



THE COLLEGE OF INTERNATIONAL SECURITY AFFAIRS

NATIONAL DEFENSE UNIVERSITY

STUDENT HANDBOOK AND COURSE CATALOG

Academic Year 2011-2012

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Foreword

The National Defense University and the College of International Security Affairs establish minimum requirements for admission and the award of degrees. CISA students should therefore familiarize themselves with all the rules, regulations and procedures relevant to their pursuit of the Master's degree, including those published in this Handbook, on the CISA website and in other documents published by the College. Students are responsible for familiarizing themselves with these rules, regulations and procedures.

The College of International Security Affairs and the National Defense University reserve the right to alter such academic or financial conditions as the following: admissions requirements, the arrangement of courses, graduate or degree requirements, and tuition rates. Other provisions affecting students may also be changed as necessary.

Chapter 1 The College of International Security Affairs

Mission

The College of International Security Affairs (CISA) is one of National Defense University's five colleges. CISA educates students from across the international, interagency and interservice communities. Graduates include alumni from over seventy countries and every major US federal executive agency.

The College offers a Master of Arts Degree in Strategic Security Studies (MASSS) to students enrolled in either a full-time or part-time basis. CISA collaborates with US Government departments and agencies to tailor professional graduate education development programs to equip employees with the knowledge and skills needed to meet the growing and ever-changing demands of today's complex world.

CISA's mission is to educate and prepare civilian and military national security professionals and future leaders from the United States and partner nations for the strategic challenges of the contemporary security environment. CISA is the Department of Defense flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level. CISA prepares students for high-level policy and command and staff

responsibilities through a graduate, interagency, and joint professional military education program.

The College is located in Abraham Lincoln Hall on the grounds of historic Fort Lesley J. McNair, Washington, D.C. CISA also offers its Master's Degree program to selected students at the United States John F. Kennedy Special Warfare Center and School (USAJFKSWCS) at Fort Bragg, North Carolina.

Accreditation

The National Defense University is accredited to award the master's degree by the Middle States Commission on Higher Education (MSCHE). The MSCHE, established in 1919, is a voluntary, non-governmental, peer-based membership organization dedicated to educational excellence and improvement through peer evaluation and accreditation.

NDU is a member of the Washington Consortium of Colleges and Universities.

The University is scheduled to undergo its decennial reaffirmation of accreditation in Academic Year 2011- 2012.

The College of International Security Affairs Addresses

Fort McNair

The College of International Security Affairs
National Defense University
Abraham Lincoln Hall
300 5th Avenue, SW
Fort Lesley J. McNair
Washington, DC 20319-5066

The Ft. McNair address is the primary mailing address for the College.

Fort Bragg

NDU Offices and Classrooms:
The College of International Security Affairs
BLDG D-3915 /Bank Hall
Ardennes Street
Fort Bragg, NC 28310

For Correspondence:
USAJFKSWCS Commander ATTN: AOJK-DRSE:
NDU- (Name of Individual)
2175 Reilly Road Stop A
Fort Bragg, NC 28310-5000

Frequently Used Telephone Numbers and Websites

Fort McNair

CISA web site: www.ndu.edu/cisa

Fax Number (202) 685-3860

Assistance with Information Technology
(202) 685-3824
<http://ndunet.ndu.edu/itsg>

24 Hour Emergency Numbers
(202) 685-3767 or 911

NDU Operating Status
(202) 685-4700
<http://opm.gov/status/>

CISA: Office of the Chancellor
(202) 685-3877

CISA: Office of Academic Affairs
(202) 685-7773

CISA: Dean of Students
(202) 685-3873

CISA: Office of Student Services
(202) 685-7784

CISA (Fort McNair) Department numbers:

International Security Studies: (202) 685-7776
Regional and Analytical Studies: (202) 433-9657
War and Conflict Studies: (202) 685-8634
Strategic Studies: (202) 685-4538

Fort Bragg

Office of Student Services
(910) 396-5139

Assistance with Information Technology
(910) 543-8757

Operating Status
USASOC Command Center (910) 432-8800

Senior Leadership

National Defense University

Vice Admiral Ann E. Rondeau, USN
President, National Defense University

Dr. John W. Yaeger
Vice President for Academic Affairs

Colonel Michael M. Cannon, USA (Ret.)
Chief of Staff, National Defense University

College of International Security Affairs

Colonel Michael S. Bell, USA, Ph.D.
Chancellor

Ambassador C. Steven McGann
Deputy Chancellor

Mr. Ken Baker
Dean of College Development

Dr. Craig A. Deare
Dean of Administration

Mr. Herman "Skeets" Meyer, Captain USN (Ret.)
Dean of Students

James Windle
Associate Dean of Administration and Finance

Dr. Thomaz Guedes da Costa
Department Head, Regional and Analytical Studies

Dr. Thomas A. Marks
Department Head, War and Conflict Studies

Dr. William Olson
Department Head, Strategic Studies

Dr. Jay Parker
Department Head, International Security Studies

Faculty

Hassan Abbas, Professor. L.L.M. University of Nottingham, UK; M.A. Punjab University, Pakistan; Ph.D., Tufts University.

Ken Baker, Dean of College Development; Distinguished Visiting Professor and Department of Energy Chair. B.A., Louisville University; M.A. Troy University.

COL Kirklin J. Bateman, USA, CJCS Chair. B.A., University of Kansas; M.A., George Mason University.

COL Michael S. Bell, USA, Chancellor. B.S., The United States Military Academy, M.S., National Defense University, M.A. and Ph.D., The University of Maryland.

Alejandra Bolanos, Associate Professor. B.A., Monterrey Institute of Technology and Higher Education; MALD and Ph.D., The Fletcher School of Law and Diplomacy, Tufts University.

Thomaz Guedes da Costa, Professor and Department Head, Regional and Analytical Studies. B.A., Indiana University of Pennsylvania; Ph.D. Columbia University.

Craig Deare, Dean of Administration. B.A., University of Arizona; M.A. and Ph.D., School of Advanced International Studies (SAIS), Johns Hopkins University.

Njema J. Frazier, Visiting Professor. B.S., Carnegie Mellon University; M.S. and Ph.D., Michigan State University.

Heather S. Gregg, Assistant Professor. B.A., University of California at Santa Cruz; M.A., Harvard Divinity School; Ph.D. Massachusetts Institute of Technology.

Geoffrey Gresh, Assistant Professor. B.A., Lafayette College; MALD, The Fletcher School of Law and Diplomacy, Tufts University.

Sebastian Gorka, Assistant Professor. B.A., London University; M.A., Budapest University of Economics; Ph.D., Corvinus University. Budapest.

John Harrison, Assistant Professor. B.A., Wheeling Jesuit University; M.A., The American University; Ph.D., University of St Andrews.

Jennifer Jefferis, Assistant Professor. B.A. Grove City College; Ph.D., Boston University.

Richard Kilroy, Professor. B.S., Santa Clara University; M.A. and Ph.D., University of Virginia.

Klon Kitchen, National Counterterrorism Center Chair. B.A., Bryan College; M.A., College of International Security Affairs, National Defense University.

Thomas A. Marks, Professor and Department Head, War and Conflict Studies. B.S., United States Military Academy; M.A. and Ph.D., University of Hawaii.

Sean McFate, Assistant Professor. B.A., Brown University; M.P.P., Kennedy School of Government, Harvard University.

Jeffrey W. Meiser, Assistant Professor. B.A., Seattle University; M.S., University of California, Santa Barbara.

Herman “Skeets” Meyer, Dean of Students. B.A. Lebanon Valley College; M.S., Central Michigan University, National War College and the Industrial College of the Armed Forces, National Defense University.

Paul Miller, Assistant Professor. B.A., Georgetown University; M.P.P, Harvard University; Ph.D., Georgetown University.

Andrew Novo, Assistant Professor. B.A., Princeton University; M.Phil. and D.Phil, St. Antony’s College, University of Oxford.

William Olson, Professor and Department Head, Strategic Studies. B.A., University of Texas; Ph.D., University of Texas, Austin.

Jay Parker, Professor and Department Head, International Security Studies. B.A., University of Arizona; M.Phil., Columbia University; M.A., Naval War College; MAIR, University of Southern California; M.P.A. and M.A., Arizona State University; Ph.D., Columbia University.

Elena Pokalova, Assistant Professor. B.A., Ural State Pedagogical University; M.A., Kent State University.

Barak A. Salmoni, Assistant Professor. B.A. and M.A., Brandeis University; Ph.D., Harvard University.

Peter Thompson, Assistant Professor. B.A., The University of Texas at Austin; M.A. and Ph.D., The University of California, Los Angeles.

David Ucko, Assistant Professor. B(Sc), London School of Economics, University of London; M(Res), and Ph.D., King’s College, London, the University of London.

James Windle, Associate Dean of Administration and Finance, B.A., University of Washington; M.A., Boston University; M.A., US Naval War College.

Adjunct Faculty

James Carafano. B.A., United States Military Academy; M.A., Georgetown University; M.A., US Army War College; Ph.D., Georgetown University.

Chen Kane. B.A. and M.A., Tel Aviv University; MALD and Ph.D., The Fletcher School of Law and Diplomacy, Tufts University.

Ronald Marks. B.A. and M.A., University of Oregon.

Walid Phares. M.A., Université de Lyon; Ph.D., The University of Miami.

Staff

Sheila DeTurk, Director of Student Services

Ben Fisher, Manager of Outreach and Continuing Engagement

Jamie Haag, Program Manager

Katherine Kuehn, Program Assistant, Office of Academic Affairs

Christina Loreda, Assistant Registrar (Ft Bragg)

Mark McGivern, Director of Institutional Research

Nadine Plater-Jones, Management Support

Crystal Watkins, Academic Program Manager and Assistant to the Dean of Academic Affairs

Support Staff

LaTonya Blakes, Human Resources Specialist

Paul Chalmer, Student Support Services

Camilo Correa, Information Management Officer

Marcus Cunningham, Executive Officer to the Chancellor

Stephen Mack, Travel and Budget Support

Lindsey Ohmit, Research Assistant, International Security Studies Department

Amy Reynolds-Bartlett, Research Assistant, War and Conflict Studies Department

Rachael Rubens, Budget Resource Assistant

Pamela Ruiz, Research Assistant, Regional and Analytical Studies Department

Lindsey Spencer, Executive Assistant to the Chancellor

Chapter 2 Academic Calendar

The College of International Security Affairs Academic Calendar AY 2011 - 2012

Day	Date	Event
FALL 2011		
Monday	August 15, 2011	NDU Ft. McNair Convocation (0730)
Wednesday-Friday	August 24-26, 2011	CISA Ft. McNair In-Processing/ Orientation for Full Time Students
Wednesday	August 24, 2011	NDU Electives Fair
Wednesday-Friday	August 24-26, 2011	NDU Electives Registration
Monday-Friday	Aug 29-Sept 2, 2011	CISA Ft. McNair Kick-Off Exercise
Tuesday-Thursday	Aug 30-Sept 1, 2011	Ft. Bragg Student Orientation
Thursday	September 1, 2011	Ft. Bragg Convocation
Monday	September 5, 2011	No Classes - Federal Holiday—Labor Day
Tuesday	September 6, 2011	Fall Semester Begins (Ends December 16, 2011) CISA 3-credit Courses Begin
Tuesday	September 6, 2011	HDF Inprocessing & Orientation ISMO
Tuesday-Friday	September 6-16, 2011	Add/Drop Period for Fall 2011 Semester
Monday-Friday	September 7-23, 2011	Level 1 Planners Course
Thursday	September 8, 2011	HDF Orientation (0900-1200)
Monday	September 12, 2011	HDF Program Begins (Ends December 15, 2011)
Tuesday	September 13, 2011	NDU Electives & CISA 2 Credit Classes Begin (End November 30, 2011)
Friday	September 16, 2011	CISA Make Up Day for Full Time Students: Monday Schedule
Thursday	September 23, 2011	Thesis Advisor Forms Due for Full Time Students to Office of Academic Affairs
Saturday	October 1, 2011	Thesis Proposal Due to Office of Student Services for PT Students in Methods Summer 2011
Monday	October 10, 2011	No Classes - Federal Holiday - Columbus Day
Monday-Friday	October 10-14, 2011	CISA Research and Writing Week (CISA courses cancelled, NDU electives are held)
Monday-Friday	October 10-14, 2011	CTF Travel Practicum: Boston (Mandatory)
Monday	October 17, 2011	Spring 2012 Registration Opens for Pay.gov PT Students
Friday	October 21, 2011	Last Day to Withdraw for Fall 2011 for PT Students
Wednesday	October 26, 2011	NDU Spring 2012 Electives Fair
Wednesday-Friday	October 26-28, 2011	NDU Spring 2012 Electives Registration
Monday	October 31, 2011	Spring 2012 Registration Opens for Hill Staffers
Friday	November 11, 2011	No Classes - Federal Holiday - Veterans Day

Friday	November 11, 2011	Spring 2012 Registration Closes (PT Program)
Monday-Friday	November 21-25, 2011	CISA Research and Writing Week (CISA courses cancelled, NDU electives are held)
Thursday	November 24, 2011	No Classes - Federal Holiday - Thanksgiving
Wednesday	November 30, 2011	NDU Electives and CISA 2 Credit Courses End
Thursday	December 1, 2011	Deposit Copy of Thesis due to Office of Academic Affairs for Part Time Students for January Graduation
Thursday	December 1, 2011	Last day to submit Intent to Graduate form for PT Students for January Graduation
Thursday	December 1, 2011	Thesis Proposal Due for Part Time Students in Methods Fall 2011
Thursday	December 9, 2011	HDF Graduation
Friday	December 16, 2011	Fall 2011 Semester Ends (CISA Day and Evening 3 Credit Courses End)
Saturday	December 17, 2011	HDF Student Departure
Saturday	December 17, 2011	CISA and NDU Winter Break Begins (Ends January 8, 2012)
Monday	December 26, 2011	No Classes - Federal Holiday - Christmas
SPRING 2012		
Monday	January 2, 2012	No Classes - Federal Holiday - New Year's Day
Monday	January 9, 2012	Spring 2012 Semester Begins (Ends April 20, 2012) All CISA Courses and NDU Electives Begin
Tuesday-Friday	January 9- 20, 2012	Add/Drop Period for Spring 2012
Monday	January 16, 2012	No Classes - Federal Holiday - Martin Luther King, Jr. Day
Friday	January 20, 2012	CISA Make Up Day: Monday Schedule for All Full Time and Part Time Students
Friday-Sunday	February 6-10, 2012	CISA Research and Writing Week (CISA courses cancelled, NDU electives are held)
Monday-Friday	February 6-10, 2012	CTF Travel Practicum: Miami & Key West (Mandatory)
Friday	February 17, 2012	Last Day to Withdraw for Spring 2012
Monday	February 20, 2012	No Classes - Federal Holiday - Washington's Birthday
Friday	February 24, 2012	CISA Make Up Day: Monday Schedule for All Full Time and Part Time Students
Monday	March 12, 2012	Summer 2012 Pay.gov Registration Opens for PT Students
Thursday	March 29, 2012	NDU Electives End
Monday	April 2, 2012	Summer 2012 Registration Opens for Hill Staffers
Monday - Friday	April 2-6, 2012	CISA Research and Writing Week (CISA courses Cancelled)
Friday	April 12, 2012	Summer 2012 Registration Closes for PT Students
Friday	April 20, 2012	Spring 2012 Semester Ends
SUMMER 2012		
Tuesday	May 1, 2012	Deposit Copy of Thesis due to Office of Academic Affairs for Part Time Students for June Graduation

