission in lieu of two electives, with the consent of the Research Director and Faculty Research Advisor. It is anticipated that such projects will normally be between 35-50 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (4 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

NDU

ES 6017: Non-Lethal Weapons: Supporting the Operational Art Across the Range of Military Operations

Today, U.S. forces are required to execute missions spanning the full range of military operations against threats who are dispersed among the civilian population. Scalable capabilities must be employed to accomplish the mission while maintaining the security of US forces and mitigating the casualties among non-combatants. Non-lethal weapons (NLWs) enable commanders to tailor their responses to targets and situations across the force continuum. This course combines integrated lectures, discussion, in-class exercises and a capabilities demonstration that provide field commanders, staff planners and those who support the warfighter with information on the utility and limitations of NLWs to support current and future military operations. Students are challenged to plan operations using NLWs while analyzing the medical, legal, ethical, political and public perception implications of their use. Subject matter experts who are NL program managers or recognized experts in their fields will support the course and provide first-hand information.

(Class Limit 18) (2 Credit Hours) (Administered by NDU-AA)

TUE, 1330 – 1525, 09/18/2018 – 12/11/2018 (changes to 1535 - 1730 after 6th session)

Instructor: Mr. John Hodgson (Penn State University)

Administrator: Mr. Larry P. Johnson/University Registrar

NDU 6014: 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 interests and presenting solutions to the 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 American people and the world about how seriously American officials view WMD and the actions taken to deal with WMD. Weapons of mass destruction also have figured prominently in the global popular culture. For decades, WMD themes in entertainment film, fiction, and television have informed the public's perspectives on WMD issues. This course explores the contemporary challenge of nuclear, biological, and chemical weapons and the American strategic and policy responses to those dangers. The course compares and contrasts perspectives expressed by political authorities, subject matter experts, and the shapers of popular opinion. We will use film (entertainment, documentary, and propaganda) along with official policy documents and the work of subject matter experts to introduce students to the changing face of the contemporary WMD challenge. We will ask why political officials, subject matter experts, and the public often believe very different things about WMD. We will examine when conflicting perspectives between policy makers, subject matter experts, and the public are important and what can be done, if anything, to resolve discord. This course requires two short written papers, high-quality classroom participation, and energetic participation in a classroom tabletop exercise. It is also a foundation course for the University's WMD Studies Concentration open to all students from all colleges. However, be warned. If you

take this course, it will change forever the way you watch film. **This (or NDU 6015) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).**

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 09/18/2018 - 12/11/2018 (changes to 1535-1730 after 6th session)

Instructor: Dr. Natasha E. Bajema

NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction

Countering 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 countering 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 and ISIL be deterred? The course will also explore efforts to deter, prevent, and defeat proliferation challenges posed by current and potential WMD-armed adversaries, illicit procurement networks, and new WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student research presentations.

This (or NDU 6014) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 09/18/2018 - 12/11/2018 (changes to 1535-1730 after 6th session)

Instructors: Dr. John Mark Mattox and Mr. Harrison Menke

NDU 6019: Social Media as a Source of Information – Legal, Policy & Ethical Issues

This course will explore the important issues surrounding the use of social media as a source of information for the Department of Defense. For example, should you exploit the information just because you can? Can you trust it? Are you allowed to use it? If you don't use it, what are you missing? Students will consider the potential uses of information extracted from social media, and evaluate the legal and policy requirements that restrict DOD access to much of that information. Course Objectives: Students will be able to: 1) identify and differentiate the overlaps between traditional news media and news derived from social media; 2) develop strategies for applying information from social media to support a diverse mission set; and 3) evaluate the relevant legal, policy and ethical implications. Learning outcomes will be assessed through class participation, an oral presentation, and a 2000-word position paper. This course is included in the Emerging Information Technology concentration.

(Class Limit 10) (2 Credit Hours)

TUE, 1535 - 1730, 09/18/2018 - 12/11/2018 (changes to 1330 - 1525 after 6th session)

Instructors: Mr. Philip Stockdale, Prof. Veronica Wendt and Ms. Joanna Seich

NDU 6025: Ethical Challenges for Strategic Leaders **Course Not Offered**

~~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. Students will be required to write a paper, 10 pages maximum. 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)**~~

~~TUE, 1535 – 1730, 09/18/2018 – 12/11/2018 (changes to 1330 – 1525 after 6th session)~~

~~Instructor: Dr. Albert C. Pierce~~

NDU 6028: The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development

This course will examine ethical dilemmas inherent in the development and execution of national strategies and combat operations in support of national security policy. As public officials and representatives of the nation's principles, it is the obligation of strategic leaders and their senior advisors to be conversant with the potential ethical challenges arising in the development and execution of national security policy and to integrate solutions to those challenges into our strategies. The course will provide the practitioner with the tools to identify and deal with potential ethical issues arising in the course of strategic planning and execution. Students will receive instruction in just war theory, strategic leadership using values-based decision making, building strategic frameworks that address and integrate ethical concerns, and applying international and domestic laws and customs to enable strategies and operations. Specific topics of discussion include international and non-international armed conflict, humanitarian intervention, genocide, cyberwarfare, and the use of drones, torture, artificial intelligence, and autonomous weapons systems. Through a combination of lecture, group discussion, and case studies, students will develop and hone their ethical reasoning skills and integrate that reasoning into national security strategy and policy development. Requirements include an 8-10 page analysis of a selected issue chosen by the student and accompanying oral presentation. This course is a required foundational course for students enrolled in the Ethics Concentration. **This course is the required foundational course for students enrolled in the Ethics Concentration. May be taken either semester.**

(Class Limit 20) (2 Credit Hours)

TUE, 1330 – 1525, 09/18/2018 - 12/11/2018 (changes to 1535-1730 after 6th session)

Instructors: CAPT Errol Henriques, USN, and Chaplain (COL) Kenneth Williams, USA, PhD

NDU 6029: Ethical Leadership and Strategic Organizations: Changing the Culture, Eliminating Toxic Behaviors, and Creating High-Performance

Transitioning from leadership at the operational level to the strategic level presents challenges to the leader's character and competence. Through examining and contrasting healthy and counterproductive elements of organizational culture, this course explores and prepares students for the unique challenges of leading strategic organizations – expanded responsibility; multiple and differentiated business processes; competing demands; conflicting values; volatile, uncertain, complex and ambiguous environments; and decision making at the policy level – by creating the conditions for high performance. Incorporating an iterative process emphasizing applied leadership, this course will provide students with understanding and practice in (1)

identifying the role and skills of the strategic leader; (2) identifying considerations that impact organizational culture; (3) identifying and analyzing organizational culture; (4) operationalizing the foundational elements of a high performing, adaptive strategic organization, including trust, respect, and an ethical culture that mitigates counterproductive processes and systems, toxic leadership, and workplace incivility; (5) leading organizational change, i.e., how to design, initiate, and implement change; (6) conducting strategic communications to facilitate and reinforce change; and (7) presenting analysis and plan for change. Methods of instruction include facilitated discussion of readings and cases, practical exercises, student presentations, and guest practitioners. Required assignments include a one-page strategic leadership philosophy, an eight-page organizational cultural analysis, and a six-minute class presentation on the analysis, followed by 20 minutes of discussion (Q&A).

(Class Limit 15) (2 Credit Hours)

WED, 1330 – 1525, 09/19/2018 – 12/12/2018 (changes to 1535 – 1730 after 6th session)

Instructor: Chaplain (COL) Kenneth Williams, PhD

NDU 6030: American Studies I (American Fellows Program)

The American Fellows program invites U.S. students at the National War College, the Eisenhower School, and the College of Information and Cyberspace to participate in the American Studies program alongside International Fellows (IFs) in both the fall and spring semesters. American Studies is an elective program offered in fall and spring directed by the International Student Management Office (ISMO) for each international cohort enrolled at the National War College, the Eisenhower School, and the College of Information and Cyberspace. Aligned with NDU's core college curricula, the course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. Under the direction of the NDU President and Provost, the American Fellows program brings U.S. students from diverse backgrounds into the classroom to enrich the learning environment, infuse American perspectives in discussions on U.S. issues, and foster joint security cooperation with International Fellows.

During the weekly elective on Tuesdays, American Fellows participate in all lectures, discussion seminars, and local visits with the International Fellows. In addition, American Fellows travel with International Fellows on two field practicums per year to various locations throughout the United States (one practicum per semester) plus additional events and social opportunities, which provide rich exposure to American society, institutions, and way of life. American Fellows must commit to two field practicums and all course-related events and cannot be scheduled for a competing elective on Tuesday.

ISMO seeks military and civilian students who possess substantive international or cross-cultural experience, have a strong interest in developing meaningful partnerships with International Fellows from over 50 countries, and can successfully represent the United States and NDU's joint security cooperation mission.

Application Instructions: Interested students may attend an information session in ISMO on Tuesday, August 7th during the NDU concentration programs open house. A brief application is required and will be due by Monday, August 13th. Top applicants will be invited to attend a follow-on interview. In order to ensure all applicants are considered for other NDU electives should they not be selected for this highly competitive program, students are encouraged to attend the electives open house on Wednesday, August 15th and submit elective preferences per the prescribed process.

