National Defense University

2014-2015
Electives Program Catalog
Phase III
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General National Defense University Electives

Elective courses are held in the spring of each year and convene 12 times over a six week period. Elective courses will be held twice a week on Monday and Thursday or on Tuesday and Friday. Courses will be held either during a morning session (0830-1100) or an afternoon session (1300-1530). Electives will be assigned to one of four scheduling groups (A, B, C, or D). College/Component Elective Program Directors, in coordination with elective course professors and the University Registrar, will assign electives between the four scheduling groups to ensure instructors aren’t assigned to teach two electives in the same time period. Furthermore, electives that focus on similar fields of study should be divided between the scheduling groups as best possible to provide students with greater opportunity to get courses they are interested in. Each course meeting is expected to be 2 hours and 25 minutes (145 minutes) in length. All elective courses earn students two credits if completed successfully. Wednesdays will be reserved primarily as dedicated time for reading, research and writing, but may also be used for other academic purposes such as counseling, meeting with subject matter experts and professional development program events.

Electives Program Schedule

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Set aside for college mandatory electives. Other open electives may also be taught during this time.

No electives courses/class taught
COLLEGE ELECTIVE COURSES

CISA

CISA 6005-1: Nuclear Statecraft
In the early years of the Cold War, policy makers tried to “leverage” nuclear weapons to advance political objectives. Over time, governments focused on controlling and reducing such weapons. With the breakup of the Soviet Union and, just a decade later, the 911 terrorist attacks, attention is now placed on securing nuclear and radiological materials and other steps requiring collective international action. Based on these themes, the course will look at: Atomic Diplomacy, including the Cuban Missile Crisis and other events where policy makers considered using, or threatened to use, nuclear weapons to advance foreign policy aims; Nuclear summitry, focusing on the objectives of US meetings with Soviet counterparts to control nuclear weapons, and why they succeeded or failed; and Collective Action to reduce nuclear risks, for example through bilateral partnership agreements or memoranda of understanding. This part of the course will discuss practical implications for implementers, not only from the United States but from all countries involved in lowering nuclear risks. This is also a qualifying course for the University’s WMD Studies Concentration open to all students from all colleges.

(Class Limit 20) (2 Credit hours)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructors: Mr. Doug Fremont and Mr. Monte Mallin

CISA 6007-1: Strategic Red Teaming
This course will provide national security professionals with a unique understanding of Alternative Analysis and illustrate how red teaming concepts can be used to improve mission effectiveness, critical infrastructure protection, and overall personnel, information, and operational security. The objectives of this course are to help students comprehend the principles of red teaming which include, an in-depth investigation of the adversary’s intent and capability, critical security and physical protection system assessment, evaluations of weaknesses and vulnerabilities in security systems and cultures, avoiding complacency, developing the flexibility to “course correct” security postures to avoid situation that arises from strict adherence to a rigid doctrine or static operating environment, flexibility to adapt to adversarial tactics, and lastly, exposure to realistic security threat scenarios. In this course students will also participate in a red teaming workshop and exercises hosted by CASL (Center for Applied Strategic Learning) and experience the process of how to formulate, execute, and evaluate a red teaming exercises.

(Class Limit 20) (2 credit hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructor: Mr. Adam Corn
CISA 6010-1 Religion, Political Power and Security
This course will examine the relationship between religion as an ideational resource of political power in the identification, definition, and constitution of security threats.
Three core concepts provide the foundation for the course. First, there is no such thing as state, organizational, or structural political power outside the activities of political agents. Second, political power is dependent on the employment of material and ideational resources of political power. Religion is one resource of ideational power. Third, securitization is a critical element in understanding religion, political power, and security. The course will use Red Team exercises as an alternative means of analyzing a concept, issue, or problem by challenging organizational narratives.
(Class Limit 20) (2 credit hours)
Instructor: Dr. Michael Rupert

CISA 6012 Religion and Politics in Muslim Countries: An Exploration through Film
This course provides an introduction to government and politics in five Muslim countries and uses film to examine how these countries--or certain groups within them--define and debate issues of religion in the public sphere. Students will compare and contrast how selected Muslim countries address issues such as individual liberty, secularism, gender, and freedom of expression--in law as well as in practice. We focus on two main goals: understanding the wide variety of outcomes in the Muslim world on these issues, and exploring the societal, grassroots changes that are underway. We will use film and readings to examine the intersection of religion, politics and society in Iran, Saudi Arabia, Pakistan, Egypt and Turkey.
(Class Limit 20) (2 credit hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructor: Dr. Rameez Abbas

CISA 6023-1: After Terrorism: Disengagement, Demobilization and Decriminalization
What comes after terrorism? Who wins? How do you ensure victory is final? How do you deradicalize former militants and extremists? How do you reintegrate society and promote reconciliation? This course will target these and many other questions concerned with issues that arise once victory over terrorists is announced. The course is structured around two parts. The first part is concerned with broader issues of disengagement, decommissioning, demobilization, deradicalization, decriminalization, and reintegraton and reconciliation. We will examine the politics of removing terrorists from designation lists and will analyze the processes of transformations from terrorists to regular citizens. The second part of the course is dedicated to case studies that will illustrate the above mentioned principles in more depth. Here we will explore a number of new terrorist organizations and reexamine the classic ones such as the IRA, ETA, LTTE or the PKK in order to understand how to achieve success in efforts to reintegrate the society after one of its factions becomes decriminalized. During this course students will gain insights into best practices of dealing with former terrorists and will have an opportunity to work on policy-relevant projects that will be useful for their future careers.
(Class Limit 20) (2 credit hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Dr. Elena Pokalova, Ambassador Mary Jo Wills

CISA 6910-1: Controlling the Bomb (CTB): 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 additional 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. This is also a qualifying course for the University’s WMD Studies Concentration open to all students from all colleges.
(Class Limit 20) (2 Credit hours)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
Instructors: Mr. Ken Baker and Mr. Monte Mallin

CISA 6912-1: Armed Groups
Armed Groups and Irregular Warfare is an elective course in the Master of Arts in Strategic Security Studies (MASSS) program. Over the last two decades, non-state armed groups—terrorists, insurgents, militias, and criminal organizations—have been proliferating in number and importance. Today, armed groups can pose major security challenges to the United States, even without acquiring weapons of mass destruction. These challenges are not confined to distant lands. Some armed groups have developed power-projection capabilities; they can strike across the globe to include the U.S. homeland. This is no temporary development. To the contrary, they will continue to present serious and dangerous security threats to states, including the United States. The course examines the complex and diverse nature of armed groups and their use of irregular warfare within the context of the new security paradigm; assesses the challenges armed groups and irregular warfare pose to U.S. security; and explores existing and new approaches for meeting these threats and challenges.
(Class Limit 20) (2 Credit hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructor: Dr. Peter Thompson

