

# National Defense University



## 2012-2013 Electives Program Catalog

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

# AY 12-13 ELECTIVES PROGRAM CATALOG

## FALL SEMESTER

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### ICAF

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Faye R Davis

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: COL William Scott Fuller

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

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

and Eastern Europe as part of the study and will host their CHEAr colleagues in Washington, DC for joint work on this project. SAC students only.

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Mark L Montroll

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Associate Professor Donald R Briggs

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Linda S Brandt

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

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

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

W 13:30-17:30 9/19/2012-12/5/2012

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

### **ICAF 6157-1: Non-Lethal Weapons: Support for Irregular Warfare, Complex and Defense Support to Civilian Authority**

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Stephen Basile

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Timothy C Russo

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

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

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Timothy C Russo

### **ICAF 6209-1: The "E" in Dime: The Political Economy of Economic Leverage and Statecraft**

This course will analyze and assess the use of economic instruments and leverage as tools to attain national goals and to assess the possible vulnerability of the United States to such instruments being used against it. Common instruments of economic pressure/enticement are market openings or denials, foreign aid, military and technical assistance, financial sanctions, etc. These will all be examined as to their efficacy, costs, and likelihood of achieving their stated goals. Unintended consequences of such actions will also be examined.

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Donald L Losman

### **ICAF 6210-1: Economics of National Security Policy**

The Economics of National Security Policy incorporates two key economic concepts. The first is that a strong

economy promotes a rising standard of living, and is a fundamental objective of overall national strategy. The second is that the economy supports the strategic goal of national security, as it provides the revenue and the industrial base (broadly defined) to resource its requirements. It is important for students to understand: The benefits and limits of competitive markets, how they allocate resources, and the shocks that disrupt them; the benefits of the international economic system, including the causes of, and net gains from, trade, and the United States' role in the international system; and what and how government policies affect the economy. Understanding how the economy works will provide students with the tools for assessing the array of options facing national policymakers, and the likely consequences of choices selected. Not open to Eisenhower students.

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Nayantara Diana Hensel

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

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

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Benjamin F Cooling

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

The space environment has emerged as a contested domain, and US national interests associated with this domain must be protected. Just as US national security relies on commercial and military operations through secure land, maritime, air and cyber domains, it also relies on the space domain. The 2010 US National Space Policy after stating that "[I]t is the shared interest of all nations to act responsibly in space to help prevent mishaps, misperceptions, and mistrust. The United States considers the sustainability, stability, and free access to, and use of, space vital to its national interests. Space operations should be conducted in ways that emphasize openness and transparency to improve public awareness of the activities of government, and enable others to share in the benefits provided by the use of space." The National Space Policy goes on to add that "[T]he United States will employ a variety of measures to help assure the use of space for all responsible parties, and, consistent with the inherent right of self-defense, deter others from interference and attack, defend our space systems and contribute to the defense of allied space systems, and, if deterrence fails, defeat efforts to attack them." The 2011 US National Security Space Strategy in charting a path for the next decade states that "Maintaining the benefits afforded to the United States by space is central to our national security, but an evolving strategic environment increasingly challenges U.S. space advantages. Space, a domain that no nation owns but on which all rely, is becoming increasingly congested, contested, and competitive." Although space professionals provide space-domain expertise, planners and operators in land, maritime, air, and cyber domains must have cross-domain knowledge of vital national space capabilities. They must understand the space environment and how it is being contested while also preparing for military operations to secure the environment in support of national security and economic objectives. Effective employment and exploitation of space power is integral to the success of the joint force. Space operations are conducted around the clock, whether in peace or conflict, and space capabilities are a proven force multiplier when integrated into joint operations. To ensure effective integration, leaders must have a clear and common understanding of how space forces and capabilities contribute to joint operations and how space operations should be integrated with military operations to achieve US national

security objectives. To address these vital issues, elective students will understand the contested space environment as well as the capabilities and limitations associated with operating to, through, from, and in space. Further, they will be knowledgeable of the consequences associated with a loss of control of the space environment, be it short-or long-term, simple or catastrophic. Finally, students will understand protection of space capabilities and, should those efforts fail, means to mitigate the loss of capabilities. Note: Collectively, the United States national interests and dependences on space-based capabilities are termed "National Security Space" (NS Space). This elective is conducted at the TS/SCI classification level. Students must have a clearance at that level or be eligible for immediate read-on (i.e., possess a current SBI) to register for the course. Top Secret/SCI security clearance required. US students only.

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

T 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Col Clark M Groves

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Col Clark M Groves, Col Kenneth T Stefanek

### **ICAF 6320-1: War Powers**

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

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Kenneth B Moss

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

### **ICAF 6323-1: Surviving Defeat**

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

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

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

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

### **ICAF 6331-1: Carnage, Cotton, and Steel: America in Civil War, Reconstruction, and Reconciliation**

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Benjamin F Cooling

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Benjamin F Cooling

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

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Gregory D Foster

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

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

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Paul M Needham, Col Jorge Ascunce, Mr. James L Lepse, Ms. Colleen A Morris

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

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: James Blenn Perkins

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

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Paul M Severance

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

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

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

T 15:35-17:35 9/18/2012-12/4/2012

Instructors: Dr. Sorin Lungu

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

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

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

W 15:35-17:30 9/19/2012-12/5/2012

Instructors: Dr. Sorin Lungu

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

Business Transformation is a Department of Defense high priority effort, mandated by Congress, to change the way the Department conducts the "business of defense". In fact, all of government is being forced to find ways to

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Col Roger D Thrasher, Dr. Leanne Karen Viera

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

“Combating weapons of mass destruction (CWMD) and their means of delivery is one of the greatest challenges the United States (US) faces. Weapons of mass destruction (WMD) have the potential to severely disrupt and damage the United States, its forces, allies, multinational partners, and other friendly nations.”(JP 3-40, 2009) This course serves as an introduction to the policy, doctrine, authorities and responsibilities of the Department of Defense (DOD) for CWMD and explores the ability of the industrial base to support them. It will not discuss tactical or technical aspects of Chemical, Biological, Radiological or Nuclear Weapons in depth but instead will evaluate the strategic implications of current policy and doctrine, plans, and concepts of operation. This community has a completely unique acquisition process within DOD. CBRN is the only community required to have a “Joint Requirements Office” on the Joint Staff. The force protection aspect of this threat affects every member of DOD and potentially every citizen in our nation; so where are the resources being invested? The course includes guest speakers from responsible organizations and offices mixed with industry presentations to ensure current and relevant knowledge imparted to the students. Each student selects an individual research area of interest for a paper and a specific company for a short class presentation analyzing that company’s ability to support national security in this area. Unlike most purely academic endeavors this course offers students an opportunity to influence strategic leaders in the community as selected papers and presentations will be forwarded to appropriate DOD offices/organizations for their consideration.

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Maj Gen Joseph D Brown, COL Alicia G Bridgeman Smith

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Janie B Benton, COL Kathleen L Knapp

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. William A Knowlton

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Lynne C Thompson

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

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

Performs an in-depth semester long research project in lieu of two regular Electives Program courses. For details, see ICAF Research and Writing Handbook. Requires approval from Director of Research (Dr. Chris Lafferty) prior

to registering for this course. No set time - does not conflict with any scheduled electives.