(Class Limit 12) (2 Credit Hours)

TUE 1330 - 1525, 09/18/2018 - 12/11/2018 (Does NOT change after 6th session)
Instructor: Dr. Brittany Bounds (Brittany.bounds.civ@msc.ndu.edu)

NDU 6034: U.S. Civil-Military Relations and Professionalism

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 authorities* who are representative of and answerable to a *civically engaged, strategically aware public*, all undergirded 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 the professional and constitutional imperatives that ensure adherence to the rule of law, ethical propriety, sound democratic governance, and strategic effectiveness.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 – 1525, 09/18/2018 – 12/11/2018 (changes to 1535 – 1730 after 6th session)
Instructor: Dr. Gregory D. Foster

NDU 6047: American Studies I (Open to International Fellows at CIC/ES/NWC)

For International Fellows enrolled in CIC, ES, or NWC, American Studies supports and supplements the IF Field Studies Program and provides a theoretical foundation for the year in the United States. The course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. In the fall course, students learn about diversity in American life through a focus on regional/historical differences, religion, race, and political ideologies and the effect these have on the American identity. Students will also analyze the role of Human Rights in the United States. The class uses a seminar format with a combined lecture followed by discussion seminars led by NDU faculty members. Students draw from classroom discussion, readings, and the required field practicums to various locations around the United States. Select U.S. students are also enrolled in the course as American Fellows. IFs who complete the fall and spring courses will earn a concentration certificate at graduation.

(Class Limit 70) (4 Credit Hours)

TUE 1330 - 1525, 09/18/2018 - 12/11/2018 (Does NOT change after 6th session)
Instructor: Dr. Brittany Bounds (Brittany.bounds.civ@msc.ndu.edu)

NDU 6059: Strategic Ethics Through Cinematic Narrative

Cinema is the driver of a vehicle made by drama that transports us along the highway to truth, lying at the foot of a mountain we must scale to reach the pinnacle of justice – all of this constituting the professional and life journey we call ethics. This course uses cinematic productions – dramatizations and documentaries – to highlight difficult ethical circumstances and situations of strategic import that require critical scrutiny, reasoned deliberation, and thoughtful choice in the public interest. The course will use 12 cinematic dramatizations – “The Trials of Henry Kissinger,” “Wag the Dog,” “Breaker Morant,” “Ghosts of Rwanda,” “The Tillman Story,” “Standard Operating Procedure,” “The Gatekeepers,” “Eye in the Sky,” “Control Room,” “The Most Dangerous Man in America,” “Citizen Four,” and “Zero Days” – to guide discussion. Course participants will focus their attention on recognizing, identifying, and diagnosing ethical issues; weighing ethical and strategic consequences and ramifications; evaluating relevant

factual and normative dimensions of the problems at hand; and arriving at reasoned choices that were and weren't made by event participants.

There will be one written deliverable: a 10-12-page paper requiring individual viewing, analysis, and comparison of two additional dramatizations beyond those considered in regular course lessons.

(Class Limit 15) (2 Credit Hours)

WED, 1535 – 1730, 09/19/2018 – 12/12/2018 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Gregory D. Foster

NDU 6061: Joint Land Air Sea Strategic-Special Program (JLASS-SP)

This is a National Defense University Provost's Special Program open to all colleges within National Defense University. JLASS-SP is a concentration program, therefore students who enroll and are accepted into the course participate in both the Fall and Spring semester courses (NDU 6061 and 6062) for a total of four credit hours.

The focus of the course is on developing military and interagency leadership skills. Examples of the interactions executed by the National Security Council (NSC) and Joint Staff are used throughout the course as they develop strategy and plans, and apply resources, and employ decision making during crises that develop. Students and faculty explore anticipated national security threats, the effects of globalization, and rise of trans-national crime across the instruments of national power – Diplomacy, Information, Military and Economics (DIME). Contingency warfighting issues, logistical resource concerns, while planning contingency operations in a multi-theater, resource constrained environment will be discussed. It is the ONLY course at National Defense University that collaborates and cooperates with other senior level war colleges (Air War College, Army War College, and Naval War College).

During this course, NDU students will role play members of the National Security Council (NSC) to include the White House Chief of Staff, National Security Advisor (NSA), and Cabinet Secretaries (SECDEF, SECSTATE, DNI, DOJ, DOE, etc.). Additionally, some NDU students will role play high level roles within the Joint Staff (Chairman and military branch Chiefs). This course is based on a notional world scenario set a decade in the future. NSC players will, as national level civilian leadership, evaluate, analyze and create national policies to include a National Security Strategy (NSS), defense strategic guidance, national intelligence strategy and numerous presidential policy directives. Joint Staff role players will provide military advice to the civilian leadership in crafting policy, and prioritize and manage resources to carry out the NSS. Students will develop a keen understanding of the processes and leadership challenges associated with planning and operating in a Joint, Interagency, Intergovernmental and Multinational (JIIM) environment. The academic year course culminates in a joint six-day exercise that incorporates other participating Senior Service Colleges held at Maxwell Air Force Base, AL. There students will apply products developed and knowledge learned during the course of the year against willful adversaries (NDU 6062-1).

There are no prerequisites for this course. However, student backgrounds and preferences are taken into account when assigning roles. (Notes: (1) On days involving local off-site visits, the class may run until 1630 to accommodate travel time; (2) If possible, the JLASS class will conduct a 2 ½ day fall couplet trip to New York City during Oct 2017; otherwise similar visits will be used locally to achieve objectives).

(Class Limit 35) (2 Credit Hours)

WED, 1330 – 1525, 09/19/2018 – 12/12/2018 (Does NOT change after 6th Session).

Instructors: COL Voris W. McBurnette, CDR Jim Fleming, Mr. Hyong Lee, and Dr. William Eliason

NDU 6075: Health Strategy as a Foundation for National and Global Security

The Military Health System's mission is to provide Combatant Commands & Service Components with a "medically ready force" and a "ready medical force" in support of a full-spectrum response: from combat operations to humanitarian disaster response to global theater security engagement. This course is designed for rising leaders to address critical knowledge gaps in the current education of health strategy, as an instrument of national and global security, to support the needs of the force. Leaders need to grasp the complexities required to generate a full-spectrum medical response and the impact that health and health care delivery has on the security of the nation and the globe. This course will examine the inter-relationship between the DoD, inter-agency, and civilian health care systems and how they interact to generate a "medically ready force" and a "ready medical force." This class does not require a background in health or medicine. **This course counts toward the two-course requirement for the Health Strategy Area of Concentration.**

(Class Limit 12) (2 Credit Hours)

TUE, 1535 – 1730, 09/18/2018 - 12/11/2018 (changes to 1330 - 1525 after 6th session)

Instructors: Dr. Douglas J. Robb (Lt Gen ret USAF), Tracey P. Koehlmoos, PhD.,
Diana M. Luan, PhD.

NDU 6080: Strategic Gaming

Wargaming plays an increasingly large role in DoD analysis and policy formulation, but there are applications across many fields throughout the government and the private sector. Strategic Gaming is a subset of wargaming that deals with the interaction of more elements than simply military power. This course will explore the various uses of Strategic Gaming and give students the necessary background to better utilize games in their future careers.

This course will teach the basics of game design, but it will also specifically cover issues related to sponsoring, participating in, and interpreting the results of games. Even if students never find themselves in a position of needing to build a game themselves in the future, they will be well positioned to appreciate and understand the use (and occasional abuse) of games at a time when gaming is taking on a much expanded profile within DoD and elsewhere.

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 09/18/2018 - 12/11/2018 (changes to 1535 - 1730 after 6th session)

Instructor: Mr. Tim Wilkie

NDU 6083: Joint Issues and Strategic Leadership

Joint Issues and Strategic Leadership will function as a seminar designed to equip students with the tools, perspectives, and frameworks for effective strategic leadership and for developing high-impact strategies and plans within a joint, interagency, and multinational environment. The year-long course begins with theoretical approaches to the concepts of strategic leadership and proceeds to the development, practical implementation, and operationalization of strategies and strategic plans. The course complements and reinforces the Joint Professional Military Education (JPME) and leadership topics in the core curriculum. Topics include conceptual frameworks for understanding what is meant by strategic leadership in high-performing, joint, interagency, and multinational organizations, analyzing the personal and ethical dimensions of leadership, understanding the role of organizational culture, crafting strategies and strategic visions, campaign design and lines of effort, transforming organizations, implementing institutional change, national security decision making, and understanding the role of a strategic advisor.