CISA 6915 Governance, Strategy and Violencia: Latin America and the Caribbean Networks
What happens when individuals, groups, communities, and states face a clash between the desire for stable rule of law and the consequences of anarchic, fragmented, and adaptive social arrangements? What causes the surge of violent groups on the streets and in politics to confront adversaries? In this course, students will examine features of different political environments and groups in social and institutional dimensions within which political violence is a central feature in the interaction. Students will investigate the environmental conditions and the
organizing principles of groups and entities, such as terrorist bands, militias, and gangs, and of their relations with others, especially when the use of violent force or coercion surge as core options in systemic political struggles. Students also explore why the allure of certain organizations function as an alternative for social aggregation for individuals, especially those that display coercion as an internal controlling mechanism. The course emphasizes conceptual and policy-oriented critical thinking with cases from contemporary politics in Latin America and the Caribbean regions.

(Class Limit 20) (2 Credit hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructor: Dr. Craig Deare

CISA 6955 Intervention and Post-Conflict State-building: Twenty Years of War
This course examines the challenges and opportunities in rebuilding war-torn societies. Rather than assume that all post-conflict reconstruction is a moral responsibility or strategic demand of the United States, it questions the assumptions, objectives, and expected outcomes at the planning and operational levels. The course assesses key conceptual issues and theoretical debates regarding the 'new humanitarianism', the tensions and trade-offs of different post-conflict strategies and the unintended consequences of aiding post-conflict states. It will apply these debates to empirical studies in Kosovo, Afghanistan, Iraq, 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 aid can mitigate or sustain conflict.

(Class Limit 20) (2 Credit hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Dr. Michael S. Bell/Dr. Denise Natali

CISA 6987-1: How Congress Works
The course examines the origins and evolution of the U.S. Congress in order to equip students with an understanding of how Congress functions today. A methodical examination of the actors and influences shaping the United States House of Representatives and United States Senate ultimately leads to the enduring and defining feature of Congress: the dual-role of members of Congress as local advocates and national policy makers. The gridlock persisting in Congress can be better understood by thoroughly considering the dual-role roles in the context of political parties, elections, campaign finance, local politics, and national politics.

(Class Limit 20) (2 Credit hours)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
Instructor: Dr. Charles B. Cushman
ES 6017-1: Non-Lethal Weapons: Supporting the Operational Art Across the Range of Military Operations
This course reviews all non-lethal weapons technologies being assessed, developed and fielded by the Department of Defense and how they impact the warfighting operational art. 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 range of military operations. A range period is included where students fire a variety of NL munitions to provide first-hand experience on their utility and limitations.
(Class Limit 18) (2 Credit Hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Dr. Stephen Basile, Lt. Col. Ron Madrid, USMC (Ret.)

ES 6042-1: Operational Logistics: The Sealift Equation
Deploying and sustaining American 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 for operational commanders. The “Sealift Equation,” and its reliance on Merchant Mariners, is especially relevant to Army and Marine Corps officers...but Air Force, Coast Guard and Navy officers must also understand its complexities. The course is an overview that, with individual focus, will fill voids in the warrior’s professional tool kit and deepen his/her appreciation of operational logistics in general and sealift/the Merchant Marine in particular.
(Class Limit 18) (2 Credit Hours)
TU/FR, 1300 – 1530 (0830 - 1100*), 4/14/2015 - 5/22/2015
* Please note time change from original catalog.
Instructors: James Blenn Perkins, VADM

ES 6048-1: Cyber Security Intelligence
This course will provide a strategic level view of cyberspace and cyberpower with an emphasis on effectively managing resources to sustain and enhance U.S. cyberpower capabilities and secure our own cyber-dependent infrastructure in the government and civilian domains. State and non-state actors’ operations in cyberspace and the resulting impact on global affairs (legal, doctrinal, and resource) will be examined in the course. This course is not intended for cyber experts - a cyber or technical background is not required. Enrollment in this course requires a SECRET security clearance.
(Class Limit 18) (2 Credit Hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Prof Bradley Calhoun
ES 6079: The Political-Economics of Asia
If present trends continue, the 21st century could easily be called the Asian Century. It is projected that 3 billion people will rise up to western living standards – which will have a profound impact on the economics, politics and strategic power relationships around the world.

The purpose of this elective course is to provide an introductory survey of the region and the inter-relationships within the four primary areas – East, Southeast, Southern and Central Asia. The primary focus will be on the politico-economics and the national security concerns of the region. It will combine lectures, in-class discussion and the participation of several recognized economic/foreign policy experts.

For the purposes of this course, “Asia” consists of East Asia (Japan, China, South Korea, Taiwan), Southeast Asia (the ten countries of the ASEAN), South Asia (India, Pakistan, Sri Lanka, Bangladesh), and Central Asia (Kazakhstan; Kyrgyzstan; Tajikistan; Turkmenistan; Uzbekistan, including Azerbaijan).

These economies span a very wide range of levels of development, economic structure, historical experience, and government policies. The course does NOT include the countries of the Middle East.

(Class Limit 18) (2 Credit Hours)
TU/FR, 1300 – 1530, 4/14/2015 - 5/22/2015
Instructors: Professor Robert Bestani

ES 6081-1: The European Union - 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 the EU’s status as a global power and its relationship with the U.S. in the post-financial crisis 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.

The end of the Cold War had profound implications for European integration. Germany’s unification in 1990 played a critical role in the establishment of monetary unification and the euro. These developments favored the advancement of prosperity in Western Europe, the re-integration of East with West and Germany’s rise as the economic engine of the continent.

But the financial crisis that started in the US in 2008 exposed a major debt crisis across Eurozone member states, leading the EU’s policy makers to employ austerity measures and to engineer major transformations of economic and political governance institutions.

What is the future of the EU in the post-financial crisis era? How will the EU resolve the debt crisis? Will it be able to preserve its status as a major geopolitical power? Will the pace of European integration continue unabated? These are some of the major questions to be explored in the course along with implications for international trade and finance, the pace of economic globalization and EU-US relations.
ES 6094-1: World Oceans - Regional Security Study

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 of 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. While the world ocean is beyond the sight of much of humankind, its influence is ubiquitous.

