

National Defense University



2013-2014 Electives Program Catalog

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*** All Eisenhower School classes will be identified by the ICAF prefix.**

****College of International Security Affairs’ spring semester classes have not been posted. The catalog will be updated to reflect CISA’s spring classes once they are created.**

AY 13-14 ELECTIVES PROGRAM CATALOG

FALL SEMESTER

ES

ICAF 6017-1: Non-Lethal Weapons: Support to Irregular Warfare, Complex and Defense Support to Civilian Authorities (DSCA) Operations

This course reviews all non-lethal weapons technologies being assessed, developed and fielded by the Department of Defense. In addition to the technical, programmatic and acquisition aspects of the technologies, the course provides students perspective on the utility and limitations of non-lethal weapons to support current roles and missions of the US military. The medical, legal, ethical, political and public perception/awareness issues are addressed to provide students an appreciation for potential impediments to the application of non-lethal technologies across the spectrum of conflict and in support of Homeland Defense and DSCA operations. Facilitators. Dr. Stephen Basile, Eisenhower School, NDU, Lt. Col. Ron Madrid, USMC (Ret.), The Pennsylvania State University, University Park, Pennsylvania and the Joint Non-Lethal Weapons Directorate, Quantico, Virginia.

(Class Limit 18) (2 Credit Hours)

W 13:30-15:25 9/18/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Stephen Basile

ICAF 6020-1: Non-Cooperative Game Theory

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Timothy C. Russo

ICAF 6021-1: Cooperative Game Theory

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Timothy C. Russo

ICAF 6030-1: Alliances and Coalitions in Peace and War

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

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Benjamin F. Cooling

ICAF 6031-1: National Security Space – a Contested Domain

The space environment has emerged as a contested domain, and US national interests associated with this domain must be protected. Just as US national security relies on commercial and military operations through secure land, maritime, air and cyber domains, it also relies on the space domain. The 2010 US National Space Policy after stating that “[I]t is the shared interest of all nations to act responsibly in space to help prevent mishaps, misperceptions, and mistrust. The United States considers the sustainability, stability, and free access to, and use of, space vital to its national interests. Space operations should be conducted in ways that emphasize openness and transparency to improve public awareness of the activities of government, and enable others to share in the benefits provided by the use

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

This course requires TS/SCI clearance.

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Col Kurt W. Kuntzelman, Col Clark M. Groves

ICAF 6032-1: Public Policy Formulation: Think Tanks

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

(Class Limit 18) (2 Credit Hours)

W 13:45-15:40 9/18/2013-12/4/2013

Instructors: Col Kenneth T. Stefanek, Col Clark M. Groves

ICAF 6033-1: War Powers

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

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Kenneth B. Moss, Professor Richard J. Prevost

ICAF 6035-1: Surviving Defeat

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

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

ICAF 6037-1: Carnage, Cotton, and Steel: America in Civil War, Reconstruction, and Reconciliation

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Benjamin F. Cooling

ICAF 6040-1: Ethics and Statecraft: The Strategic Imperative

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Gregory D. Foster

ICAF 6042-1: Operational Logistics: The Sealift Equation

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: James Blenn Perkins

ICAF 6043-1: Strategic Geography

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Paul M. Severance

ICAF 6044-1: Executive Business Decision-making: Creating a Strategic Framework

Executive Business Decision-Making (EBDM) explores the business practices used by industry to identify what processes, tools and models may be applicable in government. This elective compares and contrasts methods and approaches to five key business areas: 1) Leadership; 2) Managing People; 3) Balancing Risk and Opportunity; 4) Performance Management and Measures; and 5) Establishing and Maintaining Enduring Greatness. In addition to achieving a better understanding of the factors that influence business decisions in both industry and government, the students gain the ability to analyze and evaluate what they read and discuss in class through direct interaction with senior government and industry leaders in each of the five business areas. Readings for this class draw on the work of Jim Collins' "Good to Great" and "Good to Great and the Social Sector", Sydney Finkelstein's "Why Smart Executives Fail", and other noted experts. This class provides the executive-level management tools necessary to develop, lead, and evaluate business decision-making that each student will face after departing NDU.

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Col Brian K. Buckles, CDR Sally L. Wilbur

ICAF 6070-1: Lessons in Leadership

Today's leaders in defense, civilian, and public organizations are confronted with complex and confounding situations that cannot be solved with simple answers. The most compatible individuals seek to increase their leadership skills through sources outside themselves. The ability to objectively analyze situational demands and the appropriate leadership behavior becomes more important as individuals increase in seniority. The knowledge of how to work within groups, to inspire others within an organization or to influence representatives from

other organizations, requires continuous honing of personal skills. Such information can be found in books of history or biography - these can help one understand and incorporate models of leadership. A more experiential approach is to use films as a means of analyzing various leadership traits and associated group behaviors. This elective will use certain films to provide dramatic insight into cinematic portrayals/conceptions of leadership. This elective will concentrate on films that represent leadership, both historic and current, with representations of leadership in various environments; it will also investigate theories of leadership and organizational behavior. Notions of transformational leadership, ethics, conflict resolution, building consensus, and crisis management are some of the challenges presented. Leaders at all levels will find this course continues to enlighten them on how individual traits and behaviors can influence process and future success for themselves and their organizations especially at times when balancing on the axis between failure and success.

(Class Limit 16) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: COL Stephen Victor Bowles

ICAF 6071-1: The Great Captains

The course examines six great captains who made a major impact on strategy and warfare through the ages: Alexander the Great, Hannibal, Frederick the Great, Napoleon, Grant, and MacArthur. Through examination of their battles and campaigns and the leadership and generalship they displayed, the course will focus on the leadership traits these great captains demonstrated and determine the commonalties that tie them together across two millennia. Each student will also examine in depth another potential great captain and make a 10-15 minute oral presentation analyzing the leadership qualities the individual displayed and evaluating whether or not the individual deserves to be called a Great Captain. It integrates with the NDU mission by fostering insight and reflection on strategic military leadership as demonstrated by exemplary practitioners over the ages and promoting ways for students to incorporate the most important and useful aspects of these lessons into their leadership practices when they return to their home organizations.

(Class Limit 18) (2 Credit Hours)

W 13:30-15:25 9/18/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Paul Douglas Humphries

ICAF 6072-1: Leadership Challenges: Case Studies of Real People Providing Extraordinary Leadership

This course is designed to examine real events and leaders through films, videos and made for television broadcasts that portray ordinary individuals facing leadership challenges and providing extraordinary leadership – as confirmed by history. Visualization of historic moments will be supplemented by readings from literature and textbooks. Representations of individual attributes will be examined to understand the application of leadership tools and the styles exhibited by these individuals in various environments. Highly-interactive discussions in class will investigate theories of leadership and organizational behavior.

Students will be encouraged to examine each of the character's personal attributes, including effective communication techniques, responsibility/accountability, and management and organizational strategies. Notions of challenges in leadership, ethics, conflict resolution, team building, diversity, empowerment, and personal and organizational transformation will be represented. Leaders seeking to understand the circumstances that create successful and/or failed leadership will find this course continues to enlighten them on the personal qualities and new models of leadership for intentional application of individual skills in a wide variety of settings.

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Janie B. Benton, Mr. William A. Kurtz

ICAF 6090-1: Southeast Asia Regional Security Study

US security interests and global engagement cannot be understood in the abstract. Future national security strategists must understand the world as it is in order to make and resource practical and successful strategies. The Southeast Asia Regional Security Study (SEA RSS) seminar provides a deeper understanding of specific SEA local, national, and regional contexts for US policy and engagement. This understanding, in turn, increases the student's ability to critically evaluate the assumptions and goals of US policy with respect to SEA.

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Shannon A. Brown

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

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Richard T Altieri, Col Clark M Groves, Assistant Professor Jeanne K Vargo, Col Alford C. Cockfield

ICAF 6103-1: Acquisition Policy I: Foreign Military Sales and International Acquisition

Defense is a global business. One important step in understanding international defense cooperation and competition is gaining insight into the US Foreign Military Sales process and the governmental and national military acquisition systems of other countries - the organization, the process, and the personnel that make the systems work. This course will examine and analyze the US FMS process and the weapons acquisition systems of Australia, Israel, India, France, the United Kingdom, the United Nations, and the Netherlands and how the US Government interacts with them via the Defense Security Cooperation Agency (DSCA), the Office of the Secretary of Defense and the Department of State. We will travel to New York City to meet with Israel and the UN. SAC students only

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Col Brian K. Buckles, COL William Scott Fuller, CDR Eric NMN Oxendine

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

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Mark L. Montroll, Col Harold L. Wilson

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

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

(Class Limit 12) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Associate Professor Donald R Briggs, Professor Feza Suayip Koprucu, Professor Richard J. Prevost, Col David K. Gerber

ICAF 6109-1: Acquisition Policy I: Congress & the Quest for Acquisition Reform

In FY2012, DOD obligated \$360 billion on contracts, equal to 52% of total DOD obligations and equal to 10% of the entire U.S. budget. Over the decades, DOD and Congress have been concerned with the effectiveness of the defense acquisition system. For 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." Over the last forty years, hundreds of reports and dozens of reform efforts have resulted in little noticeable improvement to defense acquisitions. The class will look at acquisition reform, focusing on the role and interests of Congress, how to measure the effectiveness of the acquisition process, to what extent past reform efforts have (or have not worked), and what efforts are currently underway to improve performance. The intent of the class is to provide students with a contextual framework for thinking about how to effectively improve defense acquisitions. Instructor: Mr. Moshe Schwartz SAC students only.

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Col Mallory P. Knight

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

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

(Class Limit 18) (4 Credit Hours)

W 13:30-17:30 9/18/2013-12/4/2013

Instructors: Dr. Richard T. Shipe, Dr. Mary Cottrell Redshaw

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

The objective of this course is to make you, a future leader, conversant on Islam, Islamist Political Groups and Militant Islamist Ideology. You will be able to articulate not only the difference between Shiite and Sunni, but the nuanced differences within these two branches of Islam, and the wide spectrum of interpretations between these two groups. More importantly you will gain a comprehensive understanding of the ideological tensions Militant Islamists face within Islam. Instructor: CDR Youssef Aboul-Enein, USN, Defense Intelligence Agency

(Class Limit 18) (2 Credit Hours)

W 13:30-15:25 9/18/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: CAPT Michael E. DeVine

ICAF 6328-1: Great Books: Southern Asia

This Great Books course expands the aperture of the Afghanistan Pakistan Great Books Course of previous years by looking at the U.S. investment in southern Asia in broader strategic context, exploring factors that have influenced developments not only in Afghanistan and Pakistan but Iran, India, China and the Central Asian republics as well. These countries share both a mutual interest in each other's security, and lingering political, social and economic challenges that have stood in the way of progress. The "Great Books" course will challenge students to expand their understanding of this region and the means and limitations of American influence and resources there. Core reading from definitive books will give students greater strategic perspective of an area where U.S. policy will continue to weigh heavily. It is one of three required to satisfy the concentration area for Afghanistan-Pakistan Hands (Regional/Trans-regional Approaches to National Security Challenges – Southern Asia). It is open to all students at the Eisenhower School and National War College.