Tuesday	May 1, 2012	Last day to submit Intent to Graduate form to Office of Student Services for June Graduation for PT Students
Tuesday-Wednesday	May 1-2, 2012	MASSS Oral Exams (SCA)
Friday-Thursday	May 4-17, 2012	SCA Student Travel
Monday	May 7, 2012	Summer 2012 Semester Begins (Ends August 17, 2012)
Monday - Friday	May 7-18, 2012	Add/Drop Period for Summer 2012 Semester
Wednesday	May 9, 2012	Deposit Copy of Thesis Due to Office of Academic Affairs for Full Time Students
Monday - Thursday	May 14-17, 2012	Capstone Exercise (CTF)
Wednesday-Thursday	May 23-24, 2012	South and Central Asia Security Issues Student Conference
Wednesday-Thursday	May 23-24, 2012	Ft. Bragg Thesis Panel Presentations
Monday	May 28, 2012	No Classes - Federal Holiday - Memorial Day
Wednesday	May 30, 2012	CISA Ft. Bragg Thesis Presentation Night
Thursday	May 31, 2012	NDU Ft. Bragg Graduation
Tuesday	June 5, 2012	CISA Ft. McNair Thesis Presentation Night
Wednesday	June 6, 2012	Ft. McNair Awards Ceremony
Thursday	June 7, 2012	NDU Ft. McNair Graduation
Friday	June 15, 2012	Last Day to Withdraw for Summer 2012
Friday	June 29, 2012	Last day to submit Intent to Graduate form for PT Students for January Graduation
Wednesday	July 4, 2012	No Classes - Federal Holiday - Independence Day
Friday	August 17, 2012	Summer 2012 Semester Ends

Chapter 3 Academic Programs

Master of Arts in Strategic Security Studies

International Counterterrorism Fellowship (ICTF) Program

The ICTF Program explores counterterrorism in its global and local contexts in relation to all relevant instruments of power. Students are selected from international counterterrorism communities' military, diplomatic, intelligence, economic, legal and information specialists.

The Program offers students a strategic perspective on a rapidly changing global security environment. Courses address the global threat and its various manifestations including the rise of non-state armed groups, and the ends, ways and means of transnational terrorists and insurgents. The curriculum addresses the roles of power and ideology, the rise of newly empowered and politicized ideological movements, and the relationship between political objectives, strategy and all instruments of national power.

Through seminar participation, independent study, and the research and writing of a thesis, students develop strategies for working with the United States and other members of the international coalition to combat global terrorism. Ultimately, the program prepares counterterrorism professionals to develop and implement security strategies for conditions of peace, crisis, and war.

This 10-month, full-time, in-residence program offered at CISA's main campus at National Defense University, Fort McNair, leads to a 35-credit Master of Arts in Strategic Security Studies for qualified candidates.

Core Courses (9 credits)

- 6920 Geostrategy (3 credits)
- 6901 Strategic Thought (3 credits)
- 6929 Power, Ideology, and Legitimacy (3 credits)

Area of Concentration (9 Credits)

Counterterrorism

- 6975 Dynamics of Terrorism (3 credits)
- 6976 Dynamics of Counterterrorism (3 credits)
- 6990 Combating Terrorism Strategies and Policies (3 credits)

Electives (8 Credits)

Students must complete a minimum of eight credit hours and may participate in the NDU electives

program, selecting from among the elective courses offered by NDU's other colleges.

Research and Thesis (9 credits)

- 6942 Methods of Analysis and Argumentation (3 credits)
- 6943 Thesis (6 credits)*

*International Counterterrorism Fellows who do not meet the requirements for admission to the Master's Degree program will be enrolled in *6941 Professional Research Project* — a 3-credit independent study to write a counterterrorism plan for their country under the direction of a CISA faculty member. Non-degree students will earn the International Counterterrorism Fellowship Certificate.

South and Central Asia Program

The South and Central Asia Program seeks to develop experts who have an in-depth knowledge of the region (historical, cultural, political, military and economic) and an understanding of the regional civilian and military processes, practices and norms.

Through seminar participation, writing and research, and courses specifically addressing the complexities associated with the Afghanistan/Pakistan region students will be prepared to evaluate how local, regional and global threats and challenges impact South and Central Asia. They will develop the skills to think critically and strategically and to apply knowledge in practice in collaborative and complex circumstances with diverse partners.

The MASSS degree requires 35 credit hours of graduate-level course work. Students in the South and Central Asia Program are required to take the following courses:

Core Courses (9 credits)

- 6920 Geostrategy (3 credits)
- 6901 Strategic Thought (3 credits)
- 6929 Power, Ideology and Legitimacy (3 credits)

Areas of Concentration (18 credits)

Students will pursue two Areas of Concentration:

International Security Studies (9 credits)

- 6903 The Origins of Conflict and War (3 credits)
- 6904 Warriors of the Mind: Strategic Influence in the 21st Century (3 credits)

6905 The Information and Cyber Revolutions
(3 credits)

and:

Irregular Warfare (9 credits)

6925 American Way of War (3 credits)
6980 Strategy and Policy of Irregular Warfare
(3 credits)
6981 Small Wars: Irregular Warfare Lost and
Found (3 credits)

Research and Writing (3 credits)

6942 Methods of Analysis and Argumentation
(3 credits)

Electives (6 credits)

Students will take the following two electives
focusing on South and Central Asia as well as
electives offered by NDU.

6918 South Asia: From the Mogul Empire to
Osama bin Laden (2 credits)
6919 Foundations of Global War: Afghanistan
and Pakistan since 2001 (2 credits)

**United States Army Special Operations Command
Program (Fort Bragg)**

The Master's program is delivered at the John F.
Kennedy Special Warfare Center and School
(JFKSWCS) at Fort Bragg, N.C. to US Army Special
Operations Forces. Over a ten-month period, students
attend classes full-time at CISA's location at SWCS
to complete the rigorous 35-credit hour graduate
program leading to a Master of Arts degree in
Strategic Security Studies.

Core Courses (9 credits)

6920 Geostrategy (3 credits)
6901 Strategic Thought (3 credits)
6929 Power, Ideology, and Legitimacy (3 credits)

Area of Concentration (9 Credits)

Students have the option between two Areas of
Concentration:

International Security Studies (9 credits)

6903 The Origins of Conflict and War (3 credits)
6904 Warriors of the Mind: Strategic Influence in
the 21st Century (3 credits)
6905 The Information and Cyber Revolutions
(3 credits)

Irregular Warfare (9 credits)

6925 American Way of War (3 credits)
6980 Strategy and Policy of Irregular Warfare
(3 credits)

6981 Small Wars: Irregular Warfare Lost and
Found (3 credits)

Electives (8 Credits)

Students are required to complete four elective
courses from CISA offerings.

Research and Thesis (9 credits)

6942 Methods of Analysis and Argumentation
(3 credits)
6943 Thesis (6 credits)

Part-Time Study

Please note: Admissions to the part-time MASSS
degree is suspended. Students currently enrolled in
the part-time degree program may pursue a thesis or
non-thesis option.

MASSS Thesis Option

Core Courses (9 credits)

6920 Geostrategy (3 credits)
6901 Strategic Thought (3 credits)
6929 Power, Ideology, and Legitimacy (3 credits)

Areas of Concentration (9 Credits)

Students select one of the following Areas of
Concentration (AOC):

International Security Studies*

6903 The Origins of Conflict and War (3 credits)
6904 Warriors of the Mind: Strategic Influence in
the 21st Century (3 credits)
6905 The Information and Cyber Revolutions
(3 credits)

Counterterrorism

6975 Dynamics of Terrorism (3 credits)
6976 Dynamics of Counterterrorism (3 credits)
6990 Combating Terrorism Strategies and Policies
(3 credits)

Conflict Management

6970 Conflict Management of Stability
Operations I (3 credits)
6971 Conflict Management of Stability
Operations II (3 credits)
6972 Conflict Management of Stability
Operations III (3 credits)

Homeland Security and Strategic Leadership

6934 Science, Technology, and Homeland
Security (3 credits)
6950 Foundations of Homeland Security
(3 credits)

6953 Strategic Leadership for Homeland Security
(3 credits)

Homeland Defense

6950 Foundations of Homeland Security
(3 credits)
6951 Organizing Homeland Defense (3 credits)
6953 Strategic Leadership for Homeland Security
(3 credits)

Electives (8 Credits)

Students must complete a minimum of eight credit hours and may select any course offered as an elective by CISA, including those from another Area of Concentration. Electives may vary in the number of credits (1, 2, or 3 credits per class).

Research and Thesis (9 credits)

6942 Methods of Analysis and Argumentation (3 credits)
6943 Thesis (6 credits)

* Students admitted to CISA prior to August 2010 may use any of the following six courses toward the requirements for the International Security Studies Area of Concentration: 6902 Force and Statecraft; 6903 The Origins of Conflict and War; 6904 Warriors of the Mind: Strategic Influence in the 21st Century; 6905 The Information and Cyber Revolutions.

MASSS Non-Thesis Option

Core Courses (9 credits)

6920 Geostrategy (3 credits)
6901 Strategic Thought (3 credits)
6929 Power, Ideology, and Legitimacy (3 credits)

Areas of Concentration (18 Credits)

Students select two of the following concentrations:

International Security Studies*

6903 The Origins of Conflict and War (3 credits)
6904 Warriors of the Mind: Strategic Influence in the 21st Century (3 credits)
6905 The Information and Cyber Revolutions
(3 credits)

Counterterrorism

6975 Dynamics of Terrorism (3 credits)
6976 Dynamics of Counterterrorism (3 credits)
6990 Combating Terrorism Strategies and Policies
(3 credits)

Conflict Management

6970 Conflict Management of Stability
Operations I (3 credits)
6971 Conflict Management of Stability
Operations II (3 credits)

6972 Conflict Management of Stability
Operations III (3 credits)

Homeland Security and Strategic Leadership

6934 Science, Technology, and Homeland
Security (3 credits)
6950 Foundations of Homeland Security
(3 credits)
6953 Strategic Leadership for Homeland Security
(3 credits)

Homeland Defense

6950 Foundations of Homeland Security
(3 credits)
6951 Organizing Homeland Defense (3 credits)
6953 Strategic Leadership for Homeland Security
(3 credits)

Electives (5 Credits)

Students must complete a minimum of five elective credits. Students may take any course as an elective; including those from another Area of Concentration. Electives may vary in the number of credits (1, 2, or 3 credits per class).

Research (3 credits)

6942 Methods of Analysis and Argumentation
(3 credits)

* Students admitted to CISA prior to August 2010 may use any of the following six courses toward the requirements for the International Security Studies Area of Concentration: 6902 Force and Statecraft; 6903 The Origins of Conflict and War; 6904 Warriors of the Mind: Strategic Influence in the 21st Century; 6905 The Information and Cyber Revolutions.

Certificate in Strategic Security Studies (CSSS)

The Certificate in Strategic Studies is an 18 credit graduate certificate. Students are required to take CISA 6901 Strategic Thought; CISA 6920 Geostrategy and CISA 6929 Power, Ideology, and Legitimacy and up to four other CISA courses of their choice. This program will be suspended after the Summer 2012 semester.

Non Degree Granting Programs

International Homeland Defense Fellowship (IHDF)

The HDF program is a semester-long, graduate credit hour program offered to qualified international students selected by the Counterterrorism Fellowship Program. Students are taught to think critically about strategic challenges to reduce the preconditions, risks, and effects of terrorism and work to increase their understanding of the emerging threats to the homeland and possibilities for organizing effective responses. Students leave the semester-long program with a certificate of completion. This program is offered at CISA's main campus at National Defense University, Ft. McNair during the fall semester.

Students do not apply directly to the HDF Program but are selected and sponsored by the Department of Defense.

Fall 2011 Curriculum

- 6951 Organizing for Homeland Defense (3 credits)
- 6949 Law Enforcement and National Security (2 credits)
- 6954 Critical Infrastructure Protection (2 credits)
- 6965 Travel Practicum (1 credit)

In addition to the required Homeland Defense courses, students may have the opportunity to pursue two-credit electives from among CISA's elective offerings during the fall semester.

Graduate Professional Education Programs

CISA partners with government agencies to prepare employees for the present and emerging security challenges. Recent offerings include the Office of the State Coordinator for Reconstruction and Stabilization's Foundations and Level 1 Planner's courses, executive seminars for the Government Accountability Office, and DoD's Defense Senior Leadership Development Program.

Chapter 4 Admission, Registration, and Tuition

Eligibility

All CISA students must be employees of and sponsored by a government agency or military service. “Government agency” is defined as any federal, state or local government entity that employs the prospective student on a full-time basis. Full-time government contractors may enroll in CISA courses when it is determined that attendance in the course will further their contract-sponsoring agency’s mission. Members of the military services and Coast Guard, whether active duty, reserve or National Guard, must submit be sponsored by their service branch.

All applicants with the exception of approved international students must be able to prove US citizenship. CISA does not directly accept applications from non-US private citizens. Foreign applicants who are members of international military agencies, particularly those interested in the International Fellowship Program, must apply through their governments.

Please Note: CISA is no longer accepting applications for the part-time evening program.

Admission Criteria to the MASSS

A minimum undergraduate grade point average of 3.0 on a 4.0 scale, or the equivalent, is required for admission to the CISA graduate program. Students must have completed or expect to complete an undergraduate degree prior to starting courses at CISA. In some cases, a student with a GPA below 3.0 who has extensive professional accomplishments may be considered for admission.

U.S. degree applicants must possess a baccalaureate (or equivalent) degree from an institution that is accredited by one of the six regional accrediting organizations as described by the Department of Education. Degrees from institutions that are not regionally accredited require approval from the NDU Provost and are granted on a case-by-case basis.