(Class Limit 20) (2 Credit hours)

WED, 1535 – 1730, 09/19/2018 – 12/12/2018 (changes to 1330 - 1525 after 6th session)

Instructors: Dr. Herman “Skeets” Meyer and CH (COL) Ken Williams

NDU 6094: The European Union

This course examines the evolution of the European Union (EU) as a unique geopolitical entity; analyzes the historical, political, and economic origins of current EU governance policies; sets the stage for assessment of the EU as a global power with a significant defense industrial base; and traces implications for US national security strategy in the NATO context. **This course is part of the European Studies Concentration and is administered by the NDU Scholars Program.**

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 09/18/2018 – 12/11/2018 (changes to 1535-1730 after the sixth lesson)

Instructor: Dr. Irene Kyriakopoulos

NWC

NWC 6004: 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 Syria, 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)

WED, 1330 - 1525, 09/19/2018 - 12/12/2018; (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Mark Clodfelter

NWC 6011: Intelligence Challenges, Structures, and Strategies

This classified course is intended for those without extensive backgrounds in intelligence. It will start by looking at and beyond the US Intelligence Community's (IC) public surface to identify the foundational elements and undercurrents, such as the role of US intelligence at the national level, and the IC's different components, capabilities, and current challenges. It will then examine some of the IC's non-traditional challenges and roles, such as support to homeland security, law enforcement, domestic crises and disasters, public health, counter-threat finance, diplomacy efforts, arms control, and CT/COIN/IW. It will finish by focusing on broader structural, legal, and ethical constraints, in addition to ways to think about intelligence as a core key element of any long-term strategic approach to national security. The course will include one or more site visits to local IC organizations and meetings with IC expert guest speakers. Students will read sections of Mark Lowenthal's book, *Intelligence: From Secrets to Policy* (7th edition) and other selected articles, participate in classroom discussions, complete several in-class quizzes, and write several memos on intelligence issues. **This course is open to US students with Top Secret/SCI clearance (or SCI eligible); students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/18/2018 - 12/11/2018; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Charles Pasquale

NWC 6014: 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.

*Course will include offsite meetings at Capitol Hill.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 09/19/2018 - 12/12/2018; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Colton Campbell

NWC 6029: Strategies of World War II

This course will examine the ideologies, the weapons, the leaders and the strategies of the Second World War. Beginning with an examination of the uneasy period following the end of World War One, we will examine the rise of the international militant ideologies that were a major source of conflict and the strategies that attempted to deal with the theoretical impact of new technologies. We will then examine the reality of global war vice the theory, and how each major technology in the air, sea, and land realms adapted to be major elements in strategy. Finally, we will examine the demands of Coalition Warfare in all of the major campaigns of the conflict, analyzing the various reasons for success or failure.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 09/19/2018 - 12/12/2018; (changes to 1330 - 1525 after 6th session)

Instructor: Mr. George Kuk

NWC 6036: 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 access to water. 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)

WED, 1330 - 1525, 9/19/2018 - 12/12/2018; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Theresa Sabonis-Helf

NWC 6058: Innovation

This course is designed for students wanting to better understand the concept of "innovation" and learn more about how innovation applies to their organization. The course is well-suited for military and civilian students. The course provides context for understanding change management and strategy development and considers several drivers of innovation: individual leaders, societal trends, civil-military relations, advanced technology, resource scarcity (or abundance) and organizational culture. Students will study innovation in two areas: military/public sector and civilian/private sector. The course begins with a survey of the origins

of the original "military revolution" debate, seeking to understand why the "west" became so powerful militarily from 1500-1800. Course content then leaps forward to a momentous period between the First and Second World War when the world's greatest powers struggled to innovate and develop war-winning doctrines. Next, the course examines Cold War innovations, followed by post-Cold War lessons on the revolution in military affairs and counter-insurgency. The second half of the course focuses on private sector innovation using "B-School" literature. Students will consider how ideas, design, creativity, and passion influence innovation outside the government's purview. The course concludes by looking at illusive examples of government innovation, usually involving a field trip to DARPA or other "innovative" organization.

(Class Limit 15) (2 Credit hours)

WED, 1535 - 1730, 09/19/2018 - 12/12/2018; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Stephen J. Mariano

NWC 6076: George Washington, Strategy, Intelligence, and Revolution

This course is designed to explore the complex environment, instruments of power and strategic intelligence of the revolutionary era and the decision-making process of General George Washington. In collaboration with the scholars of The Fred W. Smith National Library for the Study of George Washington at Mount Vernon, students will gain in-depth perspective on the visionary leadership of George Washington. It will reacquaint students of national security strategy with this quintessential, inspirational, and ethical leader. It will also enhance participating students' professional and personal development utilizing leadership theory, historical examples, and contemporary applications to explore and examine the leadership narrative of the life and legacy of General George Washington. The purpose of this course is to introduce students to the forces that influenced the strategic decisions of Washington. An overall goal is to better comprehend those drivers and conditions that Washington sought to understand through the collection of strategic intelligence. Knowing what influenced Washington's decision-making will improve students' understanding of the complexities of revolutionary movements and the depth of challenges faced by nascent political movements facing a well-established power. **Course will include between one and four offsite meetings at the Mt Vernon GW Library.**

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 09/19/2018 - 12/12/2018; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. David Arnold

NWC 6080: Russia and the World: The Strategy of World Disorder

This is a survey course on contemporary Russia. The objective of the course is to provide students with a thorough understanding of security- and foreign-policy developments in today's Russia. After a brief introduction to the Russian and Soviet historical background, the course will focus on the post-Soviet period in the 20th and 21st centuries. Topics to be examined will include domestic political and economic developments in Russia since 1991; major themes and trends in Russian foreign and security policy; fluctuations in U.S.-Russian relations; energy as a Russian foreign-policy tool; and Russian policies and actions toward Europe, Asia, and the Middle East. The course consists of twelve weekly two-hour seminars designed for maximum student participation and interaction after preparation through targeted readings. We will also examine current Russian-related topics as they arise.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/18/2018 - 12/11/2018; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Elena Kovalova

NWC 6095: Play Ball! Sports and National Security

Sports and politics is a story of some success, a bit of failure, but mostly missed opportunity. This is not a course on sports history or athletic achievement but an academic study using sports as a vehicle to answer the fundamental question: What “position” can sports “play” on the “field” of U.S. National Security? To answer this question, this course combines a contextual analysis viewed through the unique lens of sports and the application of sports as an instrument of national power to design a new Game Plan for U.S. National Security. Further strategy analysis will determine how sports can address either a threat or opportunity to achieve national interest victory. For the final project, students will identify a security issue of interest, determine how sports can be either act as a singular solution or part of a broader strategy, and then present their findings in both oral and written form.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 09/18/2018 – 12/11/2018 (changes to 1535 – 1730 after 6th session)

Instructor: CAPT Corey Ray

~~**NWC 6611: Contemporary China**~~

Course Not Offered

~~This course examines the changes within China during the modernization period, 1978 present. This includes the Four Modernizations and the challenges it created for governance. The course also considers the bilateral U.S.-China relationship with its elements of cooperation and competition. The course includes consideration of the role it plays in the U.S. Indo-Asia-Pacific Combatant Command and the U.S. Embassy in Beijing. Course instruction is a mix of lecture, discussion, guest speakers, and student presentations. Students also write a policy paper of 5-7 pages for a senior policy maker of either China or the United States.~~

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

~~TUE, 1330 – 1525, 09/18/2018 – 12/11/2018 (changes to 1535 – 1730 after 6th session)~~

~~Instructor: Dr. Cynthia Watson~~

AY 18-19 ELECTIVES PROGRAM CATALOG

SPRING SEMESTER

CIC

CIC 6017: Cyber Security in the 21st Century (CSL)

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 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Prof. Mark Duke

CIC 6024: Cyber Security Awareness (CSL)

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

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Jim Q. Chen

CIC 6026: Cyber Terrorism and Cyber Crime (CSL)

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 cybercrime. 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.

(Class Limit 20) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2019 - 03/27/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Prof. Frank G. Nuno

CIC 6030: Future Emerging Technologies (EIT)

This course examines the core concepts of information technology and its rapidly expanding role in solving problems, influencing decision making and implementing organizational change.

Students analyze how emerging technologies evolve. They evaluate the international, political, social, economic and cultural impacts of emerging technologies using qualitative and quantitative evaluation methods. Students assess emerging technologies using forecasting methodologies such as monitoring and expert opinion, examining future trends, and assessing international perspectives. Learning Outcomes: Students will be able to appraise the impact and utility of emerging technologies; project into the near future the probable progress of emerging trends; formulate policies to guide the adoption of appropriate emerging technology to enhance the workplace and meet organizational mission.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019 (changes to 1535 - 1730 after 6th session)

Instructors: Prof. Vern Wendt

CIC 6037: Data Analytics for Decision Makers (DAV)

This course provides an overview of data analytics with a focus on some of the key challenges and benefits in working with data on different scales. Students will analyze and evaluate qualitative and quantitative data sets to better enable senior leaders to meet mission needs and business priorities. Students will explore the application domain and the big picture of a complex system to track how data moves around among the relevant systems and stakeholders. Students will focus on data representation, transformation, and analysis and how information can be used to enhance the achievement of desired outcomes. Attention will be given to visualization, presentation, and the quality of data and the sources from which data are collected. Compliance, security, and "ethical" use of data will be topics of discussion within the course. **Prerequisites:**

CIC 6004, Big Data to Decisions.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. John Hurley

CISA

CISA 6012: Religion and Politics in Muslim Countries: An Exploration through Film

This course provides an introduction to government and politics in five Muslim countries and uses film to examine how these countries-- or certain groups within them-- define and debate issues of religion in the public sphere. The course compares and contrasts how selected Muslim countries address and debate issues such as secularism, gender, freedom of expression, minorities, and criminal justice-- in law as well as in practice. We focus on exploring the interactions between state and society as a way of understanding the wide variety of outcomes in the Muslim world on these issues. The course uses film and readings to examine the intersection of religion, politics and society in Iran, Saudi Arabia, Pakistan, Egypt and Turkey. Each week, we watch a film from the national cinema of one of the countries, and discuss the political and religious issues it raises. We consider the context of each film-- the historical context, the point of view of its makers, the discourse surrounding its release and reception, and the role of the government in the national film industry. Analyzing the issues raised in the films themselves alongside the context of the films' making, release and reception offers students a unique window into the national discourse on religion in public life.