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: CAPT Michael E. DeVine

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

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

(Class Limit 45) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. James L. Lapse, Ms. Colleen A. Morris, Dr. Paul M. Needham

ICAF 6453-1: Seminar in Diagnostic Net Assessment

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

This course requires Secret clearance.

(Class Limit 16) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Sorin Lungu

ICAF 6459-1: Seminar in Defense Strategic Planning

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

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

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Sorin Lungu

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

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

(Class Limit 99) (2 Credit Hours)

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

Instructors: TBA

ICAF 6910-1: Tutorial Readings/Independent Study

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

(Class Limit 99) (2 Credit Hours)

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

Instructors: TBA

ICAF 6991-1: Research – Double Elective in One Semester

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

(Class Limit 99) (4 Credit Hours)

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

Instructors: TBA

ICAF 6992-1: Research Fellow

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

(Class Limit 99) (4 Credit Hours)

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

Instructors: TBA

IRMC

IRMC 6004-1: Big Data to Decisions

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)

T 15:35-17:30 1/1/1900-1/1/1900 (changes to 13:30-15:25 after 6th session)

Instructors: LTC Michael W. Bartlett

IRMC 6016-1: Strategic Challenges in Cyberspace

This course examines the cyberspace strategies used by the United States and key nation and non-nation states, as well as, the relevant policies, boundaries, constraints and resources which can significantly impact the ability of the strategies to achieve their desired goals. In addition, cyberspace risks, conflicts, and potential resolutions are also proposed and discussed within this course. Students evaluate cyberspace leadership, operational features, strategic trends, and enforcement and dispute mechanisms. Students assess the cyberspace strategies employed by individual citizens, the federal government (including commerce, defense, and intelligence), private industry, NGOs, transnational and international organizations, and organized crime. Students examine the consequences, repercussions, and likely outcomes of next-generation cyberspace strategies and how they could possibly address and shape issues within the continually evolving cyberspace domain.

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. John S. Hurley

IRMC 6017-1: Cyber Security in the 21st Century

This course provides a comprehensive overview of information assurance and critical information infrastructure protection. Information assurance of information assets and protection of the information component of critical national infrastructures essential to national security are explored. The focus is at the public policy and strategic management level, providing a foundation for analyzing the information security component of information systems and critical infrastructures. Laws, national strategies and public policies, and

strengths and weaknesses of various approaches are examined for assuring the confidentiality, integrity, and availability of critical information assets. Learning Outcomes: Students will be able to analyze laws, national strategies, and public policies; and assess the strengths and weaknesses of various approaches for assuring the confidentiality, integrity, and availability of those information assets created, stored, processed, and communicated by information systems and critical information infrastructures

(Class Limit 20) (2 Credit Hours)

T 15:35-17:30 1/1/1900-1/1/1900 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Mark R. Duke, Ms. Katrice Lewis

IRMC 6017-2: Cyber Security in the 21st Century

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

(Class Limit 20) (2 Credit Hours)

W 15:35-17:30 1/1/1900-1/1/1900 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Mark R. Duke

IRMC 6019-1: Continuity of Operations Planning

This course provides a broad description of the major elements involved in developing and implementing effective continuity of operations plans for government agencies. Using Federal regulations policies as a backdrop, the course examines the technological, human capital, legal, and acquisition factors involved in creating and maintaining a continuity of operations plan. Topics include determining key assets and systems, creating and implementing emergency plans, working with the responder community, developing metrics and exercises, and restoring effective operations. Learning Outcomes: Students will be able to analyze current continuity of operations plans for adequacy and compliance with Federal law, regulations and best practices, and to develop new continuity of operations plans to address organizational risks and contingencies.

(Class Limit 20) (2 Credit Hours)

T 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. James E. Kasprzak

IRMC 6020-1: Enterprise Telecommunications and Mobility

This course focuses on the management of network and telecommunications technology in a global networked enterprise. It also examines current and emerging network and telecommunications technologies, including their costs, benefits, security implications, implementation impacts, and various military and civilian net-centric applications. Selected technical and management topics are discussed to include network centric concepts, local and wide area networks and associated Internet technologies and the significance of shifts in regulatory and industry structure. Discussions, exercises, and guest speakers reinforce and provide insight into practical application of abstract concepts.

(Class Limit 20) (2 Credit Hours)

W 15:35-17:30 1/1/1900-1/1/1900 (changes to 13:30-15:25 after 6th session)

Instructors: LTC Michael W. Bartlett, Dr. Marwan M. Jamal

IRMC 6024-1: Cyber Security Awareness

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

****IMPORTANT NOTE: this course is offered in two sections. Section 1 is for beginners and Section 2 is for advanced students****

(Class Limit 20) (2 Credit Hours)

T 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Jim Q. Chen, Dr. John H. Saunders

IRMC 6024-2: Cyber Security Awareness

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

****IMPORTANT NOTE: this course is offered in two sections. Section 1 is for beginners and Section 2 is for advanced students****

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Jim Q. Chen, Dr. John H. Saunders

IRMC 6030-1: Future Emerging Technologies

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)

W 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Paul H. Flanagan

NDU

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

The course examines the kind of “wicked” national security problems that will be part of a complex, surprised-filled future, as well as ways for coalitions of business, government (civil and military) and civil society to tackle them. “Wicked” problems are hard or impossible to solve due to requirements that are contradictory, incomplete and changing, and often hard to recognize. The course begins with an examination of paradigm shifts and past innovations/transformations that have had major effects on national security environments. It explores why most national security problems are inherently wicked. It also examines changes in people, processes, organizations and technologies that will be needed to face challenges across the full spectrum of national security concerns. Classes explore opportunities involving cutting edge technologies and new organizational concepts while remaining grounded in fundamental human aspects of warfare. Future trends are examined, as well as policy-making and long-range planning in whole-of-government contexts. The course will use lectures, outside guest speakers, experiential learning events, and seminar discussions. Students will write a 10-12-page paper on a key aspect of a “wicked” national security problem of their choosing and contribute to a briefing on the plan of action developed during the experiential learning part of the course.

(Class Limit 15) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Linton Wells, Ms. Maria Cordero, Mr. Thomas X. Hammes

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

Weapons of mass destruction (WMD) have figured prominently in U.S. foreign and national security policies for three generations. There is a rich body of academic literature, research, and official commentary addressing the WMD threat to American 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 qualifying 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.

(Class Limit 12) (2 Credit Hours)

W 13:30-15:25 9/18/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Forrest E. Waller, Dr. Natasha E. Bajema

NDU 6015-1: 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 be deterred? What are the challenges to defeating WMD-armed opponents? The course will also explore efforts to tackle the challenges presented by Iran, North Korea, and illicit proliferation networks, as well as emerging WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student presentations. This is a required course for the University's WMD Studies Concentration.

(Class Limit 12) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

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

NDU 6021-1: Law of the Sea

Designed for strategic-level leaders in government service, the Law of the Sea elective provides an in-depth study of the theory, development and application of the Law of the Sea Convention and related international agreements and national law. The course provides the foundation for national security strategic decisions, including national military and theater strategy and multilateral relations, in matters related to sea and air space. Upon completion of the course, students should possess an executive-level understanding of the Law of the Sea as it relates to national security decisions and military operations.

(Class Limit 12) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: CAPT Michael J. Boock

NDU 6025-1: Ethical Challenges for Strategic Leaders

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

(Class Limit 10) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

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

NDU 6027-1: Ethics and the Profession of Arms

On his first day as Chairman of the Joint Chiefs of Staff, General Martin E. Dempsey wrote a

letter to the Joint Force laying out his priorities as CJCS, one of which is: “We must renew our commitment to the Profession of Arms. We're not a profession simply because we say we're a profession. We must continue to learn, to understand, and to promote the knowledge, skills, attributes, and behaviors that define us as a profession.” This new course will explore the nature, content, and applications of Ethics and the Profession of Arms. While it will have special resonance for military members, it will be relevant for anyone interested in the military profession, for citizens who are the beneficiaries of the service of those who wear the cloth of the nation, and in particular for those civilian officials who work with military members. For military members, it will be an exercise in introspection and self-reflection; for civilians, it will be a serious venture into cultural anthropology. For all, it will be a probing examination of one of the most important institutions in the United States. Over the semester we will read classic and contemporary pieces on the Profession of Arms, and we will probe various case studies that illustrate ethical challenges to military professionalism. The course will bridge the realms of practice and theory. The instructors will be a distinguished retired military officer (a former Chief of Staff of the United States Army) and a long-time NDU professor who specializes in professional military ethics.

(Class Limit 10) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: GEN (Ret) George William Casey JR, Dr. Albert C. Pierce

NDU 6032-1: American Studies/Field Studies I (International Fellows (IFs) only, CTF's cannot take this class)

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

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

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

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

NDU 6038-1: Intervention and Post-Conflict State-building: Ten Years of War

This course examines the strategic challenges and policy dilemmas of external intervention and post-conflict state-building in war-torn societies. Rather than assume that all international engagements are a moral responsibility or strategic demand of the United States, this course questions the assumptions, objectives, and expected outcomes of different types of conflict scenarios at the strategic planning and operational levels. The course assesses key

conceptual issues and theoretical debates regarding the 'new humanitarianism', the tensions and trade-offs of different interventionist and post-conflict strategies and the unintended consequences of attempting to reconstruct post-conflict societies. It will apply these debates to empirical studies in Iraq, Afghanistan, Libya, Mali, and Syria and analyze the dilemmas of third-party interventions, success and failures of different reconstruction strategies across sectors and countries, and ways in which external intervention can mitigate or sustain conflict.

(Class Limit 15) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Denise Natali, Dr. Michael S. Bell

NDU 6043-1: Civil-Military Relations

This class is designed to provide students with an understanding of some of the major topics in the study of the connections between the military, the state, and society. These connections are determined fundamentally by power relations and I approach the study of them from a perspective that focuses on the question of control. But the range of issues in the field of civil-military relations obviously includes more than questions of control. In this class we review the early literature on the topic as defined by Huntington's seminal work, and explore major aspects of the debate it has generated over the past decades. We then explore a variety of topics, ranging from the military's role in processes of state formation, to questions of military rule, civilian control, and modes of analysis of the military-state-society relations in the Latin American region, especially from the angle of problems of democratization. **NOTE: This course will be taught at the Inter-American Defense College, Bldg # 52.**

(Class Limit 40) (2 Credit Hours)

W 13:30-15:25 9/18/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: LTC Steven Angerthal

NDU 6056-1: Leadership Perspectives in Health Strategy

This course explores the National Health Enterprise, Health Strategy and National Security through the perspectives of strategic leaders from DoD, OASD (HA), Service SGs, DHHS, DHA, TriCare, PHS, and other relevant health entities across the whole of US Government.