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

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Instructors: TBA

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

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

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

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Instructors: TBA

### **ICAF 6999-1: Administrative Placeholder**

Most Eisenhower School students will enroll in three electives during their time at National Defense University. This course placeholder is to be used during the semester in which the student selects only one electives course. Students will receive no credit for "enrolling" in this course.

**(Class Limit 99) (2 Credit Hours)**

T 17:40-19:50 9/18/2012-12/4/2012

Instructors: TBA

### **ICAF 6999-2: Administrative Placeholder**

Most Eisenhower School students will enroll in three electives during their time at National Defense University. This course placeholder is to be used during the semester in which the student selects only one electives course. Students will receive no credit for "enrolling" in this course.

**(Class Limit 99) (2 Credit Hours)**

T 17:40-19:50 9/18/2012-12/4/2012

Instructors: TBA

### **ICAF 6999-3: Administrative Placeholder**

Most Eisenhower School students will enroll in three electives during their time at National Defense University. This course placeholder is to be used during the semester in which the student selects only one electives course. Students will receive no credit for "enrolling" in this course.

**(Class Limit 99) (2 Credit Hours)**

T 17:40-19:50 9/18/2012-12/4/2012

Instructors: TBA

## **IRMC**

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

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

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

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

T 15:35-17:30 9/17/2012-12/1/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Mark R Duke

### **IRMC 6217-2: Cyber Security in the 21st Century**

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

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

W 15:35-17:30 9/17/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Mark R Duke

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

This course provides a 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 25) (2 Credit Hours)**

W 13:30-15:25 9/17/2012-9/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. James E Kasprzak

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

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

IO/IA/SC in the development and execution of national security strategies and operations.

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

T 15:35-17:30 9/17/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

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

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

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

W 13:30-15:25 9/17/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

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

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

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

T 15:35-17:30 9/17/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

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

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

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

T 13:30-15:25 9/17/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Jim Q Chen

### **IRMC 6315-1: Capital Planning and Portfolio Management**

This course focuses on state-of-the-art strategies for portfolio management, with an emphasis on assessing, planning, and managing information technology (IT) as a portfolio of projects from the perspectives of CIOs and CFOs. The three phases of the investment management process are considered: selection, control, and evaluation of proposals; on-going projects; and existing systems. The relationship of performance measures to mission performance measures is explored. The course examines the roles of the CIO, the CFO, and other managers in developing investment assessment criteria, considers how the criteria are used in planning and managing the portfolio, and explores the Office of Management and Budget's (OMB) portfolio perspective as found in Circular A-11, Part 7, Section 53, Information Technology and E-Government. Individual and team exercises are employed, including simulation of an IT investment portfolio review by the Investment Review Board. Learning Outcomes: Students will be able to evaluate an investment portfolio and the corresponding capital planning and investment management process to ensure that they comply with current statutes and regulations, recommend changes to the process, and develop a strategy for balancing a portfolio of investment projects.

**(Class Limit 25) (3 Credit Hours)**

0:00-0:00 9/14/2012-12/9/2012

Instructors: LCDR Peter G Rodgers

### **IRMC 6333-1: Strategies for Process Improvement**

This course examines strategies, management processes and resources for process improvement within and across Federal agencies. The course provides an executive-level examination of business process improvement strategies, including business process re-engineering, activity-based costing/management, process architecting, Lean Six Sigma, and other quality improvement programs. An overview of the techniques and technologies that enable process-centric performance improvements in how agencies achieve their missions is provided. Attention is focused on the enterprise-level leadership challenges of process management, including initiation, collaboration, design, implementation, and portfolio project management of process-centric improvements within and across agencies. Learning Outcomes: Students will be able to recommend appropriate process change strategies, tools, and methods for carrying out process improvement. They will be able to provide advice on the implementation challenges of process improvement, including impacts upon organizational culture, structure and governance, and design, and propose initiatives and actions for addressing such challenges.

**(Class Limit 25) (3 Credit Hours)**

0:00-0:00 9/17/2012-12/9/2012

Instructors: Dr. Cathryn Joy Downes

## **NDU**

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

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

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

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Forrest E Waller

**NDU 6014-2: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Film-maker's Lens**

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

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Forrest E Waller

**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 combating them. It will address core questions such as: What incentives drive WMD proliferation and how can the United States reduce these incentives? How has the WMD threat changed traditional thinking about

deterrence and can terrorist groups such as al Qaeda be deterred? What are the challenges to defeating WMD-armed opponents? The course will also explore efforts to tackle new challenges presented by Iran, North Korea, and illicit proliferation networks, as well as emerging WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student presentations.

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

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

**NDU 6022-1: Cyber Law and Military Operations**

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

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

T 15:35-17:30 9/18/2012-12/7/2012 (changes to 13:30-15:25 after 6th session)

Instructors: CAPT Michael J Boock

**NDU 6024-1: Religion and Security: Strategic Perspectives**

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: COL Kenneth Leroy Sampson

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

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

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

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

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Denise Natali

**NDU 6040-1: Globalization Course**

This course examines the core aspects of the globalization process and its impact on the development of states and international security. It provides theoretical tools to analyze the network of relationships of influence, dependence and interdependence that characterize the contemporary world. It also promotes dynamic understanding of globalization and its influences through analysis and discussions of its political, economic, social, and cultural manifestations. The course begins with a theoretical explanation of globalization's nature and evolution. Next, it progressively investigates the dimensions of globalization to deduce the phenomenon's influence on the current and future international system--in terms of weakness, strength, risks, threats, and opportunities for security and development. Classes combine analysis and discussion of theory with workshops and a case study about current and relevant global challenges. Evaluation criteria include a short paper of critical analysis regarding a scholarly article discussing the effects of globalization. NOTE: Classes will be team-taught by two PhDs of the Inter-American Defense College; specialists in international and Western Hemisphere Issues; and will meet each week in Bldg 52, Ft. McNair. Course lectures are delivered in either English or Spanish (with full simultaneous interpretation provided). Dr. Brenda Roth, Academic Affairs, is the NDU point of contact for the course.

**(Class Limit 40) (2 Credit Hours)**

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

**NDU 6042-1: Design Thinking: National Security Strategy for Uncertain Futures**

The gravest challenges facing us are dynamically uncertain "wicked problems." The wickedest are "black swans."

Black swans may well be present in our efforts to anticipate strategic surprises, sometimes alleged to come from “out of the blue.” Prevailing responses to these challenges seek to update current analytic approaches and analytical organizations, to strengthen their ability to find “the” solution or answer. It is, however, possible that this strengthening will not reduce susceptibility to strategic surprise, but instead increase our vulnerability. Our course will address instead the new approach of “design thinking” (DT). DT accepts, and responds to, the messiness of modern strategic challenges. DT builds on systems dynamics, systems thinking, and “garbage can modeling,” to seek successive approximations rather than a single solution. The process starts with how we frame problems, within particular situations. Its value may be greatest the more messy and dangerous a problem is. Our course will study DT philosophy; critique national security frameworks for planning and resource allocation; examine principles and best practice for strategic analysis and policy formulation in private, public, and non-profit organizations; and develop a security strategy framework that integrates principles and practices. The course will focus on DT for “cardinal choice” in national security strategy and policy, choices that have large impacts that reach deep into the future, with major uncertainty and risk. Using DT will, we hope, improve our decision-making skills and help us “redesign the future.”