(Class Limit 16) (2 Credit hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Rameez Abbas

CISA 6042: Building Narratives for Countering Violent Extremism

Violent extremist groups often deploy complex religious justifications for their political goals, and for the brutal means they advocate for achieving those goals. This course helps students better understand extremist narratives and develop the subject-matter expertise and analytical skills needed for building the new narratives that can discredit and counter extremist ideas. Students will analyze the extremist narratives of multiple religious and ideological traditions, with a special focus on the extremist movements that have the most relevance for current global security challenges. As such, we will delve into the propaganda and narratives of groups such as ISIS, al-Qaeda, the Taliban, and Hezbollah, among others. Using historical as well as present-day examples, we will analyze how various extremists theologians deploy religion-based frames to achieve political goals, and the reasons why their narratives have resonated with their target audiences. Finally, we ask, what are the features of a counter narrative, and how can better narratives be framed, developed and projected? We identify tools for building new narratives to defeat extremist ideas in the arenas where they are most likely to thrive. We focus on both content and delivery, asking what new frameworks might offer compelling counter narratives and what venues -- like educational institutions, media, social media, or social networks -- can credibly deliver an alternate message. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Hassan Abbas

CISA 6043: Conflict and Cooperation in Africa

Conflict and Cooperation in Africa provides a survey and analytic approach to how states, societies, and institutions manage war and peace on the African continent. The course consists of thematic and regional case studies, where each class serves as a deep dive into the issues affecting conflict and cooperation specific to the region of focus that day. As such, classes will focus on the history, politics, and environmental factors affecting security in the past and present. Themes consist of geopolitics, resource vs. identity driven conflicts, democratization vs. centralization, socio-economic and class divisions, internal displacement, and genocide. Areas of focus include: Congo, Kenya, Nigeria, Rwanda, Sierra Leone, Somalia, Sudan, and Zimbabwe. Students will use theories of comparative politics and international relations to better understand the fundamental issues driving conflict on the African continent, and identify pragmatic policy solutions to steer violence towards cooperation.

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Matthew Dearing

CISA 6947: Maritime Security and Globalization

The world's oceans cover over 70% of the planet's surface area. Global shipping carries at least 80% of the world's traded goods. Offshore oil and gas account for more than one-third of world energy production. With the maritime domain so important and influential to the world's history, politics and economy, this course endeavors to examine this essential saltwater perspective. This course will focus on understanding the ocean as source, avenue, and arena: a source of food and energy; an avenue for the flow of goods, people and ideas; and an arena for struggle and warfare. This course will use an interdisciplinary approach—integrating diplomatic, economic, environmental, geographic, and strategic perspectives—to explore the challenges presented by contemporary maritime issues around the world. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 – 1525, 01/08/2019 - 03/26/2019 (changes to 15:35-17:30 after 6th session)

Instructor: Dr. Geoffrey Gresh

CISA 6978: Terrorism and Crime

This course examines forms of irregular warfare, including insurgency and terrorism, and its nexus with crime and corruption, which increasingly poses a national security threat to countries around the world in what has been termed “deviant globalization.” Central to the nexus of irregular warfare and criminal activity is the role of the state, both as participant in criminal activity and as the main line of defense against such activity. Both aspects will be examined. We will begin the course with the definitions of terrorism, insurgency, and transnational crime as well as a historic overview of these phenomena. This course will especially focus on terrorist activity, though other forms of irregular warfare will be examined in depth as well. We will analyze how terrorists, insurgents, and crime syndicates leverage their activities to promote their mutual and respective interests. Irregular warfare and crime will be briefly examined independently before the nexus between the two is discussed. Additionally, organizational structures of irregular warfare and criminal groups—namely hierarchical and network structures—will be examined both in how they facilitate illicit activity and in opportunities

combating those activities. Finally, we will then examine the effects of the nexus of irregular warfare and criminal activity. Most lessons throughout the course will include illustrative case studies. Additionally, counterinsurgency and counter-criminal policies, policy analysis will also be embedded in each of the course topics. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 20) (2 Credit hours)

TUE, 1330 – 1525, 01/08/2019 - 03/26/2019 (changes to 15:35-17:30 after 6th session)

Instructor: Col Rebecca Welch

ES

ES 6009: Leading for Innovation

Do you want to be a more innovative leader? Are you willing to experiment with “out of the box” methodologies to solve complex problems? Do you want to be part of the growing innovation insurgency across DoD? If so, this course is for you! Leading for Innovation immerses you in Hacking for Defense from the perspective of senior leaders and commanders. These real world problems come directly from DoD sponsors and solving them will require rapid experimentation and outside the box thinking.

(Class Minimum 5, Maximum 15) (2 Credit Hours)

WED, 1535 – 1730, 01/09/2019 – 03/27/2019 (Time changes to 1330 – 1525 after 6th session)

Instructors: Col Ed Sumangil, Dr. Billy Mea, Dr. Kira McFadden, Mr. Brett Swaney

ES 6048: Cybersecurity and Cyber Warfare

This course will provide an introduction to, and analysis of, cyberspace and cyber power at the strategic level. Emphasis will be on the policies, resources, and actors needed to sustain and enhance U.S. cyber power capabilities and secure our cyber-dependent infrastructure in both the public and private sectors. Operations of both state and non-state actors in cyberspace, and the resulting impact on global affairs will be examined in the course. This course is not intended for cyber experts—a cyber or technical background is not required. **Enrollment in this course requires a SECRET security clearance.**

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 – 03/27/2019 (changes to 1535 - 1730 after 6th session)

Instructor: TBD

ES 6096: Trans-Regional Security Seminar – South Asia

This course provides students a close examination of key trans-regional themes influencing U.S. national security priorities in South Asian countries and their trans-regional partners: the legacies of European colonialism and independence; the uses of power; emerging economic strengths and weaknesses; religious tolerance and intolerance; political and economic competition vs. cooperation; the multilateral interplay of India, Pakistan, and China; the influence of Iran and the Middle East, as well as China, Myanmar, and the western Pacific on South Asia; nuclear weapons and power; and radicalism, terrorism, and interstate conflict. It is open to all students of the Eisenhower School, National War College, College of Information and Cyberspace, and College of International Security Affairs on the north campus of NDU.

(Class Limit 18 Max) (2 Credit Hours)

WED, 1535 – 1730, 01/09/2019 – 03/27/2019 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Thomas Lynch, III

ES 6204: International Trade and Finance: New Directions in Trade and Investment Policy & US National Economic Security

For the last six decades the U.S. commercial agenda has largely been guided by efforts to use global rules-based architecture to allow the benefits of economic efficiency and wealth creation

to diffuse, it was supposed, universally. Incremental trade and investment liberalization was the expectation, but non-economic U.S. foreign policy concerns often set framework and influenced terms. Recent commercial policy has altered traditional statecraft while turning cherished economic notions on their ear. Bilateral balancing, the management of direct investment flows and a generally aggressively activist platform are ascendant. This elective will survey how and why the debate has shifted so profoundly and what this portends for U.S. national (economic) security and global prosperity. Topics will include U.S. trade remedy law, Section 232, investment screening and a new approach to FTAs.

(Class Limit 18 Max) (2 Credit Hours)

WED, 1330 – 1525, 01/09/2019 – 03/27/2019 (changes to 1535 – 1730 after 6th session)

Instructors: Dr. Andy Wylegala, USDOC

ES 6305: The Central Intelligence Agency – Organization, History, and Activities

This course will teach US students about the inner workings of the United States Intelligence Community (IC), focusing on, but not exclusively on, the CIA. Course material will cover current world affairs as they affect the IC, organization and interaction of IC organizations, intelligence methodology, and IC case studies.

(Class Limit 18) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2019 – 03/27/2019 (Changes time to 1330 - 1525 after 6th session)

Instructor: Mr. Jeffrey Erickson

ES 6485: Great Power Competition in an Economic Age

The National Security and National Defense Strategies put a new priority on great power competition with China and Russia, and include the economic base of power as a major element of that competition. This course will focus on China and its growing economic and technological power. It will examine *Made in China 2025* and assess China's strengths and weaknesses in innovation and technology development. It will also take a hard look at American innovation and technology capabilities, including our strengths (e.g., R&D, IT innovation, universities) and our weaknesses (e.g., declining public investment in R&D, high hurdle rates for innovative investments in the private sector). Students will be asked to compare U.S. and Chinese strengths and weaknesses and assess what areas each is likely to do well and poorly in. The deliverable will be a 10-12 page paper on a topic of the student's choice, either 1) analyzing an aspect of U.S.-China economic competition; or 2) developing recommendations for U.S. policies to strengthen American innovation and growth.