(Class Limit 16) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Robert Joel Farrell

NWC

NWC 6000-1: Doing Strategy: Lessons Learned for Modern Strategists

This course examines cases, recent and historical, in an effort to help students "practice" strategy. The primary aim of the course is to learn something from history that might better

help us to develop and implement strategy in current and future contexts via active learning methods. The primary case study -the U.S. in Vietnam - will be examined in depth referencing the book,"Lessons in Disaster". Simply stated, the organizing principle of the course is to examine the various aspects of national security strategy and apply them to specific cases, past, present, and future. Several different templates, including frameworks and models, will be discussed, and there will be several different exercises during the course. If you've been itching to spend more time actually practicing how to use the "essential elements" of national security strategy then this course may be what you are looking for. The course presumes a good background in the fundamentals of strategy, such as is offered in NWC core course 6100, or other comparable core courses offered elsewhere at NDU. In total, students can expect to read between 75 and 100 pages each week during the course. The entire course will be set up and implemented online through an easily accessible web site. Blogging is the writing requirement for this course --- using the course web site and semi-structured tasks, students are expected to write short blog entries each week in between and in addition to class time. On average, most students will have written the equivalent of a standard 8-10 page paper by the time the course is over.

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: CAPT David Allen Mayo, Col Ling Yung

NWC 6001-1: The Successful Strategic Advisor

Unless you are elected President, no matter how high you rise in rank within the military or your civilian department / agency, you will still serve as an advisor to someone above you. Component Commanders are also advisors to both the Combatant Commander and their Service Chiefs. Combatant Commanders are also advisors to the Chairman of the Joint Chiefs of Staff, Secretary of Defense and President. Ambassadors are also advisors to the Secretary of State and President. Even the Secretaries of State and Defense are advisors to the President. It is important - in whatever job you hold in the years after you complete your studies at NDU - that you are able to "switch hats" from the "leader" side of your job to the "advisor" side. It is also important that you understand what makes an advisor to a strategic leader successful, and how those attributes may differ from those that make the strategic leader successful. As an example, while an advisor may have a regulatory, statutory or moral obligation to provide advice, the strategic leader has no obligation to accept or act on that advice. This course consists of a series of colloquia, each led by someone well versed in that individual topic, which will address the world of both the strategic leader, and the individuals who advise them. Topics include: the role of personalities and the development and maintenance of trust; ethics and morality; the legal aspects of being an advisor; effective communications to strategic leaders; effective negotiation strategies; elements of the national security strategy process and strategic logic; net assessment and long-term strategy; as well as risk assessment and risk mitigation. Students will select a memoir, autobiography or biography of someone who served as an advisor to a strategic leader (many of these individuals went on to become strategic leaders in their own right) - such as George Kennan, George C. Marshall, Omar Bradley, Cyrus Vance, Zbigniew Brzezinski, Henry Kissinger, George Schultz, Casper Weinberger, Brent Scowcroft, Colin Powell, Condoleza Rice, Strobe Talbot, Wesley Clark, William Colby, Robert Gates, George Tenent, Donald Rumsfeld, etc.). After reading the book,

students will prepare a paper outlining the observations of the author on being an advisor to a strategic leader, and will present a synopsis of their observations to the class.

(Class Limit 24) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Frederick Peter Anthony Hammersen, COL Jeffrey C. Corbett

NWC 6002-1: The American Civil War: A Case Study in Strategy and Leadership

This course is a survey of the American Civil War from the national strategic perspective, emphasizing the relationships between politics, ideology, society, economics, war aims, diplomacy, law, strategy, operations, and tactics. It examines leadership at the strategic and operational levels; the impact of changing technology; and logistics. The course concludes by addressing the immediate and long-term consequences of the Civil War in American history generally, and specifically its impact on American strategic and military thought. The primary method of instruction is seminar discussion. Each student will select a strategic leader and complete both a paper and short classroom presentation on this leader. Learning is further augmented by optional, instructor-led battlefield "staff rides" in which students examine local campaigns in detail, on the grounds where they were fought.

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Col Kim Michelle Walsh, Col Scott J. Erickson

NWC 6003-1: Afghanistan: The Long War

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

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Joseph J. Collins

NWC 6004-1: A History of the Vietnam War

Looks briefly at Vietnam's cultural heritage, the legacy of Chinese occupation, and the French Indochina War, then examines in depth the American experience in Vietnam. The study encompasses the diplomatic, political, cultural, informational, and military aspects of the war. The objective of the course is not only to gain insights about the nature, character, and conduct of the war, but also to develop an understanding of how national goals are formed and strategy is designed to achieve them. Students will gain an appreciation for: the difficulty

of trying to achieve political ends such as “security” and “stability”; how domestic political concerns can influence a nation’s foreign policy; and how personalities can affect the design and implementation of strategy. The course will further explore how the Vietnam experience has affected current U.S. strategic endeavors, to include the on-going efforts in Iraq and Afghanistan. An oral presentation on a particular aspect of the war, and why that aspect is worthy of examination, is required.

(Class Limit 13) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

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

NWC 6005-1: Cyber Operations and National Security Strategy

This course is designed to help government leaders understand how the United States and its adversaries are employing cyber technology to achieve their national security objectives. Seminars examine cyber conflict from the strategic and operational level with an emphasis on ongoing conflict (you will not need technical knowledge of computer technology to take this course). By the end of the course you will understand the strategic opportunities and dilemmas senior leaders face due to the ways state and non-state actors are employing emerging cyber technology and be better prepared to lead in a world where cyber conflict has become a component of virtually everything we do. The course is led by a team of strategists with extensive experience teaching this subject and designing real world strategy for the military and intelligence community.

This course requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

T, W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Richard Brian Andres, Mr. Zachary Michael Hargrove

NWC 6006-1: Introduction to US Special Operations (USSOCOM) Roles and Missions

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

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

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Col Andrew Ted Nielsen

NWC 6007-1: Themes in Military History

This course examines key turning points and transformations in military history. In particular the course examines how social norms, cultural traditions, political organization, and technology have affected the character and conduct of military operations. The course examines various historical periods, including cases drawn from ancient Rome, the campaigns of steppe nomads such as the Huns and Mongols, military transformation in early modern Europe and Shogunate Japan, and the role of ideology in Nazi Germany's armed forces. We will then apply the lessons learned to an analysis of 20th century developments and the current international situation.

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Bernard I. Finel

NWC 6008-1: Strategies of the Great War

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

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Robert Brian Watts

NWC 6009-1: 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 requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Col Jean N. Vite

NWC 6010-1: Partnering Power: Public-Private Collaboration for National Security

Your task should you choose to accept it -- Use the power of public-private collaboration to achieve US national security objectives – perhaps the strategist’s ultimate challenge? A Mission Impossible? The economic power that exists in the US private sector is significant. More importantly, an estimated 85% of the infrastructure considered critical for the effective functioning of the US economy and national security is owned and/or operated by the private sector. During times of public sector fiscal austerity, public-private collaboration is often viewed as a magic bullet for the public sector’s ability to achieve its goals despite fewer resources. The Defense Business Board recently advised the Joint Chiefs of Staff that “[a]s the Department enters a decade of austerity...[s]uccessful collaborations are not only likely to improve DoD’s mission effectiveness, but also to reduce the potential or extent of major deployments.” Students will analyze public-private collaborations as an element of US power, the ways in which strategists have used them to engage in statecraft, and their role in national security strategy. The course aim is to help students understand the capabilities for and limitations on the strategic use of public-private collaboration as an element of US statecraft. Requirements include an 8-10 page essay, in-class presentation(s), and active participation in seminar discussions.

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Ms. Karen Dene Turner

NWC 6011-1: Intel Support to National Security Policy

"Intelligence Support to National Security Strategy" has two main blocks. The first half will identify the foundational elements and undercurrents beneath the oft-publicized surface of the U.S. IC. What is the role of intelligence at the national (i.e., strategic and policy) level in the United States? What are the different components, capabilities, and current challenges within the IC? The second half of the course builds on the knowledge and analysis from the initial block to undertake an examination of enduring and current issues that the IC confronts in its interplay with national security strategy and decision making. How has covert action been used historically as a tool of statecraft and what are the implications for the use of covert action today? How best should the IC be held accountable in a constitutional democracy? What challenges - - e.g., technology, complexity, resources - - likely will confront the IC in the near-term and longer term as it strives to support national security decision making? In this part of the course, students will take the lead in delivering brief presentations on a series of historical case studies to identify how intelligence did (or did not) shape issues and events and to identify potential relevance of these history lessons to current events and contemporary

policy decisions. "Intelligence Support to National Security Strategy" will be taught at the unclassified level.

(Class Limit 13) (2 Credit Hours)

W 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Peter Laurence DeLacy, Mr. George Edward Higgins

NWC 6012-1: Foreign Policy a Practitioner's Perspective

This elective aims to examine the range of non-military US foreign policy structures and techniques in sufficient depth so that the student can confidently take them into account in making strategic recommendations. It is intended to complement core courses 6300 and 6500, and has been designed in consultation with those course directors. Through a program of readings, guest and in-house lectures, student presentations, and one topic paper, the course will: 1. Develop the student's appreciation for the complex, shifting nature of modern diplomacy. 2. Examine the international framework and principles of modern diplomacy. 3. Review the main categories of non-military foreign policy. 4. Give the student a sophisticated base of knowledge regarding foreign policy tools. Topics include: 1. The Role Of Ambassadors and Embassies in the Modern World...The "Sovereign" In Sovereign States 2. The History of Diplomacy As Practiced By Everyone, Even Us...Principles of Diplomacy 3. The US Perspective on Diplomacy 4. Do Other Countries Organize Their Diplomacy? 5. The UN and other International Structures 6. International Law and Other Agreements 7. Programs vs. Policy...Economic Assistance...Law enforcement... Counter-narcotics 8. Public Diplomacy...NGOs 9. Economic Diplomacy...Trade... Monetary Affairs... WTO and GATT...TPP and TTIP 10. Value-based Policy...Human Rights...Democracy 11. Pressure Diplomacy...Sanctions, Name-And-Shame, Negotiation, and Other Pressures 12. Diplomacy In Support of Defense In Support of Diplomacy ...Security Assistance...Defense Agreements...Non-proliferation...Trade Controls

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 9/18/2013-12/4/2013 (changes to 13:30-15:25 after 6th session)

Instructors: AMB William Braucher Wood, Ms. Elizabeth Mary Holzhall Richard

NWC 6013-1: Negotiations for Strategists: Theory, Practice, and Assessment

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

and Kenneth Thomas, Introduction to Conflict Management. Requirements include class discussion, participation in 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)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Ms. Lisa Bronson

NWC 6014-1: Congress and National Security

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

(Class Limit 13) (2 Credit Hours)

W 13:30-15:25 9/17/2013-12/4/2013

Instructors: Dr. Colton C. Campbell

NWC 6015-1: Homeland Security

Provides a framework for analysis of homeland security as it relates to national security in the 21st Century. The course examines the missions, organization, threats, and prevention and response capabilities needed to secure the U.S. homeland. It evaluates the current strategy of homeland security in terms of threats (including WMD, bio-terrorism and cyber-terrorism), deterrence, prevention, crisis management, consequence management, response, and recovery. It explores the boundaries of homeland security from many perspectives, including the interagency process and the responsibilities of the Department of Homeland Security, DOD and the Northern Command, intelligence and law enforcement, congressional oversight, the private sector, and public health. The reading material and class discussions reflect policies, perceptions, and thinking since 9/11. Students are expected to actively contribute to seminar discussions; produce a homeland security topic 4-6 page writing assignment such as a research paper, or an opinion-editorial (op-ed), or a book report, or an interview with a local, state, or federal homeland security official; and completing several short (one hour) on-line FEMA introductory courses. The final class session involves students providing a 5-10 minute presentation of their selected written deliverable and course hot wash.