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Thomas Blau, Dr. Geoffery W Seaver

### **NDU 6052-1: Strategic Personnel Management**

This course explores foundational theories and challenges assumptions in the area of personnel management. Federal and military personnel management programs are explored, discussed, and challenged in an academic setting providing opportunities for participants to rethink viewpoints and reframe attitudes while discussing alternatives to the status quo. Attention is given to understanding the processes of utilizing personnel within their position assignment/job description, counseling/mentoring, performance management and improvement, and conducting evaluations across the joint environment all while forming cohesive teams, divisions, and agencies in order to answer the continual and complex demands made on them.

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Mrs. Lorraine M Scott

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

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Andrew R Leith

## **NWC**

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

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

current and future contexts. Two primary cases – the U.S. in Vietnam, and the Soviets in Afghanistan – will be examined in depth using text books in current literature. Simply stated, the organizing principle of the course is to examine the various aspects of national security strategy and apply them to specific cases, past, present, and future. Several different templates, including frameworks and models, will be discussed, and there will be several different exercises during the course. If you've been itching to spend more time actually practicing how to use the "essential elements" of national security strategy then this course may be what you are looking for. The course presumes a good background in the fundamentals of strategy, such as is offered in NWC core course 6100, or other comparable core courses offered elsewhere at NDU - reference books include Terry Deibel's book Foreign Affairs Strategy, and Neustadt & May's book Thinking in Time. In total, students can expect to read between 75 and 100 pages each week during the course. The entire course will be set up and implemented online through an easily accessible web site. Blogging is the writing requirement for this course --- using the course web site, students are expected to write short blog entries each week in between and in addition to class time. On average, most students will have written the equivalent of a standard 8-10 page paper by the time the course is over.

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: CAPT David Allen Mayo, Col Ling Yung

**NWC 6111-1: Secrets of the Successful Strategic Advisor**

Unless you are elected President, no matter how high you rise in rank within the military or your civilian department / agency, you will still serve as an advisor to someone above you. Component Commanders are also advisors to both the Combatant Commander and their Service Chiefs. Combatant Commanders are also advisors to the Chairman of the Joint Chiefs of Staff, Secretary of Defense and President. Ambassadors are also advisors to the Secretary of State and President. Even the Secretaries of State and Defense are advisors to the President. It is important – in whatever job you hold in the years after you complete your studies at NDU – that you are able to “switch hats” from the “leader” side of your job to the “advisor” side. It is also important that you understand what makes an advisor to a strategic leader successful, and how those attributes may differ from those that make the strategic leader successful. As an example, while an advisor may have a regulatory, statutory or moral obligation to provide advice, the strategic leader has no obligation to accept or act on that advice. This course consists of a series of colloquia, each led by someone well versed in that individual topic, which will address the world of both the strategic leader, and the individuals who advise them. Topics include: the role of personalities and the development and maintenance of trust; ethics and morality; the legal aspects of being an advisor; effective communications to strategic leaders; effective negotiation strategies; elements of the national security strategy process and strategic logic; the instruments of national power; 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 13) (2 Credit Hours)**

T 15:25-17:30 9/18/2012-12/4/2012

Instructors: Mr. Frederick P. Hammersen

**NWC 6202-1: The American Civil War: A Case Study in Strategy and Leadership.**

Examines the Civil War from its root causes to its legacy, emphasizing relationships between: strategy, war aims, politics, diplomacy, economics, and society. Examines leadership at the strategic and operational levels including the impact of changing technology and logistics. Assesses the immediate and long term consequences of the Civil War in American history generally, and specifically its impact on American strategic and military thought. Student learning is further augmented by optional, instructor-led battlefield “staff rides” in which students examine local campaigns in detail, on the ground where they were fought. The primary method of instruction is seminar

discussion. In addition, each student will present a brief analysis of an event, battle or campaign and write a 6-8 page paper on a Civil War leader.

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Col Kim Michelle Waldron

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Joseph J Collins

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

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

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

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

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

Over the last few years, virtually all significant systems in the developed world have been connected to cyberspace. These include systems that control critical infrastructure, markets, industry, and military capability. Today, state and non state actors are rushing to develop weapons, organizations and strategies capable of exploiting the economic and military potential of the new domain. This class examines the emerging character of conflict in cyberspace. It looks at cyber warfare and espionage through the lens of previous history changing military innovations and considers the operations and strategies that actors are employing to exploit opponents' digital networks in order to further their personal and national interests. Students should emerge from this course with a good understanding of the strategic imperatives shaping the emerging arms race in cyberspace. Note: No technical knowledge of cyberspace is required to take this class.

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

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

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

This elective reviews the strategic nature of US Special Operations Command (USSOCOM) in two major

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

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Col Patrick Pekelo Pihana

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Bernard I Finel

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

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

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Robert Brian Watts

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

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Mark A Bucknam, Col Jean N Vite

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

This course examines intelligence as an instrument of national power and its role in the formulation and execution of grand strategy. Introductory sessions will cover the function and roles of components of the Intelligence Community while defining intelligence related terms and current and historical issues. The course will then employ a series of case studies to assess the ways in which senior civilian and military leaders have used intelligence in policy formulation and command. Special attention will be paid to the relationship between the intelligence officer and policymaker and the question of “politicization,” using recent intelligence estimates on Iraq and Iranian WMD as examples. The course then will turn to a series of issues in contemporary American intelligence, including tactical intelligence support to the warfighter, policy formulation for drone warfare, the role of technology, domestic surveillance and civil liberties, and the increasing reliance on contractors in intelligence work. The culture and ethics of intelligence also will be addressed. Each student will make an in-class presentation intended to focus seminar discussion on the topic of the day. No security clearance is required for this class, which is open to all students. This course will meet at 1330 throughout the term, AS A RESULT, STUDENTS ADMITTED TO THIS ELECTIVE ARE PROHIBITED FROM TAKING ANOTHER WEDNESDAY ELECTIVE DURING THE FALL SEMESTER.

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

T 13:30-15:25 9/18/2012-12/4/2012

Instructors: Mr. George Edward Higgins, Mr. Gustav Anthony Otto

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

Former Pentagon comptroller Dov Zakheim recently wrote that “the United States is very good at making war. It is awful at state building. No matter how often Washington has tried over the years to pour its human and material resources into what is currently and euphemistically termed ‘reconstruction and stabilization,’ it has fallen short at least as often as it succeeds.” This course is about that issue, that record, and that policy challenge, and is designed to produce policy-relevant ideas in response. It focuses on the problem of development and governance in unstable situations, dealing with what are commonly termed failed or failing states—sometimes, but not always, in the presence of violence. In the context of issues of state failure and post-conflict development requirements, it is apparent that existing tools of U.S. statecraft may be inadequate for the task of promoting growth, stability, and governance. The elective will review theories of development and aid, but will focus specifically on efforts by outside powers to enhance governance and improve the effectiveness of governing institutions within struggling states. It will not focus on other purposes or goals of foreign assistance, such as humanitarian relief or long-term economic development except as it is a by-product of effective institutionalization. Weekly readings will track closely with typical elective assignments. The course will provide a forum that allows (and requires) each student to produce either (1) a publication-worthy essay, or (2) a policy memo, offering a specific idea of a rigor, detail, and argumentative quality capable of persuading policymakers and opinion leaders inside and outside government. It will allow students to come to their own conclusion about one great idea in this issue area that they believe should be adopted, and express that idea in a fashion capable of gaining attention in the policy community. Students will be encouraged to recruit a current practitioner in government as a partner for their efforts as they develop, and eventually deliver, their insights and recommendations.