While we have carved up the land we live on into sovereign states, the world ocean remains a vast common for the use of all those who can exploit its enormous potential. And those uses – and abuses – are the focus of intense international competition and conflict. Our aim in this course is to examine the grand strategic implications of the world ocean which bear on U.S. interests, objectives, and relations with other nations.

The structure and flow of the course first examines the various topical subjects, then explores the various policy issues each student will have researched, and lastly brings it together in a final seminar to examine how the United States Government develops oceans policy and whether U.S. interests are adequately served by existing governmental processes, responsibilities, and relationships. As such, the course addresses Oceanic Geography; Ocean Regimes and the Law of the Sea; Oceans Policy; National Security and the world’s Oceans [Maritime Security]; National Security and the Near Waters Seas [Homeland Security]; The Arctic; Natural Resources; Oceanic Commerce; Fishing and Aquaculture; and Oceanic Environmental Security.

ES 6096-1: Trans-Regional Security Seminar – South Asia

This course provides students a close examination of key trans-regional themes influencing U.S. national security priorities in 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)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
Instructors: Dr. Tom Lynch, CAPT Michael E. DeVine

ES 6098-1: Thinking About China: The Potential for Cooperation and Conflict
What should we think about China? In this survey course, the tough economic and military issues we have with China will be evaluated in the context of the larger bilateral relationship. The course is designed to help non-specialists understand how China views itself—and the implications for the United States—through analysis of key questions about history, diplomacy, heritage, values, and political and business development. With these perspectives, students can develop insights into how areas of conflict can be ameliorated and opportunities for cooperation can be realized. Readings, guest lectures and movies will explore the wide diversity of U.S.-China interaction from educational exchange, to sports and cultural trends, to cutting-edge architecture, enabling the students to appreciate all that is at stake in our relations with China. Upon completion of the course, students will have “cause for pause” when confronted with outdated, Pollyannaish, or fear-mongering statements about China and enable them to respond thoughtfully, respecting the fact that we must deal with China as it is, not as we may wish it to be.

(Class Limit 18) (2 Credit Hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Professor Robert Griffiths

ES 6099-1: Wealth and Power in East Asia: Dealing with China’s Rise
China’s economic success (“wealth”) and, more recently, its rapidly increasing military capability (“power”) present the US and other Pacific nations with a host of policy dilemmas. This course will focus on two related, but distinct issues: (a) We will examine the history and theories behind the Asian development model followed by Japan, South Korea, and Taiwan. We’ll compare their economic development strategies with that of China. This analysis will be applied to the future prospects for the Chinese economy. We will spend the other half of the time in the course looking at (b) political/military strategies in East Asia. We’ll look at the alliance system in Asia and at alternative approaches for dealing with China’s recent strategic assertiveness and military build-up. Finally, we will integrate the economic and pol/mil approaches to examine possible futures for East Asia. Students who are working on research papers on the Asia-Pacific region are invited to integrate this course into their work.

(Class Limit 18) (2 Credit Hours)
M/TH, 1300 – 1530, 4/13/2015 - 5/21/2015
Instructors: Professor David Blair

ES 6305: The CIA: Organizations, Functions, and Capabilities
This course is designed to provide future commanders and staff officers with an appreciation
of the origins, organizations, functions, and capabilities of the Central Intelligence Agency (CIA) and its place in the US Intelligence Community and the US National Security establishment.

Initial classes will focus on the origins, history, and structure of the CIA and its place within the US Intelligence Community. Subsequent sessions will examine in detail key missions of the Agency; clandestine intelligence collection, analysis, covert action, counterintelligence and support to the military. The case study method will be used to evaluate CIA successes and failures and highlight ongoing challenges to the Agency. Major intelligence threats to the CIA and US national security will be examined. Course instruction will be supplemented with guest speakers from the CIA and other IC agencies. While the majority of readings will be drawn from unclassified literature, these readings will be supplemented by classified discussions and material. Therefore, the course will be taught at the Top Secret/SCI level.

(Class Limit 18) (2 Credit Hours)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
Instructors: Professor Michael J. Ahola

ES 6308-1: International Law for Strategic Leaders
This elective provides senior leaders with a broad understanding of international law as it applies to strategy and strategic planning. Extending well beyond military operations and armed conflict, the course will examine the relevance and application of international law to the post-Cold War and post-September 11, 2001 environment, including; cyber operations; the law of the sea; space law; rebellion, insurrection, occupation and sovereignty; operations against transnational non-state terror networks; the development and use of modern weaponry including predator drones and autonomous systems; detainee operations and enhanced interrogation techniques; and, international tribunals and military commissions. Students will examine the impacts of counter-terror operations and military conflicts on current U.S. policies such as treaty interpretation, the role of the International Committee of the Red Cross in armed conflicts, and the application of international law under U.S. domestic law. Finally, the course will address the future of international law given the uncertain operational environments in which strategic leaders will find themselves in the future. Assessment is based on classroom contribution and a presentation on a subject related to the course.

(Class Limit 18) (2 Credit Hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Dr. Kenneth B. Moss, COL Samuel Joseph Smith

ES 6312-1: Public Policy Formulation: Think Tanks
This course provides seminar participants with an understanding of how public policy is formulated in institutions around Washington. Those taking this course will come to appreciate the nexus between policy, national security strategy, and politics, and also the intimate connection between policy and strategy. There are, in general, three types of think tanks: universities without students (Brookings is an example), advocacy think tanks (Heritage Foundation is an example), and contract (Federally Funded Research and
Development Centers, of which Rand Corporation is an example). This course will take seminar participants to all three types to ensure students are armed with the knowledge necessary to assess and evaluate think tank output.

**Class Limit 16** (2 Credit Hours)
M/TH, 1300 – 1530, 4/13/2015 - 5/21/2015
Instructors: Professor Jean Mahan

**ES 6321-1: Islamist Politics and Militant Islamist Ideologies - A Nuanced Examination**
The objective of this course is to make you, a future leader and senior advisor, conversant on Islam, Islamist Political Groupings, and Militant Islamist Ideologies. 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 deeper appreciation of the ideological tensions Militant Islamists face within the diversity of 1.5 billion adherents to Islam.