International degrees will be verified by the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Application Materials (US Students)

1. CISA Application Form (available on www.ndu.edu/cisa)

2. Official Transcripts

Applicants must provide official hard-copy transcripts of all academic work beyond secondary school — this includes all schools attended whose credits are used toward the undergraduate degree.

A transcript is official when:

- (1) Submitted to the CISA Admissions Office in an envelope which is university issued and sealed by the university’s registrar’s office and mailed directly to CISA, or
- (2) Requested from the appropriate registrar, returned to you, and included unopened in the self-assembled application packet for mailing.

Transcripts that have been opened or photocopied are not considered official and cannot be used to fulfill this requirement. In time sensitive events, a faxed copy directly from the university’s registrar’s office may be used while an official copy is being mailed. Transcripts issued in a language other than English must be accompanied by a certified English translation. Transcripts should show the name of each course taken and the grade received as well as the year/semester in which it was taken.

All materials received for admission become the property of CISA and cannot be returned to a student, photocopied for outside use or forwarded to another institution.

3. Letter of Sponsorship from a Government Agency (Part Time students only)

Letters must be written on official agency letterhead verifying employment and tuition support. Part-time students must submit a new letter to the Office of Student Services’ Office if they change jobs after matriculation.

4. Resume

A current professional resume of no more than two pages.

5. Statement of Purpose

In an essay of no more than 500 words, please explain your motivation for graduate study at the College of International Security Affairs and describe your academic objectives, research interests, and career plans. Also assess what you have achieved in your studies and/or career, with particular emphasis on the skills acquired and experiences you may have had that enhance your capabilities to undertake advanced studies in international security affairs.

Admissions Address

All application materials must be mailed to the Office of Admissions:

Office of Admissions
The College of International Security Affairs
National Defense University
Abraham Lincoln Hall
260 5th Ave., SW Building 64
Washington, DC 20319-5066

Admissions Requirements for International Students

International Students who wish to obtain the MASSS degree must submit the following documents to the NDU Registrar's office at the start of the fall semester:

1. An application for acceptance into the master's degree program;
2. A copy of all academic transcripts/credentials in the native language and an English translation. International degrees will be verified by the American Association of Collegiate Registrars and Admissions Officers (AACRAO) for degree equivalency. Materials must be submitted to the NDU Registrar's Office no later than within 60 days of the start of the fall semester. Failure to submit the required transcripts and credentials within the specified time may preclude the student from degree consideration.
3. The official TOEFL score report. Applicants must contact the testing service to have their official score reports of the TOEFL report sent to the National Defense University. The NDU institutional code is 7026. No departmental codes are required. Counterterrorism Fellows who have not taken the test

prior to their arrival will take the test in the fall semester of the year enrolled.

The TOEFL is not required of international applicants who have obtained a degree from an institution where English is the language of instruction. Information about the Test of English as a Foreign Language (TOEFL) can be found at: <http://www.toefl.org>.

Only international students who meet degree requirements or have been approved by CISA will be eligible to earn the master's degree. International students who do not meet the criteria to earn a master's degree will be issued diplomas (certificates honoring study but not equivalent to a master's degree) upon successful completion of the program.

Tuition

Tuition for the full-time ICTF, USASOC, and many non-degree programs are handled by their parent agencies or departments prior to arrival.

Part-time students should arrange personnel and pay matters with their parent agency before arrival at CISA. Tuition payment is required prior to attendance to the first class. Students will be dropped from CISA courses if tuition is not paid. Diplomas and official transcripts for those in arrears are withheld until payments are complete.

Tuition for the 2011-2012 Academic Year:

\$1,000 per 2-credit course
\$1,500 per 3-credit course
\$3,000 per 6 credit course

Tuition for non-US Government International Student: \$2,500 per 3-credit course

Payment Instructions for Part-Time Students

CISA can only accept payment by credit card; no payments by cash or check are allowed. All payments are processed online via the Pay.gov web site. Students may use a personal credit card to hold a place in the course; however, students MUST be reimbursed from their agencies. CISA will not reimburse students directly, as students are responsible for obtaining reimbursements from their agency. To make a tuition payment, go to the Pay.gov secure web site. Pay.gov requires an eight-digit reference number; your Pay.gov reference number is your student registration number (5 digits) preceded by the numbers "00."

Agency reimbursement for tuition costs to CISA should be accomplished on DD Form 1556. Agency resource managers can pay by using a government credit card, MIPR, or IPAC. They will need the student's registration number. Agency training offices/resource managers may use their government credit card on the Pay.gov website as well.

As a National Defense University component, CISA cannot receive tuition from individual citizens (unless they are guaranteed reimbursement through their government agency). Students must be sponsored by their agency or government contractor for the duration of their enrollment at CISA. Students who leave government service or their contracting agency will be subject to disenrollment.

Statement of Nondiscrimination

The National Defense University, as an institution, is committed to affirmative action, diversity management and equal employment opportunity programs. The College considers prospective students and employees without regard to age, color, gender, national origin, physical or mental disability, race, religion or sexual orientation.

Chapter 5 CISA Academic Policies

Academic Standing

Students must maintain a minimum GPA of 3.0 with no failing grades in core or concentration classes in order to graduate.

Academic Probation

If the overall GPA falls below 3.0, the student will be placed on academic probation. Once on academic probation, a student must earn a semester GPA of greater than 3.0 in order to bring the overall GPA at or above 3.0 or higher, and in order to avoid being disenrolled from the College. If the semester GPA is 3.0 or lower while the student is on academic probation the student will be disenrolled from CISA. If the semester GPA is sufficient to bring the overall GPA to 3.0 or higher, the student will be removed from academic probation.

Disenrollment

CISA reserves the right to disenroll students from the CISA academic program for reasons such as unsatisfactory progress toward a degree, failure to prepare a thesis satisfactorily, violation of the time limit for completing the degree, violation of academic integrity policies, or failure to follow other academic policies.

Time for Degree Completion and Procedures for Extension

All CISA students have seven years from initial admission to complete the MASSSS degree.

A student who has not complied with the time limits as defined by the Master's degree program will be terminated from degree candidacy, unless an extension of time to complete the degree is approved by the Academic Policy Council. Those wishing to file an extension should submit a written request to the Academic Policy Council no later than six weeks prior to the start of a new academic year. Courses taken beyond the seven year deadline may be invalidated and subject to repeat.

Student Absences and Leave

Students at CISA have a professional responsibility to attend all classes. Students registered in NDU elective courses are required to attend those courses even during CISA research and writing weeks. The following defines NDU's Absence Policy:

1. Students must notify the CISA Dean of Students and their professors of any absences.
 - a. Foreseen absences (e.g. student travel) require prior notification.
 - b. Unforeseen absences (e.g. personal injury or illness) require notification as soon as possible, but no later than the first day the student returns to class.
2. It is the student's responsibility to complete any coursework missed during the absence.
3. Towards the accomplishment of lesson(s) and course objectives, it is the student's responsibility to complete any additional assignments as required by the professor.

4. Students who accumulate four or more excused or unexcused absences will be required to participate in a performance review by the host College (example: a CISA student in an ICAF class would be subject to a performance review hosted by ICAF.) For NDU electives (electives not hosted by a College) the Assistant Vice President for Academic Affairs will coordinate a review.

Leave normally will not be granted during the academic year except during holiday periods when classes are not in session. During these periods, students traveling out of the local area for periods in excess of 72 hours must take leave. Note that NDU policy prohibits leave in conjunction with students' official travel except in unusual circumstances. Military students will submit the standard leave form appropriate to their Service to the Dean of Students. Civilian students will submit an OPM Form 71, "Request for Leave or Approved Absence," to the Dean of Students. Civilian students must coordinate approved leave through their agency channels.

Adding or Dropping a Course (Part-Time Program)

The add/drop period for part-time students is the first two weeks from the start date of classes. During the Add/Drop period, students may make registration changes, including changes to courses already selected by submitting an Add/Drop Form to the NDU Registrar.

Courses dropped during the Add/Drop period will not appear on a student's transcript. Courses dropped after the Add/Drop period will appear on the

transcript with a W to indicate that the student has withdrawn.

After the Add/Drop period, students may withdraw from one or more courses only by submitting a Withdraw Form to the NDU Registrar.

No tuition reimbursements will be granted after the two week Add/Drop period. While students are encouraged to notify their faculty when they stop attending a course, such notification alone is not considered an official withdrawal from a course.

Withdrawing from a CISA Course (Part-Time Program)

A voluntary withdrawal from one or more courses will always be granted on request to any student who is not subject to disciplinary action. The last date to withdraw from a CISA course is Friday of the eighth week of the semester (mid-semester). Students will be given a W on their transcripts. Students who fail to withdraw by the deadline and do not attend class after this date will receive an Incomplete, which will revert to an F after one year.

A student who is subject to disciplinary action may request withdrawal from a course or from the degree program, but such a request will not exempt the student from appropriate disciplinary procedures.

Applying for Transfer Credit

Students wishing to petition for transfer credits may do so upon the successful completion of nine credits at CISA. Upon approval of the Academic Policy Council, students may be granted up to six credit hours of transfer credit. Transfer credits may be applied to meet the electives and in rare cases, core course requirements, for the MA in Strategic Security Studies Degree. The APC will determine exceptions. Transfer credit may be earned both prior to matriculating at CISA or while a student is a degree candidate.

Requests for transfer credits must be submitted to the Office of Student Services accompanied by 1) a petition detailing the courses to be transferred, 2) the Transfer Credit Request Form, 3) a copy of the syllabus for each course to be considered, and 4) an official transcript indicating final course grade(s) and credit(s) awarded.

The Academic Policy Council reviews all requests for transfer credit. Coursework to be considered

must be at the graduate level. The following criteria will inform the APC decision:

- 1) Credits for transfer were earned within five (5) years of matriculation at CISA;
- 2) Courses must be at the graduate level and cannot have been used for an undergraduate degree;
- 3) Grades awarded for those credits are "B" or above;
- 4) Course content is relevant to the CISA curriculum; and
- 5) Credits granted by the original institution are equivalent to those at CISA in terms of contact hours, content and rigor;
- 6) Courses which are ineligible for transfer credit include ungraded courses, field work, courses done at unaccredited institutions, courses which come under the category of pre-professional or vocational, and continuing education courses (CEU's). CISA will not award credit for courses successfully completed at another institution which were previously taken at CISA;
- 7) CISA awards credits based on the semester system, courses taken on the quarterly system will be re-calculated by the CISA Registrar to reflect semester hours;
- 8) A student may not receive transfer credit from universities outside the United States and Canada except if the courses were taken at a foreign school or university that is accredited by a Canadian or U.S. regional accrediting board.

Students will be informed by letter of all APC decisions. After receipt of the initial letter, a student has 15 business days to appeal the decision. Appeals must be submitted directly to the CISA Office of Academic Affairs. All decisions after the appeal are final.

Exceptions to the CISA transfer policy will be considered by the Academic Policy Council on a case-by-case basis and will be referred to the University Registrar for final approval.

Transfer courses will appear on a student's transcript as "Transfers" and the grade will not be calculated into the final MA in Strategic Security Studies Degree grade point average.

Applying for Credit Overload

Without special permission, a full-time student may enroll for no more than 17 total credit hours per semester and a part-time student may enroll for no more than six credits per semester. Students must submit a request in writing to the Office of Student Services to take more than the allotted credits in a semester. Full-time students should first submit the Credit Overload form to their Primary Academic Advisor for signature. All final decisions regarding credit overload requests will be determined by the Dean of Academic Affairs.

Standards of Satisfactory Academic Performance

The initial responsibility for recognizing an academic difficulty and for taking steps to resolve it rests with the student. Those encountering academic difficulty in courses or other degree requirements are expected to consult with the appropriate faculty member immediately and, if necessary, to seek additional assistance.

Challenging a Grade

CISA faculty members use several different mechanisms for evaluating a student's work including examinations, classroom contribution, and papers. For all of these, students have the right to a grade that is based on their actual course performance and an articulated standard applied to all those taking the course.

The College recognizes that students should not be subject to prejudicial or capricious grading. Neither a clerical error nor an arbitrary or erratic grade should be allowed to remain as part of the student's permanent record. In such cases, students are offered a means of redress.

The formal grade appeal process is a serious procedure. The College is cautious about changing the grade of an individual, and careful not to diminish the apparent achievements of other students who may have done better and whose original grade may have been higher. In cases of a challenge to a grade, the burden of proof rests with the student. In all cases of a reasonable doubt, the grade originally given will be retained. Requests for a change of grade will not be approved if the new grade results from additional work performed after the initial grade has been assigned.

When a student contests a grade received as part of coursework, the following steps are to be taken:

1. The student should first convey his/her concerns about the grade in writing to the instructor or faculty member who assigned the grade and request a meeting to discuss the matter. This meeting must be initiated no later than thirty days after the start of the semester following the one in which the disputed grade was assigned. The purpose of the consultation is for the faculty member to explain the basis for the student's grade. If the grade change is due to a clerical error on the part of the faculty member, the instructor will notify the Office of Student Service in writing to implement the correction and the issue will be considered resolved.

2. If a satisfactory resolution is not reached, the student should then submit a Grade Appeal letter to the Academic Policy Council. The letter should include the name of student, course name and number, and instructor's name. In the details of the request section, the student shall state the facts that, if found to be true, would be sufficient to show the basis for a claim that the grade was awarded in an arbitrary manner. The student must provide a clear and complete justification for the request. In the desired resolution section, the student should detail the remedy or resolution sought.

3. The APC will review all pertinent information relating to the case which may include interviewing the instructor and student if necessary. The committee's decision (to raise, lower or sustain the grade) shall be final.

4. All appeals regarding the final thesis grade must be submitted no later than May 30, 2012.

In the case of students taking courses with other schools in the NDU system, the student shall abide by the policies and procedures of that school.

Student Conduct

High quality graduate education depends upon the professional and ethical conduct of the participants. Faculty and graduate students share complementary responsibilities in the maintenance of academic standards. To this end, it is essential that CISA students conduct themselves in a professional and civil manner and refrain from disruptive classroom behaviors. Examples of disruptive behaviors are: arriving late to class, using electronic devices such as cellular phones, text messaging or responding to emails during lectures, leaving class to retrieve a drink or snack item, leaving to smoke or engage in a conversation, and carrying on personal conversations while others are talking. Computer use during class

is at the discretion of the professor; students should refrain from using computers for purposes other than classroom contribution and the course learning objectives.

Academic Dishonesty

Integrity is one of six Guiding Principles at National Defense University. The Integrity Principle states that the University shall always foster and promote a culture of trust, honesty, and ethical conduct. This statement on academic integrity applies to all components of the National Defense University, establishes a clear statement of zero tolerance for breaches of academic integrity and promotes consistent treatment of similar cases across the University on academic integrity and the integrity of the institution. This document shall not be interpreted to limit the authority of the University President or the Vice President for Academic Affairs. This policy contains statements on academic integrity as it applies to students and participants at National Defense University.