**(Class Limit 9) (2 Credit Hours)**

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Michael J Mazarr

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

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

challenges including changing demographics, access to water, and climate change. We will focus on the challenge to think strategically about issues including energy security, the roles of states vs. markets in energy, pipeline politics, international nuclear power concerns, transboundary environmental negotiations, global climate change, and possible future scenarios and technologies. The course will include technology and country case studies.

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

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

**NWC 6320-1: 21st Century Trade: Issues and Strategies**

Changing economic and market conditions, technologies and new issues challenge the international system of rules governing trade. First, the traditional hegemony of the WTO, the US and the EU, are experiencing economic crises, and are more willing to use protectionism to preserve jobs and market share. The new big trade powers-- Brazil, India, and China-- are unwilling to dramatically reduce their own barriers to trade to achieve a big development round under the WTO. We will examine what this means for the increasingly complicated system of rules governing trade. Meanwhile, new technologies are prodding policymakers to rethink trade priorities. The Internet has become a key platform to both encourage and undermine the free flow of goods, services and information. Technologies that facilitate data flows also challenge traditional notions of privacy and security. These same technologies have also facilitated democratic protests in a wide range of states such as Yemen, Egypt, and China, leading policymakers to suggest and/or implement restrictions. At the same time, US policymakers fear that restrictions on the Internet and free flow of information are really protectionist strategies designed to prevent US companies from dominating Internet commerce. This course will discuss these new issues, technologies and strategies (bilateral, regional and multilateral). We will first examine why nations sign trade agreements and how the nations that created the WTO are now turning to bilateral and regional free trade agreements. We will then focus on the new issues included in these FTAs (such as corruption and human rights). Finally, we will examine gaps in trade agreements such as how firms should operate in zones of conflict. There will be two course requirements: participation and a 10-12 page policy paper which uses primary (and secondary) source evidence to advise the Chair NEC and NSC about the policy implications of a trade and security issue (such as reducing export controls for surveillance equipment such as drones or malware, a position on the Magnitsky legislation which names and shames Russian officials as part of normal trade relations approval....or pushing for expedited membership of Afghanistan in the WTO). Students will be required to develop the topic with the professor and pick the relevant decision maker (to ensure the topic is easily researched and interesting).

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

W 15:35-17:30 9/19/2012-12/5/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Susan Ariel Aaronson

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012

Instructors: Dr. Colton C Campbell

### **NWC 6405-1: Homeland Security**

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

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

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

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. James Andrew Bever

### **NWC 6506-1: Public Diplomacy and National Security Strategy**

This course examines the role of public diplomacy and strategic communications as an instrument of national power in the formulation and implementation of U.S. national security policy, looking at concepts, practice, institutions, and critical issues. We will explore the debate on the meaning and characteristics of public diplomacy and strategic communications in the context of today's information environment and changes in the conduct of diplomacy and armed conflict. We will also look at the broad range of activities that can be utilized to influence foreign publics to support US policy objectives. The course will focus on understanding a strategic instrument that is relevant to all elements of power and executed at the highest levels of government, by the Department of Defense and the Department State, by combatant commanders, and by other actors in government and civil society. The course will also look at Public Diplomacy as an instrument used by state and non-state actors to understand cultures, attitudes and behavior; build and manage relationships; and influence thoughts and actions to advance their interests and values. Requirements: a 6-8 page paper and an individual or small group presentation.

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

T 15:35-17:30 9/18/2012-12/4/2012 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Vivian S Walker, Mr. James Andrew Bever, COL Sonya L Finley

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

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

***This course requires Secret clearance. (Class Limit 14) (2 Credit Hours)***

W 13:30-15:25 9/19/2012-12/5/2012

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

### **NWC 6702-1: Contemporary China**

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. 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.). Students also have a verbal presentation in the course.

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

M 13:30-15:25 9/17/2012-12/3/2012

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

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

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. Examines the status and issues in U.S. relations with Northeast Asia. Focus will be on the history, culture, politics, and military elements as well as the current status of three countries in particular: Japan, Korea, North Korea, Russia, and China. Course will end with a consideration of US interests while trying to articulate elements of US security vis a vis Northeast Asia writ large. Course instructional methodology is a mix of lecture, discussion, and guest speakers. The student writing assignment is a 6-8 page paper that analyzes a future strategic decision on an issue that affects a U. S. national vital interest in the region, using South Korea as the center piece. The course will seek to prepare students for Field Studies to the region, specifically, South Korea.

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

M 13:30-15:25 9/17/2012-12/3/2012

Instructors: Col John H O'Hey

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

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC

students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. This elective examines U.S. engagement with the states of the Arabian Peninsula – Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, Yemen – including counter-terrorism, security cooperation and diplomatic interaction. Iran and Iraq are included, albeit with a narrow focus on their regional policies, influence and interaction with neighboring states. Energy issues, including oil and gas exploration, production and transport, will be considered country by country, and from the viewpoint of long-term U.S. interests in the region as a whole. Students will take a serious look at the unique history, social structure and political system of each Gulf state, as well as overarching factors that tend to promote both cooperation and discord among them – including the continuing impact of “Arab Spring” protests in Bahrain and Yemen, and the evolution of the Gulf Cooperation Council since its creation as a response to the 1979 Iranian revolution. Central aim of the course is to help students develop both a knowledge of U.S. postwar policy in the region, and an understanding of the interests, opportunities, challenges and constraints that will shape U.S. policy in coming years. Requirements include a five-page essay, an in-class presentation, and active participation in seminar discussions

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

M 13:30-15:25 9/17/2012-12/3/2012

Instructors: Ms. Karen Dene Turner

### **NWC 6720-1: The Arab Uprising - I**

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. This is a new elective focusing on recent events in the Middle East, commonly referred to as the Arab Spring, but also known as the Arab Uprisings, and their impact on Egypt and the Levant, namely Israel, Syria, Lebanon, Jordan, the Palestinian territories and non-state actors such as Lebanese Hizballah (LH) and Palestinian Hamas. The focus will be on the root causes of the internal revolt which started in Tunisia in January of 2011 but soon swept through most countries of the Middle East from Libya and Egypt to Yemen, followed by similar protests in Morocco, Algeria and Jordan. Even Israel, a non-Arab country and a protagonist in several major Arab-Israeli wars, suffered some internal protests, mostly over economic issues, but has also been anxiously watching the uprisings in neighboring countries and carefully considering their potential impact on its security. Key themes we will look at include authoritarianism, religion and politics, modernity, development and revolution. Given that Israel and the Palestinian Authority are in the middle of all these developments, we will obviously be looking at the Arab-Israeli conflict and the status of the peace process in the region. The underlying theme throughout will be the geostrategic value of the region to the U.S. and the implications of developments there for U.S. foreign policy.

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

M 13:30-15:25 9/17/2012-12/3/2012

Instructors: CAPT David Allen Mayo

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

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. Provides an intensive review of the major issues facing Sub-Saharan Africa and examines the basis and focus of US policy toward that region. The course covers history, culture, the evolution of US policy toward Africa, and economic, political and security trends and issues. It examines the roles of US diplomacy, foreign aid, and security assistance. Readings, guest speakers and seminar discussion are the main methods of instruction. Perspectives of both US and African analysts and policy makers will be explored. Designed to provide a basis for assessing US interests in Africa and developing a future policy framework for the region to 2015, the course will prepare students who will be going on field studies to the region.