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Jesus Soto , CAPT James L. Duval

NWC 6016-1: Empires

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

(Class Limit 13) (2 Credit Hours)

W 15:35-17:25 9/18/2013-12/4/2013

Instructors: Professor Robert Brian Watts

NWC 6017-1: 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)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

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

NWC 6018-1: Information Operations

Success in national strategic leadership today requires an understanding of how to operate in the information environment, which the government defines as "the aggregate of individuals, organizations, or systems that collect, process, or disseminate information." This course brings future leaders up to speed on what the environment is and how to operate in it effectively on behalf of national strategy and foreign policy. Students can expect an exciting multi-disciplinary ride that will leave them with a strong grasp of how people use psychology

to influence others, how the mass media really works, what data mining can--and can't--tell us, how arts exchanges helped end the Cold War, what information has to do with armed conflict, how to use public diplomacy effectively, and more. No long paper due, but short 1-2 page written responses weekly (more or less) to readings and videos, and creation of an information strategy for a real-world current situation will be required.

This course requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Amy Ruth Zalman

NWC 6019-1: Scenario Planning for Strategists

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

(Class Limit 14) (2 Credit Hours)

T 15:35-17:30 9/17/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: CAPT Kevin F. Kropp

NWC 6041-1: The National Security Council

The National Security Council. Chaired by the President, the National Security Council (NSC) meets at the apex of decision-making for national security. It is the one and sometimes only place where all instruments of national power are brought together to confront complex challenges to our nation's security. This elective is aimed at students who foresee a future assignment working with or on the National Security Staff in support of the President and the NSC. In the elective, students will examine the role and history of the NSC, discuss topics such as counterterrorism, legal advice, and intelligence support, and consider three case studies from the last three administrations. The elective concludes with a look at the NSC today and advice for White House staff. Students will be required to read an average of 60 pages a week

and write three 3- to 4-page NSC-type documents. The elective is limited to U.S. students with a SECRET clearance to allow for classified discussions and a possible White House visit.

This course requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 8/13/2013-12/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: AMB Gregory Lowell Schulte, Dr. Roger Zane George

NWC 6611-1: Contemporary China

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Examines the status and issues in relations between China and the U.S. The seminar will focus on both Washington's and Beijing's views of the issues. Course instructional methodology is a mix of lecture, discussion, and guest speakers. The student writing assignment is a 5-7 page paper in the form of a policy recommendation to a senior policy-maker (either Chinese or U.S.).

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 9/16/2013-12/2/2013

Instructors: Dr. Bernard D. Cole, Dr. Cynthia A. Watson

NWC 6612-1: Arab Monarchies

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. This elective examines U.S. engagement with the eight Arab monarchies: Saudi Arabia, Kuwait, Qatar, Bahrain, the United Arab Emirates, and Oman in the Arabian Peninsula, as well as Jordan and Morocco. Now is a time of significant change within the Arab world as more and more citizens are standing up for their rights. The course will examine the basis of legitimacy within the Arab world so that students will be able to assess how Arab monarchs are likely to make future decisions. A second objective is to assess what U.S. policy toward these eight countries – all of which are U.S. partners to one degree or another – should be. Students will examine the history, political systems, and leadership of each country; economic and security issues; and future challenges. They will also review overarching factors that may promote cooperation and/or discord, including the policies of regional players and external powers and the continuing impact of “Arab Spring” protests, both within the eight countries and beyond their borders. Requirements include one 1,500 word essay on U.S. policy toward one of the eight countries and one 300 word essay on a strategic leader from one of the eight countries. Each student will also give a presentation on each of the papers, as well as a presentation on what a third country's policy should be vis-à-vis one of the eight countries. (In sum, there will be three presentations by each student, and two papers.) Class participation will also be an important part of the assessment of student performance.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 9/16/2013-12/2/2013

Instructors: AMB Gordon Gray

NWC 6613-1: SubSaharan Africa and US Interests

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Provides an overview of the major issues facing Sub-Saharan Africa and examines the basis and focus of US policy toward the region. The course touches on history, culture, and key economic, political, demographic, and security trends. It examines the evolution of US policy toward Africa and the roles of diplomacy, foreign aid, and security assistance. Readings, guest speakers and seminar discussion are the main methods of instruction. The course will include perspectives of both US and African analysts and policy makers. It is designed to provide a basis for assessing US interests in Africa and developing future policy for the region. It is intended for students interested in shaping policy for a region that will be playing an increasingly important role in US security strategy.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 9/16/2013-12/2/2013

Instructors: Dr. Desaix B. Myers

NWC 6614-1: Turkey at a Crossroads

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. This course will cover Turkish domestic and foreign policy with a particular focus on Turkey's rapidly changing relations with the Middle East, Europe and the United States. The domestic politics part of the class will draw heavily on political Islam and the Kurdish question as Turkey's two major "identity" problems. The course will also reinforce the Field Studies trip to Turkey plus one other country - possibly (TBD) by incorporating ideas and concepts that impact on Turkey's regional dynamics.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 9/9/2013-12/2/2013

Instructors: Dr. Omer Taspinar

NWC 6615-1: TransAtlantic and European Security

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Examines the evolving political, military and economic environment in Europe. The course begins with an examination of the European-US perspectives on security, then turns to examining the specific institutions of the European Union and NATO and their missions. Considerable attention is placed on how Europeans are assessing their ability to fashion a Common Security and Defense Policy. The course will give students an opportunity to examine in depth the different country perspectives (France, Germany, UK, Poland and other CE European states) in defining Europe's security agenda and relationship with the United States. In addition, the elective will cover European views of nuclear matters, Russia and Turkey as well as the current Euro-zone crisis. Each student will be responsible for writing a research paper on one of the NATO/EU countries as well as prepare a US strategy toward Europe in preparation for his/her later Field Study travels.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 9/16/2013-12/2/2013

Instructors: Dr. Roger Zane George

NWC 6616-1: Russia

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting.

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

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 9/16/2013-12/2/2013

Instructors: Dr. William H. Hill

NWC 6617-1: Central Asia and the Caucasus

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Will examine the 8 southern-tier states of the former Soviet Union: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. These states represent a wide range of cultures and styles of government, and they face very different challenges. The course will provide an overview of the sub-regions, and will then focus on issue areas, contrasting the evolution of each issue across the eight states. Issues will include energy and natural resources, governance and democratization, ethnic relations, US and foreign relations, frozen conflicts, military reform and the security environment. Students will make a classroom presentation, and will write an opinion editorial advocating a US approach to a particular issue in the region or critiquing an existing policy.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 9/16/2013-12/2/2013

Instructors: Dr. Elena Kovalova, Dr. Theresa M. Sabonis-Helf

NWC 6901-1: Research Fellow

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

(Class Limit) (4 Credit Hours)

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Instructors: TBA

NWC 6902-1: Advanced Writing Elective

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

(Class Limit) (2 Credit Hours)

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Instructors: TBA

NWC 6903-1: Tutorial

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

(Class Limit) (2 Credit Hours)

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Instructors: TBA

CISA

CISA 6074-1: Irregular Warfare: Strategy and Operational Art I

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

(Class Limit 20) (2 Credit Hours)

T 13:30-15:25 9/17/2013-12/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

CISA 6075-1: Irregular Warfare: Strategy and Operational Art II

Using case studies, this course examines successful and failed attempts to devise and execute counterinsurgency strategy. Thus it examines the "operational art of counterinsurgency": how

counterinsurgency has been used to build multifaceted responses to the challenge posed by insurgency. Using an "ends, ways and means" approach, the focus is on understanding counterinsurgency efforts from a strategic, operational, and tactical perspective as demanded by the strategy and operational art of insurgents. We examine the classical or canonical cases of counterinsurgency together with less well-studied campaigns to illustrate the meaning of strategy and of operational art in irregular warfare settings. In so doing, the course comments on the difficulties of applying pithy principles to rigorous campaign plans and examines the utility of counterinsurgency theory by the modern practitioner. Finally, the course is concerned with the future of counterinsurgency - how this type of confrontation differs today from past -and how it may further evolve in decades to come. Students will gain a thorough, rigorous and balanced understanding of counterinsurgency, its doctrine and principles, and the challenges in using these to device and execute an appropriate strategy. (6977 I is not a prerequisite)

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 9/18/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

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

The purpose of this course is to equip practitioners with an appreciation of the threat of nuclear proliferation And a basic understanding of nuclear security and policy issues. It will prepare students to contribute in their respective fields to minimizing the complex threat of nuclear proliferation. Nuclear weapon reductions by the United States and Russia, a nascent arms race in South Asia, potential horizontal proliferation by revisionist states, and the desire of non-state actors to acquire weapons of mass destruction ensure that nuclear weapons will continue to be major policy issues in the 21st century. A practical in-class simulation will be conducted during the last meeting where students apply what they have learned throughout the course. They will make a hypothetical recommendation to the President in an environment intended to simulate the White House Situation Room.

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 9/18/2013-12/4/2013 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

SPRING SEMESTER

ES

ICAF 6017-1: Non-Lethal Weapons: Support to Irregular Warfare, Complex and Defense Support to Civilian Authorities (DSCA) Operations

This course reviews all non-lethal weapons technologies being assessed, developed and fielded by the Department of Defense. In addition to the technical, programmatic and acquisition aspects of the technologies, the course provides students perspective on the utility and limitations of non-lethal weapons to support current roles and missions of the US military. The medical, legal, ethical, political and public perception/awareness issues are addressed to provide students an appreciation for potential impediments to the application of non-lethal technologies across the spectrum of conflict and in support of Homeland Defense and DSCA operations. Facilitators. Dr. Stephen Basile, Eisenhower School, NDU, Lt. Col. Ron Madrid, USMC (Ret.), The Pennsylvania State University, University Park, Pennsylvania and the Joint Non-Lethal Weapons Directorate, Quantico, Virginia.