(Class Minimum 5, Maximum 15) (2 Credit Hours)

WED, 1535 – 1730, 01/09/2019 – 03/27/2019 (Time changes to 1330 – 1525 after 6th session)

Instructors: Dr. Steve Brent

The following Eisenhower School (ES) courses are not considered open elective courses and will not appear in/on the Electives Course Selection Survey.

ES 6110: Strategic Acquisition

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. This is a prescribed course for all students enrolled in the Senior Acquisition Course (SAC). The course examines select topics that highlight the fundamental forces driving defense acquisition. By understanding these forces, students are better able to

fulfill their requirements as acquisition workforce professionals in a complex and dynamic environment.

(Class Limit 60 – 4 sections of 15 each, SAC Students only) (2 Credit Hours)

WED, 1330 – 1730, 01/09/2019 – 03/27/2019 (Does NOT change time after 6th session)

Instructors: Dr. Brian Buckles, CAPT Tom Monroe, CAPT Frank Futcher, Col Jerry Traughber, Mr. Tony Romano, CAPT Sean Egge, Dr. Clark Groves

ES 6155: Acquisition Research and Writing Program

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. This SAC elective entails a research program conducted throughout the year, resulting in a research paper on a relevant acquisition topic. It is listed as a Spring elective because that is when graded deliverables are due.

(Class Limit 60 – SAC Students Only) (2 Credit Hours)

Days and Times by arrangement with research advisor.

Instructors: Dr. Brian Buckles, SAC Faculty

ES 6402: Supply Chain Management Colloquium

*This elective is part of the Supply Chain Management (SCM) concentration at the Eisenhower School and is only open to SAC students. This course examines concepts taught in ES 6404 and 6405 through interactive, experiential learning. It is taught through in guest lecturers, local visits, and travel to commercial and defense organizations across both Fall and Spring semesters. It is listed as a Spring semester elective because it has significant deliverables in the Spring and will not have a grade entry for the Fall. **This course is a required part of the Supply Chain Management concentration and is only open to SCM students, who may be enrolled in any NDU North Campus College.***

(Class Limit 22 – SCM Students only) (2 Credit Hours)

TUE, 1535 - 1730, 01/08/2019 – 03/26/2019 (Changes to 1330 – 1525 after the 6th session.

Times are notional and may be traded with ES 6404 and/or ES 6405 at the instructor's discretion.)

Instructor: Dr. Susan Kinney-Perkins, other SCM faculty as needed

ES 6405: Supply Chain Management Concepts and Strategy II

Supply Chain Management is a driving force behind America's economic growth and prosperity. It is important to understand the critical role supply chains play in supporting American industry and national security and how every element of the Department of Defense (DoD) and the world's economy is affected by supply chains. This is the second course in the SCM concentration, ES 6404 is a prerequisite.

(Class Limit 22) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 – 03/26/2019 (Changes to 1535 - 1730 after 6th session)

Instructor: Dr. Susan Kinney-Perkins, other SCM faculty as needed

ES 6651: Research Elective

A student may choose a research project appropriate to the concerns of the Eisenhower mission in lieu of one elective. The project should be of such scope that it can be researched and written in one semester. It is anticipated that such projects will normally between 25-35 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (2 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

ES 6691: Research Elective

A student may choose a year-long research project appropriate to the concerns of the Eisenhower mission in lieu of two electives, with the consent of the Research Director and Faculty Research Advisor. It is anticipated that such projects will normally be between 35-50 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (4 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

NDU

NDU 6014: 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 interests and presenting solutions to the 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 American people and the world about how seriously American officials view WMD and the actions taken to deal with WMD. Weapons of mass destruction also have figured prominently in the global popular culture. For decades, WMD themes in entertainment film, fiction, and television have informed the public's perspectives on WMD issues. This course explores the contemporary challenge of nuclear, biological, and chemical weapons and the American strategic and policy responses to those dangers. The course compares and contrasts perspectives expressed by political authorities, subject matter experts, and the shapers of popular opinion. We will use film (entertainment, documentary, and propaganda) along with official policy documents and the work of subject matter experts to introduce students to the changing face of the contemporary WMD challenge. We will ask why political officials, subject matter experts, and the public often believe very different things about WMD. We will examine when conflicting perspectives between policy makers, subject matter experts, and the public are important and what can be done, if anything, to resolve discord. This course requires two short written papers, high-quality classroom participation, and energetic participation in a classroom tabletop exercise. It is also a foundation course for the University's WMD Studies Concentration open to all students from all colleges. However, be warned. If you take this course, it will change forever the way you watch film. **This (or NDU 6015) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).**

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 01/08/2019 - 03/26/2019 (changes to 1535-1730 after 6th session)

Instructor: Dr. Margaret Sloane

NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction

Countering 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 countering 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 and ISIL be deterred? The course will also explore efforts to deter, prevent, and defeat proliferation challenges posed by current and potential WMD-armed adversaries, illicit procurement networks, and new WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student research presentations.

This (or NDU 6014) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 01/08/2019 - 03/26/2019 (changes to 1535-1730 after 6th session)

Instructors: Dr. John Mark Mattox and Mr. Harrison Menke

NDU 6025: 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. Students will be required to write a paper, 10 pages maximum. 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)

TUE, 1330 – 1525, 01/08/2019 - 03/26/2019 (changes to 1535-1730 after 6th session)

Instructor: Dr. Albert C. Pierce

NDU 6028: The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development

This course will examine ethical dilemmas inherent in the development and execution of national strategies and combat operations in support of national security policy. As public officials and representatives of the nation’s principles, it is the obligation of strategic leaders and their senior advisors to be conversant with the potential ethical challenges arising in the development and execution of national security policy and to integrate solutions to those challenges into our strategies. The course will provide the practitioner with the tools to identify and deal with potential ethical issues arising in the course of strategic planning and execution. Students will receive instruction in just war theory, strategic leadership using values-based decision making, building strategic frameworks that address and integrate ethical concerns, and applying international and domestic laws and customs to enable strategies and operations. Specific topics of discussion include international and non-international armed conflict, humanitarian intervention, genocide, cyberwarfare, and the use of drones, torture, artificial intelligence, and autonomous weapons systems. Through a combination of lecture, group discussion, and case studies, students will develop and hone their ethical reasoning skills and integrate that reasoning into national security strategy and policy development. Requirements include an 8-10 page analysis of a selected issue chosen by the student and accompanying oral presentation. **This course is the required foundational course for students enrolled in the Ethics Concentration. May be taken either semester.**

(Class Limit 20) (2 Credit Hours)

TUE, 1535 – 1730, 01/08/2019 – 03/26/2019; (changes to 1330 – 1525 after 6th session)

Instructors: CAPT Errol Henriques, USN, and Chaplain (COL) Kenneth Williams, USA, PhD

NDU 6029: Ethical Leadership and Strategic Organizations: Changing the Culture, Eliminating Toxic Behaviors, and Creating High-Performance

Transitioning from leadership at the operational level to the strategic level presents challenges to the leader's character and competence. Through examining and contrasting healthy and counterproductive elements of organizational culture, this course explores and prepares students for the unique challenges of leading strategic organizations – expanded responsibility; multiple and differentiated business processes; competing demands; conflicting values; volatile, uncertain, complex and ambiguous environments; and decision making at the policy level – by creating the conditions for high performance. Incorporating an iterative process emphasizing applied leadership, this course will provide students with understanding and practice in (1) identifying the role and skills of the strategic leader; (2) identifying considerations that impact organizational culture; (3) identifying and analyzing organizational culture; (4) operationalizing the foundational elements of a high performing, adaptive strategic organization, including trust, respect, and an ethical culture that mitigates counterproductive processes and systems, toxic leadership, and workplace incivility; (5) leading organizational change, i.e., how to design, initiate, and implement change; (6) conducting strategic communications to facilitate and reinforce change; and (7) presenting analysis and plan for change. Methods of instruction include facilitated discussion of readings and cases, practical exercises, student presentations, and guest practitioners. Required assignments include a one-page strategic leadership philosophy, an eight-page organizational cultural analysis, and a six-minute class presentation on the analysis, followed by 20 minutes of discussion (Q&A).

(Class Limit 15) (2 Credit Hours)

WED, 1330 – 1525, 01/09/2019 – 03/27/2019 (changes to 1535 – 1730 after 6th session)

Instructor: Chaplain (COL) Kenneth Williams, PhD

NDU 6031: American Studies II (American Fellows Program) Closed to Spring Enrollments

The American Fellows program invites U.S. students at the National War College, the Eisenhower School, and the College of Information and Cyberspace to participate in the American Studies program alongside International Fellows (IFs) in both the fall and spring semesters. American Studies is an elective program offered in fall and spring directed by the International Student Management Office (ISMO) for each international cohort enrolled at the National War College, the Eisenhower School, and the College of Information and Cyberspace. Aligned with NDU's core college curricula, the course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. Under the direction of the NDU President and Provost, the American Fellows program brings U.S. students from diverse backgrounds into the classroom to enrich the learning environment, infuse American perspectives in discussions on U.S. issues, and foster joint security cooperation with International Fellows.