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

M 13:30-15:25 9/17/2012-12/3/2012

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

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

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. This course will cover Turkish domestic and foreign policy with a particular focus on Turkey's rapidly changing relations with the Middle East, Europe and the United States. The domestic politics part of the class will draw heavily on political Islam and the Kurdish question as Turkey's two major "identity" problems. The course will also reinforce the Field Studies trip to Turkey by incorporating ideas and concepts that impact on Turkey's regional dynamics.

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

M 13:30-15:25 9/17/2012-12/3/2012

Instructors: Dr. Omer Taspinar

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

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting.

Examines the evolving political, military and economic environment in Europe. The course will emphasize the roles and missions key European security institutions – NATO and the European Union – with a special focus on the challenges facing European security cooperation. Considerable attention is placed on how Europeans are assessing their ability to fashion a Common Security and Defense Policy (CSDP). Diverse perspectives of some key European states – with emphasis on UK, France, Germany, Poland, and Turkey – will be explored to raise the question of whether a common European security structure is feasible. The state of the US-European relationship will be discussed throughout the course. Specific themes to be examined will be Europe's defense efforts as the US is "rebalancing" toward Asia, Europe's relationship with Russia, and the emerging threats on the periphery of Europe (e.g., Iran and the Greater Middle East). Each student will be responsible for writing a research paper on one of the NATO/EU countries as well as prepare a US strategy for dealing with Europe's flagging defense efforts.

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

M 13:30-15:25 9/17/2012-12/3/2012

Instructors: Dr. Roger Zane George, Mr. Leo G Michel

### **NWC 6746-1: Russia**

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. Surveys the history, demography, politics, economics and international security role of Russia and the Soviet Union. Focuses on the period from 1905 to the present, with the largest portion of the course devoted to the collapse of the USSR and Russia's domestic and international development under Yeltsin, Putin, and Medvedev. Supports Field Studies trip to Russia.

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

M 13:30-15:20 9/17/2012-12/3/2012

Instructors: Dr. William H Hill

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

This 6700 series elective is reserved for U.S. NWC students only to meet their Field Studies requirement. Class size limitations prohibits its availability to other students. The course examines the 8 southern-tier states of the former Soviet Union: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and

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

**US students only. (Class Limit 14) (2 Credit Hours)**

M 13:30-15:25 9/17/2012-12/3/2012

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

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

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. Surveys Latin American and Caribbean (LAC) politics and society. Specifically, the course examines the political development of LAC societies focusing on the social and economic factors that have shaped the region's institutions and political development. Special attention is given to the various issues and themes that have been constants in Latin American political and economic development: colonial legacy and political culture; the crisis of the oligarchic order; populism and nationalism; political violence and strategic cooption; external dependency; dictatorship and militarism; underdevelopment; revolution and democracy; economic neo-liberalism and integration. An important current that ties these themes together concerns obstacles to the establishment and consolidation of democratic political institutions and the structural causes of poverty, social injustice, economic underdevelopment and the prevalence of non-democratic responses to the traumas of rapid modernization. Finally, the course will devote time to analyzing the very important role of the United States in the political, diplomatic and economic development of LAC as well as the impact of illicit trafficking and international efforts to combat it.

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

M 13:30-15:25 9/17/2012-12/3/2012

Instructors: CAPT Mark Franklin Morris

### **NWC 6901-1: Research Fellow**

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

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

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Instructors: TBA

### **NWC 6901-2: Research Fellow**

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

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

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Instructors: TBA

### **NWC 6901-3: Research Fellow**

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

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

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Instructors: TBA

#### **NWC 6901-4: Research Fellow**

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

### **NWC 6903-1: Tutorial**

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

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

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Instructors: TBA

### **NWC 6903-2: Tutorial**

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

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

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Instructors: TBA

## **CISA**

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dean Kenneth Earl Baker, Dr. Njema Jioni Frazier

### **CISA 6937-1: Islam, Muslims and Socio-Political Change**

This elective prepares the senior national security practitioner to account for Islam, dynamics of Muslim societies, and Islamic activism at the policy, strategic, and operational levels. It comprises ten lessons, focusing on the Middle East and South Asia. Beginning with Islamic history's impact on the present-oriented memory of Muslims today; it moves onto religious dimensions of scripture, doctrines, institutions, and socio-cultural practices among Sunnis and Shi'ites. The course then examines challenges and opportunities of 21st-century modernity for Muslim states, institutions, and societies, focusing on gender, demography, human security, learning, and law. The course culminates by assessing the varieties of political Islam, in terms international security policy as the "Arab spring" evolves.

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Barak Aharon Salmoni

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

Using the case of Colombia, this course builds upon the lessons of Irregular Warfare to examine in greater detail the strategy and operational art of insurgency and counterinsurgency. Based on "Ends, Ways, Means," students will focus in greater depth the manner in which Colombia was able to seize the strategic initiative in a conflict at one point deemed by many analysts as a losing cause. In particular, the class will grapple with the need for the planning sequence to engage the irregular challenge in multidimensional space (tangible, conceptual, intangible), as well as through all elements of the interagency process. Key Colombian figures and planning documents are examined in-depth with any eye toward irregular warfare concepts and strategies employed to combat internal upheavals. Additional case studies will be integrated into the discussion as driven by student input and professional needs.

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Carlos Alberto Ospina-Ovalle

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

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

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Hans David Ucko, Mrs. Amy Reynolds Bartlett

### **CISA 6978-1: Terrorism and Crime**

As we enter the third decade without bipolarity as a defining aspect of the international world order, we are forced to reassess the role of the nation-state and the rise of non-state actors. This course examines the nexus between terrorism and crime, which increasingly poses a national security threat to countries around the world. We will begin the course with the definition of terrorism and transnational crime as well as an historic overview of the two phenomena. We will then analyze how terrorists and crime syndicates leverage criminal activities (i.e., drug trafficking, money laundering, arms trafficking, human smuggling, counterfeiting, and cyber crimes) to promote their mutual and respective interests. The theories of convergence and transformation of terrorist and criminal groups will be illustrated using specific country case studies. The course concludes with an evaluation of government strategies and policies that address these terrorist and transnational criminal threats at both the national and international levels. We will also look at potential trends for the future.

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

T 13:30-15:25 9/18/2012-12/4/2012 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

### **CISA 6993-1: Global Economics and International Security Policy: International Political Economy for the 21st Century**

The focus of this course is on how economics influences international security policy, how politics impacts economic decision-making, and how basic economic principles can be applied to real world policy questions. The class will examine the factors that influence the economic strength of a country and the major theories of international political-economic relations. This will provide students the tools to evaluate government economic policy decisions and give them a better understanding of international political and economic relations. The class will discuss the major actors (nations, international organizations, corporations, NGOs) and their roles in the international economy, the intersection of economics and conflict (resource wars, economic impact of conflict), and how countries use economic statecraft to further their national interests.