Breaches of Academic Integrity

Breaches of academic integrity are not tolerated. Breaches include, but are not limited to: falsification of professional or academic credentials; obtaining or giving aid on an examination; having unauthorized prior knowledge of an examination; doing work or assisting another student to do work without prior authority; unauthorized collaboration; multiple submissions; and plagiarism.

Falsification of professional or academic credentials: Students are required to provide accurate, documented, and verifiable information on their educational and professional background. A student admitted to the University on the basis of false credentials is subject to sanctions up to and including disenrollment.

Unauthorized collaboration is defined as students working together on an assignment for academic credit when such collaboration is not authorized in the syllabus or by the instructor. This includes papers submitted that were created by another person, agency, or essay writing service.

Multiple submissions are instances in which students submit papers or work (whole or multiple paragraphs) that were or are currently being submitted for academic credit to other courses either

within National Defense University or at other institutions. Such work may not be submitted for academic credit at National Defense University without the prior written approval of the instructor of the course for which the paper or work is being submitted.

Plagiarism is the theft of the intellectual work of another person and passing it off as one's own, or the use of the intellectual work of another person without providing proper credit to that person. While most commonly associated with writing, all types of scholarly or academic work, including but not limited to computer code, speeches, slides, music, scientific data and analysis, government publications, and electronic publications are intellectual work, the use of which requires proper credit to the original source.

Specific examples of plagiarism include:

- Using another person's exact words without quotation marks and a footnote/endnote.
- Paraphrasing another person's words without a footnote/endnote.
- Using another person's ideas without giving credit by means of a footnote/endnote.
- Using information from the internet, a web page, or a government publication without giving credit by means of a footnote/endnote. (For example, if a student copies or uses material from Wikipedia into a paper, even if that material is not copyrighted, that section must be properly cited to show that the original material was not the student's.)

Sanctions for Violations of Academic Integrity

Sanctions for violating the academic integrity standards include but are not limited to disenrollment, suspension, denial or revocation of degrees or diplomas, a grade of no credit with a transcript notation of "academic dishonesty;" rejection of the work submitted for credit, a letter of admonishment, termination of employment or other administrative sanctions. Additionally, members of the United States military may be subject to non-judicial punishment or court-martial under the Uniform Code of Military Justice.

Processing of Potential Violations of Academic Integrity

National Defense University is committed to establishing, maintaining, and enforcing a high level of academic integrity throughout the entire University community. For any suspected violations of this policy, the component in which the case originated will notify the Office of General Counsel and the Office of Academic Affairs immediately and consult with both prior to taking any action as well as during the processing of the case.

When the identification of a breach to the academic integrity directive is made after a student departs the University, the Office of Academic Affairs will consult with the Office of General Counsel and the component to decide on the appropriate course of action.

Chapter 6 Thesis

Thesis Requirements and Procedures

The Master's Thesis provides a capstone to the Master of Arts in Strategic Security Studies program at the College of International Security Affairs, allowing students to inquire deeply into an area of professional significance, policy importance, academic value, and/or personal interest. In this way, the thesis permits students to demonstrate their analytical abilities and creative argumentation skills developed during their studies at the College. Students who undertake the thesis option should complement their educational experience by choosing a problem with direct relevance to their professional duties and the needs of their sponsoring agency or country. With this in mind, students should also select topics that pertain to their Area of Concentration for the MASSS degree. Students who are enrolled in the thesis option must fulfill the following thesis requirements.

Elements of the Thesis

A good thesis is a well-structured argument that is presented clearly and persuasively. Students may employ a variety of different thesis styles, including theory proposing, theory testing, literature assessing, and theory applying (including policy evaluation/recommendation), or a combination of any of these styles.

A thesis must present a well-structured analysis focused on the author's main argument and explicate links between relevant variables. The analysis must integrate a clear definition of the problem and claim, a valid research design for the generation, interpretation, and incorporation of data; and ideas and findings from authoritative sources.

A thesis that is deemed to be successful by the CISA faculty should contain the following elements:

The Abstract is a brief summary of the thesis that should not exceed 250 words. It presents an introduction to the subject, the key statement of the thesis, which methodology was used, and a conclusion.

The Introduction clearly defines the problem, issue or question which the thesis intends to address. In other words, the author presents the hypothesis or proposed answer to the research question. In the justification, the author reveals the problem's importance both from a practical policy perspective and how the study will contribute to theoretical development in political analysis and/or strategic studies. For CISA, a problem's practical relevance is determined by its strategic prevalence in today's security environment and its impact on policymaker decision making. The analytical (scientific, academic, or theoretical) justification concerns the larger implications of the problem and the author's prescribed solution to address the problem in practical terms.

The Literature Review lays out historical and contemporary understanding of the problem and shapes the research project by integrating existing knowledge and assessing the strengths and weaknesses of past research designs. By examining these findings, this narrative explores the correlations and divergences in previous studies, incorporating those results into the subsequent analysis.

The Research Design provides the structure for organizing the author's argument, generating data and information, and applying relevant theories and frameworks to interpret evidence. This construct provides coherence and integration necessary to a successful thesis. The research design should be determined by the purpose and style of the study and may include observation (descriptive research, case study, or survey), experiments, quantitative, qualitative,

inductive, deductive, and/or other relevant methods. The Research Design may be presented in a stand-alone chapter.

The Analysis is the main body of the thesis in which the author applies the research methodology to interpret evidence and support the conclusion. As with the research design, the structure of the analysis (e.g., division into chapters) will depend on the style and scope of the study. This section presents the core of the argument underpinning the author's thesis about the research question, acknowledging and refuting counter-arguments.

The Conclusion synthesizes findings, provides recommendations, and acknowledges continued uncertainties and ambiguities about the understanding of the issue or the implications and/or applicability of the proposed practical solutions or actions.

*Note: please refer to the CISA Formatting and Structure Guidelines for further guidance.

Sources

Students at CISA can take advantage of the outstanding library available on campus. The NDU Library is considered one of the greatest repositories of information on national defense, international security, policy and strategy, international relations, management of information resources and mobilization of national resources. The collection consists of over 500,000 bound volumes, pamphlets, periodicals, microforms, audio visual materials, government documents, and 50,000 classified documents. Library personnel provide a full range of research services and guidance in the use of materials in an environment designed to support research and study. The prudent student will go beyond the Internet and utilize the NDU Library as well as other resources.

Students should use primary materials, where appropriate. For example, researchers can conduct their own work through experiments, interviews, surveys, and other forms of data gathering. Students should work with their Thesis Advisor to ensure they comply with all relevant policies and regulations regarding human subjects, as described in the Human Subjects Research Policy, including in the use of interviews.

Aggregate data, such as survey results, voting tabulations, or social and economic data, will be relevant to some but not all questions. When appropriate, the student should engage aggressively with aggregate data sets. The ability to manipulate and use data in relevant and plausible ways can be extremely useful.

Length, Format, and Citation

The finished thesis should be 60-120 pages, double spaced, properly paginated (do not number the pages of the title, the disclaimer, any table of contents or reference pages) with standard margins and Times New Roman 12 point font.

- The written thesis presentation must meet high standards and demonstrate meticulous attention to style and publishing details, including spelling, grammar and punctuation. Students should consult the CISA Citation Style Guide or The Chicago Manual of Style, 16th ed. (Chicago: University of Chicago Press, 2010) for any questions regarding style and format.
- Thesis must adhere to the CISA Thesis Formatting and Structure Guidelines.
- Any questions in format or style should be directed to the student's Thesis Advisor.

Grades and Credits for Thesis

The Thesis must represent graduate level work in both substance and form. The final product will receive a grade of Exceeds Expectations (A to A-), Meets Expectations (B+ to B), or Does Not Meet Expectations (below B). Students earn six credits by completing *6943 Thesis*.

Thesis Procedures

Full-Time Students

1. Students who are enrolled in the full-time MASSS program will write the thesis during their year in residence.
2. Thesis Advisor Selection: Students indicate their preferred Thesis Advisor by mid-September. A Second Reader will be assigned by the Dean to

evaluate the final work. The Office of Student Services will notify students of their final advisor selection. At that time, the Office of Student Services also provides students with guidance regarding the process for approval of thesis proposal and supporting documentation. The Office of Academic Affairs will provide guidance on the submission of Thesis.

3. Students work with their Thesis Advisor to develop an individualized plan for thesis completion, including deadlines for draft chapters and final submission. Once an advisor is assigned, students should schedule an appointment to discuss their topics and to outline a working plan for the project. It is strongly recommended that students complete their first chapter by the end of the Fall Semester. Any major changes involving methodology or thesis topic must be approved by the Thesis Advisor.

4. The deposit copy is due in early May to the Office of Academic Affairs (Check the Academic Calendar for exact dates). Students who fail to submit the thesis on time will not graduate with their class. Final grades for the semester will be available mid-May.

Part-Time Students

1. Selecting the Thesis Option: Part-time students who have a cumulative grade point average of 3.5 or above and wish to pursue the thesis option may apply to do so upon completion of at least 18 CISA credit hours. These students should be prepared to spend one year researching and writing a graduate-level thesis. Students should verify their cumulative GPA and credit hours with the Office of Student Services.

2. Thesis Advisor Selection: Students should approach a faculty member to be their thesis advisor and submit a proposal to that faculty member with a completed Thesis Proposal Form. The thesis proposal should be at least five pages in length detailing the research problem, its importance, working hypothesis, preliminary literature review, and proposed research design. A scheduled work plan and preliminary bibliography should also be attached. The Office of Student Services provides the Thesis Proposal Form.

3. Thesis Proposal Submission and Approval: Once a faculty member has reviewed the proposal and agrees that it meets academic research standards, he/she will sign the Thesis Proposal Form and return it to the student. The student will then submit the proposal and signed form to the Office of Student Services for

submission to the Academic Policy Council (APC) for review.

The APC will determine whether the proposal meets CISA standards and grant permission for the student to continue with the thesis option. If the Council rejects the proposal, the student will consult with their advisor and may submit one more revised proposal to the Council for consideration. If a second proposal is also rejected, the student will be enrolled in the non-thesis option for the MASSS degree program.

6. Writing the Thesis: After a thesis proposal receives APC approval, the student is enrolled in CISA 6943 Thesis (six credits). Students work with their Thesis Advisor to develop an individualized schedule for thesis completion, including deadlines for draft chapters and final submission. After official enrollment in 6943, the student has one calendar year to complete the thesis. If more time is required, the student may download the Thesis Extension Form from the CISA website and submit a copy signed by their advisor to the Office of Student Services for approval by the APC.

7. Final Thesis Submission: Students submit one copy of the thesis to their thesis advisor. The advisor will assign a grade for the thesis for the APC. The student should also submit two copies of the thesis to the Office of Academic Affairs with a Thesis Submission Form signed by their Thesis Advisor. The APC reviews all thesis submissions and makes the final determination on the final grade and whether a thesis Exceeds Expectations, Meets Expectations, or Does Not Meet Expectations. A thesis that “Does Not Meet Expectations” may be revised and resubmitted in the following semester for reconsideration.

Students wishing to graduate in January must submit their final thesis to the APC no later than the first week of December. Students wishing to graduate in June must submit the final thesis no later than the first week of May. Students should also submit an Intent to Graduate Form to the Office of Student Services by the appropriate deadlines.

Human Subjects Research Policy

CISA protects the rights of all human subjects in conducting research in accordance with DOD Directive 3216.02 Protection of Human Subjects and Adherence to Ethical Standards in DOD-Supported Research. The College will adhere to these principles in all research involving human subjects. Specific

plans for data collection via surveys or interviews, for example, must be approved through the Academic Policy Council. For current guidelines, contact the Office of Institutional Research.

Students who have more than two Incompletes will not be allowed to register for additional classes until all previous coursework has been completed.

Chapter 7 Grading and Assessment

Grade Scale

Students at the College of International Security Affairs are assessed throughout the semester using a variety of means, including papers, presentations, exams and/or seminar contribution. Where students are assigned group projects, faculty will employ techniques to assess the contributions of individual students.

The following serve as guidelines in the assessment of students in coursework at CISA. Definitive criteria for student assessment are found in course syllabi.

CISA uses a traditional Grading Scale system:

Grade	Quality Points	Numerical Scale	Value
A	4.00	93-100	Excellent
A-	3.67	90-92	Very High
B+	3.33	87-89	Above Average
B	3.00	83-86	Average
B-	2.67	80-82	Below Average
C+	2.33	77-79	Marginal
C	2.00	73-76	Passing
C-	1.67	70-72	Minimal Pass
F	0.0	69 and below	Failure
I	0.0		Incomplete

Incomplete Grades

The grade of Incomplete may be given to students who do not complete all course requirements by the end of the course. An Incomplete grade is given at the discretion of the professor.

Students receiving an Incomplete have one calendar year from the end of the course to complete the course requirements. If the requirements have not been fulfilled by the end of one calendar year, the final grade will be recorded as an "F." Students are responsible for ensuring that all requirements for the Incomplete have been fulfilled prior to the deadline.

Student Records and Transcripts

Student transcripts are maintained by the NDU Registrar and will not be changed except in accordance with College policy. NDU complies with the Privacy Act of 1974. Therefore, the University will allow students to inspect their educational records at any time, not disclose academic records to non-University personnel without written permission of the student, and provide students the opportunity to seek correction of their records where appropriate.

Transcripts may be obtained by filling out the Transcript Request Form on the NDU website and mailing or faxing the request to the NDU Registrar.

Mail:

National Defense University
Attn: Registrar
300 5th Avenue, Bldg. 62, Room 314
Fort Lesley J. McNair
Washington, DC 20319-5066

Fax:

NDU Registrar
National Defense University Registrar
(202) 685-3920, DSN: 325-3920

Phone number: (202) 685-2128, DSN 325-2128

NOTE: CISA cannot request or print official NDU transcripts for students.

Chapter 8 Graduation Requirements and Commencement Ceremony

Degree Requirements

The Master of Arts in Strategic Security Studies (MASSS) is awarded to students who:

- Apply for the MASSS program, meet NDU requirements and are accepted by the Admissions Committee;
- Successfully complete the graduate curriculum of 35 credits with a minimum GPA of 3.0;
- Satisfactorily complete a graduate thesis or a second area of concentration.

CISA degrees are awarded twice each year in January and June. The University conducts Commencement exercises annually in June. All students applying to graduate must file an *Intent to Graduate* form to be considered for graduation and to be eligible to participate in Commencement.