During the weekly elective on Tuesdays, American Fellows participate in all lectures, discussion seminars, and local visits with the International Fellows. In addition, American Fellows travel with International Fellows on two field practicums per year to various locations throughout the United States (one practicum per semester) plus additional events and social opportunities, which provide rich exposure to American society, institutions, and way of life. American Fellows

must commit to two field practicums and all course-related events and cannot be scheduled for a competing elective on Tuesday.

ISMO seeks military and civilian students who possess substantive international or cross-cultural experience, have a strong interest in developing meaningful partnerships with International Fellows from over 50 countries, and can successfully represent the United States and NDU's joint security cooperation mission.

Application Instructions: Interested students may attend an information session in ISMO on Tuesday, August 7th during the NDU concentration programs open house. A brief application is required and will be due by Monday, August 13th. Top applicants will be invited to attend a follow-on interview. In order to ensure all applicants are considered for other NDU electives should they not be selected for this highly competitive program, students are encouraged to attend the electives open house on Wednesday, August 15th and submit elective preferences per the prescribed process.

(Class Limit 12) (2 Credit Hours)

TUE 1330 - 1525, 01/08/2019 - 03/26/2019 (Does NOT change after 6th session)

Instructor: Dr. Brittany Bounds (Brittany.bounds.civ@msc.ndu.edu)

NDU 6034: U.S. Civil-Military Relations and Professionalism

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 authorities* who are representative of and answerable to a *civically engaged, strategically aware public*, all undergirded 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 the professional and constitutional imperatives that ensure adherence to the rule of law, ethical propriety, sound democratic governance, and strategic effectiveness.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Gregory D. Foster

NDU 6048: American Studies II (Open to International Fellows at CIC/ES/NWC)

For International Fellows enrolled in CIC, ES, or NWC, American Studies supports and supplements the IF Field Studies Program and provides a theoretical foundation for the year in the United States. The course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. In the spring course, students analyze American institutions, including the free market, health and human services, and the makeup and functioning of the U.S. government and its legislative, executive, and judicial branches. The class uses a seminar format with a combined lecture followed by discussion seminars led by NDU faculty members. Students draw from classroom discussion, readings, and the required field practicums to various locations around the United States. Select U.S. students are also enrolled in the course as American Fellows. IFs who complete the fall and spring courses will earn a concentration certificate at graduation.

(Class Limit 70) (4 Credit Hours)

TUE 1330 - 1525, 01/08/2019 - 03/26/2019 (Does NOT change after 6th session)

Instructor: Dr. Brittany Bounds (Brittany.bounds.civ@msc.ndu.edu)

NDU 6056: Leadership Perspectives in Health Strategy: Solving Wicked Strategic/Global Health Problems

Today's volatile, uncertain, complex, and ambiguous world often requires whole of government and whole of nation solution sets, to include health. This course is designed for rising leaders to address critical knowledge gaps in the current education of health strategy, as an instrument of national and global security, to support the needs of the force.

Health is a vital element of national stability and security, and as a result, health is a national strategic imperative. No one military Service's medical department or single government agency can solve the current and emerging health challenges by themselves. It will require inter-agency and whole of government approach nationally and it will require collaboration and partnerships between nations globally. This class will view health from the vantage point of the strategic leadership required to lead, shape, and resolve the complex challenges of health as it examines the relationship between health and National Security through the challenges currently facing leadership in the DoD, Department of Veterans Affairs (VA), Department of State (DOS), Department of Health and Human Services (HHS), US Public Health Service (PHS), and other relevant health entities across the whole of U.S. Government. This class does not require a background in health or medicine. **This course counts toward the two-course requirement for the Health Strategy Area of Concentration.**

(Class Limit, 12 students) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019 (changes to 1530 - 1720 after 6th session)

Instructors: Dr. Douglas J. Robb (Lt Gen ret USAF), Tracey P. Koehlmoos, PhD.,
Diana M. Luan, PhD.

NDU 6059: Strategic Ethics Through Cinematic Narrative

Cinema is the driver of a vehicle made by drama that transports us along the highway to truth, lying at the foot of a mountain we must scale to reach the pinnacle of justice – all of this constituting the professional and life journey we call ethics. This course uses cinematic productions – dramatizations and documentaries – to highlight difficult ethical circumstances and situations of strategic import that require critical scrutiny, reasoned deliberation, and thoughtful choice in the public interest. The course will use 12 cinematic dramatizations – “The Trials of Henry Kissinger,” “Wag the Dog,” “Breaker Morant,” “Ghosts of Rwanda,” “The Tillman Story,” “Standard Operating Procedure,” “The Gatekeepers,” “Eye in the Sky,” “Control Room,” “The Most Dangerous Man in America,” “Citizen Four,” and “Zero Days” – to guide discussion. Course participants will focus their attention on recognizing, identifying, and diagnosing ethical issues; weighing ethical and strategic consequences and ramifications; evaluating relevant factual and normative dimensions of the problems at hand; and arriving at reasoned choices that were and weren't made by event participants.

There will be one written deliverable: a 10-12-page paper requiring individual viewing, analysis, and comparison of two additional dramatizations beyond those considered in regular course lessons.

(Class Limit 15) (2 Credit Hours)

WED, 1535 – 1730, 01/09/2019 – 03/27/2019 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Gregory D. Foster

NDU 6062: Joint Land Air Sea Strategic Special Program (JLASS-SP)

As a continuation of NDU 6061-1, students will continue their focus on strategic leadership and developing a keen understanding of the processes and players within the National Security Council. **(Note: Students enrolled in the fall semester JLASS-SP course are automatically enrolled in the spring JLASS-SP course. No new students will be enrolled mid-year).**

Distributed game play through video teleconferences and conference calls with JLASS students at the other senior service war colleges occur occasionally in the spring as a lead in to the actual wargame. In the latter part of the Spring Semester, JLASS-SP students will participate in a week-long exercise at Maxwell Air Force Base as the culmination of the course. NDU students play the role(s) of the National Security Council and Joint Staff during this exercise. (Notes: (1) On days involving local off-site visits, the class may run until 1630 to accommodate travel time); (2) The JLASS Exercise will be conducted at Maxwell Air Force Base. Students will travel on official funded orders for this exercise. The dates of the exercise are 07-12 Apr 2019.)

(Class Limit 35) (2 Credit Hours)

WED, 1330 – 1525, 01/09/2019 - 03/27/2019 (Does NOT change after 6th session)

Instructors: COL Voris W. McBurnette, CDR Fleming, Mr. Hyong Lee, Dr. William Eliason

NDU 6070: From the War Zone to the Hot Zone: Rapidly Evolving Challenges in Biodefense

In the past 20 years, the field of biology as a discipline has been revolutionized by our ability to harness genetics and genomics to elucidate biological pathways. We are increasingly able to modify organisms in complex and targeted ways – to holistically engineer biology for a variety of purposes. This new approach to engineer biology for specific purposes has been referred to as “synthetic biology”. With the emergence of this technology also comes risk – past programs to create bioweapons could be revived with today’s biotechnology tools, or completely novel bioweapons could be created. Synthetic biology is challenging our traditional policies, governance and consequence management strategies and approaches. Moreover, as the US bioeconomy grows, a new landscape of biothreats is emerging which has yet to be fully assessed.

In the next 5 to 10 years, biotechnology will touch every warfighter in some way: health, equipment, tools, materials, or performance. The US Department of Defense has already initiated programs to accelerate DOD’s knowledge base in biotechnology to leverage future innovations for benefits to national security. For example, production of specialty materials and sensing tools can be advanced through synthetic biology – and the biological vulnerabilities to these new tools must be assessed. DOD will need to utilize some of the same emerging technology to mitigate biothreats - and determine how our adversaries will utilize biotechnology in their own military contexts.

This course will equip national security professionals to understand the fundamentals of emerging biotechnologies and their implications for biodefense and, more broadly, the National Security Strategy and the National Defense Strategy. Students will use case studies and supplemental readings, to analyze the complex dual use issues surrounding biotechnologies and strategic use of policy and governance in the context of national security and biodefense. Students will also explore the field of consequence management within the context of emerging and existing biothreats. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 15) (2 Credit Hours)

TUE, 1535 - 1730, 01/08/2019 - 03/26/2019; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Diane DiEuliis

NDU 6071: Thinking about the “UNTHINKABLE”: Strategic Weapons, Strategic Warfare, and Enduringly Consequential Choices

This course is unlike any you have ever taken before: It is NOT about what counts as a strategic decision or even about how to make strategic decisions. Rather, it is a unique opportunity to think about and discuss *the enduring consequences of strategic choices*.

This course uses weapons of mass destruction (WMD) as its vehicle for thinking about the “unthinkable” for two of very good reasons:

- First, WMD-related decisions arguably constitute the “limit case” of strategic decision making. That is to say, they all involve enduring consequences and can be applied, by analogy, to lots of cases with less enduring consequences.
- Second, it simply makes good sense for a strategic leader to have thought about the problems explored in this course. This is true even if you are not especially interested in “unthinkable” problems like WMD—because someday, when you least expect it, “unthinkable” problems like WMD may become interested in you.