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

W 13:30-15:25 9/19/2012-12/5/2012 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. David Arthur Glancy, Mrs. Amy Reynolds Bartlett

## **SPRING SEMESTER**

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### **ICAF**

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

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

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

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

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

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

W 13:30-17:30 1/16/2013-4/3/2013

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

### **ICAF 6157-1: Non-Lethal Weapons: Support for Irregular Warfare, Complex and Defense Support to Civilian Authority**

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Stephen Basile

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

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Kenneth B Moss

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

This course seeks to answer questions about why Congress and its members act as they do. The course begins by comparing public expectations of Congress against those inside the House and Senate. The motivation to run

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

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

T 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Kenneth B Moss

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

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

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Col Clark M Groves, Col Kenneth T Stefanek

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

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

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

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

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Gregory D Foster

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

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

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

### **ICAF 6363-1: Interagency Cybersecurity Challenges**

This course will expose and examine the interagency complexities of coordinating and conducting strategic level cybersecurity efforts in support of U.S. national interests. Moreover, it will examine the different organizations, both governmental and non-governmental, which carry out the different missions encompassing cybersecurity and the interagency coordination required for effective execution. After a baseline analysis of cybersecurity policies, legislation and current efforts at the federal government level, students will examine activities within private industry, the joint forces and selected foreign countries through case studies and visits with cybersecurity leaders and experts. With an inherently US government focus, students will be asked to deliberate and communicate methodologies for The course will necessarily examine the resourcing component of interagency cybersecurity with a structured analysis of both the public and private sectors.

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

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

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Paul M Needham, Col Jorge Ascunce, Mr. James L Lapse, Ms. Colleen A Morris

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

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

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Paul M Needham, Col Jorge Ascunce, Mr. James L Lapse, Ms. Colleen A Morris

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

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

***This course requires Secret clearance. (Class Limit 6) (2 Credit Hours)***

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Col Jorge Ascunce, Dr. Paul M Needham, COL Broc Allan Perkuchin

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

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

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Paul M Severance

### **ICAF 6454-1: Strategic Warfighting: JLASS-EX**

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

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

W 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Paul M Needham, COL Alicia G Bridgeman Smith

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

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

**(Class Limit 22) (2 Credit Hours)**

T 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Sorin Lungu

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

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

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

T 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Professor Janie B Benton, COL Stephen Victor Bowles

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

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

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. William A Knowlton

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

This course is designed to examine real events and leaders through films, videos and made for television broadcasts that portray ordinary individuals facing leadership challenges and providing extraordinary leadership – as confirmed by history. Visualization of historic moments will be supplemented by readings from literature and

textbooks. Representations of individual attributes will be examined to understand the application of leadership tools and the styles exhibited by these individuals in various environments. Highly-interactive discussions in class will investigate theories of leadership and organizational behavior. Students will be encouraged to examine each of the character's personal attributes, including effective communication techniques, responsibility/accountability, and management and organizational strategies. Notions of challenges in leadership, ethics, conflict resolution, team building, diversity, empowerment, and personal and organizational transformation will be represented. Leaders seeking to understand the circumstances that create successful and/or failed leadership will find this course continues to enlighten them on the personal qualities and new models of leadership for intentional application of individual skills in a wide variety of settings.

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Professor Janie B Benton

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

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

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Lynne C Thompson

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

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

**(Class Limit 99) (2 Credit Hours)**

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

Instructors: TBA

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

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

**(Class Limit 99) (2 Credit Hours)**

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

Instructors: TBA

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

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

**(Class Limit 99) (4 Credit Hours)**

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

Instructors: TBA

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

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

**(Class Limit 99) (2 Credit Hours)**

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

Instructors: TBA

### **ICAF 6654-1: Research Fellow**

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

**(Class Limit 99) (4 Credit Hours)**

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

Instructors: TBA

### **ICAF 6999-1: Administrative Placeholder**

Most Eisenhower School students will enroll in three electives during their time at National Defense University. This course placeholder is to be used during the semester in which the student selects only one electives course. Students will receive no credit for "enrolling" in this course.

**(Class Limit 99) (2 Credit Hours)**

T 17:40-19:50 1/15/2013-4/2/2013

Instructors: TBA

### **ICAF 6999-2: Administrative Placeholder**

Most Eisenhower School students will enroll in three electives during their time at National Defense University. This course placeholder is to be used during the semester in which the student selects only one electives course. Students will receive no credit for "enrolling" in this course.

**(Class Limit 99) (2 Credit Hours)**

T 17:40-19:50 1/15/2013-4/2/2013

Instructors: TBA

### **ICAF 6999-3: Administrative Placeholder**

Most Eisenhower School students will enroll in three electives during their time at National Defense University. This course placeholder is to be used during the semester in which the student selects only one electives course. Students will receive no credit for "enrolling" in this course.

**(Class Limit 99) (2 Credit Hours)**

T 17:40-19:50 1/15/2013-4/2/2013

Instructors: TBA

# IRMC

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## **IRMC 6203-1: Information Assurance and Critical Infrastructure Protection (All)**

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.

**(Class Limit 25) (3 Credit Hours)**

0:00-0:00 1/4/2013-4/7/2013

Instructors: Mr. Mark R Duke

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

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

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

T 15:35-17:30 1/14/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. John H Saunders

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

This course examines key considerations for the planning and conduct of Information Operations (IO) at the theater and strategic levels. The course emphasizes inter-agency and international considerations in the planning and conduct of IO. The course also examines selected non-U.S. approaches to the strategies for and uses of the full spectrum of information operations by current and potential global competitors and adversaries. Lessons on legal issues and on the role of Cyberspace are also presented, and the course concludes with an in-class exercise examines the development and use of IO in military operations.

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

**W 13:30-15:25 1/14/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)**

Instructors: TBA

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

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

infrastructures. Information Operations Concentration Program approved course

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

W 15:35-17:30 1/14/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. James F Churbuck

### **IRMC 6226-1: Cyber Terrorism and Cyber Crime**

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

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

W 13:30-15:25 1/14/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Cassandra C Lewis

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

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

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

W 15:35-17:30 1/14/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Mr. Ricardo Antonio Aguilera

### **IRMC 6229-1: Strategies for Securing the Cyber Supply Chain**

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

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

T 13:30-15:25 1/14/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

### **IRMC 6230-1: Future Emerging Technologies**

This course examines the core concepts of information technology and its rapidly expanding role in solving problems, influencing decision making and implementing organizational change. Students analyze how emerging technologies evolve. They evaluate the international, political, social, economic and cultural impacts of emerging

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

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

T 15:35-17:30 1/14/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

**IRMC 6231-1: Web Technologies in Government**

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

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

T 13:30-15:25 1/14/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: TBA

**IRMC 6430-1: Building an IT Business Case**

This course explores the principles, processes, and practices involved in developing, evaluating, and defending information technology (IT) investment business cases. The course stresses the value to the enterprise of the holistic evaluation of IT investment business cases as an element of enterprise transformation. The course emphasizes the components of the Office of Management and Budget (OMB) Circular A-130, Part 7, Section 53, Information Technology and E-Government, and Section 300, Planning, Budgeting, Acquisition, and Management of Capital Assets. It explores best practices and strategies for building a successful federal IT business case, including application of architecture, business process reengineering, capital planning, analysis of alternatives, risk assessments, and information assurance investment. The students use a business case evaluation method and other business case criteria to develop a hypothetical IT business case and to evaluate an IT business case."