Students applying for graduation in January must file an *Intent to Graduate* form by December 1.

Students applying for graduation in June must file an *Intent to Graduate* form by May 1.

Commencement Ceremony

The Commencement Ceremony is held in June of each year at which earned and honorary degrees are awarded. Participation in the NDU Commencement Ceremony is limited to those who have been awarded graduate degrees between January and May of the current academic year.

Distinguished Graduates and Chancellor Awards

Distinguished graduates are the students who, in keeping with CISA's mission, have demonstrated their ability to comprehend new and complex security concepts and issues. All CISA students are eligible. Distinguished Graduates are recognized at the June Commencement Ceremony. The CISA Faculty and Chancellor will award select students with awards recognizing their academic achievement and service to others.

Chapter 9 Course Catalogue

6901 Strategic Thought

Strategy is core to the art of the national security professional, but what does strategy exactly mean in the 21st century? Is the nature of war becoming more complex? What is the appropriate relationship between strategy and policy? What strategic changes will the future hold? A significant challenge for modern defense planners is that they must anticipate threats in an era of uncertainty and against enemies for which accessible and detailed evidence is crucially deficient. This course will explore this conundrum by examining the theory of war and warfare using thinkers like Sun Tzu, Clausewitz, Lawrence, Mao, Galula, van Creveld, Kaldor, and Smith, and Liang and Xiangsui. Students will examine how the theory and practice of strategy interact in case studies such as the Peloponnesian War, the American Revolution, the Soviet Invasion of Afghanistan, and the Lebanon War of 2006. This course seeks to equip students with conceptual tools to forge effective strategy for the post 9-11 security environment. 3 credits

6902 Force and Statecraft

This course examines the role military power has historically played in shaping cooperation, competition and conflict among nation-states. It examines the interrelationship between military and nonmilitary instruments of power. Students will explore different models of the international system and basic tenets of strategic thought. After reviewing the structure of the US national security decision-making process and America's post-World War II national strategy, the course will conclude with an examination of nuclear, conventional and low-intensity conflict and strategy. 3 credits

6903 The Origins of Conflict and War

The existence of war is often thought to be synonymous with the existence of man. Traditional conceptions of war involve great power militaries engaging in hostilities over the ownership of physical territory. In the 21st century, as we consider the dominant role of non-state actors engaging in conflict over identity and ideology, we must explore whether this indicates a change in war's origins. Through multiple levels of analysis, this course will arm students with an interdisciplinary approach to examining and identifying the origins and causes of armed conflict and war. Further, it will provide

students with the theoretical framework necessary to recognize and address the strategic challenges facing political, military, economic, and diplomatic actors in today's international security environment. Through a combination of historical study and theoretical analysis, this course will ultimately provide students with a concrete understanding of why war occurs, while illuminating possible strategies for future conflict prevention and peaceful resolution. 3 credits

6904 Warriors of the Mind: Strategic Influence in the 21st Century

Modern war is fought on the plain of ideas as much as on the physical battlefield, and the best weapons may not fire bullets but stem from the power of influence. This course explores the dimensions of this emerging battle space and hones strategic thinking. Specifically, it will expose students to a comprehensive and strategic framework for understanding the advantages, limitations, and challenges of strategic influence. It will equip them with the requisite tools to understand, assess, and influence target audiences. The course will draw on unorthodox case studies—both historical and contemporary—from the military and private sector. Case studies include the 2006 Lebanon War, Apple's "Get a Mac" campaign, Afghan Idol, eBay's foray into China, and the movie "The Dark Knight" viral marketing campaign. These cases will illustrate core principles of influence and demonstrate how future strategists must become impressionists if they seek to win conflicts dominated by ideology, religion, and ethnic strife. 3 credits

6905 The Information and Cyber Revolutions

The technological innovations of recent decades are likely to have a profound impact on the conduct of war and on global security. The ongoing Information and Communications Revolutions have brought about numerous challenges like cyberwar, cyberterrorism, and cybercrime. While most of these terms are widely used, proper nomenclatures and taxonomies are still being debated amongst academics and security practitioners. More importantly because the Information Revolution's direct consequences and byproducts are so extraordinarily fast paced, broad, and profound there is still much work to be done in determining how these technological transformations will contribute to paradigmatic changes in human experience and in the conduct of warfare. This course will focus on many of these topics by

identifying the underlying characteristics of the ongoing technological revolutions, exploring their various security implications, examining the politically relevant international actors who are leveraging these technologies, understanding cyber vulnerabilities, and arriving to a sophisticated understanding on how the nexus between information and cyberspace has become a strategic point of convergence influencing the origin, conduct, and outcome of 21st century conflict.

3 credits

6906 US Foreign Policy

This course sets policy context for prosecution of war on terrorism, by placing current problems in the larger setting of persisting themes in US foreign policy. It examines foreign policy challenges in critical regions, considers linkages between terrorist organizations around the globe, and relates US responses to national interests, resources, domestic politics, ideology and agencies. The course addresses the challenges of coalition-building and alliance-cohesion, costs, risks of military interventions, and the problems of nation-building and reconstruction.

3 credits

6907 Military Power and the International System

This course begins with the development of the modern nation-state system and the different concepts of national, international and global security. In addition, it offers insight into political, technological, social and organizational factors transforming the military instrument of power. The major section focuses on the evolving role military power has historically played in shaping cooperation, competition and conflict in the international system. Students will examine the interaction of political and military strategies of Great Powers shaping European/Western history over several subsequent epochs from the Middle Ages to the Post Cold War era. The course will conclude with a discussion of current international security policies and doctrines, possible future structures of the international system, and the transformation of war. This course prepares students to understand the evolution of the modern nation state system and the role that military force has played in shaping it.

2 credits

6908 Strategic Scenarios for Post-Industrial Futures

Our generation believes that it is “post-industrial” with unique, complex and surprising security problems. This course examines these claims and therefore is about strategic management for

discontinuous, as opposed to smoothly evolving, change. We examine innovative methods of futures analysis, including scenario construction, and presents some ideas for utilization and adaptation of ideas such as net assessment, Project Horizon, alternative history, wicked problems, opposed-systems design, Black Swans, the Innovator’s Dilemma, the Art of the Long View, Sources of Power, Why Smart Executives Fail, and the Psychology of Intelligence Analysis.

2 credits

6909 Proliferation of Weapons of Mass Destruction

The 9/11 Commission warned that “the greatest danger of another catastrophic attack in the United States will materialize if the world’s most dangerous terrorists acquire the world’s most dangerous weapons.” Also, the Commission on the Prevention of WMD Proliferation and Terrorism concluded “unless the world community acts decisively and with great urgency, it is more likely than not that a weapon of mass destruction will be used in a terrorist attack somewhere in the world by the end of 2013.”

This course will provide in-depth coverage of the threats imminent from the proliferation of nuclear, biological, chemical and radiological weapons. Specifically, the course will provide students with an understanding of terrorism involving weapons of mass destruction (WMD). Students will learn about WMD proliferation theory, technical aspects of WMD, the history of WMD proliferation, current debate on the likelihood of WMD terrorism, and policy tools available to address the threat of WMD by state and non-state actors. The course will also cover an overview of policies and institutions intended to prevent proliferation of these weapons, what can be done to strengthen these efforts, and what can be done to limit the risk when proliferation does occur. Policy choices relating to North Korea, Iran, nuclear terrorism, black-market nuclear technology networks will be explored in depth.

2 credits

6910 Controlling the Bomb: Understanding Nuclear Security and Policy

The nuclear era began in 1945 with the bombing of Hiroshima and Nagasaki. Six decades later the possibility of a mushroom cloud rising over a major city continues to shape international affairs and strategic analysis. Today, the greatest threat to global security is the spread of nuclear weapons to dangerous states and non-state actors. To counter the risk of nuclear proliferation, the United States, in coordination with the international community, is undertaking a comprehensive response consisting of

treaties, agreements, and programs to secure nuclear materials, technologies, and expertise. Many nations recognize the importance of the proliferation threat and, in April 2010, President Obama hosted delegations from 46 countries at a Nuclear Security Summit in Washington DC to strengthen the global response. In this course, students will evaluate the role of nuclear weapons in the 21st century and what can be done to prevent proliferation. The course will draw upon contemporary case studies and lecturers with years of experience to explore the course themes. 2 credits

6912 Armed Groups and Irregular Warfare

Over the last two decades, non-state armed groups — terrorists, insurgents, militias, and criminal organizations — have been proliferating in number and importance. Today, armed groups can pose major security challenges to the United States, even without acquiring weapons of mass destruction. These challenges are not confined to distant lands. Some armed groups have developed power projection capabilities; they can strike across the globe to include the US homeland. Armed groups employ irregular warfare strategies and irregular, traditional, and even catastrophic means to undermine the legitimacy of state actors and erode the will and influence of the United States. As the nature of warfare has changed, so too must the US response. This course examines the complex and diverse nature of armed groups and their use of Irregular Warfare within the context of the new security paradigm; assess the challenges armed groups and Irregular Warfare pose to US security; and explores the existing and new approaches for meeting these threats and challenges. 2 credits

6915 Governance, Gangs, and Violencia: Latin American and the Caribbean Networks

This course examines the coercive strategies and interactions of armed groups -- such as gangs, criminal syndicates, militias, terrorist bands, web hackers, and pirates -- with other actors and environments. It explores the policy implications as traditional social and political institutions deal with these violent entities. We further explore what happens when individuals and traditional communities, desiring stable rule of law, find themselves confronted with the consequences of anarchic, fragmented, and adaptive social arrangements. Cases from Latin America, the Caribbean region, and other countries and dimensions illustrate conceptual discussions and policy implications. 2 credits

6916 Non-Western Strategic Thought I

This course explores alternative ways of approaching strategic thought. Students examine classical Chinese strategic thought rather than more contemporary works such as Maoist thought (which Western thought considerably influenced). Students will engage primary Chinese texts on strategy as well as commentaries and interpretations that will bring these primary texts to life. These commentaries will place this non-Western conception of strategy within the relevant Chinese philosophical outlook—particularly that of Taoism. It is in coming to appreciate the roots of Chinese thinking—its philosophical and linguistic roots—that one comes to understand just how different a framework of thought can be from our own. Students will learn about a way of thinking of strategy that will continue to be of great global importance. As a by-product of learning about a completely different way of thinking, students will come to a better understanding of their own way of thinking. 2 credits

6918 South Asia: From the Mogul Empire to Osama bin Laden

This course is a required elective in the MASSS South and Central Asia program. It touches on the people, geography, history, and politics of South Asia prior to 2001, with an emphasis on state formation, state viability and the roots of security issues in Afghanistan and Pakistan. Students will identify the key dynamics affecting state formation in those two countries, including colonialism, partition, modernization and backlash, foreign invasion, civil war, and political Islam. Students are introduced to different academic models to Afghanistan and Pakistan, including modernization theory, the political development literature, globalization, and post-colonial independence, and asks students what insights these paradigms generate, if any, into the successes and failures of state formation in South Asia at the turn of the millennium. The purpose of the course is to prepare students to be long-term South Asia area experts, who understand the origins of security concerns in the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting. 2 credits

6919 Frontline of Global War: Afghanistan and Pakistan since 2001

This course is a required elective in the MASSS South and Central Asia Program. It covers the political and military history of Afghanistan and Pakistan since 2001. Students will identify and understand the recent security challenges facing those

two countries—insurgency and counterinsurgency, terrorism, political Islamism, militarized international peacebuilding and reconstruction, and externally-supported democratization. Students will evaluate each country's success or failure in meeting these challenges. Students will also be asked to understand and use basic concepts of comparative political science: they will identify, understand, and apply, as appropriate, lessons that can be learned from other states that have confronted similar challenges elsewhere in the world. Finally, students will evaluate the prospects not only for the international stabilization and counterterrorism missions in Afghanistan and Pakistan, but for long-term democracy and development in the region. The goal of this course is to complete students' preparation to be long-term South Asia area experts, who can critically examine the security challenges of the region and are able to evaluate and apply the concepts of this course in an academic, policy, intelligence, or military setting. 2 credits

6920 Geostrategy

Geostrategy is a required core course in the Master of Arts in Strategic Security Studies (MASSS) program. This course is designed to enable students to define and critically analyze the dimensions of the contemporary security environment. In Section I, students will explore the concept of security and how that concept has changed in the post Cold War and post 9/11 environments. A key feature of the contemporary security environment is the proliferation of actors both in number and type. In Section II, students will examine a complex array of new actors and new linkages among them. These actors include not only states, but also international organizations, armed non-state actors, and super empowered individuals and groups. As the number of actors has proliferated, so too has the number of security challenges. In Section III, the course examines the key dynamics and threats that define the contemporary security environment. Students will focus on globalization, scarcity, state failure, democratization, ethnic and sectarian conflict, cyber attacks, and WMD proliferation. In the final section of the course, students will examine the actors and security dynamics explored in Sections I, II and III across Africa, South and Central America, the Middle East and the Maghreb, Central and Southwest Asia, Southeast Asia, and Europe. The purpose of the course is not to create regional experts but to develop a working knowledge of the international security context that is essential for creating, analyzing, and carrying out national security strategy and policy. 3 credits

6921 Political Islam: Origins, Threats, and Counterstrategies

The course gives an overview of political Islam, with an emphasis on radical political Islam. It provides an in-depth analysis of the ideological roots, structural causes, and organizational structures of radical political Islamic movements by examining various movements such as the Muslim Brotherhood, Hamas, Hezbollah, Al Qaeda, and Jamaat al-Islamiyya. Through a comparative analysis of these movements, the course lays out the commonalities in their rhetoric, the conditions under which they emerge and radicalize, and the types of threat they pose to democratic legal order. Drawing on these findings, the course offers counterstrategies against these threats. 2 credits

6922 Jihadist Global Strategies

This elective course examines current geopolitics with a particular focus on the surge, expansion and evolution of Salafi-Jihadi and Khomeinist-Jihadi movements. Students will be introduced to the evolution of strategic options during and after the Cold War and before and after September 11, 2001. Students will assess current strategies and analyze future options. 2 credits

6923 Al Qaeda and the Adversaries of the Future

Few had heard of Al Qaeda al Jihad prior to the morning of September 11, 2001. Almost a decade later, and in spite of the numerous publications that include "Al Qaeda," "Al Qaida," "Al-Qaeda," "Al Qeda" or "Al Queda" in their titles, the label still refers to a misunderstood phenomenon. Knowing Al Qaeda al Jihad (al Sulbah) requires a rigorous, comprehensive, multidisciplinary, and multidimensional analytic approach. This is the approach to be adopted in this course towards two broad objectives: (1) to produce a sophisticated assessment of Al Qaeda (2) to extrapolate lessons, theories, and trends for understanding twenty-first century adversaries. The first goal will be achieved by examining various Al Qaeda dimensions including: ideology, strategy, doctrine, organizational architecture, operational reconceptualization, and technological adoption/adaptation. The second goal will be aided by multidisciplinary analytic frameworks (and theories) used as heuristic tools to identify and understand current and future trends among armed non-state actors. 2 credits

6924 Afghanistan and Pakistan: Policy and Practice

This course is a required, one credit elective lecture and travel seminar for the MASS South and Central Asia program. It gives students the opportunity to hear from distinguished and experienced experts in Afghanistan and Pakistan from a variety of fields, and allows students the opportunity to travel throughout the region in order to develop a stronger understanding of regional security concerns. The goal of the seminar is to build up the network of Afghanistan and Pakistan specialists and allow students to evaluate the experiences and reflections of high level experts.