Bottom line: A hundred years from now, only scholars and military history buffs will be interested in talking about your tactics, but everyone will still be talking about the enduringly consequential choices you made. The purpose of this course is to help ensure that you are not the strategic leader who is remembered for having thought neither about the “unthinkable” nor about the enduring (and probably irreversible) effects of what you chose to do. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 15) (2 Credit Hours)

TUE, 1535 - 1730, 01/08/2019 - 03/26/2019; (changes to 1330 - 1525 after 6th session)

Instructors: Dr. John Mark Mattox and Mr. Harrison Menke

NDU 6079: Women, Peace and Security: Gender Perspective in National Security

In 2017, Congress passed the Women, Peace, and Security Act (Public Law 115-68) which directs the U.S. government to promote and strengthen women’s participation in peace negotiations and conflict prevention. Passed with bipartisan, bicameral support, this law is the first of its kind in the world, making it U.S. government policy to advance U.S. security interests by including a gender-sensitive approach to defense, diplomatic and development activities. Women, Peace and Security (WPS) is a global, cross-cutting policy issue with international and interagency reach. Since 2000, beginning with Resolution 1325 (S /RES/1325 (2000)), the UN Security Council adopted a set of seven resolutions in what is now referred to as its “Women, Peace and Security Agenda.” Binding on UN member states, the Security Council resolutions address a significant gap—that of the perspective that can be gained from taking a gender lens to matters of global peace and security. Gender is a concept that captures and explains the ways that societies construct ideas of being masculine and feminine, and the ways that power is associated with resulting gender identities, norms, and values. The UN resolutions recognize that, as a result of these gender norms, insecurity, conflict and violence are experienced differently by men, women, boys, and girls, and that focused efforts are required to overcome the ways that the concerns, interests, and needs of women and girls have been excluded from issues of international peace and security. Nation-states are implementing these UN resolutions through their domestic, security, military, and foreign policies. This course will provide an overview of the UN resolutions and the WPS Act, their significance for approaches to global peace and security, and

current approaches to their implementation. Two DoD outcomes of particular interest to joint military operations will also be explored:

- Enhancing staff capacity and awareness for applying a gender-sensitive approach to defense in conflict-affected environments.
- Ensuring conflict early warning and response systems are primed to address sexual gender-based violence, and that women participate in early warning, preparedness, and response initiatives.

As part of the course requirement students will be expected to submit a paper for the NDU Women, Peace & Security writing award. Students will also be asked to develop plans on how the WPS Act might be applied to their current and/or follow on jobs.

(Class Limit: 12) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Neyla Arnas, Senior Research Fellow & Director, Women Peace and Security Initiatives, CSR/INSS with Expert Guest Lecturers.

NDU 6082: Strategic Thinking and Leadership

Strategic Thinking and Leadership functions as a seminar designed to equip students with the tools, perspectives, and framework for effective strategic leadership and for developing high-impact strategies and plans within a joint, interagency, inter-governmental and multinational (JIM) environment. The course highlights concepts of strategic leadership, beginning with Leadership and Thinking, and then Personal Dimensions of Leadership, Generalship and Strategic Leadership, Critical and Creative Thinking, Systems Thinking, Ethical Thinking in Culture and Strategic Intuition and Resilience, a close look at the Life and Leadership of Colin Powell, and ending with Putting Your Best Frame Forward By Delivering a Convincing Argument in Six Minutes or Less.

The course complements and reinforces Joint Professional Military Education (JPME) and prepares students after graduation to step into strategic leadership roles with confidence.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 01/09/2019 - 3/27/2019 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Herman "Skeets" Meyer and CH (COL) Ken Williams

NDU 6090: Religion, Freedom, and National Security

U.S. foreign policy has always been influenced by religion and religiously-informed judgments about justice and national security. Since the early days of the Republic, religion – both here and abroad –has had a significant impact on American understandings of the nation’s role in the world. The idea of American exceptionalism, for example, has been molded in part by domestic faith-based views of international affairs, as well as by American missionaries abroad, and by foreign religious actors.

During the late 20th and early 21st centuries the involvement of domestic religious groups in foreign affairs, especially in advocacy for human rights and religious freedom, has in many ways intensified. More broadly, evangelical Protestants, Catholics, Jewish and Christian supporters of Israel and, particularly after 9/11, American Muslims, have had a varied and sometimes significant impact on our foreign policy.

This course will study the impact of religion and religious liberty on U.S. foreign policy and American understandings of justice, freedom and national security. **This course is taught by Georgetown University professors as part of the Consortium of Universities**

Washington Metropolitan Area.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 – 1525, 01/08/2019 - 03/26/2019 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Tom Farr and Mr. Paul Lambert

NDU 6095: European Politics and Security

Europe is going through a period of crisis. The rise of illiberal democracy and non-democratic populist movements, Brexit, an increasingly threatening Russia, and the persistence of jihadism challenge stability. This course will provide the context: political, economic, social, and strategic – to understand today and tomorrow’s Europe and its relationship the United States of America.

This course is part of the European Studies Concentration and is administered by the NDU Scholars Program.

(Class Limit 18) (2 Credit Hours)

TUE, 1330 – 1525, 01/08/2019 – 03/26/2019 (Changes to 1535 – 1730 after 6th session)

Instructor: Dr. Steven Kramer

NWC

NWC 6005: Cyber Operations and National Security Strategy

This course examines cyber conflict from the perspective of a geopolitical struggle between nations. It uses a combination of theory, history and current events to explore how states are using their cyber capabilities as tools of national policy. The seminar begins with an overview of the nature of cyber conflict aimed at students with a background in international relations and military studies but without a grounding in cyber conflict. It then moves on to explore the specific offensive strategies various actors are currently using. The course is taught at the Top Secret level and features a combination of open source readings and classified presentations from visiting operators and strategists from the National Security Agency and U.S. Cyber Command. Reading for the course average 70 pages per week. The course deliverable is a four page options memo. **This course is open to US students with Top Secret/SCI clearance (or SCI eligible); students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Richard Andres

NWC 6006: US Special Operations: Strategic Utility in the 21st Century?

Special operations forces have found themselves increasingly in the spotlight over the past 16 years, with tactical narrative often taking the place of understanding with respect to the utility that special operations has in achieving national objectives and securing national interests. This elective seeks to move beyond the rhetoric and engage students to consider the strategic effect that special operations can have in addressing 21st century security challenges. In order to build towards this objective, the course will begin by addressing the evolution of US special operations forces through history, its sometimes tenuous relationship with conventional forces, and the cycles of growth and decay that were eventually halted through legislation. With this as a departure point, the seminar will probe “the undiscovered country” of special operations theory and consider how such theories should shape the employment of special operations forces in the future. Finally, through a series of case studies, we will assess the roles that special operations may play in the evolving global security environment. Course requirements include a 6-8 page paper. **Open to US students with a minimum Secret clearance. This course requires Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Col Roy Oberhaus

NWC 6009: Nuclear Weapons and National Security in the 21st Century

Nuclear weapons have the power to change the world forever. 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 will 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 in-class presentation, as well as a 3-page op-ed piece on a topic of interest. This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration. **This course requires Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2019 - 03/26/2019; (changes to 1535 - 1730 after 6th session)

Instructor: CAPT Trent Hesslink

NWC 6011: Intelligence Challenges, Structures, and Strategies

This classified course is intended for those without extensive backgrounds in intelligence. It will start by looking at and beyond the US Intelligence Community's (IC) public surface to identify the foundational elements and undercurrents, such as the role of US intelligence at the national level, and the IC's different components, capabilities, and current challenges. It will then examine some of the IC's non-traditional challenges and roles, such as support to homeland security, law enforcement, domestic crises and disasters, public health, counter-threat finance, diplomacy efforts, arms control, and CT/COIN/IW. It will finish by focusing on broader structural, legal, and ethical constraints, in addition to ways to think about intelligence as a core key element of any long-term strategic approach to national security. The course will include one or more site visits to local IC organizations and meetings with IC expert guest speakers. Students will read sections of Mark Lowenthal's book, *Intelligence: From Secrets to Policy* (7th edition) and other selected articles, participate in classroom discussions, complete several in-class quizzes, and write several memos on intelligence issues. **This course is open to US students with Top Secret/SCI clearance (or SCI eligible); students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2019 - 03/27/2019; (changes to 1330 - 1525 after 6th session)

Instructors: Mr. George Kuk & Mr. Bruce Louie

NWC 6013: 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 seven negotiation exercises, participation in self-assessment and peer review, and two written negotiation worksheets (4-7 pages each).

(*Class Limit 12) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2019 - 03/27/2019; (changes to 1330 - 1525 after 6th session)

Instructor: Ms. Lisa Bronson

NWC 6014: 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.

*Course will include offsite meetings at Capitol Hill.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Colton Campbell

NWC 6017: Memoirs in American Foreign Policy

This course 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." This first person account allows students to examine the relationships, perspectives, and actions of strategic leaders and policy makers over five administrations in peace and war. 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 presentations will be required. This course is particularly useful to supplement core courses in national security strategy and the interagency process.