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Stephen Basile

ICAF 6032-1: Public Policy Formulation: Think Tanks

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

(Class Limit 18) (2 Credit Hours)

W 13:45-15:40 1/15/2014-4/2/2014

Instructors: Col Kenneth T. Stefanek, Col Clark M. Groves

ICAF 6038-1: U.S. Civil-Military Relations Today

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Gregory D. Foster

ICAF 6039-1: Business, Industry and the Changing Way of American National Security

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

ICAF 6042-1: Operational Logistics: The Sealift Equation

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: James Blenn Perkins

ICAF 6045-1: Interagency Cybersecurity Challenges

This course will expose and examine the interagency complexities of coordinating and conducting strategic level cybersecurity efforts in support of U.S. national interests. Moreover, it will examine the different organizations, both governmental and non-governmental, which carry out the different missions encompassing cybersecurity and the interagency coordination required for effective planning and execution. After a baseline analysis of cybersecurity policies, legislation and current efforts at the federal government level, students will examine

activities within private industry, the joint forces and selected foreign countries through case studies and visits with cybersecurity leaders and experts. With an inherently US government focus, students will be asked to deliberate and communicate methodologies for synchronizing US organizations and assets in a complex and uncertain digital age. The course will necessarily examine the resourcing component of interagency cybersecurity with a structured analysis of both the public and private sectors. **TS/SCI clearance required. Not Available to non-US students.**

This course requires TS/SCI clearance.

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Feza Suayip Koprucu

ICAF 6046-1: Geography and Warfighting

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

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Paul M. Severance

ICAF 6047-1: Critical Infrastructure

The 21st century risk environment is a complex mix of manmade and naturally occurring threats and hazards including: terrorism, hurricanes, earthquakes, floods, power outages, hazardous materials spills, industrial accidents, pandemic influenza, and cyber intrusions, among various others. Within this risk environment, our critical infrastructures are inherently vulnerable, both within and across sectors due to the nature of their physical attributes, operational environments, supply chains, and logical interconnections. This course provides an introduction to the policy, strategy, and practical application of critical infrastructure protection and resilience from an all-hazards perspective. It describes the strategic context presented by the 21st century risk environment, and discusses the challenges and opportunities associated with the following: infrastructure related public-private partnerships; information sharing; risk analysis and prioritization; risk mitigation; performance metrics; program management; incident management; and investing for the future. The course promotes a holistic understanding of various approaches to critical infrastructure protection and resilience, applicable to the 18 sectors identified in the National Infrastructure Protection Plan.

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Steven Gray King

ICAF 6070-1: Lessons in Leadership

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: COL Stephen Victor Bowles

ICAF 6071-1: The Great Captains

The course examines six great captains who made a major impact on strategy and warfare through the ages: Alexander the Great, Hannibal, Frederick the Great, Napoleon, Grant, and MacArthur. Through examination of their battles and campaigns and the leadership and generalship they displayed, the course will focus on the leadership traits these great captains demonstrated and determine the commonalties that tie them together across two millennia. Each student will also examine in depth another potential great captain and make a 10-15 minute oral presentation analyzing the leadership qualities the individual displayed and evaluating whether or not the individual deserves to be called a Great Captain. It integrates with the NDU mission by fostering insight and reflection on strategic military leadership as demonstrated by exemplary practitioners over the ages and promoting ways for students to incorporate the most important and useful aspects of these lessons into their leadership practices when they return to their home organizations.

(Class Limit 18) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Paul Douglas Humphries

ICAF 6072-1: Leadership Challenges: Case Studies of Real People Providing Extraordinary Leadership

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Janie B. Benton

ICAF 6080-1: Leadership in the Inter-agency Process

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

(Class Limit 18) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Lynne C. Thompson

ICAF 6081-1: Europe - Regional Security Study

This course examines the evolution of the European Union (EU) as a unique geopolitical entity; analyzes its historical, political and economic origins; and sets the stage for assessment of EU-US relationships and policies in the post-cold war era. Special emphasis is placed on the examination of the process of economic and political integration in the European Union and its significance in the EU’s approach to security.

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Irene Kyriakopoulos

ICAF 6089-1: China - Regional Security Study

One of the biggest unanswered strategic questions facing the world today is: “What will the People’s Republic of China look like in 2020, and what role will it play on the world scene?” An economic powerhouse with an increasingly capable military, China has been described as like “Wal-Mart with an army.” Some arguably see the balance in Sino-US relations steadily moving from “China – economic partner,” to “China – economic rival,” to “China – strategic competitor.” At the same time, Beijing faces innumerable major internal challenges that include: massive urban overcrowding and internal migration; vast environmental degradation, energy demands, and vanishing water resources; pronounced economic disparities; enduring human rights abuses; and even rising ethnic tensions. How China evolves over the next two decades – in a word, China’s “rise” – promises to have widespread global ramifications that ultimately could affect every American household. China really matters. This course seeks to provide participants the necessary analytical tools to make informed judgments on a range of critical issues. Discussion will address the following specific topics: China’s historical legacy; economics, business, and trade; politics and governance; sociocultural and demographic developments; foreign policy, regional relations, and Taiwan; military and security affairs; environmental and energy developments; and human rights. Seminar participants will consider how the Chinese view themselves and their place in the world, how other countries in the region and elsewhere view China’s rise, and where Sino-US relations in particular are headed.

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. David G. Blair

ICAF 6094-1: Oceans - Regional Security Study

This study will examine the World’s Ocean from the perspective of U.S. national security. While the World Ocean - - as a “region” - - may not evidence the characteristics traditionally associated with the terrestrial entities addressed in other regional security studies, consider the following: Humanity’s natural habitat is land, and land dominates our conscious endeavor-social, economic, political and military. Yet over two-thirds of our world is ocean. It is the original source of life for all earth’s species; it is the essential means of transport for man’s produce, commerce, and military strength; it is a major source of food, mineral, and energy resources; and it is the foundation for a world ecosystem which supports life as we know it on this planet.

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Paul M. Severance

ICAF 6096-1: Trans-Regional Security Seminar - Southern Asia

This course provides students a close examination of key trans-regional themes influencing U.S. national security priorities in southern Asia: the legacies of 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 one of three courses required for students enrolled in the Trans-regional Approaches to National Security Challenges concentration area (generally, AFPAK Hands), but is open to all students of the Eisenhower School and National War College. This course will be primarily taught by Dr. Tom Lynch. Dr. Lynch has published widely on the politics and security of South Asia and the Near East, including articles in *Orbis*, *The American Interest*, and *Joint Forces Quarterly*; book chapters in publications by NDU Press and Johns Hopkins University Press; and feature monographs with the New America Foundation, the Combating Terrorism Center at West Point.

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: CAPT Michael E. DeVine

ICAF 6110-1: Acquisition Policy II: Lessons in Strategic Acquisition and Independent/Small Group Research

Acquisition Policy II is a prescribed course for most students enrolled in the Senior Acquisition Course (SAC).* The course is divided into two parts. The first half of the course is seminar-based and focuses on lessons in strategic acquisition, examining select topics highlighting the fundamental forces at work driving defense acquisition. The second half of the course provides a forum, through individual or small group research, for analytical study of an issue associated with acquisition management in the national security establishment. Exception: Those SAC students enrolled in fall elective 6152 are automatically enrolled in spring elective 6153: Critical Thinking & Decision Making in Defense Acquisition II, in lieu of 6110, Acquisition Policy II. SAC students only.

(Class Limit 18) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Col Brian K. Buckles, Ms. Colleen A Morris, CDR Eric NMN Oxendine, Dr. Richard T Shipe, Assistant Professor Jeanne K. Vargo, Col Harold L. Wilson

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

This case study course is offered in collaboration with the Defense Acquisition University. The course provides students the opportunity to “practice” making complex, integrated acquisition management and leadership decisions from a Program Manager’s perspective. Following the Harvard Business School model, the students analyze contemporary Defense acquisition program situations and problems, employ analytical tools and decide a course of action from among options that were available to the decision-maker. Students defend their analyses and decisions to peers and faculty. 6152 is offered in the Fall and 6153 is offered in

the Spring. Students who elect to take 6152 in the Fall must also take 6153 in the Spring. 6152 and 6153 are “double” electives, i.e. each count as two electives and are each worth four credit hours. Students who complete both 6152 and 6153 will receive credit for completing the Defense Acquisition University’s PMT-401 Program Manager’s Course. PMT-401 is statutorily required for newly selected Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program managers for ACAT I, IA, and II programs. Prerequisite: Open to all ICAF students with Acquisition Professional Development Program Level III certification and industry students with equivalent acquisition skills. SAC students only.

(Class Limit 18) (4 Credit Hours)

W 13:30-17:30 1/15/2014-4/2/2014

Instructors: Dr. Richard T. Shipe, Dr. Mary Cottrell Redshaw

ICAF 6308-1: International Law and Military Operations

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

(Class Limit 18) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Kenneth B. Moss, COL Samuel Joseph Smith, CAPT Michael J. Boock

ICAF 6311-1: The Politics of Congress

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

(Class Limit 18) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Kenneth B. Moss

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

The objective of this course is to make you, a future leader, conversant on Islam, Islamist Political Groups and Militant Islamist Ideology. You will be able to articulate not only the difference between Shiite and Sunni, but the nuanced differences within these two branches of Islam, and the wide spectrum of interpretations between these two groups. More importantly you will gain a comprehensive understanding of the ideological tensions Militant Islamists face within Islam. Instructor: CDR Youssef Aboul-Enein, USN, Defense Intelligence Agency.

(Class Limit 18) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: CAPT Michael E. DeVine

ICAF 6402-1: Individual Research in Supply Chain Management

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

(Class Limit 45) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. James L. Lepse, Ms. Colleen A. Morris, Dr. Paul M. Needham

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

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

(Class Limit 45) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. James L. Lepse, Ms. Colleen A. Morris, Dr. Paul M. Needham

ICAF 6408-1: Strategic Warfighting: Transportation and Logistics

This course prepares strategic leaders to develop, manage, and transform the DOD deployment and distribution systems. The course provides an in-depth examination of the

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

(Class Limit 45) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Paul M. Needham

ICAF 6458-1: Military Technology Diffusion and the Asian Defense Market

This course will introduce and examine "net technical assessments" concepts as related to the Indo-Asian-Pacific region (focusing on "What should a military and defense planner know about Indo-Asia-Pacific defense technology and markets?"). It will provide insight into key Asian states' approaches to industrial collaboration and highlight potential opportunities for market entrants before turning to an analysis of how major states are targeting industrial development through specific strategies. It also explores how globalization impacts on state's allocation of resources to defense and how it affects the defense industry, with specific reference to the procurement policies and practices of key states across the Indo-Asia-Pacific region. Arms sales dynamics as technology diffusion mechanism, opportunities and consequences for U.S. interests will also be given proper emphasis. This elective is intended to be part of the Long Term Strategy concentration program.