6925 American Way of War

This course will examine some of the most salient examples of the environment of irregular warfare and its meaning, drawing on the American experience since the revolution looking not only looking to the elements that contributed in shaping the American 'way of war', but the evolution of American experience and understanding of IW and further how that background and experience might inform current ideas about what is to be done. The American experience informs us not only about ourselves and how we think about and perceive the world and America's role in it, but also affords us an opportunity to understand what in the experience in the past might tell us about the present. Students will be expected to develop a critical understanding of the role that IW has played in an American context, past and present, and will be required to develop a related research paper. 3 credits

6926 Democratization and US National Security

This elective course examines the theoretical foundation of democracy and the manner in which the US promotes democracy abroad. It is divided into three parts. First, we will examine the potential for state failure and discuss ways in which democracy can alleviate ethnic conflict. Next, we will examine the basic components of democracy. Finally, we will examine the role democracy promotion plays in US foreign policy and see the role that it plays in American identity. We will use these concepts to examine strategies of nation building through discussion of Somalia, Haiti, Bosnia-Herzegovina, East Timor, and Afghanistan. 3 credits

6927 War and Democracy

This course will examine the nexus between war and democracy. It will begin by assessing the claims of democratic peace theory, the notion that democracies

are inherently peaceful and that democracies are less likely to engage in war. It will also examine the post-Cold War correlate that democratization will improve the prospects for international peace, and it will examine whether the democratic peace thesis is applicable to domestic and civil wars. In the second part of the course, students will examine Thucydides' contention that protracted war made Athens less democratic. Democracies face a number of challenges during war, and we will assess these in terms of a few long wars, including the Second World War, Vietnam and the current War on Terror. Finally, students will examine the nexus between war termination and democracy. Why is it so difficult for democracies to manage expectations, realize the objectives of war, and bring war to a successful conclusion? 2 credits

6928 Principles of Political Warfare

A nation's political, economic and military tools must serve a common purpose. It is widely recognized that our ability to win a war is dependent on winning politically as much as it is militarily. Despite this fact, America's ability to wage effective political warfare is, at best, underdeveloped. Our unwillingness to recognize that international political activity can and should be considered a form of warfare, as well as our own cultural and bureaucratic obstacles, make it extraordinarily difficult for the US to conduct political warfare. This course will begin by reviewing the links between grand strategy and political warfare. It will then identify its various elements and examine how these various elements are used to achieve a country's strategic objectives. We will analyze several political warfare campaigns and determine the reasons for these campaigns' success or failure. Finally, we will propose ways to overcome existing obstacles to an effective political warfare capability. 3 credits

6929 Power, Ideology and Legitimacy

This course will examine the genesis, conceptual development and relationship between power and legitimacy, focusing particularly on how ideologies are used either to justify rule or oppose the established order. The initial part of the course will focus on the greater debates of political philosophy relevant to the meaning of these and other intimately related concepts, such as justice and the nature of the sovereign. The second section will revisit the different interpretations given to these concepts, looking at how they are operationalized throughout time. Finally, an in-depth analysis of radical Islam will help answer two questions: How do ideology, legitimacy and power interact with the current

challenge posed by religiously inspired armed non state actors whose goal is to fundamentally alter the current international system? How can the state employ its sources of power and legitimacy to approach this challenge? 3 credits

6932 Science and Policy of Biowarfare and Bioterrorism

This course aims to provide students with an understanding of the living agents or organic products of potential use in warfare, terrorism, or criminal activities in the context of diplomatic and political implications of such weapons of mass destruction. Students will gain an appreciation of the scientific and political scope of biological agents and their potential for deployments against humans, animals, and plants. Information regarding clinical and scientific features or environmental issues of biological agents, toxins or chemical agents is included. How to distinguish innocent from questionable use of dual-use high tech equipment will be discussed. The roles of various agencies including the Homeland Defense Department will be elucidated. Responsibility of the Private Sector, Federal, State, and local agencies and the military in homeland defense are examined. Solutions such as political, psychological, and physical deterrence, counterforce, active defense, and crisis and consequence management etc will be discussed. 3 credits

6934 Science, Technology and National Security

This course addresses some of the essential questions that need to be addressed in a course on science, technology, and national security policy, such as the role of science and technology in the development of national security policy, the importance of politics in scientific and technological endeavors, the trade-off calculations decision makers must make when making the kind of “cardinal choices” associated with science, technology, and national security, the factors at work in the processes associated with scientific and technological innovation, and impact technology has had on the ability to win wars, for example in the case of the war with Iraq. 3 credits

6940 National Security Decisionmaking

How are national security decisions made, especially in light of the need to anticipate future events, achieve goals, reduce surprise and avoid disaster in the public as well as private sector? This course relates analytical tools to decision-making styles of organizations and individuals in different

environments, especially competitive settings such as combat, international relations and business. Students will examine complexity, nonlinearity and chaos theory; systems dynamics; and scenario construction. 3 credits

6941 Professional Research Project

Under the guidance of a CISA faculty member, this independent study course enables International Counterterrorism Fellows to research and write a counterterrorism plan for their country. 3credits.

6942 Methods of Analysis and Argumentation

How well leaders, executives, managers and other decision-makers analyze, evaluate and argue over their options affects the quality of decisions and policies. Effective decision-makers use not only their direct knowledge but also their skill at estimating when they need help. Therefore, CISA 6942 provides an introductory overview of methods of analysis and argumentation to equip decision-makers to utilize methods from different sources and under varied conditions, and to help them pursue future additional study as needed. Focusing on modern complex security challenges such as terrorism, the course examines the application of these methods: Their ideas, the tools they offer, and the situations that may evoke them, and options for their further study. The course frequently discusses the logic of arguments, the approach of different natural sciences, social sciences, mathematics, law, journalism and politics. The course also examines similarities and differences between a written communication, such as a report, and a verbal communication, such as a briefing. Our goal is clarity, self-awareness, and a critical perspective on alternatives, developing arguments, presenting findings, and recommending actions. The course aims mainly at students with professional backgrounds and will utilize student experience for examples and problems. This course also enables students to start on their student research project. 3 credits

6943 Thesis

This course enables the student to complete the Master’s Thesis, a requirement for the Master of Arts in Strategic Security Studies. Students enroll in this course near the end of their program of study and select a faculty member to act as their thesis advisor. Upon faculty approval of the completed thesis, students will earn 6 credits. Students have one year from enrollment in 6943 to meet the requirements. Any delays beyond the one year (three semesters) time frame require approval from the Thesis Advisor and Dean of Academic Affairs. Part-time students

should not register for 6943 until their thesis proposal has been approved by the Academic Policy Council. 6 credits

6945 Globalization and National Security

Globalization and National Security examines the phenomenon of globalization, its drivers, and its implications to national security in the 21st century. Globalization has revolutionized and accelerated the way goods, services, information, and ideas are sourced, produced, delivered, and circulated worldwide. Greater integration and interconnectivity have dramatically improved the quality of life for global citizens. However, all these benefits have been accompanied by increased risks that threaten not just the global economy but international security due to intense competition for labor, capital, technology, and natural resources around the world. This course analyzes the different socio-economic drivers of globalization and concludes with an evaluation of national and international strategies to address the national security challenges posed by globalization. 2 credits

6946 Strategy and Security of Small Countries

What are the critical factors that influence the security of small countries? In global politics and regional relations, how do small countries define policies and implement strategies to promote their own vital interests? This course provides students with the opportunity to analyze enduring or recurrent defense and security problems of small and micro countries, understand how these actors relate to the 21st Century security environment, and assess decision-making perspectives of these states in the face of transnational threats or when engaging with larger or much more powerful challengers. 2 credits

6949 Law Enforcement and National Security

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

counterinsurgency and stabilization operations. 2 credits

6950 Foundations of Homeland Security

Foundations and Issues of Homeland Security frames the topic of homeland security. Topics include: Threat, Threat Definition and Assessment; Means and Methods for Securing the Homeland; Introduction to Organization and Coordination Issues; and Law, Legal Institutions, and Legal Constraints on Roles & Missions. 3 credits

6951 Organizing Homeland Defense

As the core course of the Homeland Defense Fellowship (HDF) program, Organizing for Homeland Defense provides the essential knowledge enabling our HD Fellows to navigate strategic changes, understand lessons learned and deduce the applicability or unique sui generis aspects of approaches deployed since September 11th 2001.

The course addresses the foundations and core issues of Homeland Defense and Homeland Security. Students who complete Organizing for Homeland Defense must demonstrate the ability to: Understand the dimensions of the contemporary security environment; assess the contemporary spectrum of conflict and how domestic national security architectures are challenged by new or renewed threats of an unconventional nature; evaluate the lessons learned from seminal case-studies which span the scale of homeland threats from natural to man-made; and understand the US response to the new threat environment and how best to build international capacities and capabilities to meet common challenges in Homeland Defense. 3 credits

6953 Strategic Leadership for Homeland Security

This course prepares prospective senior leaders to think critically about strategic challenges in homeland defense and to employ best available tools to craft solutions. Students will develop strategies for linking national resources and capabilities with homeland defense objectives. 3 credits

6954 Critical Infrastructure Protection

Critical infrastructure protection is a subject assessed in either very broad or very sector-specific terms. This course is interested in questions of both practical and analytic significance: how is it criticality assessed? Who bears responsibility at which level of government? What is the role of the private sector? How is information shared? What constrains impede stronger efforts? Students will address these and other challenging questions as part of a collective

consideration of policy options in this dynamic homeland security arena. The class is part of an ongoing debate on the subject and students should attempt to develop policy prescriptions in their areas of interest and expertise. 2 credits

6960 Democracy, Leadership, and Civil Military Relations

This course examines from a theoretical and historical perspective the military institutions of the US as they relate to the democratic state. It covers such topics as the concept of the military profession and the professional military ethic. At the core of the course is consideration of the work of several scholars who have attempted to develop a theory of civil-military relations, using such concepts as power, professionalism and ideology to organize their theoretical approach. The various traditions in the history of the American approach to war are analyzed and evaluated: the Hamiltonian, the Jeffersonian, the Wilsonian, and the Jacksonian. Against this background, the course proceeds to analyze critically the American experience in and approach to war, using various case studies as the empirical data for testing the theories and determining which traditions best explain the American approach. 3 credits

6961 Statecraft, Peacekeeping and Nation Building

This course will help the student explore the changes in the nature of conflict in the last decade of the 20th century and the implications for the 21st century by examining the boundaries of peace operations, the actors, the organizational structures and the resources required to perform these extremely complex missions. This course will examine the roles of the United Nations, the United States, NATO, and nongovernmental organizations across the range of peace operations—from peacekeeping to peace enforcement and peacemaking to peace-building. 3 credits

6962 US Special Operations

To gain a general understanding of the nature of special operations forces and of their modes of employment, this 2 credit elective course introduces the student to the essential history of US special operations forces and their use. The student grapples with challenges of global terrorism and assessment of success. 2 credits

6967 Stability Operations

This elective course examines how to employ a “whole of government” approach to stabilization and reconstruction outcomes. This seminar adopts an ends, ways and means analytical framework to determine better orchestrated interagency outcomes along 6 government lines of development, namely Security, Governance and Participation, Humanitarian Assistance and Social Well-Being, Economic Stabilization and Infrastructure, and Justice and Reconciliation. Students will learn to work within Volatile, Uncertain, Complex and Ambiguous (VUCA) environments and will leave the course better able to think strategically about national security and the interagency process within an ever-changing global security environment across the full spectrum of conflict. 2 credits

6968 Interagency Communications for Stability Operations

The ability to communicate effectively is a vital tool for interagency leaders working stability operations. Messages must be conveyed rapidly and with due clarity in order to generate the strategic effect required. Leaders must develop their ability to harness and leverage various forms of communication media to convey their intent. In a seminar environment, students will focus on real-life stability operation case studies and role play appointments to practice and improve their abilities to brief, present questions, interview and actively listen. Students will also learn the pros and cons of various types of communication media. 2 credits

6970 Conflict Management of Stability Operations I

This course prepares students to think strategically about preventing conflict; restoring peace by resolving or terminating conflict before escalation; and/or assisting with rebuilding the post-conflict peace. It uses a common framework of analysis for conflict management to equip the student to review a variety of conflict landscapes. Lessons are drawn from case studies that include Haiti (1994); East Timor (1999); Nepal (2000); Japan (1945-1952) Sierra Leone (2000); Indonesia (2004-2005) and Iraq. 3 credits

6971 Conflict Management of Stability Operations II

There is new emphasis on coherent, whole-of-government roles in international reconstruction and stabilization operations. This course characterizes and analyzes the relevant national and international

agencies, actors, and approaches. The goal is to help students think strategically about managing in this challenging and fundamentally changed organizational and security environment. Students will utilize a variety of frameworks on a range of case studies including USAID in Afghanistan today, DHS in Hurricane Katrina (2005), The United Nations and Cyprus today, a NATO view of nation building in Germany (1945-1955), the Organization for Security and Cooperation in Europe in Kosovo (1999-2007), the International Committee of the Red Cross in Lebanon (2006) and State S/CRS in Sudan in the future. 3 credits

6972 Conflict Management of Stability Operations III

This course seeks to prepare prospective senior leaders to think critically about strategic challenges in conflict management and to employ best available tools to lead solutions within a demanding and new security paradigm. It enhances student understanding of the nature, function and qualities of the art of leadership required within the interagency to achieve strategic results by exposing participants to the art and science of techniques including communication, presentation, negotiation and influence. The student applies these new found techniques to a conflict management scenario in a reconstruction and stabilization operations capstone decision game. 3 credits