**Class Limit 18** (2 Credit Hours)
M/TH, 1300 – 1530, 4/13/2015 - 5/21/2015
Instructors: CDR Youssef Aboul-Enein

**ES 6469-1: Recapitalizing the Nuclear Enterprise**
This course prepares students to participate in DoD Decision Support System activities that will shape the multi-hundred billion dollar modernization and/or recapitalization of the Nuclear Enterprise over the next several decades. All three legs of the US nuclear triad, the nuclear command and control systems, and elements of the nuclear weapons stockpile will be modernized and/or recapitalized in the next several decades. This course provides an overview of the nuclear triad and nuclear deterrence theory and policy, and an in-depth assessment of current and pending efforts to modernize and/or recapitalize the Nuclear Enterprise. The Nuclear Enterprise consists of fielded nuclear forces, the nuclear stockpile, nuclear weapon delivery systems, nuclear command and control systems, logistical support, and related infrastructure. Recapitalizing the Nuclear Enterprise will require prioritization and commitment from all stakeholders (including the Department of Defense, the Department of Energy, Congress, and the defense industry), and careful utilization of the Defense Acquisition System.

**Class Limit 16** (2 Credit Hours)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Professor Bryan Haderlie

**ES 6470: Nuclear Power and Non-Proliferation**
With the passing of the Cold War, the threat of a nuclear war between the existing superpowers has ended. But, the accelerating advances in technology and the rapid economic development of numerous emerging states – has dramatically increased the threat of nuclear proliferation. Now, in what is being termed as “the second nuclear age”, there has been a rapid polarization of ideologies and regional conflicts, which has made the threat of a nuclear detonation – whether it be by accident, political miscalculation or terrorism – arguably far greater than in the past. To
quote Henry Kissinger, “Proliferation of nuclear weapons has become an overarching strategic problem for the contemporary international order.”

It is clear that same technologies that drive the peaceful use of nuclear power are the flipside of the same coin as nuclear weapons. As a result, the illicit development of nuclear technology is frequently hard to detect. With this threat facing the world, it is important that practitioners in the field of international relations have an understanding of these technologies, their dangers, limitations, and the dynamics that drive this problem.

The goal of this elective is to provide students with an introductory, non-technical, understanding of the science, technology and related issues. At the same time, it is important to have an understanding of the current non-proliferation safeguards and efforts in place.

(Class Limit 18) (2 Credit Hours)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
Instructors: Professor Robert Bestani

ES 6651-1: Research Elective
A student may choose a research project appropriate to the concerns of the Eisenhower mission in lieu of one elective. The project should be of such scope that it can be researched and written during Phase 3. It is anticipated that such projects will normally between 25-35 pages in length. Students who select this research option receive one Research course credit. Appendix B of the ES Research and Writing Handbook contains the necessary registration forms for selecting a research project in lieu of one elective. Please contact Dr. Steven King for more information about this elective.

(Class Limit 99) (2 Credit Hours)
0:00-0:00, 4/13/2015 - 5/22/2015
Instructors: TBA

ES 6691-1: Research Elective
The Eisenhower School will allow a student the opportunity to undertake a research project appropriate to the concerns of the Eisenhower mission for two Research credits. With the consent of the Research Director and Faculty Research Advisor, the project will be considered of such complexity or scope that the student’s efforts warrant receiving an additional credit. The final paper is due at the designated date at the end of Phase 3. It is anticipated that such projects will normally be between 35-50 pages in length. Please contact Dr. Steven King for more information about this elective.

(Class Limit 99) (4 Credit Hours)
0:00-0:00, 4/13/2015 - 5/22/2015
Instructors: TBA

ES 6910-1: Tutorial Readings/Independent Study
Tutorials are specifically tailored to students’ needs. To participate, a student must first
obtain agreement of an Eisenhower faculty member to sponsor the elective. The student and faculty member will then plan the scope of the course, including expectations for student performance. There is no expected page count for an Independent Study project because no written paper is necessarily required. Students may only select this elective once and may receive credit for one elective. **Please contact Dr. Steven King for more information about this elective.**

(Class Limit 99) (2 Credit Hours)

0:00-0:00, 4/13/2015 - 5/22/2015

Instructors: TBA

**ES 6993-1: Research Fellow**

The Research Fellows Program is not a substitute for the Eisenhower course of study. All Research Fellows are expected to fulfill all other academic obligations. The program exists to allow those interested students possessing research skills and interest to investigate a topic relevant to Eisenhower's substantive concerns throughout the academic year, and to nurture research and writing capability among those students who have not had sufficient opportunity to develop them. Research Fellows select research as all three of their electives by applying to the Director of Research. Appendix B of the ES Research and Writing Handbook contains the necessary registration forms.

Research topics must be appropriate to the concerns of the Eisenhower mission and should be of sufficient scope and concern that they could not be completed without devoting the attention that would be given to one or two Research Elective courses to complete the project. Such manuscripts may examine current or fundamental issues. Because the lengths of projects vary from subject to subject, most student Research Fellowship projects will be more than 60 to 75 pages in length. This is, for example, the length of most of the National Defense University Press’s McNair Paper series. All papers must be completed by the stipulated date at the end of the academic year.

In special cases, a Research Fellow may choose a topic of greater scope, such that the paper will run 100 pages or more. In these cases, the student may be approved for a one-credit overload, subject to approval from the FRA, the Director of Research and Writing, and the Dean of Faculty. **Please contact Dr. Steven King for more information about this elective.**

(Class Limit 99) (6 Credit Hours)

0:00-0:00, 4/13/2015 – 5/22/2015

Instructors: TBA
IRMC 6016-1: Strategic Challenges in Cyberspace (CSL)
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)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructors: Dr. John S. Hurley

IRMC 6017-1: Cyber Security in the 21st Century (CSL)
This course provides a comprehensive overview of information assurance and critical information infrastructure protection. Information assurance of information assets and protection of the information component of critical national infrastructures essential to national security are explored. The focus is at the public policy and strategic management level, providing a foundation for analyzing the information security component of information systems and critical infrastructures. Laws, national strategies and public policies, and strengths and weaknesses of various approaches are examined for assuring the confidentiality, integrity, and availability of critical information assets. Learning Outcomes: Students will be able to analyze laws, national strategies, and public policies; and assess the strengths and weaknesses of various approaches for assuring the confidentiality, integrity, and availability of those information assets created, stored, processed, and communicated by information systems and critical information infrastructures.
(Class Limit 20) (2 Credit Hours)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructors: Mr. Mark R. Duke, CDR Sean Drumheller

IRMC 6017-2: Cyber Security in the 21st Century (CSL)
This course provides a comprehensive overview of information assurance and critical information infrastructure protection. Information assurance of information assets and protection of the information component of critical national infrastructures essential to national security are explored. The focus is at the public policy and strategic management level, providing a foundation for analyzing the information security component of information systems and critical infrastructures. Laws, national strategies and public policies, and strengths
and weaknesses of various approaches are examined for assuring the confidentiality, integrity, and availability of critical information assets. Learning Outcomes: Students will be able to analyze laws, national strategies, and public policies; and assess the strengths and weaknesses of various approaches for assuring the confidentiality, integrity, and availability of those information assets created, stored, processed, and communicated by information systems and critical information infrastructures.