(Class Limit 14) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019; (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Theresa Sabonis-Helf

NWC 6019: 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 12) (2 Credit Hours)

TUE, 1535 - 1730, 01/08/2019 - 03/26/2019; (changes to 1330 - 1525 after 6th session)

Instructor: Ms. Lisa Bronson

NWC 6024: 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/Hezbollah), 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, Iraqi Freedom, and Inherent Resolve. The course will also probe whether the air weapon has "revolutionized" the character 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)

WED, 1535 - 1730, 01/09/2019 - 03/27/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Mark A. Clodfelter

NWC 6029: Strategies of World War II

This course will examine the ideologies, the weapons, the leaders and the strategies of the Second World War. Beginning with an examination of the uneasy period following the end of World War One, we will examine the rise of the international militant ideologies that were a major source of conflict and the strategies that attempted to deal with the theoretical impact of new technologies. We will then examine the reality of global war vice the theory, and how each major technology in the air, sea, and land realms adapted to be major elements in strategy. Finally, we will examine the demands of Coalition Warfare in all of the major campaigns of the conflict, analyzing the various reasons for success or failure.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Mr. George Kuk

NWC 6073: War Crimes and Strategy

Although war crimes have always been a tragic characteristic of war itself, the proliferation of social media has profoundly increased their potential for strategic impact. Media-saturated images of civilian casualties, wanton destruction, prisoner abuse, and even torture shape public perceptions of legitimacy, while raising tough questions about the utility of force. This course examines the subject of war crimes in depth, concentrating on their growing significance to strategists and policy makers. It first examines the human dimension; specifically what leads seemingly decent individuals to commit atrocities. Because war crimes at an organization's lowest level can lead to strategic defeat (Abu Ghraib is but one example), senior leaders will benefit from a better understanding of why they occur--and how they can be prevented. After examining war crimes in a historical context, and looking at state-sponsored genocide in particular, the course next scrutinizes efforts at perpetrator accountability. The evolution of legal regimes will be considered, to include the Nuremberg Trials, *ad hoc* tribunals for the Former Yugoslavia and Rwanda, and the creation of a permanent International Criminal Court. Related to this will be a discussion on *Lawfare*, which encompasses the exploitation of law-of-war violations (real or not) as an asymmetric tool. Next, the elective will examine some of the complications senior leaders face in establishing rules of engagement, especially tensions between international humanitarian law and policy agendas. This is a particularly vexing problem as they balance questions of legitimacy, effectiveness, evolving norms, and the inherent right of self-defense. Lastly, the course looks at the challenge of armed intervention, exploring how policy makers decide whether or not to intercede in cases of wide-scale abuse, or even genocide. In addition to active participation, students will write a short OpEd advocating for or against intervention in a recent crisis. Each student will also deliver an in-class presentation on a past war crime, exploring what led to it, the decision to (or not to) intervene, and assessing attempts at accountability. For students preparing an ISRP, the presentation may be tailored to their assigned country.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2019 - 03/27/2019; (changes to 1330 - 1525 after 6th session)

Instructor: Col Adam Oler

NWC 6075: Public Diplomacy and National Security

This course examines the role of public diplomacy as an instrument of state power designed to inform and influence external audiences in the service of national security and foreign policy objectives. We will look at public diplomacy concepts, institutions, toolkits and practices, and critical issues. Designed for national security practitioners, the course will focus on understanding a strategic instrument that is relevant to and employed by multiple departments and agencies within the U.S. Government (USG). The course also will examine how other state and non-state actors use public diplomacy concepts and tools. By the end of the course, students will be able to: evaluate the role of public diplomacy in advancing national security objectives; analyze audiences, including formal and informal information sources that influence public opinion; develop a focused and realistic public diplomacy strategy to advance a national security policy/issue; and consider ways to measure impact.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2019 - 03/27/2019 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Sonya Finley

NWC 6076: George Washington, Strategy, Intelligence, and Revolution

This course is designed to explore the complex environment, instruments of power and strategic intelligence of the revolutionary era and the decision-making process of General George Washington. In collaboration with the scholars of The Fred W. Smith National Library for the Study of George Washington at Mount Vernon, students will gain in-depth perspective on the visionary leadership of George Washington. It will reacquaint students of national security strategy with this quintessential, inspirational, and ethical leader. It will also enhance participating students' professional and personal development utilizing leadership theory, historical examples, and contemporary applications to explore and examine the leadership narrative of the life and legacy of General George Washington. The purpose of this course is to introduce students to the forces that influenced the strategic decisions of Washington. An overall goal is to better comprehend those drivers and conditions that Washington sought to understand through the collection of strategic intelligence. Knowing what influenced Washington's decision-making will improve students' understanding of the complexities of revolutionary movements and the depth of challenges faced by nascent political movements facing a well-established power. **Course will include between one and four offsite meetings at the Mt Vernon GW Library.**

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2018 - 03/27/2018; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. David Arnold

NWC 6082: National Security Law: Legal & Ethical Issues for National Security Strategists

This course will examine the legal framework and background of National and Homeland Security Law, with an emphasis on U.S. law relevant to the maintenance of national security while adequately protecting fundamental constitutional rights and ethical considerations. While the course will cover in a general sense the broader topic of national security law, particular attention will focus on two aspects – (1) the intersection between surveillance and constitutional protections of privacy, and (2) the requirements of due process as it applies in the context of both the law enforcement and armed conflict paradigms for the use of force. In addition, the course will examine the effect of ongoing developments in the field of national and homeland security and of associated threats and responses to those threats have on the applicable law. The course will analyze issues covered in readings (and occasional videos) through group discussion. Student presentations, guest lectures, as well as visual graphics, handouts, and video clips as appropriate will augment the discussion on occasion; the goal is an unconstrained environment that will foster insightful analysis 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. Since these are ongoing and current issues some cases and materials will be added throughout the course.

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/08/2019 - 03/26/2019; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Jaimie Orr

NWC 6084: The Strategies of Rebellion

The purpose of this course is to explore rebellion not as an abstract construct, but as a coherent and multi-faceted political strategy employed by insurgents. The end goal of the course will be for students to understand how militants view the battlespace, marshal resources, and compete against both the state as well as rival organizations. Special attention will be paid to the goals of

various tactics of rebellion (such as terrorism and guerrilla war) and how rebels match ways and means to achieve those ends. The course will delve into the military tactics of insurgency such as assassination, suicide bombings, etc., but will also look at how diplomatic, informational, and economic tactics come together to form a holistic strategy of political violence. Students will be expected to become experts in a particular organization, the strategy(ies) employed by that organization, and whether or not that strategy was successful. For the final paper, the students will compose a strategy for their group, taking into account the goals of the organization, the opposition the organization faces, and the resources available to the group.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/09/2019 – 03/27/2019 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Bradley J. McAllister

NWC 6089: 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 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 of non-state institutions – say, an organized crime cartel or a religion. Throughout the course, we will carry on a “strategic conversation” that consistently 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.

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/08/2019 - 03/26/2019; (changes to 1330 - 1525 after 6th session)

Instructor: CAPT Douglas Reckamp

NWC 6093: The End of the Roman Republic

For nearly four hundred years, the Roman Republic developed and evolved, growing from a small collection of villages to the dominant power in the Western Mediterranean. However, beginning in the last decades of the 2nd Century BCE, the Republic was wracked by a series of crises and conflicts that ultimately destroyed the Republic and resulted in imperial rule. This course examines the causes and consequences of Rome’s domestic crises, juxtaposing those internal conflicts with the continued growth of Roman power internationally. Topics covered will include the Tribunes of the Gracchus Brothers, the rise of Gaius Marius and his military reforms, the causes and conduct of the Social War, Sulla and his constitutional reforms, the slave revolt led by Spartacus, the career of Pompey the Great, and finally, the life and achievements of Julius Caesar. The course will also examine many of the other great personalities of the time – Crassus, the richest man in Rome; Cicero, the famous statesman and author; Cato the Younger; Cleopatra; and many, many others.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/08/2018 - 03/26/2018; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Bernard Finel

NWC 6095: Play Ball! Sports and National Security

Sports and politics is a story of some success, a bit of failure, but mostly missed opportunity. This is not a course on sports history or athletic achievement but an academic study using sports as a vehicle to answer the fundamental question: What “position” can sports “play” on the “field” of U.S. National Security? To answer this question, this course combines a contextual analysis viewed through the unique lens of sports and the application of sports as an instrument of national power to design a new Game Plan for U.S. National Security. Further strategy analysis will determine how sports can address either a threat or opportunity to achieve national interest victory. For the final project, students will identify a security issue of interest, determine how sports can be either act as a singular solution or part of a broader strategy, and then present their findings in both oral and written form.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 01/08/2019 – 03/26/2019 (changes to 1535 – 1730 after 6th session)

Instructor: CAPT Corey Ray

NWC 6903: Africa CVE Strategy Research Project

The 2018 versions of the U.S. National Security Strategy and National Defense Strategy focus on the threat associated violent extremism in Africa. This elective will pick up where the NDS left off in stating "We will focus by, with, and through local partners and the EU to degrade terrorists; build the capability required to counter violent extremism, human trafficking, trans-national criminal activity, and illegal arms trade with limited outside assistance; and limit the malign influence of non-African powers." As a group, students will produce a Strategy to Counter Violent Extremism (CVE) in Africa and brief results to senior USG policy-makers.

(Class Limit 8) (2 Credit Hours)

WED, 1330 - 1525, 01/09/2019 - 03/27/2019 (changes to 1535 - 1730after 6th session)

Instructor: Ms. Amanda Dory