**(Class Limit 25) (3 Credit Hours)**

0:00-0:00 1/4/2013-4/7/2013

Instructors: LCDR Peter G Rodgers

**NDU**

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

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

Students will visit sites in the area such as the Naval Research Laboratory. Those enrolled in the course will be asked to prepare a presentation on one area of technology and the implications of that technology area for national security.

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Steve Eric Ramberg

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

Military operations including warfare in the 20th Century were revolutionized by physics (e.g. nuclear weapons, lasers) and information technology (e.g. computers, communications). The rapidly developing fields of biotechnology, bioengineering, nanoscience, and cognitive neuroscience will have a similarly significant impact on the future force of the 21st century. This course will examine key scientific developments with a unique emphasis on the concepts of convergence and conciliation of emerging scientific disciplines which will lead to entirely new military capabilities. The course will feature a number of guest scientists/engineers from the Service laboratories and the material will be presented at a conceptual level which requires little or no previous technical training.

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. James John Valdes

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

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

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

T 13:30-15:25 1/15/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Forrest E Waller

**NDU 6014-2: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Filmmaker's Lens**

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

world and the American strategic and policy responses to those dangers. The course will use popular entertainment media to introduce students to the changing face of the contemporary WMD challenge and to understand popular perceptions of the challenge.

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. Forrest E Waller

**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 combating them. It will address core questions such as: What incentives drive WMD proliferation and how can the United States reduce these incentives? How has the WMD threat changed traditional thinking about deterrence and can terrorist groups such as al Qaeda be deterred? What are the challenges to defeating WMD-armed opponents? The course will also explore efforts to tackle new challenges presented by Iran, North Korea, and illicit proliferation networks, as well as emerging WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student presentations.

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

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

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

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

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

T 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Richard A Love

**NDU 6024-1: Religion and Security: Strategic Perspectives**

This course focuses on the influence of religion on security and national policy, issues that are relevant and important for strategic-level thinkers and leaders. The elective examines the relationship between religion and

global security affairs; the influence of religion on U.S. national policy; and theories, research and practical applications of the resurgence of religion on strategy and planning for national military strategy. Case studies will offer analysis of “real world” religion and security concerns. Additionally, brief overviews of selected world religions (worldview, leadership, ethics/motivation, societal influence and perspectives on armed conflict) provide a framework for understanding.

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: COL Kenneth Leroy Sampson

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

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

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

T 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

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

**NDU 6052-1: Strategic Personnel Management**

This course explores foundational theories and challenges assumptions in the area of personnel management. Federal and military personnel management programs are explored, discussed, and challenged in an academic setting providing opportunities for participants to rethink viewpoints and reframe attitudes while discussing alternatives to the status quo. Attention is given to understanding the processes of utilizing personnel within their position assignment/job description, counseling/mentoring, performance management and improvement, and conducting evaluations across the joint environment all while forming cohesive teams, divisions, and agencies in order to answer the continual and complex demands made on them.

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

T 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Mrs. Lorraine M Scott

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

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

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Andrew R Leith

## **NWC**

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

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

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

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Instructors: Dr. Susan Ariel Aaronson, CAPT Mark Franklin Morris

### **NWC 6112-1: Case Studies of Strategic Leadership**

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

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

T 15:35-17:30 1/15/2013-4/2/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Dr. Michael J Mazarr

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

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

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

T 15:25-17:30 1/15/2013-4/2/2013

Instructors: Dr. Joseph J Collins

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

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

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

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

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: Col Patrick Pekelo Pihana

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

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

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

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

### **NWC 6212-1: Insurgency and Internal Conflict**

Addresses the type of conflict most likely to affect national security policy and lead to military involvement-- internal war. Develops and applies a framework for analysis that can be used by analysts, policymakers and managers to analyze insurgencies at any time and in any place. Methodology is based on case studies comparing

contemporary internal wars in terms of goals, forms of violence such as terrorism and guerrilla warfare, strategies, the environment, popular and external support, organization, unity and government response, as well as the linkages among them.

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Bernard I Finel

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

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

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Professor Robert Brian Watts

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

Insurgencies have been a feature of conflict for millennia. The United States military has been involved in counterinsurgency operations at many times during the history of our nation - and has been continuously engaged in counterinsurgency operations for nearly a decade in Afghanistan, Iraq, the Philippines, the Horn of Africa, the Maghreb region of Africa and Latin America. Insurgency has historically been the preferred means employed by weaker adversaries against stronger governments, and U.S. and allied military forces will continue to engage in counterinsurgency operations throughout the rest of this century. This elective course will examine current U.S. counterinsurgency doctrine and look at a series of historical examples of counterinsurgency campaigns that were successful with the goal of preparing national security professionals to understand the critical role that intelligence plays in such campaigns, and how this tool can best be utilized. The "Intelligence Support to Counterinsurgency Strategy" elective course has three main blocks. The first will review the concept of insurgency and counterinsurgency, the U.S. doctrine toward counterinsurgency operations, and the role of intelligence in that doctrine. The next block will use a traditional case study approach. Here we will investigate several counterinsurgency operations, examining the strategy pursued by the insurgents, the strategy pursued by the government, and the role intelligence played in the COIN operations. In these, students will take the lead in delivering the case studies to the class. The final block will look at the current NATO COIN operations in Afghanistan, how the U.S. Intelligence Community has been evolving to meet the counterinsurgency needs of that conflict, and whether there are any enduring lessons to be learned.

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

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

**NWC 6301-1: Whole of Nation Approach to Statecraft and Diplomacy**

This elective examines public-private partnerships as an instrument of US power and their use by strategists in pursuit of U.S. national interests and strategic objectives. For purposes of this course, "private sector" includes commercial for-profit entities; individuals and organizations representing various diaspora living in the U.S.; private philanthropists; as well as not-for-profit non-governmental organizations such as faith-based organizations and foundations. Students will analyze the nature, purposes, capabilities and limitations of such partnerships, a variety of ways strategists have used them to engage in statecraft, and their role in national security strategy. The fundamental aim of the course is to help students develop an understanding of the capabilities for and limitations

on the U.S. Government's strategic use of public-private partnerships as instruments of national power and statecraft. Requirements include a five-page essay, in-class presentation(s), and active participation in seminar discussions.

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

W 13:35-17:30 1/16/2013-4/3/2013

Instructors: Ms. Karen Dene Turner

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

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

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

W 13:30-15:25 1/16/2013-4/3/2013

Instructors: Dr. Colton C Campbell

**NWC 6405-1: Homeland Security**

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

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

T 13:30-15:25 1/15/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

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

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

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

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Lorry M Fenner, Dr. David Allan Tretler

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

This course provides the opportunity to read and discuss the memoirs of presidents, national security advisors, secretaries of state, and other high foreign policy officials from the Nixon, Carter, Reagan, Bush 41 and Clinton administrations. Unlike the third person analytical pieces usually read in core and elective courses, these are classic primary sources that teach both process and substance from the authentic viewpoint of those who have "been there." This first person account allows students to examine the relationships, perspectives, and actions of strategic leaders and policy makers over five administrations in peace and war. Class time is used exclusively for structured discussion, and paper requirements are waived in favor of a reading load half again as much as the usual elective; class presentations will be required. This course is particularly useful to supplement core courses in national security strategy and the interagency process.