(Class Limit 16) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Sorin Lungu

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

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

(Class Limit 16) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Sorin Lungu

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

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

(Class Limit 99) (2 Credit Hours)

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

Instructors: TBA

ICAF 6910-1: Tutorial Readings/Independent Study

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

(Class Limit 99) (2 Credit Hours)

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

Instructors: TBA

ICAF 6910-2: Special Topics: Strategic Materials Industry Study

Strategists over the centuries have explained conflicts as wars over resources. Indeed, competition for control or access to raw materials is keen and intensifying in today's global economy. Historically, access to materials and materials technologies have been critical to national security and to national competitive advantage – and thus also to wartime mobilization efforts. At one time, the US government stockpiled materials (such as rubber and aluminum) that were believed critical to success in war. Stockpiling of materials for future wartime uses seems unnecessary today, because of confidence that access to needed materials in today's global economy should not be a problem. Yet many national security systems rely on materials that come from a very few foreign sources, or may be controlled by global companies not subject to US laws. For all these reasons, the dynamics of political and economic competition are part of the strategic materials industries story. For AY2014, the Strategic Materials Industry Study is not being offered as part of the Industry Study Program due to limitations on the number of seminars to be offered. Rather than simply let the SMIS go idle, we would like to offer a scaled down version as a special topics elective. This provides the opportunity for non-ES students and ES students with an interest in Strategic Materials to learn about this fascinating industry. If space permits, it will also provide an opportunity for faculty and staff to audit and thereby experience an industry study.

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: COL Richard K. Addo, Col Sean C. Blochberger, Dr. Timothy C. Russo

ICAF 6991-1: Research – Double Elective in One Semester

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

(Class Limit 99) (4 Credit Hours)

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

Instructors: TBA

ICAF 6992-1: Research Fellow

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

(Class Limit 99) (4 Credit Hours)

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

Instructors: TBA

IRMC

IRMC 6018-1: Protecting Critical Infrastructures

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

(Class Limit 20) (2 Credit Hours)

T 15:35-17:30 1/1/1900-1/1/1900 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Jim Q. Chen, Dr. John H. Saunders, Ms. Nancy Donyale Saunders

IRMC 6025-1: Infrastructures and Information Operations

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 20) (2 Credit Hours)

W 15:35-17:30 1/1/1900-1/1/1900 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. James F. Churbuck

IRMC 6026-1: Cyber Terrorism and Cyber Crime

This course explores the nature of conflict in the cyber realm by focusing on two major Internet-based threats to U.S. national security: cyber terrorism and cyber crime. The course examines who is undertaking these cyber activities, what techniques they use, and what countermeasures can be adopted to mitigate their impact. The course also provides a risk management framework to help information leaders leverage the benefits of Internet technologies while minimizing the risks that such technologies pose to their organizations.

(Class Limit 20) (2 Credit Hours)

T 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Ms. Katrice Lewis

IRMC 6026-2: Cyber Terrorism and Cyber Crime

This course explores the nature of conflict in the cyber realm by focusing on two major Internet-based threats to U.S. national security: cyber terrorism and cyber crime. The course examines who is undertaking these cyber activities, what techniques they use, and what countermeasures can be adopted to mitigate their impact. The course also provides a risk management framework to help information leaders leverage the benefits of Internet technologies while minimizing the risks that such technologies pose to their organizations.

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Ms. Katrice Lewis

IRMC 6028-1: Budgeting for War and Post Conflict Operations

This new course will give students a comprehensive understanding of financial management issues related to major military/international operations. Major emphasis is provided on inter-agency financial issues. In addition, the course analyzes the estimating and reporting of

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

(Class Limit 20) (2 Credit Hours)

W 15:35-17:30 1/1/1900-1/1/1900 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Ricardo Antonio Aguilera

IRMC 6029-1: Strategies for Securing the Cyber Supply Chain

In this course, students explore and develop the strategies necessary to manage global supply chain cyber risk within the DoD and across the federal government. They analyze ways cyber leaders (i.e. CIO, CTO, and IT Program Managers) can secure the supply chain through an understanding of trusted mission systems, supply chain risks and the role of supply chain participants. Students address the challenge of assessing global supply chain risk and delivering reliable and secure technology to agency staff and the warfighter. They examine a range of disciplines including governance, intelligence analysis, legal and regulatory compliance, and software and information assurance. Learning Outcomes: Students will be able to assess an organization's cyber supply chain risks, conduct a Program Protection Plan (PPP) Criticality Analysis, and create a Supply Chain Action Plan based on government policies and best practices.

(Class Limit 20) (2 Credit Hours)

W 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Russell Hale Mattern

IRMC 6031-1: Web Technologies in Government

This course explores the capabilities, selection, and application of new and emerging web technologies to enable more creative, collaborative, and transparent government. The course examines and assesses the use of current and emerging web technologies and best practices of significant government interest, e.g., cloud computing, social media and networking, geographic information services technology, and security. Students consider web technology evaluation criteria, methodologies, and risks to enable them to adapt the evaluation criteria and apply selected web technologies within and/or across government. Learning Outcomes: Students will be able to evaluate the benefits and risks of current and emerging web technologies; analyze the strategic advantages and disadvantages of each; and choose and implement web technologies that increase engagement, collaboration, and transparency within and/or across government.

(Class Limit 20) (2 Credit Hours)

T 13:30-15:25 1/1/1900-1/1/1900 (changes to 15:35-17:30 after 6th session)

Instructors: Ms. Veronica J. Wendt

NDU

NDU 6001-1: Science and Technology for National Security

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

(Class Limit 15) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Steve Eric Ramberg

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

Weapons of mass destruction (WMD) have figured prominently in U.S. foreign and national security policies for three generations. There is a rich body of academic literature, research, and official commentary addressing the WMD threat to American 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 qualifying 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.

(Class Limit 12) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Forrest E. Waller, Dr. Natasha E. Bajema

NDU 6015-1: 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 be deterred? What are the challenges to defeating WMD-armed opponents? The course will also explore efforts to tackle the challenges presented by Iran, North Korea, and illicit proliferation networks, as well as emerging WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student presentations. This is a required course for the University's WMD Studies Concentration.

(Class Limit 12) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

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

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

This elective explores the efforts and challenges in preparing for and responding to a catastrophic incident such as those involving weapons of mass destruction (WMD) or a large scale natural disaster. It considers the policy, organizational, and operational issues confronting local, state, and federal personnel and agencies in preparing for attacks involving chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) devices. Particular focus is placed on the supporting role of the Department of Defense (DOD) and the U.S. military in responding to such incidents both domestically and abroad. Subject matter experts including senior U.S. government officials involved in policy formulation and implementation will introduce and discuss key selected topics. Students will study a broad array of CM-related issues, including: incident command; multifunctional, multidisciplinary, and cross-governmental cooperation; structures for domestic/foreign CM; dynamics between state and federal components; public and legal affairs; and policy updates in this rapidly changing strategic environment. This elective will consider the following questions: Is the Interagency effectively organized to respond to a catastrophic incident? What are the main challenges in managing a WMD attack? How can federal, state, and local governments properly be integrated for an effective response? What role should the military have in CM operations at home or abroad? What priority should be given to CM in DOD planning? This course uses case

studies, including the 9/11 terrorist attacks, the 1995 Aum Shinrikyo subway attacks in Tokyo, the response to Hurricane Katrina and the 2004 Asian Tsunami, the Japan nuclear crisis at Fukushima as well as current humanitarian crises to highlight key issues. The course includes one in-class WMD tabletop exercise. It is also a qualifying course for the University's WMD Studies Concentration open to all students from all colleges.

(Class Limit 15) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Richard A. Love

NDU 6022-1: Cyber Law and Military Operations

Course Description: Designed for strategic-level leaders in government service, the Cyber Law and Military Operations elective provides an in-depth study of the theory, development and application of the international and national law as it applies to cyber threats and its impact on strategy and strategic planning in the military's response to these threats. In addition, the course will address the application of the law of armed conflict and possible future developments in the legal framework for cyber operations given the uncertain operational environments in which the U.S. will find itself in the mid-and long-term. This course is not intended for attorneys.

(Class Limit 12) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: CAPT Michael J. Boock

NDU 6024-1: Religion and Security: Strategic Perspectives

This course focuses on the influence of religion on security and national policy, issues that are relevant and important for strategic-level thinkers and leaders. The elective examines the relationship between religion and global security affairs; the influence of religion on U.S. national policy; and theories, research and practical applications of the resurgence of religion on strategy and planning for national military strategy. Case studies will offer analysis of "real world" religion and security concerns. Additionally, brief overviews of selected world religions (worldview, leadership, ethics/motivation, societal influence and perspectives on armed conflict) provide a framework for understanding.

(Class Limit 11) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: COL Jeffrey L. Zust

NDU 6025-1: Ethical Challenges for Strategic Leaders

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

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

(Class Limit 10) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

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

NDU 6033-1: American Studies/Field Studies II (International Fellows (IFs) only, CTF's cannot take this class)

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

(Class Limit 60) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. John W Yaeger; Mr. Paul W. Lambert

NDU 6050-1: Strategic Capabilities in the 21st Century: New Domains, New Challenges

Advanced technology weapons capable of achieving strategic effects continue to evolve and spread. Weapons of mass destruction, traditionally conceived, have been a factor in international relations for many decades. They continue to pose a dynamic threat and remain a preoccupation of the United States. Additionally, new types of strategic capabilities have emerged and continue to take shape, such as missile defense and precision conventional global strike, and new domains of strategic competition – notably space and cyber – are rapidly growing in importance. The collective effect of these developments is still unfolding,

but is certain to result in a security environment and a context for crisis and conflict significantly more complex than in the past as rivals and adversaries acquire greater options for asymmetric operations. In the period ahead, the United States will face competition from state actors capable of bringing to bear a range of strategic force capabilities, and could find itself in a crisis or conflict with an adversary capable of operating in multiple domains, resulting in significant challenges for crisis management, deterrence, escalation, and military operations. The course will survey the emerging landscape of strategic capabilities, the development of new domains, and the potential impact on the security environment. The course will examine these issues from the perspective of U.S. defense planning, and from the vantage of rivals and possible adversaries, with an emphasis on understanding the interaction among these differing elements of the emerging operational environment. This is a qualifying course for the University's WMD Studies Concentration open to students from all colleges.

This course requires Secret clearance.

(Class Limit 15) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Paul I. Bernstein, Mr. Charles D. Lutes

NDU 6053-1: Managing Group Success: Leading by Facilitation

This course is designed to enable students to facilitate groups - interagency, intra-agency, multinational, even family (!) -- to maximize results and positive outcomes. Students will learn insights, processes and techniques to create more productive meetings, workshops, seminars, and other group activities, while keeping the group energized and motivated. Students will learn how to create structure, purpose, and focus while managing group discussion. The course emphasizes practical exercises to reinforce the facilitation concepts presented; frequently, the students will employ techniques while facilitating their classmates in short exercises. Topics of instruction will include: managing dysfunctional behavior, building group consensus, asking questions to engage the group, the psychology of decision making, why people disagree, and much more.

(Class Limit 12) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Steven Arthur Goodwin

NDU 6054-1: Smart Acquisition through Rigorous Military Experimentation

This course will focus on the reasons why military experimentation can lead to better acquisition strategies and programs together with the best practices to conceive, design, conduct and evaluate outcomes of experimentation events. The course will describe the five key stakeholders: Users, Buyers, Researchers, Requirements Setters, and the system Testers/Evaluators. Case studies of past experiments will be evaluated through these five perspectives and informed by lectures from leading experts in these roles. Students will form teams that reflect these roles to prepare a military experiment design and analysis plan for a selected capability in one area of technology and the implications of that experiment for national security. The course will be taught by experienced scientists and engineers working at NDU's Center for Technology and National Security Policy as well as by external experts.