(Class Limit 20) (2 Credit Hours)
TU/FR, 0830-1100, 4/14/2015 – 5/22/2015
Instructors: Mr. Mark R. Duke, CDR Sean Drumheller

IRMC 6018-1: Protecting Critical Infrastructures (CSL)
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)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructors: Dr. John H. Saunders, Dr. John Hurley

IRMC 6019-1: Continuity of Operations Planning (CSL)
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)
TU/FR, 0830-1100, 4/14/2015 – 5/22/2015
Instructors: Dr. James E. Kasprzak

IRMC 6024-1: Cyber Security Awareness (CSL) (Beginner)
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 if offered in two sections. Section 1 is for beginners and Section 2 is for advanced students**

(Class Limit 20) (2 Credit Hours)

TU/FR, 0830-1100, 4/14/2015 – 5/22/2015
Instructors: Dr. Jim Q. Chen, Dr. John H. Saunders

IRMC 6024-2: Cyber Security Awareness (CSL) (Advanced)

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 if offered in two sections. Section 1 is for beginners and Section 2 is for advanced students**

(Class Limit 20) (2 Credit Hours)

TU/FR, 1300-1530, 4/14/2015 – 5/22/2015
Instructors: Dr. Jim Q. Chen, Dr. John H. Saunders

IRMC 6025-1: Infrastructures and Information Operations (CSL)

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

(Class Limit 16) (2 Credit Hours)
M/TH, 1300-1530, 4/13/2015 – 5/21/2015
Instructors: Mr. James F. Churbuck

IRMC 6026-1: Cyber Terrorism and Cyber Crime (CSL)
This course explores the nature of conflict in the cyber realm by focusing on two major Internet-based threats to U.S. national security: cyber terrorism and 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)
TU/FR, 1300-1530, 4/14/2015 – 5/22/2015
Instructors: Ms. Katrice Lewis

IRMC 6029-1: Strategies for Securing the Cyber Supply Chain (CSL/EIT)
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)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructors: Dr. Russell Hale Mattern

IRMC 6030-1: Future Emerging Information Technologies (EIT)
This course examines the core concepts of information technology and its rapidly expanding role in solving problems, influencing decision making and implementing organizational change. Students analyze how emerging technologies evolve. They evaluate the international, political, social, economic and cultural impacts of emerging technologies using qualitative and quantitative evaluation methods. Students assess emerging technologies using forecasting methodologies such as monitoring and expert opinion, examining future trends, and assessing international perspectives. Learning Outcomes: Students will be able to appraise the impact...
and utility of emerging technologies; project into the near future the probable progress of emerging trends; formulate policies to guide the adoption of appropriate emerging technology to enhance the workplace and meet organizational mission.

(Class Limit 20) (2 Credit Hours)
TU/FR, 1300-1530, 4/14/2015 - 5/22/2015
Instructors: Ms. Veronica J. Wendt

IRMC 6031-1: Web Technologies in Government (EIT)
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)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructors: Ms. Veronica J. Wendt
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)
TU/FR, 1300 – 1530, 4/14/2015 - 5/22/2015
Instructors: Dr. Joseph P. Lawrence III, Dr. Steven E. Ramberg

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)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
Instructors: Dr. Linton Wells, 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 foundation course for the University’s WMD Studies Concentration open to all students from all colleges. However, be warned. If you take this course, it will change forever the way you watch film.

(Class Limit 12) (2 Credit Hours)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
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)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
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)

TU/FR, 1300 – 1530, 4/14/2015 - 5/22/2015
Instructors: Dr. Richard A. Love, Michael R. Helms, Colonel, USAF (Ret)

NDU 6019-1: Social Media – Legal, Policy & Ethical Issues

The course explores the issues surrounding the use of social media as a source of information for the Department of Defense (DOD). Students consider the potential uses of information extracted from social media, and evaluate the legal and policy requirements that restrict DOD access to much of that information. Students also consider how social media offers opportunities for operational support, as well as for inter-agency collaboration and community engagement, while taking into consideration the ethical issues associated with deliberate or unintentional access to information from personal sources. Learning Outcomes: Students will be able to: 1) develop strategies for applying information from social media to support a diverse mission set; and 2) evaluate the relevant legal, policy and ethical implications. Learning outcomes will be assessed through products developed in an online game that simulates real-life application of the knowledge acquired during the course.

(Class Limit 25) (2 Credit Hours)

M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
Instructors: Dr. Dennis K. McBride, Mr. Philip J. Stockdale
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)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
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. 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)
M/TH, 0830 – 1100, 4/13/2015 - 5/21/2015
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 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. 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)
TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015
Instructors: GEN (Ret) George W. Casey Jr., Dr. Albert C. Pierce

NDU 6044-1: Protecting America: Western Hemisphere Security Challenges in Unsettled Times
To the north, east, and west, the U.S. framework for a coordinated defense of land, sea, and air domains with Canada is highly developed. To the south, however, the United States faces formidable hurdles to organizing its security. Effective responses to transnational organized crime, illicit trafficking, smuggling of people, mass migrations and natural disasters, which all threaten peaceful order, are hampered by sovereignty, limited resources and great diversity in operating venues. Good formal relations have often been marked by tension, misperception, unplanned intervention. Washington’s ability to shape the regional security landscape and other countries’ policies and practices has diminished. Successive administrations have been unable to protect our southern approaches without drawing in regional partners. Progress protecting America requires an understanding of Latin American and Caribbean identity, past/current relationships with the region, the longstanding Inter-American system within which countries operate diplomatically, the impact of sea changes in global politics, as well as the complex problems of today’s security realities and poorly funded U.S. policy responses. To advance understanding this course is divided into three parts. The initial introduction to Latin American and Caribbean political, strategic and defense traditions, including the Inter-American system and its main security-related institutions establishes a framework for the second part presented primarily from a Latin American perspective. The second section is an examination of the region’s unsettled realities, current threats, insecurities, and the capabilities of states to respond. In the final part, the course pays attention to the challenges U.S. Defense policy makers face in crafting an approach to security toward the south, culminating with a discussion with the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs.