6974 Irregular Warfare: Strategy and Operational Art I

This course examines irregular warfare from a strategic perspective with emphasis on the operational art. Counterinsurgency and counterterrorism are treated as forms of warfare that must be approached with the same conceptual tools employed in traditional combat. Key figures and eras are examined in depth with any eye toward irregular warfare concepts, and strategies employed to combat internal upheavals. The course relies heavily on such case studies and their associated primary documents to help students grasp the challenges of combating internal warfare and the employment of operational art to counter insurgent operations. To highlight these fundamental issues of warfare, the course draws upon analyses of strategic response campaigns constructed to neutralize insurgent and terrorist programs, and salient cases of major combat. 2 credits

6975 Dynamics of Terrorism

This course examines terrorism as a contextual phenomenon produced by the manner in which

individuals, organizations, and the state are situated within larger surroundings. Case studies and use of primary documents are used to explore the multiple forms of and motives for terrorism. Students examine origins of terrorism in the splintering of social movements, followed by the strategic and operational choices faced by the splinter and its members. Works by key theorists are supplemented by in-depth examination of particular episodes of terror to emphasize that even agency (individual choice) is bounded by a host of social and personal factors and constraints. 3 credits

6976 Dynamics of Counterterrorism

This course provides an examination of the counterterrorism response at the national and international levels. Case studies and use of primary documents allow students to examine the implications for appropriate and comprehensive response. Students analyze strategic response by exploring the appropriate campaigns constructed to neutralize components of insurgent strategy. As a culminating exercise, students develop a national counterterrorism plan. 3 credits

6977 Irregular Warfare: Strategy and Operational Art II

This course examines irregular warfare from a strategic perspective with emphasis on the operational art. Counterinsurgency and counterterrorism are treated as forms of warfare that must be approached with the same conceptual tools employed in traditional combat. Key figures and eras are examined in depth with any eye toward irregular warfare concepts, and strategies employed to combat internal upheavals. The course relies heavily on such case studies and their associated primary documents to help students grasp the challenges of combating internal warfare and the employment of operational art to counter insurgent operations. To highlight these fundamental issues of warfare, the course draws upon analyses of strategic response campaigns constructed to neutralize insurgent and terrorist programs, and salient cases of major combat. (6974 is not a prerequisite) 2 credits

6978 Terrorism and Crime

This course examines the growing national security threat posed by the relationship between terrorism and crime. The unprecedented pace of globalization and technological advance in the post-9/11 world has enhanced the effectiveness of terrorist groups and criminal organizations, allowing each to benefit from the strengths of the other. Drawing on a series of

case studies, Terrorism and Crime analyzes how terrorists and crime syndicates leverage criminal activities (e.g., drug trafficking, money laundering, arms trafficking, human smuggling, counterfeiting, and cyber crimes) to promote their mutual and respective interests. The course concludes with an evaluation of strategies that address these terrorist and transnational criminal threats at both the national and international level. 2 credits

6980 Strategy and Policy of Irregular Warfare

U.S. joint military doctrine currently defines strategy as ‘The art and science of developing and employing instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives.’ A definition both broad and vague enough to cover just about anything, but it captures, in different words, the ends-ways-means trinity. It is not, however, necessarily accepted outside the military community. In this course, students will question whether this paradigm, hard, soft, or smart, is adequate to understand the nature of the politics and strategy necessary to irregular warfare. They will examine the meaning and practice of politics and strategy in the irregular warfare context, the overarching political context that governs the strategic environment, and the complex relationships that make a strategy essential for irregular circumstances. This course is required for the Irregular Warfare Area of Concentration. 3 credits

6981 Small Wars Lost and Found

Irregular warfare has many faces and has enjoyed many names that have tried to capture the persistent but diverse elements that fall within its flexible precincts. In current thinking, IW ‘is a violent struggle among state and nonstate actors for legitimacy and influence over the relevant populations. One of the central elements of any IW environment or situation, however, involves a clash, often violent, between a state and non-state actors where the disparity in power leads the non-state actors, lacking the resources of the state, to resort to ‘irregular’ means to resist or to advance their goals against the state. Thus, inherent in many such situations, there is fundamental struggle over legitimacy and questions of governance. Three basic questions are involved, age old, constantly new, and forever difficult to answer: Who governs? On what principle and with what authority? With what instruments and means? Drawing on a number of specific cases, this course will examine the nature and content of irregular conflicts and challenges to the international system and to individual states from terrorists, insurgents, criminal gangs, or other non-

state actors. This course is required for the Irregular Warfare Area of Concentration. 3 credits

6982 International Law and Global Security

International Law and Global Security is designed to introduce students to the core principles and defining features of the international legal system, and to the changing role of international law in contemporary national and global security. Emphasis will be placed on the applicability of international law to armed conflict, counterterrorism, and containing the spread of weapons of mass destruction. 2 credits

6984 The American Political Process

This elective will explain and discuss the mechanisms of American politics, focusing primarily on the electoral process and the upcoming 2012 elections. A primary learning objective is student understanding of the effect of elections on U.S. defense and foreign policy. The course will draw on the wealth of available guest speakers in the DC area, as well as local campaign events. The course will be primarily for International Fellows. 2 credits

6985 The Media and the Military

An analytical view of the enduring issues attending the relationship between the mass media and the national security community. The course will feature examples from history and from the current day that illustrate the problems and opportunities of this frequently contentious relationship. 2 credits

6986 Media, Change and Strategy

“I don’t know where I’ve been, and I’ve just been there!” –Butch Cassidy (*Butch Cassidy and the Sundance Kid*). Ever wonder how you can assume responsibility for making and implementing a strategy responsive to great change when you are still not sure what is changing, why, and where that change is going to lead? This course explores the effects of media revolutions past and present, the complex challenges brought by the rise of “new media,” and the frustrating and risky process of change and innovation in strategy. 2 credits

6987 How Congress Works

This course will allow students to navigate and gain an understanding of the Congressional legislative, oversight, and budgetary process in the context of national security and defense. This study requires an examination of the Constitution, reviewing the real world context where it is applied to include the

legislative branch, the House of Representatives and the Senate, and the executive branch/White House, assessing how the Department of Defense and the Intelligence Community play in this process, and analyzing current decisions that affect future budgetary and policy decisions. 2 credits

6988 Internal Security Strategies

What are the elements of an effective and efficient internal security strategy? How does a nation's internal security strategy differ from its overall national security strategy? Equally important, how does a nation go about solving the formidable problem of integrating its internal and external security strategies? Using several case studies, this course will examine how five nations have rewritten their internal security strategies in the post-9/11 era to deal with the threat posed by transnational terror organizations. In so doing, we will attempt to understand how each nation has gone about balancing civil rights and security, integrating law enforcement and intelligence, and resolving the competing interests of the political, diplomatic, military, judicial, and intelligence establishments. The objectives of the course will be to build a framework by which to, first, understand strategy building process and, second, assess the effectiveness of each nation's internal security strategy. 2 credits

6989 Law Enforcement vs. Intelligence: The Role of Internal Security Organizations

This course examines how the Internal Security Establishments (ISEs) of five democratic nations — the U.S, U.K., France, Germany, and Israel — are carrying out modifications in their structure and methods in the post 9/11 era. In so doing, the course attempts to understand the problems faced in bringing about these changes, chief them being that of balancing freedom and security. While the focus will be primarily on tactical and operation levels of counter terrorism, the course will also analyze business plans, organizational structure, operational methods, and threat assessment criteria. The ultimate objective in this course is to learn more about how a nation under threat from international terrorism builds and maintains an effective and efficient domestic security infrastructure. 3 credits

6990 Combating Terrorism Strategies and Policies

This course examines the ongoing challenge to US national security posed by the threat of international terrorism. The course will examine the causes of the rise of the global terrorist threat, the motives and methods of the terrorists, and the ways in which the

United States is waging war to prevent future terror attacks and safeguard the homeland. Readings include primary source documents related to the continuing conflict, as well as classics in terrorism literature. 3 credits

6991 Intelligence in Counterinsurgency Operations

Intelligence is a critical part of political/military conflict at the tactical through the strategic levels of operations. This course will consider intelligence activities from the perspective of commanders and non-intelligence staff officers conducting counterinsurgency operations. It will focus on the capabilities and limitations of intelligence, as well as the challenges of using intelligence to support policy and to guide the instruments of national power, including military force. Detailed historical and more limited contemporary case studies will provide lessons of successful and unsuccessful uses of intelligence in counterinsurgency operations. 2 credits

6994 Strategic Intelligence and the War on Terrorism

This course offers an intellectual and historical foundation for understanding the American intelligence community, the intelligence process, and its role in national security policy. It examines how intelligence agencies operate in a democratic society, how perspectives differ between providers and users of intelligence, and the role of Congressional oversight. To evaluate strengths and weaknesses of strategic intelligence, students focus on its role in the Cold War, the 1990-91 Gulf War, the 1998 strikes against al-Qaeda in Afghanistan and Sudan, the 1999 Kosovo War, the failure of strategic warning prior to September 11, 2001, and the US invasions of Afghanistan in 2001 and Iraq in 2003. Lessons derived from these case studies equip students to separate fact from fiction in the ongoing debate, and to evaluate reforms proposed or underway. Such analytical rigor is essential for students of the American policy process as well as their foreign counterparts in a global coalition in the War on Terrorism. 3 credits

6995 Military, Polity, and Society in the Middle East and South Asia

The evolving politics and societies of the Middle East and South Asia are completely interwoven with the development, functions, and interests of military institutions. Military needs and organizations from North Africa to Pakistan have driven modernization,

determined its direction, and inhibited further socio-political opening. Likewise, conflict involving external actors has been a defining characteristic of the region. Whether as regimes, corporate interest groups, influence-wielding bodies, sources of hyper-nationalist pride, or as significant economic agents, militaries remain central to grasping both politics and society throughout the Middle East and South Asia. This elective examines these issues over five analytical axes: 1) the inheritance of the 19th and 20th centuries; 2) national security ideologies and civil-military relations in authoritarian states and divided polities; 3) trends and transitions in states characterized by participatory politics 4) militaries as social strata and economic actors; 5) professionalization and the internal dimension of security sector reform. 2 credits

6996 Globalization and the New Great Game in Central Asia and the Caucasus

The course establishes a basis for understanding modern political and cultural changes in Central Asia and the Caucasus. A major effort will be made to describe how the role of external factors in combination with internal conditions framed the problems new leaders had to confront when the Soviet Union collapsed. Special attention will be devoted to the place of ethnic and sectarian violence. Other topics studied are: economic development, transfer of modern technology and its environmental impact, ethnic politics, Islamic fundamentalism as a response to rapid change, politics of oil and the new 'Great Game' in Central Asia, including the rise of India and China. 2 credits

6998 Independent Study

With prior faculty approval, students have the opportunity to conduct further independent study. Topic of study and requirements for credit must be approved by the faculty member and the Dean of Academic Affairs prior to registration for CISA 6998. 1-3 credits

Chapter 10 Academic Resources

Course Materials

Full-time students are issued course texts. Part-time students are responsible for acquiring the required course texts. Once issued, replacement of lost or damaged books is the responsibility of the student.

Information Technology

Students in some CISA programs are issued personal computers at the beginning of the academic year. Each student will also be assigned an individual NDU network account and email address, which will be the primary mode of communication to the student from CISA and NDU.

Problems with NDU laptops or the NDU network should be reported to the IT Help Desk at (202) 685-3824 or by entering a help ticket online via the Remedy system at <http://help.ndu.edu>. Enter your network username and password to access the online help ticket system. The NDU help desk is located in Lincoln Hall, 3rd Floor, Room 3400.

Off-Campus Access to E-mail and the NDU Network

Full-time students can access NDU e-mail from home, using their NDU laptop, through <https://vnet.ndu.edu>. Opening a VNET session also provides access to intranet resources and shared drives (S:\, U:\, and P:\).

Blackboard

The Blackboard Learning and Community Portal System™ provides an alternate means to access university resources from any computer with internet access. To access NDU Blackboard service go to: <http://ndu.blackboard.com/>

When your network account is created you will also receive an account with Blackboard. The login ID is your NDU network ID without '@ndu.edu'. If your password is not the default then you can use the URL below to have a reset password sent to your NDU email account.

Password Reset: <http://ndu.blackboard.com/webapps/blackboard/password>.

Printers and Copiers

Please print and copy conservatively. Photocopy machines are located for student use throughout CISA facilities for low-volume, official use only. Please note that some machines are designated for faculty/staff use only.

Chapter 11 Student Life

Fort McNair

ICTF Relationship with the International Student Management Office (ISMO)

ISMO is committed to meeting the personal and professional needs of international students so that they may fully concentrate on their academic experience. All issues not related to the academic experience should be directed to ISMO.

Distinguished Lecture Program

DLP is an NDU President-hosted lecture series that provides professional insights of selected senior uniformed and cabinet-level civilian leaders. Lectures will typically be scheduled for designated Wednesday mornings. However, for officials who cannot come at that time, academic schedules will be adjusted as required. The normal DLP duration is 90 minutes: 45 minutes for speaker's remarks and 45 minutes for Q&A.

Students should be in their seats at the scheduled time and stand when the guest lecturer and accompanying party enter the auditorium. As a courtesy, students should not enter the auditorium after the lecture has started or leave before its conclusion. Thought-provoking questions are essential to a productive discussion session with the guest lecturer. CISA expects students to be prepared and willing to ask good questions of the speaker. When asking questions, it is critical that the student stand and identify him/her self and state his/her agency or country. Keep questions brief, to the point, and refrain from asking multi-part questions.

Dress

Military and civilian personnel are expected to exemplify professional standards of dress and appearance. Some events will require military students to wear the Dress Uniform; students will be notified when attire beyond business attire is required.

Travel

Throughout the academic year, full-time students may participate in a number of events involving local

and/or national travel. Students represent CISA and their respective agencies while on official travel. The same standards of conduct prescribed for on-campus seminars hold for academic study trips as well.

Student Rooms

Full-time, in-residence students will have access to a study rooms upon arrival at CISA. Each student room is furnished with study carrels and computer printers. Students should use the computer printers in their study rooms, not the College printers reserved for CISA faculty and staff. Take care not to leave valuables, including purses, wallets, or laptop computers unattended in study rooms, classrooms, or rest rooms. All students are required to keep work areas, lounges, classrooms and copier areas as clean and orderly as possible and clean up after their own use.

Telephone and Fax Service

ISMO maintains telephones for long-distance calling. CISA maintains a facsimile machine (202-685-3860) that students may use for academic-related business.

ICTF Alumni Network

The College of International Security Affairs is proud to sustain a community for life-long learning for all CISA alumni through continuing education programs, regional symposia, and virtual engagement. With over 300 alumni from 75 partner nations, the CISA ICTF Alumni Network is a global cadre of elite national security professionals. The Alumni Outreach Manager is the primary point of contact for information after graduation.