(Class Limit 15) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Steve Eric Ramberg, Dr. Joseph Parran Lawrence, Dr. Paulette Robinson, Mr. Albert Andrew Sciarretta

NDU 6055-1: Strategic Leaders, Family, Organization, Resilience and Well-being

This course explores the individual resilience and well-being skills strategic leaders should possess to understand work-life balance, mentors, and support systems at the personal, family, organization, and leadership levels. Upon completion of the course, students will have an understanding of leadership theories and their application in the real world. Students will develop a stronger understanding and application of resilience and well-being skills for self, family and organization. Students will develop a stronger understanding and stronger foundation in the desired leader attributes and competencies for future leadership positions in a myriad of dynamic settings and situations.

(Class Limit 15) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: COL Stephen Victor Bowles, Dr. Robert Joel Farrell, LTC Craig A. Myatt

NDU 6057-1: Diversity in American Military History

The record of achievement for minority and economically disadvantaged populations in the military is little known to most Americans. This elective will assist participants in understanding the roles played by diverse populations in America's wars from colonial times to the present. For hundreds of years the part many diverse populations played in fighting was hidden. This may no longer be true, but because the history was obscured for so long, many adult Americans are not as informed as they should be on this matter. It is important, moreover, to recognize that the achievements of these diverse populations of Americans in the military came against a background of intolerance, making the accomplishments even more significant. In this course, however, we will not focus on treatment, but will rather concentrate on attainment. Our focus is important because we wish to know the less well known story. Finally, we plan to ensure that those who take this course are fully aware of the costs of discrimination in the United States of America and select foreign nations throughout the world. This country has paid a high price for discrimination within the military and outside the gates of military posts, and it is important that we learn from these past mistakes.

(Class Limit 16) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: LTC Craig A. Myatt, Dr. Alan L. Gropman

NWC

NWC 6005-1: Cyber Operations and National Security Strategy

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

This course requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Richard Brian Andres

NWC 6006-1: Introduction to US Special Operations (USSOCOM) Roles and Missions

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

This course requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

W 15:35-17:25 1/15/2014-4/2/2014

Instructors: Col Andrew Ted Nielsen

NWC 6013-1: Negotiations for Strategists: Theory, Practice, and Assessment

This course combines the basics of negotiation theory and the examination of select case studies with a series of “hands-on” negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation

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

(Class Limit 12) (2 Credit Hours)

T 15:35-17:25 1/14/2014-4/1/2014

Instructors: Ms. Lisa Bronson

NWC 6014-1: Congress and National Security

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

(Class Limit 13) (2 Credit Hours)

W 13:30-17:25 1/15/2014-4/2/2014

Instructors: Dr. Colton C. Campbell

NWC 6015-1: Homeland Security

Provides a framework for analysis of homeland security as it relates to national security in the 21st Century. The course examines the missions, organization, threats, and prevention and response capabilities needed to secure the U.S. homeland. It evaluates the current strategy of homeland security in terms of threats (including WMD, bio-terrorism and cyber-terrorism), deterrence, prevention, crisis management, consequence management, response, and recovery. It explores the boundaries of homeland security from many perspectives, including

the interagency process and the responsibilities of the Department of Homeland Security, DOD and the Northern Command, intelligence and law enforcement, congressional oversight, the private sector, and public health. The reading material and class discussions reflect policies, perceptions, and thinking since 9/11. Students are expected to actively contribute to seminar discussions; produce a homeland security topic 4-6 page writing assignment such as a research paper, or an opinion-editorial (op-ed), or a book report, or an interview with a local, state, or federal homeland security official; and completing several short (one hour) on-line FEMA introductory courses. The final class session involves students providing a 5-10 minute presentation of their selected written deliverable and course hot wash.

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Jesus Soto , CAPT James L. Duval

NWC 6020-1: Case Studies of Strategic Leadership

This course is designed to provide students an opportunity to develop an understanding of the requirements for effective strategic leadership at senior levels of government service in an interagency context primarily through engagement with a number of in-depth case studies of strategic leaders in action. Specific objectives will include understanding the major concepts of successful leadership; analyzing the elements of effective leadership at the strategic level; assessing case studies of strategic leadership for transferable lessons; and applying principles of effective strategic leadership in active case scenarios. The course will focus on cabinet-level officers and below to show leaders at levels more likely to be occupied by the students. It will include both detailed case analysis and active role-playing exercises. The goal of the course is to have students focusing on the readings, an in-depth investigation of cases, and weekly discussions. The elective therefore will not include a research paper requirement. Instead the writing requirement will be a weekly blog entry offering personal reflections on the take aways and transferable lessons of that week's readings, case study and discussions. Instructor: Prof Michael Mazarr

(Class Limit 13) (2 Credit Hours)

T 15:35-17:25 1/14/2014-4/1/2014

Instructors: Dr. Michael J. Mazarr

NWC 6022-1: Strategic Lessons from a Decade of War

Strategic Lessons from a Decade of War will assess the war on terrorism and develop lessons at the level of national and theater strategy. This course will enable students: to understand the basic historical events of the war on terrorism, 2001-13; to assess the decision making and the events of a campaign or action in a sub-theater and to derive lessons learned from that experience; to understand and compare the context of past and future situations and apply appropriate lessons from the past; and, when given basic research directions, to assemble a research bibliography, make a professional presentation, and prepare a short research paper that includes lessons learned. Course will require a presentation and a short paper.

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

NWC 6024-1: Air Power and Modern War

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

(Class Limit 13) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

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

NWC 6026-1: Insurgency and Internal Conflict

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

(Class Limit 13) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Bernard I. Finel

NWC 6027-1: Intelligence Support to Counterinsurgency Operations

Insurgencies have been a feature of conflict for millenia. The United States military has been involved in counterinsurgency operations at many times during the history of our nation -- and has been continuously engaged in counterinsurgency operations for nearly a decade in Afghanistan, Iraq, the Philippines, the Horn of Africa, the Maghreb region of Africa, and Latin America. Insurgency has historically been the preferred means employed by weaker adversaries against stronger governments, and U.S. and allied military forces will continue to engage in counterinsurgency operations throughout the rest of this century. In December 2006, the U.S. Army and Marine Corps concluded a lengthy period of study with the publication of the first update to American counterinsurgency doctrine in more than twenty years. The primacy of intelligence in successful counterinsurgency campaigns is emphasized -- "the success or failure of the mission depends on the effectiveness of the intelligence effort." This elective course will examine contemporary U.S. counterinsurgency doctrine and then

look at a series of successful counterinsurgency campaigns (over the past 50 years) from a wide variety of countries, with the goal of preparing national security professionals -- military and civilian -- to understand the critical role that intelligence played in such campaigns, and how this tool can best be utilized. Students will present a case study of the role of intelligence in one of the counterinsurgency strategies.

(Class Limit 13) (2 Credit Hours)

W 15:35-17:30 1/15/2014-4/2/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Frederick Peter Anthony Hammersen

NWC 6028-1: Irregular Warfare and its Strategic Consequences

This course will explore the current definitions and origins of Irregular Warfare (IW), expanding on the concepts developed in NWC Core Course 6200 and the Special Operations elective. We will explore the historical development of IW and its impact on the nations that have engaged in this type of conflict from 1900 to the present, then examine the current U.S. experience in IW since 9/11. The course will bring the student to current policies and thought on where IW will lead DOD and interagency. A key component of the course is student participation; each student will provide a 15 minute description of their experience in the post-9/11 IW environment. Students will be required to submit a paper analyzing an example of IW and how it affected his or her agency, country or outcome in battle.

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Robert Brian Watts

NWC 6029-1: 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)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Professor Robert Brian Watts

NWC 6030-1: Whole of Nation Approach to Statecraft and Diplomacy

This elective examines public-private partnerships as an instrument of US power and their use by strategists in pursuit of U.S. national interests and strategic objectives. For purposes of this course, "private sector" includes commercial for-profit entities; individuals and organizations representing various diaspora living in the U.S.; private philanthropists; as well as not-for-profit non-governmental organizations such as faith-based organizations and

foundations. Students will analyze the nature, purposes, capabilities and limitations of such partnerships, a variety of ways strategists have used them to engage in statecraft, and their role in national security strategy. The fundamental aim of the course is to help students develop an understanding of the capabilities for and limitations on the U.S. Government's strategic use of public-private partnerships as instruments of national power and statecraft. Requirements include a five-page essay, in-class presentation(s), and active participation in seminar discussions.

(Class Limit 13) (2 Credit Hours)

W 15:25-17:30 1/15/2014-4/2/2014

Instructors: Ms. Karen Dene Turner

NWC 6032-1: Securing the Sword: The Challenge of US Civ-Mil Relations

Securing the Sword: The Challenge of U.S. Civil-Military Relations. Examines the values, attitudes, and ideas at the heart of military professionalism and how they compare to the main lines of civilian thinking in the United States. Focuses on the fundamental questions at the heart of Samuel Huntington's seminal book, *The Soldier and the State*, which addresses the nature of civilian control, the means by which it is established and sustained, and the health of U.S. civil-military relations. The course weaves a careful, analytical examination of Huntington's argument with contemporary essays about U.S. civil-military relations, and asks students to formulate their own views on the essence and state of current U.S. civil-military relations, as well as a sense of the direction those relations may -- or should -- take in the near future. The course is taught in seminar and requires an analytical essay examining some aspect of U.S. civil-military relations.

(Class Limit 13) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. David Allan Tretler

NWC 6033-1: China's Military - The People's Liberation Army

This course will familiarize you with China's military, the People's Liberation Army (PLA), its influence within the Chinese government and its role as an instrument of statecraft. The course will also address the PLA's relationship with other nations, with a focus on its conflicts since 1949, evaluate what the events of the past 65 years might mean for China's future military instrument, and assess challenges it might present for current and future Sino-American relations

(Class Limit 13) (2 Credit Hours)

T 13:30-15:25 1/14/2014-4/1/2014 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Bernard D. Cole, Ms. Christine Ann Sanders

NWC 6036-1: Energy and the Environment for Strategists

The course will provide students with an introduction to the basics of oil, gas, electricity and non-fossil fuel energy as well as the international politics associated with each sector, and to global environmental and resource challenges including changing demographics, access to

water, and climate change. We will focus on the challenge to think strategically about issues including energy security, the roles of states vs. markets in energy, pipeline politics, international nuclear power concerns, transboundary environmental negotiations, global climate change, and possible future scenarios and technologies. The course will include technology and country case studies. Do not take this class if you already took NWC 6313 in the fall.