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

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

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

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

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

W 13:30-15:25 1/16/2013-4/3/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Mr. James Andrew Bever, Dr. Desaix B Myers

**NWC 6505-1: Empires**

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

<http://www.clausewitz.com/Courses/6505/index.htm> USERNAME: nwcuser PASSWORD: nwc1234A

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

W 15:35-17:30 1/16/2013-4/3/2013 (changes to 13:30-15:25 after 6th session)

Instructors: TBA

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

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

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Dr. Omer Taspinar

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

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

***This course requires Secret clearance. (Class Limit 14) (2 Credit Hours)***

W 13:30-15:25 1/16/2013-4/3/2013

Instructors: TBA

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

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

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

T 13:30-15:25 1/15/2013-4/2/2013 (changes to 15:35-17:30 after 6th session)

Instructors: Col James D Dryjanski, CAPT Kevin F Kropp

### **NWC 6703-1: Arctic Security**

The Arctic Security elective will serve as preparation for the NWC Field Studies trip of the same name. The course has three large blocks of instruction. The first block puts the Arctic into context. Here we will discuss the international legal issues associated with freedom of navigation and sovereignty claims associated with Arctic territory, environmental trends in the region, and potential energy resources available in the region. The second block reviews the policies and capabilities of non-U.S. Arctic nations, to include Canada, Norway, Russia, Denmark, and Iceland. This block will also consider the Arctic equities of the European Union and China. The final block will consider U.S. strategy with regard to the Arctic. Here we will review current U.S. strategy and policy and U.S. capabilities, and then devise a new U.S. strategy for the region and develop resource plans to implement that strategy. Course requirements will include seminar participation, a written analysis of the Arctic strategy of the one of the countries assessed in Block Two, and active contributions to drafting a new U.S. security strategy for the Arctic.

**US students only. (Class Limit 13) (2 Credit Hours)**

M 13:30-15:25 1/14/2013-4/1/2013

Instructors: Dr. David P Auerswald

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

This 6700 series elective is reserved for U.S. NWC students only to meet their Field Studies requirement. Class size limitations prohibits its availability to other students. Southeast Asia, comprising ten nations (plus Australia and New Zealand) was a focal point of American policy during the Cold War -- graphically manifested in the Vietnam War (1963-75). In the decades since, the region has been largely ignored by U.S. security planners, especially following the 1991 closure of bases in the Philippines, despite its growing economic importance to the United States. But since 9/11 there has been a dawning recognition that Southeast Asia poses important issues for U.S. security including the presence of active Al Qaeda-affiliated terrorist networks and the rise of neighboring China as an Asian great power and aspirant global superpower. The elective will examine key aspects of the region (political, economic and societal) and will relate those factors to U.S. security interests. The course will seek to prepare students for Field Studies trips to Indonesia/Singapore, Vietnam and the Philippines. There are approximately 80-100 pages of reading a week and one 6-8 page paper.

**US students only. (Class Limit 14) (2 Credit Hours)**

M 13:30-15:25 1/14/2013-4/1/2013

Instructors: Dr. Cynthia A Watson

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

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. India, with a population of over 1.2 billion, a rapidly growing economy, and a vibrant but messy democracy, is the principal power in a region containing some of the world's most critical security issues. This elective course surveys the cultural, political, economic and military situations in India with a focus on U.S. national interests in the region. In recent years, India's relationship with the U.S. has been evolving toward a closer partnership based on our mutual interests. This is a clear shift from the often wary India-U.S. relationship during the period between India's independence in 1947 and the end of the 20th century, which was marked by U.S. focus on periodic crises and narrowly-defined issues (e.g. proliferation or terrorism in the region), and cold war perceptions. Seminar participants will explore topics such as demographic change, rapid industrialization and urbanization, energy issues, the role of foreign trade and investments, the impact of India's domestic democratic politics on its economic growth and foreign policy, and the internal insurgencies and terrorism and their implication for political stability and change in India. The course will emphasize the perceptions of India's leadership and other key groups. It will examine India's relationships with its neighbors and globally. Students will prepare short in-class oral presentations, and will write a short paper jointly with 6500.

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

M 13:30-15:25 1/14/2013-4/1/2013

Instructors: Ms. Anne Hathaway Aarnes

### **NWC 6712-1: The Arab Uprising – II**

This is the second of a two-part course (though the first – the Fall elective – is not a prerequisite) on the recent events in the Middle East commonly referred to alternately as the Arab Spring or the Arab Uprisings and their impact on countries of the Gulf and North Africa. We will look at Morocco, Algeria, Tunisia and Libya – in North Africa, but also at Yemen and Bahrain in the Gulf. Internally, we will study the root of the revolts in each of those countries which began early in 2011 but the effects of which continue to reverberate. Key themes we will look at include authoritarianism, monarchical rule, tribe and state relations and modernity and development. Non-state actors such as al-Qa'ida in the Maghrib (AQIM), the Islamic Salvation Front and the Islamic Grouping of Algeria will also be studied from the perspective of their impact on regional security and the U.S. national interest. Domestic, regional and international dynamics will be considered as determinant factors in stability and upheaval in the region, to include the interaction between events in the broader Middle East and the regions of sub-Saharan Africa and the Horn of Africa.

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

M 13:30-15:25 1/14/2013-4/1/2013

Instructors: Mr. Nabeel A. Khoury

### **NWC 6715-1: Southeast Asia - II**

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

**US students only. (Class Limit 13) (2 Credit Hours)**

M 13:30-15:25 1/14/2013-4/1/2013

Instructors: Dr. Bernard D Cole

### **NWC 6716-1: Southeast Asia - III**

The 6700 series electives are specifically geared toward U.S. NWC Field Studies trip preparation. U.S. NWC students will be hardwired into the corresponding elective following Field Studies sectioning (approx 28 Aug). Limited seats may be available to other students, but anyone interested should talk to the instructor before requesting. Southeast Asia, comprising ten nations (plus Australia and New Zealand) was a focal point of American policy during the Cold War -- graphically manifested in the Vietnam War (1963-75). In the decades since, the region has been largely ignored by U.S. security planners, especially following the 1991 closure of bases in the Philippines, despite its growing economic importance to the United States. But since 9/11 there has been a dawning recognition that Southeast Asia poses important issues for U.S. security including the presence of active Al Qaeda-affiliated terrorist networks and the rise of neighboring China as an Asian great power and aspirant global superpower. The elective will examine key aspects of the region (political, economic and societal) and will relate those factors to U.S. security interests. The course will seek to prepare students for Field Studies trips to Burma.

**US students only. (Class Limit 12) (2 Credit Hours)**

M 13:30-15:35 1/14/2013-4/1/2013

Instructors: Dr. Desaix B Myers

### **NWC 6742-1: Wider Europe: Integration of Central and Eastern European States**

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

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

M 13:30-15:25 1/14/2013-4/1/2013

Instructors: Dr. Elena Kovalova

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

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

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

M 13:30-15:25 1/14/2013-4/1/2013

Instructors: CAPT Mark Franklin Morris, Professor Robert Brian Watts

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

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

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

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

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Instructors: TBA

### **NWC 6903-1: Tutorial**

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

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

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Instructors: TBA

### **NWC 6903-2: Tutorial**

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

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

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Instructors: TBA

### **NWC 6903-3: Tutorial**

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

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

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Instructors: TBA

### **NWC 6903-4: Tutorial**

Students may arrange with an instructor to take a semester-long independent study on a specific topic related to

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

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

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Instructors: TBA