United States Army Special Operations Command (Ft Bragg)

Distinguished Lecture Series

Each month, the Distinguished Lecture Series features noteworthy thinkers and leaders with experience and expertise on international security issues and US national security decision making. The lecture is followed by a question and answer period. The DLS will normally take place on the second Friday of the month.

Dress

Civilian dress is permitted during class. Students will be notified when other dress is required.

Chapter 10 National Defense University Policies

Students are expected to be familiar with and adhere to the policies of the National Defense University. The policies in the handbook are in addition to, but are not inclusive of, all of the policies of the National Defense University.

Academic Freedom and Non- Attribution

Academic freedom at National Defense University is defined as: Freedom to pursue and express ideas, opinions, and issues germane to the University's stated mission, free of limitations, restraints, or coercion by the University or external environment. Academic freedom is the hallmark of an academic institution. We expect all members of the University community to understand the importance of and to practice responsible academic freedom.

In order to continually improve US National Security policy and best advise superiors; students, professors, and researchers must be free to examine policy from all viewpoints. It is a combination of academic freedom and non-attribution that enables the development of such capabilities.

The National Defense University has continually subscribed and subscribes now to the American Association of University Professors' statement on academic freedom, issued in 1940 with interpretations of 1970.

The National Defense University (NDU) is a Federal institution. As such, employees are advised that there are constitutional and statutory provisions that apply to free speech by government employees specific to one's military or civilian status. The Office of the General Counsel's NDU website includes specific references to the appropriate statutory provisions (www.ndu.edu/UniversityServices/Legal/officeGC.html). Generally, US civilian and military personnel are free to discuss any issue, assemble and seek redress of grievances as established in the Constitution and by statute. We view peer review as vital and encourage its use as broadly as possible. Additionally, any publications or statements going outside of DoD requires a security review through the office of University Relations and the following disclaimer: "The views expressed are the author's and do not necessarily reflect the official policy or position of the National Defense University, or the Department of Defense or the US Government."

The following limitations apply:

- a. Congress has passed legislation stipulating, and the courts have affirmed, that free speech may be limited for military personnel as their mission is unique. For example, military personnel may not use contemptuous language against the President, Vice President, Congress, the Secretary of Defense, the Secretary of a military department, the Secretary of Homeland Security, or the governor or legislature of any state, territory, or commonwealth.
- b. Congress has passed legislation and the courts affirmed that US citizens cannot with impunity libel or slander others, advocate the forceful or violent overthrow of the US Government, counsel others to do so, nor counsel military personnel to desert, disobey, mutiny, or refuse duty.

In addition to academic freedom, the National Defense University maintains a strong policy on non-attribution. This includes:

- a. Free inquiry is essential to the National Defense University because the senior officer and government officials who are educated here will assume a variety of roles in their future assignments, as future policy makers, advisors, and leaders. NDU graduates must be ready to discuss, challenge, question, and determine national policy.
- b. So that guests and university community members may speak candidly, the University offers its assurance that presentations will be held in strict confidence. Our policy on non-attribution provides that, without the express permission of the speaker, nothing said or presented will be attributed directly or indirectly in the presence of anyone who was not authorized to attend the lecture or presentation.

APPLICABLE REGULATION: USC Title 10; DoD Directive 5230.0, Clearance of DoD Information for Public Release. NDU POC: Vice President for Academic Affairs, 685-3841, Room 314, Marshall Hall.

Equal Employment Opportunity, Sexual Harassment and Anti-Harassment Statement

Non Discrimination Harassment based on race, color, religion, sex (including sexual harassment), national origin, age or disability is a form of discrimination that violates federal civil rights laws, and will not be tolerated within the workplace at the National Defense University. All military and civilian personnel must prevent: 1) hostile, intimidating or offensive work environments, 2) unreasonable

interference with work performance and 3) actions adversely affecting employment and profession opportunities based on illegal discrimination.

Students with Disabilities

CISA is committed to ensuring that no student is denied access to its programs, facilities, services, or activities, or otherwise discriminated against, on the basis of a disability. Consistent with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act, the University will make reasonable accommodations for students with documented learning, physical and/or psychological disabilities. The CISA Office of Student Services is responsible for evaluating requests for accommodation, and will do so on a case-by-case basis in a manner designed to preserve confidentiality and provide students with as much independence as possible.

Students who believe they may be eligible for an accommodation are responsible for communicating their needs to the Office of Student Services no later than one month prior to the start of the first class. CISA is not responsible for making special accommodations for students who do not inform the Office of Student Services of their disabling condition and their need for accommodation, or for those who do not provide adequate documentation of their disability. Students should be aware that while CISA will work with them to identify appropriate accommodation, CISA is not able to modify course or degree requirements considered to be essential requirements of the program of instruction.

The Department of Defense has a long-standing commitment to providing equal employment opportunities for people with disabilities. The Rehabilitation Act of 1973, as amended, requires DoD to provide accommodations to employees with disabilities and make its programs and activities accessible to these employees. The Computer/Electronic Accommodations Program (CAP) serves the civilian and military workforces within DoD. By providing assistive technology and services free of charge to DoD customers, CAP helps DoD make work environments more accessible to people with hearing, visual, dexterity, cognitive and communication impairments. For more information about CAP: www.tricare.mil/cap.

Non-DoD students will need to make arrangements through their own agencies for any assistive technology or services necessary to pursue studies at NDU.

Student Privacy

The University may release the following directory information upon request: student's name; local address (including email); telephone numbers; likeness used in University publications including photographs; names and address of emergency contact; dates of attendance; school or division of enrollment; enrollment status; field of study; credit hours earned; degrees earned; and honors received. Any student who does not wish directory information released must file written notice to this effect in the Office of the Registrar. The Family Educational Rights and Privacy Act affords students certain rights with respect to their education records. These rights include:

The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. A student should submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

The right to request an amendment of the student's education records that the student believes are inaccurate, misleading or otherwise in violation of the student's privacy rights under FERPA. A student who wishes to ask the University to amend a record should write the University official responsible for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed. If the University decides not to amend the record as requested, the University will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

The right to provide written consent before the University discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The University discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with

legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted as its agent to provide a service instead of using University employees or officials (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the University.

Upon request, the University also discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

The right to file a complaint with the US Department of Education concerning alleged failures by the University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

Family Policy Compliance Office
US Department of Education
Washington, DC 20202-5901.

Chapter 11 Ft. McNair Policies and Facilities

Entry

The Main Gate is open 0600-1700, Monday through Friday, closed on Federal Holidays. The Visitors Gate (2nd Street) is open 24 hours. The Pedestrian Gate near the Coast Guard Headquarters Building and at the end of 2nd Street is open Monday through Friday, 0600-1800, closed on Federal Holidays. Photo identification is required at all gates. Pedestrians can access Fort McNair through the main gate with proper photo identification.

Parking at NDU is free, but there are not enough parking spaces to accommodate all assigned personnel if everyone arrives in separate vehicles. Students are encouraged to carpool. Parking areas are designated for CISA student use in University-controlled parking lots in front of Lincoln Hall and

Marshall Hall. Parking regulations are strictly enforced by the Fort McNair Provost Marshal. Vehicles parked in unauthorized areas are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at owner's expense. All spaces that are not labeled as reserved are for general use.

Vehicle/DoD Registration

All privately owned vehicles operated on Fort McNair must be registered with the Military District of Washington (MDW) or have a valid Department of Defense sticker. If students need an MDW sticker, they must complete a DA Form 3626, "Vehicle Registration Form," during in-processing and receive the proper decal(s) for their vehicle(s). Students must have their vehicle registration, driver's license, insurance policy number (including company and expiration date) and proof of ownership when they register their vehicle(s). Vehicles with temporary registration tags cannot be registered until permanent tags are obtained. Registration may also be completed at the Fort McNair Military Police Station (202-685-3139) in the basement of Building 32, open 24 hours a day, 7 days a week.

The speed limit on Fort McNair is 15 miles per hour; speed checkpoints are routinely in operation. All other traffic rules, especially the requirement to make a complete stop at stop signs, are strictly enforced.

Alcohol and Smoking Policies

The consumption of alcoholic beverages on NDU property requires prior approval by the Dean of Students.

Smoking is not permitted in any NDU building. Smoking areas are located outside some entrances to the building where cigarette receptacles have been provided. The main entrance to each University building is a designated no smoking area.

Reveille/Retreat

On Fort McNair, Reveille is sounded at 0630 (6:30 am) and Retreat at 1700 (5:00 pm). The proper courtesies for those who are outdoors when either Reveille or Retreat is sounded are to stop and face the

flagpole until the completion of the music. Those in vehicles should stop the vehicle until the music stops.

Dining Hall and Other Dining Facilities

The NDU Cafeteria is located on the First Floor of Lincoln Hall. Hours: Monday-Friday, 0700-1430. The USCG Headquarters Building Cafeteria serves a buffet-style breakfast, 0600-0930, and lunch, 1100-1400. Buffet lunch is available at the Fort McNair Officers' Club. (The Club is closed on Mondays.) Vending machines are available throughout Lincoln and Marshall Halls.

Microwaves and refrigerators are also available for student use in the CISA classroom areas.

Banking and ATM

A State Department Credit Union ATM machine is conveniently located in Marshall Hall near the Foundation Book Store. There are also two credit union branches within walking distance of campus: The Fort McNair Branch of the State Department Credit Union, Building 41 (703-706-5128) is opened to members of the State Department, individuals with military privileges and members of the DoD working at Fort McNair. Monday-Thursday, 0800-1430; Friday, 0800-1500; and Saturday, 0900-1200.

For more information, see <http://www.sdfcu.org>.

A branch of the Pentagon Federal Credit Union (PFCU) is located in the USCG Headquarters Building (1-800-247-5626), Monday-Friday, 0730-1500. Most people serving in a defense-related position are eligible to join the PFCU.

For more information, see <http://www.penfed.org>.

Post Office

The post office is located at the Main Gate. The hours are Monday thru Friday from 1000-1400.

Service Station/Shopette

Building 43, (202-484-5823); Monday-Friday, 0800-1700; closed Saturday and Sunday. Army regulations prohibit the sale of gasoline and alcoholic beverages to civilian personnel.

Fort McNair Fitness Center Complex

The University has three facilities located in the National War College, the Industrial College of the Armed Forces and Marshall Hall. The facilities

include treadmills, recumbent bikes, steppers, ellipticals, and other equipment.

The Fort McNair Physical Fitness Center houses a full complement of fitness machines and weights, group fitness spaces, racquetball courts, a full-size gymnasium, showers, and saunas. Fitness classes are offered throughout the year. Hours of Operation are: Monday-Friday, 0500-2000; Saturday and Sunday, 1000-1400; closed holidays. For more information, call 202-685-3117.

Jogging is not authorized on 1st Avenue (the street behind the General Officer Quarters along the waterfront). During hours of darkness, joggers must wear a reflective vest or belt. Headphones are not authorized while jogging, walking, or driving. Shirts must be worn at all times. When jogging off-post, you will need ID to re-enter Fort McNair.

Fort McNair Health Clinic

Routine medical care is available on post at the Fort McNair Health Clinic, Building 58, and is provided during military sick call, Monday through Friday, 0630-0830 and 1130-1300; except on Thursday, when it is conducted only in the morning, 0630-0830. The Clinic will also accommodate visitors needing emergency care, also during sick call, in accordance with the aforementioned days and hours; however, due to limited resources, the Clinic will call '911' to obtain immediate treatment for the patient.

There are no pharmacy, X-ray, or laboratory services at the Fort McNair Health Clinic. These services may be obtained at any of the military facilities in the metropolitan area.

Fort McNair Officers' Club

Building 60, (202-484-5800). Students, faculty and staff are may use the Fort McNair Officers' Club throughout the year and may become members if they wish. Full privileges of membership in the Fort McNair and Fort Myer Officers' Clubs are included. Buffet lunch, Tuesday – Friday, 1100-1400; closed Monday. Membership information is available at 703-696-5147.

Hazardous Weather

The Office of Personnel Management (OPM) makes decisions about closing Federal offices in the Washington, DC area. Decisions are announced through the mass media or via www.opm.gov. If

OPM declares that all Federal offices are closed, the University will also be closed. If OPM declares that unscheduled leave policy is in effect, the Director may declare an academic recess. If OPM announces a delayed arrival, the class schedule may be modified for the day. It takes only moderate amounts of snow or ice to create hazardous conditions in the DC area. Conditions may vary greatly within the commuting area and snow removal is often unreliable. Allow plenty of time to commute cautiously. Only you can decide if it is safe to travel.

Chapter 12 Ft. Bragg Policies and Facilities

Entry

To access Fort Bragg, please see <http://www.bragg.army.mil/ProvostMarshal/FBAccess.html>. The closest gate to CISA's Fort Bragg location at Colonel Aaron Bank Hall is ACP 5: All American Freeway. All American ACP is open 24 hours a day, 7 days a week.

Parking at Bank Hall is available for all students. Parking regulations are strictly enforced by the Fort Bragg Provost Marshal. Vehicles parked in unauthorized areas are subject to ticketing, suspension of post access privileges for 30 days, and/or towing at owner's expense. All spaces that are not labeled as reserved are for general use.

Vehicle/DoD Registration

All privately owned vehicles operated on Fort Bragg must be registered with Fort Bragg or have a valid Department of Defense sticker. Registration may be completed at the All American ACP Visitor's Center (Building H-1575) open Monday through Friday, 0800-1700 or the Soldier Support Center (Building 4-2843) open Monday through Friday, 0800-1700. For questions, please call (910) 432-8193.

Alcohol and Smoking Policies

Smoking is not permitted in any USAJFKSWCS building. Smoking areas are located outside some entrances to the building where cigarette receptacles have been provided.

Reveille/Retreat

On Fort Bragg, Reveille is sounded at 0630 (6:30 am) and Retreat at 1700 (5:00 pm). The proper courtesies for those who are outdoors when either Reveille or Retreat is sounded are to stop and face the flagpole until the completion of the music. Those in vehicles should stop the vehicle until the music stops.

Banking and ATM

An ATM machine is conveniently located in Bank Hall on the second floor.

Post Office

The post office is located at the Fort Bragg Mini Mall. The hours are Monday thru Friday from 0830-1700.

Hazardous Weather

Fort Bragg Garrison Command makes decisions about post closure. Decisions are announced through www.bragg.army.mil or (910) 396-0111. If OPM declares post closure, the University will also be closed. If Garrison announces a delayed arrival, the class schedule may be modified for the day. It takes only moderate amounts of snow or ice to create hazardous conditions in the Fort Bragg area. Conditions may vary greatly within the commuting area and snow removal is often unreliable. Allow plenty of time to commute cautiously. Only you can decide if it is safe to travel.