(Class Limit 15) (2 Credit Hours)
M/TH, 0830 – 1100, 4/13/2015 – 5/21/2015
Instructors: COL John A. Cope, AMB Luigi Einaudi, Dr. Alex Crowther (all from INSS)
NDU 6045-1: Security Challenges in Africa
Political dynamics, security challenges and economic opportunities in Africa are a growing focus for U.S. national security strategists. Leaders must grapple with the geopolitical and humanitarian fallout of Africa’s civil wars; the activities of Al Qaeda affiliates in the Horn and Sahel regions; the rising importance of Africa’s natural resources to the U.S. economy; the destabilizing impact of transnational criminal activities, including piracy to illicit trafficking; and the need to respond to global health crises, ranging from malaria to Ebola. This course provides students with historical background on Africa’s pre-colonial, colonial and post-colonial political, economic and security landscape, and then examines individual African security challenges and sub-regional dynamics in detail. U.S. national security strategy towards Africa is also addressed in detail, including examinations of specific U.S. diplomatic, defense, intelligence and development priorities.

(Class Limit 15) (2 Credit Hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructors: Dr. Andre LeSage

NDU 6046-1: Problems in National Security
The national security environment is dynamic and challenging, requiring practitioners to possess a full suite of tools and capabilities as well as a comprehensive and multi-disciplinary understanding of the field. Proficiency and competence in military or diplomatic activities is not enough. A grasp of legal frameworks, interagency processes, defense budgeting and programming, crisis decision making and many other skills and attributes are required to perform successfully in what is by any standard a demanding and stressful domain, where decisions are usually fraught with risk. The course is therefore oriented on the practitioner who must wrestle with strategy in an environment characterized by uncertainty, lack of information, bureaucratic obstacles and competing views. The strategist must make hard choices, often charged with serious consequences. “Problems in National Security” will provide both an historical and a policy-focused foundation for understanding, navigating, participating and leading in the national security realm, providing a strong foundation for the accomplished national security practitioner who aspires to thrive in this demanding world.

(Class Limit 15) (2 Credit Hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructors: Dr. Richard Hooker Jr.

NDU 6050-1: Strategic Warfare 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. 
**Enrollment in this course requires a SECRET security clearance.**

**NDU 6053-1: Creating 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. Instruction will be in two general areas: 1.) facilitation techniques and 2.) metacognition and the psychology of decision making. Topics of instruction will include: managing dysfunctional behavior, building group consensus, getting the group engaged, irrational decision making, cognitive biases, moral psychology, why people disagree, and much more.

(Class Limit 12) (2 Credit Hours)

TU/FR, 0830 – 1100, 4/14/2015 - 5/22/2015

Instructors: Mr. Steven Arthur Goodwin, Mr. Tim Wilkie

**NDU 6055-1: The Human Dimension of Strategic Leadership: Enhancing 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)
Instructors: COL Stephen Bowles, Dr. Paul Bartone, Mr. James Roberts, COL Jeff Zust, CDR Len Haidl, LTC Gina Adam

**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 18) (2 Credit Hours)

Instructors: COL Roberto Nang, LTC Gina E. Adam, Dr. Robert Joel Farrell

**NDU 6058-1: Surviving Change: Foundations of Organizational Resilience**
Much is said about transformational leadership and “leading change” which presumes that the leader has a vision and leads the organization through change to achieve the vision. But what happens when change is external to the organization or is not of the organization’s choosing? Many organizations must survive times of significant instability or strain such as the unexpected departure of a leader, fiscal constraints, and environmental disasters. How do organizations withstand change that is thrust upon them? What can leaders do to shepherd their organizations through times of change or organizational instability? Can organizations emerge stronger after weathering significant events?

In this course, we will begin with a review of organizational culture as well as individual leader characteristics. The bulk of the course will be spent considering the questions posed above through a review of cases detailing how organizations handled significant events with the goal of assessing whether each case is unique or if there are parallels between the cases that inform the foundation organizational resilience. Topics will include organizational culture, leader characteristics, employee engagement, and organizational stressors and responses and will be applied to business and government organizations as well as communities. Student evaluations will be based upon one group case presentation, an individual paper of approximately 5 pages, and classroom contribution.

(Class Limit 20) (2 Credit Hours)

Instructors: LTC Gina E. Adam, Dr. Steven G. King

**NDU 6061-1: Strategic Decision Making in Crisis [for the Joint Land Air Sea Strategic Exercise (JLASS-EX)]**
This is a National Defense University President’s Special Program, sponsored by the Provost’s office, National War College, the Eisenhower School and the Center for Applied Strategic Learning. Students are specially selected from self-nomination packets provided in October of the academic year prior. AY2015 marks the thirty-second anniversary of the JLASS-EX; this serious game allows students to develop and execute national level strategy as members of the United States National Security Council for a plausible scenario set ten years in the future.
It is the ONLY course at National Defense University that collaborates and cooperates with all the other senior leader colleges (Air War College, Army War College, Marine War College and Naval War College), in addition to the National Intelligence University. The game features distributed play between the colleges during the spring, culminating in a week of performance at the Air Force Wargaming Institute at Maxwell AFB, Alabama. Students play the roles of the major participants in the national security establishment to include the NSC, DOS, DOD, DHS, CyberCom and all Combatant Commands. Students from Air and Marine War Colleges will play Red Cells as global terrorist organizations and sovereign nation adversaries. The National Defense University is responsible for manning the roles of the NSC, DOS, DOD, DOJ, DOT, and White House Primary Staff. Individual roles include (but are not limited to) the National Security Advisor, SecDef, SecState, The Adjutant General, White House Chief of Staff, etc. There are no pre-requisites for this course and student backgrounds and preferences are taken into account when assigned roles. Coursework focuses on decision making for long term strategy in the midst of crisis. Requirements for grading purposes are a personal weekly journal entry (x10 weeks), a group developed National Security Strategy, 3 group NSC policy papers, and one group presentation to a VIP panel. Classes will meet from November through March for twelve 2-3 hour sessions as NSC meetings as determined by the student group and facilitated by the instructors. This course is a pre-requisite for JLASS-EX NDU xxxx-2 elective which will be held at Maxwell AFB, AL. International Fellows, CISA, iCollege, and other campuses welcome to inquire/apply. Participation in this course is considered as a commitment to participate in the follow-on week long execution phase but individual exceptions can be devised. 