(Class Limit) (2 Credit Hours)

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Instructors: Dr. Theresa M. Sabonis-Helf, Professor Robert A. Colella

NWC 6038-1: Networks

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(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Amy Ruth Zalman

NWC 6039-1: "Send Lawyers, Guns and Money": Contemporary Issues, National Security Decision Making, and National Security Law(Why You Didn't Go to Law School but Will Likely Spend Increasing Time Working with People Who Did)

National security law has arguably played a larger role in the development of US national security strategy and policy over the past decade than at any juncture in U.S. history. The Osama Bin Laden operation is a recent example of this interplay between national security decision making and national security law and authorities. The increasing prominence of law as an integral factor in the US national security model mirrors, in many ways, the increasingly complex and nontraditional threat environment the U.S. now confronts. This seminar is designed to enable you to answer two fundamental questions: (1) why does a national security strategist need to be aware of national security law today? and (2) what about national security law should a strategist be aware? The seminar will use a range of contemporary issues as the intellectual focus for our inquiry of these fundamental questions. The seminar is designed to strike a balance between two perspectives: an academic analysis and a national security practitioner's view. To answer these two questions, the course will consider the intersection between national security decision making and national security law. The seminar is intentionally not/not designed for the legal specialist and is not designed to teach national security law (although you will learn some and lawyers are welcome!), but rather to think critically about law and national security strategy today. How should national security law impact national security strategy? As a tool? As a constraint? As an opportunity? In what ways does (and should) national security law serve to advance U.S. national interests? How do international and domestic factors impact the legal and policy issues at play in these discussions? After examining the foundational framework of national security law and its contemporary application, the seminar will consider case studies and differing normative perspectives on key contemporary issues (e.g., covert action, security/privacy, emerging threats) facing the national security strategist. Through a combination of guest speakers and analytical readings, the seminar will consider the role that national security law plays in the

development of national security strategy and contemporary national security decision making, the evolving nature of that role, and the competing interests and values involved in contemporary debates in this area.

(Class Limit) (2 Credit Hours)

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Instructors: Mr. Peter Laurence DeLacy

NWC 6040-1: Israel and Its Neighbors

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(Class Limit) (2 Credit Hours)

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Instructors: CAPT David Allen Mayo

NWC 6041-1: The National Security Council

The National Security Council. Chaired by the President, the National Security Council (NSC) meets at the apex of decision-making for national security. It is the one and sometimes only place where all instruments of national power are brought together to confront complex challenges to our nation's security. This elective is aimed at students who foresee a future assignment working with or on the National Security Staff in support of the President and the NSC. In the elective, students will examine the role and history of the NSC, discuss topics such as counterterrorism, legal advice, and intelligence support, and consider three case studies from the last three administrations. The elective concludes with a look at the NSC today and advice for White House staff. Students will be required to read an average of 60 pages a week and write three 3- to 4-page NSC-type documents. The elective is limited to U.S. students with a SECRET clearance to allow for classified discussions and a possible White House visit. This course requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

T 15:35-17:30 1/14/2014-4/1/2014 (changes to 13:30-15:25 after 6th session)

Instructors: AMB Gregory Lowell Schulte, Dr. Roger Zane George

NWC 6060-1: Strategists at War

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

literally ripped from the headlines. The elective is taught at the Classified SECRET level, meets on Wednesdays from 1330-1525, and does not switch times during the semester."

This course requires Secret clearance.

(Class Limit 13) (2 Credit Hours)

W 13:30-15:25 1/15/2014-4/2/2014

Instructors: TBA

NWC 6615-1: TransAtlantic and European Security

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Examines the evolving political, military and economic environment in Europe. The course begins with an examination of the European-US perspectives on security, then turns to examining the specific institutions of the European Union and NATO and their missions. Considerable attention is placed on how Europeans are assessing their ability to fashion a Common Security and Defense Policy. The course will give students an opportunity to examine in depth the different country perspectives (France, Germany, UK, Poland and other CE European states) in defining Europe's security agenda and relationship with the United States. In addition, the elective will cover European views of nuclear matters, Russia and Turkey as well as the current Euro-zone crisis. Each student will be responsible for writing a research paper on one of the NATO/EU countries as well as prepare a US strategy toward Europe in preparation for his/her later Field Study travels.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: Dr. Roger Zane George

NWC 6621-1: Southeast Asia - Burma

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Southeast Asia, comprising ten nations (plus Australia and New Zealand) was a focal point of American policy during the Cold War -- graphically manifested in the Vietnam War (1963-75). In the decades since, the region has been largely ignored by U.S. security planners, especially following the 1991 closure of bases in the Philippines, despite its growing economic importance to the United States. But since 9/11 there has been a dawning recognition that Southeast Asia poses important issues for U.S. security including the presence of active Al Qaeda-affiliated terrorist networks and the rise of neighboring China as an Asian great power and aspirant global superpower. The elective will examine key aspects of the region (political, economic and societal) and will relate those factors to U.S. security interests. The course will seek to prepare students for Field Studies trips to Burma Southeast Asia - Burma

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: Dr. Desaix B. Myers

NWC 6622-1: Arab Spring

This elective is only available for National War College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. The regional electives are specifically geared toward NWC course 6610, and NWC students will be hardwired into the corresponding regional elective following 6610 sectioning. This elective will evaluate how events have unfolded since the start of the protests that came to be known as the Arab Spring, with an eye toward establishing an analytical framework to assess current and future developments within the Arab world. Students will also explore the bases of legitimacy in Arab societies so that they can assess how political leaders are likely to make future decisions and how their societies might react. The course will also evaluate current U.S. policy regarding the Arab Spring and assess what it should be, with particular attention to how it should balance U.S. values and security interests. Students will examine the history, political systems, and leadership of eight separate countries; economic and security issues; and future challenges. They will also review supranational factors that may promote cooperation and/or discord, including the policies of regional players and external powers and the effect of the media. Requirements include one 1,500 word essay on U.S. policy toward one of the eight countries studied in the course. Each student will also give a presentation on his or her paper, as well as a presentation on what a third country's policy should be vis-à-vis one of the eight countries. Class participation will also be an important part of the assessment of student performance.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: AMB Gordon Gray

NWC 6623-1: South Asia: India and Pakistan

This elective is only available for National War College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. This elective course surveys the cultural, political, social, economic and military situations in India with a focus on United States national interests in the region. The United States appears to pay serious attention to the region only in times of crises—as evidenced by past wars, India's and Pakistan's nuclear tests in May 1998, and the Tsunami in 2004. Until recently its policies in the region have focused on single narrowly-defined issues such as the proliferation of terrorism and its regional responses clouded by cold-war perceptions. Seminar participants will explore broader emerging opportunities and risks in the region. Among other topics, it will look at the dynamics of demographic change, the impact of the green revolution, rapid industrialization and urbanization, the role of foreign trade and investments, and the internal insurgencies and terrorism and their implication for internal political stability and change in India. The course will emphasize the motivations and perceptions of the leadership and elites in India and the recent major shifts in US interests and policies in the region. A short paper is required to be written co-jointly with 6500.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: Dr. Mark A. Bucknam

NWC 6625-1: Eastern European

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. This course focuses on security issues of Central and Eastern Europe after the end of the Cold War, concentrating on the essential elements of requisite background in support of field study travel to the region. While the Wider Europe is a broad analytical construction, the course in-depth examines cases of Ukraine and Poland, providing ground for comparison of the integration strategies and experiences of Central and Eastern European states and countries of the former Soviet Union. Material will include a brief period on history, up to and including demise of the Eastern Bloc and collapse of the former Soviet Union. The remainder of the course will address issues related to the challenges of independence, democratization, market and security sector reforms, and integration into European and Euro-Atlantic community, focusing on the impact of these processes on the institutions of government. The course will address many of these challenges with a view toward arming students with perspectives on these strategies and on how the United States might respond. There will be several text books and additional readings, with an average reading load of approximately 75 pages per week. Students will routinely be asked to offer short (10 minute) briefings or presentations throughout the course. A paper of 8-10 pages is required. Instructor: Dr. Elena Kovalova

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: Dr. Elena Kovalova

NWC 6626-1: Contemporary Latin America/U.S. Policy - Illicit Trafficking

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Surveys Latin American and Caribbean (LAC) politics and society. Specifically, the course examines the political development of LAC societies focusing on the social and economic factors that have shaped the region's institutions and political development. Special attention is given to the various issues and themes that have been constants in Latin American political and economic development: colonial legacy and political culture; the crisis of the oligarchic order; populism and nationalism; political violence and strategic cooption; external dependency; dictatorship and militarism; underdevelopment; revolution and democracy; economic neo-liberalism and integration. An important current that ties these themes together concerns obstacles to the establishment and consolidation of democratic political institutions and the structural causes of poverty, social injustice, economic underdevelopment and the prevalence of non-democratic responses to the traumas of rapid modernization. Finally, the course will devote time to analyzing the very important role of the United States in the political, diplomatic and economic development of LAC.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: Mr. Christopher Jay McMullen

NWC 6628-1: Contemporary Caribbean Basin

This elective is only available for National War College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. Surveys Latin American and Caribbean (LAC) politics and society. Specifically, the course examines the political development of Latin American societies as a whole and then focusing on the social and economic factors that have shaped the Caribbean Basin's institutions and political development. Special attention is given to the various issues and themes that have been constants in the Caribbean Basin's political and economic development: colonial legacy and political culture; populism and nationalism; political violence and strategic cooption; external dependency; underdevelopment; revolution and democracy; economic neo-liberalism and integration. Also examined are structural causes of poverty, social injustice, economic underdevelopment and the prevalence of non-democratic responses to the traumas of rapid modernization. Finally, the course will devote time to analyzing two critical issues important to the United States that affect political, diplomatic and economic policy toward the Caribbean Basin: illegal migration (including human trafficking and touching other forms of illicit trafficking) and increasing US requirements for port security and their impact on the economies of Caribbean Basin countries.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: CAPT Mark Franklin Morris

NWC 6629-1: Asia Pacific Strategy

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. This course will discuss the evolution of opportunities and challenges in the Indo-Pacific region, covering some history, some economics, and some political orientation of the many states at play. The topics will include U.S. involvement in the region, security challenges, instruments of power available there, and consideration of other states' engagement. The requirements for the course include two oral presentations, classroom participation, and a research essay.

(Class Limit 14) (2 Credit Hours)

M 13:30-15:25 1/13/2014-3/31/2014

Instructors: Dr. Cynthia A Watson

NWC 6629-2: Asia Pacific Strategy

This elective is only available for National war College (NWC) students because it is in support of NWC core course 6610 National Security Strategy Practicum. This course will discuss the evolution of opportunities and challenges in the Indo-Pacific region, covering some history, some economics, and some political orientation of the many states at play. The topics will include U.S. involvement in the region, security challenges, instruments of power available there, and consideration of other states' engagement. The requirements for the course include two oral presentations, classroom participation, and a research essay.

(Class Limit) (2 Credit Hours)

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Instructors: Dr. Bernard D. Cole

NWC 6901-1: Research Fellow

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

(Class Limit) (4 Credit Hours)

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Instructors: TBA

NWC 6902-1: Advanced Writing Elective

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

(Class Limit) (2 Credit Hours)

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Instructors: TBA

NWC 6903-1: Tutorial

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

(Class Limit) (2 Credit Hours)

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Instructors: TBA