(Class Limit 15) (2 Credit Hours)

Time: Special
Instructors: COL Ivan Shidlovsky, COL Alicia Smith, LTC John Van Steenburgh

NDU 6062-1: Joint Land Air Sea Strategic Exercise (JLASS-EX)

This high paced course is the week of “execution” for the JLASS-EX serious game which takes place at the Air Force Wargaming Institute at Maxwell AFB, Alabama from 10-17 April 2015. The pre-requisite for this course is NDU xxxx-1 (Strategic Decision Making in Crisis [for the Joint Land Air Sea Strategic Exercise (JLASS-EX)]). The National Defense University student players serve in the roles of the NSC, DOS, DOD, DOJ, DOT, and White House Primary Staff while all other senior leader colleges and NIU participants role play combatant command headquarters, SHAPE/NATO, terrorist red cells or adversary state. The graded portions include individual performance in the assigned role, meeting with the game President of the United States, written and briefed products, interactions with the role players from the other senior leader and PME colleges and mock media interviews/responses. Select professional development opportunities are provided in addition to the game for student participants. For AY15 students will begin at noon on 11 April 2015 and the exercise will end play by noon on 17 April 2015.

(Class Limit 15) (2 Credit Hours)

M/TU/WED/TH/FR, 04/10/2015 – 04/17/2015 (TDY at Maxwell AFB, Alabama)
Instructors: Dr. Steven King, Dr. Andrew Leith, COL Ivan Shidlovsky, COL Alicia Smith, LTC John Van Steenburgh
NDU 6900-1: Research Fellow
Performs an in-depth research project of publishable quality in lieu of all regular Electives Program courses. This course requires approval from the University Provost.

(Class Limit 99) (2 Credit Hours)
0:00-0:00, 4/13/2015 - 5/22/2015
Instructors: As Assigned
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)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: Col Scott J. Erickson

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)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructors: Mr. Mark Bulldog Pizzo, Dr. Mark A Clodfelter

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)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: Dr. Bob 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)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: Dr. Mark Bucknam

NWC 6012-1: Foreign Policy a Practitioner's Perspective
This elective will examine US diplomatic capabilities and techniques in sufficient depth to enable the student to confidently take them into account in making strategic decisions. The elective will study global diplomatic principles and practices, the unique U.S. perspective, the structure of embassies and the U.S. foreign policy establishment, and several specific areas of modern diplomacy like international law, international organizations and alliances, economic diplomacy, value-based diplomacy, intelligence and diplomacy, and pol-mil diplomacy. In addition to active classroom participation, one 1500-word paper will be required.

(Class Limit 13) (2 Credit Hours)
Instructors: AMB William Wood
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)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: 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.
(Class Limit 13) (2 Credit Hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructor: Dr. Colton C. Campbell

NWC 6015-1: Homeland Security
Provides an overview and of homeland security and an analysis of its national security role 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 and cybersecurity), deterrence,
prevention, protection, response, and recovery. It explores the boundaries of the homeland security enterprise from many perspectives, including the Department of Homeland Security, Northern Command, NORAD, the Intelligence Community and Federal, State, Local, and Tribal law enforcement, and the private sector. The reading material and class discussions reflect current issues, perceptions, and thinking from 9/11 to the present. Students are expected to actively contribute to seminar discussions; produce a homeland security topic 4-6 page writing assignment such as an opinion-editorial (op-ed), blog post, or an interview with a local, state, or federal homeland security official; and completing several short (one hour) online FEMA introductory courses. The final class session involves students providing a 5-10 minute presentation of their written deliverable.

(Class Limit 13) (2 Credit Hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructors: Dr. Laura Manning Johnson, CAPT James L. Duval, Mr. Jesus Soto

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. Hammas/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)
TU/FR 0830-1100, 4/14/2015 - 5/22/2015
Instructors: Dr. Mark A. Clodfelter, Dr. Mark A. Bucknam

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)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructor: Dr. Bob Watts
NWC 6032-1: The Soldier and the State
The Soldier and the State. 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 oral report examining some aspect of U.S. civil-military relations.

(Class Limit 13) (2 Credit Hours)
TU/FR 0830-1100, 4/14/2015 - 5/22/2015
Instructor: Dr. Dave 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)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructors: Dr. Bud Cole, Dr. Phil Saunders

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 13) (2 Credit Hours)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructors: Dr. Theresa M. Sabonis-Helf, Professor Robert A. Colella
NWC 6055: Survey of Iranian Foreign Affairs & Military Strategy
This course explores Iranian grand strategy from an Iranian point of view. It seeks to develop an appreciation for and understanding of Iranian strategy, worldview and mindset, through a historical review of the Iranian military and its role in governance. The course necessarily reviews essential elements of Iran’s vast history and rich culture—especially including Imperial Iran and the Islamic revolution of 1979. The bulk of the course focuses on the Islamic regime’s post-revolutionary activities in the international arena, including its foreign policy, strategic interests, and its military, paramilitary, and intelligence activities abroad. A key emphasis of the course will be on Iranian strategic decision-making and the multiple layers involved in the process, with an eye towards Iran as a rising power in the Middle East and potential antagonist to. **Enrollment in this course requires a SECRET security clearance.**

(Class Limit 13) (2 Credit Hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructor: Mr. James Periad

NWC 6056-1: Advanced Special Operations Studies
This elective is designed to focus special operations practitioners on the issues and concepts that are shaping how special operations will be used to pursue future national security interests. The elective will, through a special operations lens, probe evolving concepts to include the human domain, special operations power, special operations theory, as well as current U.S. Special Operations Command priorities. Additionally, the course will address authorities and resourcing, policy making, and interagency collaboration and cooperation. Course requirement includes a 7 page paper which should serve to synthesize different aspects of the course and address a topic related to posturing Special Operations Forces for success in the 21st Century. Additionally, students will be required to present their paper to the class. This course is conducted at the Secret level and geared to personnel with a special operations background.

(Class Limit 13) (2 Credit Hours)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: Col. Andy Nielsen

NWC 6057: Space Power
“I don’t need space,” U.S. Air Force General Lance Lord famously reported a young Marine telling him, “because I have my GPS receiver.” Space is not just fundamental to the U.S. way of war but has an enormous impact on the U.S. economy. Space accomplishments also remain an enormous source of prestige for many nations—India, for example, has managed to orbit a satellite around Mars. Yet space is often the “dial-tone domain” of warfare, assumed the capabilities provided from space will always be available. Space capabilities bring much to the fight and to the nation because space is fundamental to the U.S. way of war and has an enormous impact on the U.S. economy. In this course, we’ll take a look at the ways the U.S. uses space, focusing on the four American space programs and the missions they perform, and how we got here from there. We’ll use the space domain to look at policy and strategy and their implementation. This course assumes a certain amount of knowledge and understanding of space, including where it is, missions performed in space, the difference between NASA and
DoD, and technical aspects like various orbital regimes, radio-frequency communications, and rockets. But this course is not a technical course and if you have a “Discovery Channel” understanding of space, you will be fine. There are no equations here. This course will be at the unclassified level.

(Class Limit 13) (2 Credit Hours)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: Col David Arnold

NWC 6058: Innovation
This course examines military innovation and is designed primarily for students unfamiliar with the principles of innovation. It also explores on-going debates, however, regarding innovation in the private sector. It provides context for understanding strategy development and includes several themes throughout the course, including: civil-military relations, technology development, organizational change, doctrinal decisions and organizational culture. The course first looks at the origins of the original "military revolution" debate, seeking to understand why the "west" became so powerful militarily and how the "east" developed during the same period. It then leaps forward to a momentous period between the First and Second World War when the world's greatest powers struggled to innovate and develop war-winning doctrines. Next, the course examines Cold War innovations, followed by post-Cold War lessons on the revolution in military affairs and counter-insurgency doctrine. The final sets of lessons are on current innovation efforts in the civilian and military sectors.

(Class Limit 15) (2 Credit hours)
TU/FR, 0830-1100, 4/14/2015 - 5/22/2015
Instructor: COL Stephen J. Mariano, PhD

NWC 6061: 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. Every member of the President's cabinet – including Secretaries - 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 1) (2 Credit Hours)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: Mr. Scott Thompson

NWC 6062: Economics for Strategists
This elective is only available for National War College (NWC) and College of International Security Affairs (CISA) students, because it covers many of the topics in the Eisenhower School’s core course in Economics. This course is designed to help the national security strategist to better understand the economic forces at work at the national and global levels. It will cover important economic concepts: markets, economic growth, gross domestic product (GDP), unemployment, fiscal and monetary policy, deficits and debt, exchange rates, international trade, finance, and the dynamics of globalization and the world economy. Economic power has always been a significant force in geopolitical affairs. As the world grows more economically interdependent, economic power will continue to grow as a principal source of political influence. The 2008 global financial crisis and the slow economic recovery has caused long-term harm to the United States and our Allies economic systems. This course is designed to provide national security strategists with the basic economic understanding they will need to be competent in integrating the elements of national power. The course culminates in evaluating the U.S. federal budget as the most comprehensive manifestation of current U.S. National Security Strategy, and an examination into why the national debt is often identified as a one of the most serious challenges to national security.

(Class Limit 14) (2 Credit Hours)
M/TH, 0830-1100, 4/13/2015 - 5/21/2015
Instructor: COL(R) Kelly Ward, PhD

NWC 6063: Maritime Strategy
This course will focus on the role of maritime strategy in current and future U.S. national security. The importance of maritime strategy as an instrument of statecraft will be discussed, with an emphasis on the threads of continuity that were apparent throughout the modern era of maritime strategy, which we will consider covering the period from approximately 1900 to the present. Select case studies will be used to illustrate how past choices made by governments on navies may have parallels in future challenges facing not only the United States but also our allies and potential adversaries. By the end of the course, participants should have a foundation for understanding and assessing how naval forces contribute to national security and military strategy. This should include a grasp of the complexities involved in providing and maintaining a navy, as well as knowledge of how the navy has contributed to America’s defense and may do so throughout the twenty-first century.
NWC 6070: Fragile States and National Security
This course examines the fragile state phenomenon and the search for appropriate national and international responses. Terrorism, violent extremism, global pandemics, inter-ethnic conflict and gross human rights abuses are among the dangers that we see emerging from fragile states today. Ebola and ISIS represent two of the more extreme manifestations of not addressing the underlying causes of fragility in countries around the world. The course will initially focus on methodologies for identifying fragile states and for analyzing where they fit in contemporary international politics. We will then consider several tools for assessing appropriate country level responses, the roles of different international actors who engage with fragile states, and the current US government response mechanisms. The final section of the course will look at what we have learned from experiences in post-conflict settings like Bosnia, Iraq and Afghanistan, in extremely poor and resource-starved countries like those in the Sahel region of Africa, in poorly governed states like Nigeria and Pakistan, and in responding to natural disasters in Haiti and the Philippines.

NWC 6610: Applications in National Security Strategy
This NWC-required elective is designed to practice and hone the strategic thinking skills developed in previous core courses. It will test the students’ critical and creative thinking through the use of the scenario planning analysis focused on a strategic problem which they encountered during their year-long Field Study practicum and travel. Working as a team each seminar will examine their region, identify a significant strategic problem (focal question), map out plausible 5-10 year futures, and build robust strategies to deal with those futures. Course deliverables will be individual student "futures" narratives, a group futures presentation, and a seminar-developed set of strategies for shaping and/or addressing those futures. Note: this elective is required of all US NWC students.

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.).
NWC 6611-2: 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.).

NWC 6612-1: Arab Monarchies
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; a presentation on the paper; and a presentation on what a third country’s policy should be vis-à-vis one of the eight countries. (In sum, there will be one paper and two presentations by each student.) Class participation will also be an important part of the assessment of student performance. **This course requires a Secret clearance.**

NWC 6615-1: Transatlantic and European Security
The course examines the evolving political and military environment in Europe, and why Europe matters to U.S. national security. The course begins with a broad examination of European strategic cultures in the post-World War II era, comparing them with U.S. perspectives. We will examine how Transatlantic and European organizations (NATO, European Union, Organization for Security and Cooperation in Europe) have developed and function today. The role and activities of U.S. European Command (EUCOM) will be explored, as
well. Students will examine: the differing domestic environments, perspectives, and capabilities of a subset of NATO allies (especially France, Germany, UK, Poland, and Turkey); European relations with Russia; and European participation in various out-of-area operations. Several seminars will feature outside guest speakers (e.g., senior European diplomats and defense attaches, and-schedules permitting-senior USG officials and/or former officials involved in polmil relations with Europe.) One seminar will be devoted to European economic and monetary issues. Each student will prepare a short policy point paper dealing with a current or emerging security issue involving U.S.-European cooperation.

(Class Limit 15) (2 Credit Hours)
M/TH, 0830-1100, 04/13/2015 – 05/22/2015
Instructors: Mr. Leo Michel (NDU-Institute for National Strategic Studies); Mr. Joseph Manso (NWC)

NWC 6902: Advanced Writing Elective
Advanced Writing Elective. This elective is designed for FSL/student interaction in the final preparation of their individual research project (ISRP) or to rework an ISRP for alternative purposes. FSLs will determine meeting times and schedule for completion; topics to be covered include finalizing research, sourcing, formatting, writing methodology, and preparation of final project.

(Class Limit 99) (2 Credit Hours)
0:00-0:00, 4/13/2015 - 5/22/2015
Instructors: As Assigned