

AY 08-09 ICAF ELECTIVES PROGRAM CATALOG
FALL SEMESTER

ICAF 5101-1: Acquisition Policy I: Implications of the Changing Industrial Base

As the title suggests, this seminar group is concerned with understanding the implications of a dramatically changing industrial base for the national security establishment. The course explores how the re-structuring of defense industries -- through corporate mergers, acquisitions, internationalization, or divestiture along with emerging new, post 9-11 industrial sectors - may affect the development and acquisition of new military capabilities. SAC students only.

(2 Credit Hours)

Instructors: Dr. Francis W A'Hearn, Dr. Linda S Brandt

ICAF 5102-1: Acquisition Policy I: Managing Transformation in Acquisition (Supporting the Warfighter in a Wired World)

This elective will analyze and assess the transformation and influence of Information Technology (IT) in today's national security environment. Specifically, seminar members will investigate (1) the application of IT in network-centric operations (WHAT we buy); and (2) the use of IT to foster improved acquisition business processes (HOW we buy). Join the faculty team on a journey of exploration into the impact of the latest IT initiatives on each stage of the acquisition process to include requirements determination, design, manufacturing, developmental and operational testing, fielding, and logistical support. This journey will naturally allow students to ask tough questions of a select lineup of senior acquisition leaders from key programs (Future Combat Systems, Deepwater Program, Joint Strike Fighter) and Industry (Boeing, Lockheed-Martin, Northrop-Grumman): A technical background is not required. SAC students only.

(2 Credit Hours)

Instructors: Professor Richard T Altieri, Lt Col Stephen Ford

ICAF 5103-1: Acquisition Policy I: Comparative International Acquisition Systems

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

(2 Credit Hours)

Instructors: Dr. Gerald W Abbott, COL Harry L Dorsey

ICAF 5104-1: Acquisition Policy I: Research and Technology Policy (What Future for Eastern European Scientists?)

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

(2 Credit Hours)

Instructors: Dr. Mark L Montroll, Dr. Stephen Basile, Ms. Kathleen N Kingscott

ICAF 5105-1: Acquisition Policy I: Strategic Innovation and Change in Industry and Government

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

(2 Credit Hours)

Instructors: Mr. Donald R Briggs, Sean R Herr, CAPT Edwin E Myhre

ICAF 5106-1: Acquisition Policy I: The Role of Leadership and Ethics in Strategic Acquisition

This seminar explores the ethical environment in which program managers, as leaders, must operate. Understanding the ethical challenges as they relate to working environment and the benefits, responsibilities and value of ethics in a transparent strategic acquisition system will be a focus of this study. The course will also explore the public policy underpinnings for ethical behavior. The course explores whether defense industry partners do or should take a different view toward conflicts of interests. SAC students only.

(2 Credit Hours)

Instructors: Richard Prevost

ICAF 5152-1: Critical Thinking and Decision Making in Defense Acquisition I

This case study course is offered in collaboration with the Defense Acquisition University. The course provides students the opportunity to "practice" making complex, integrated acquisition management and leadership decisions from a Program Manager's perspective. Following the Harvard Business School model, the students analyze contemporary Defense acquisition program situations and problems, employ analytical tools and decide a course of action from

among options that were available to the decision-maker. Students defend their analyses and decisions to peers and faculty. 5152 is offered in the Fall and 5153 is offered in the Spring. Students who elect to take 5152 in the Fall must also take 5153 in the Spring. 5152 and 5153 are “double” electives, i.e. each count as two electives and are each worth four credit hours. Students who complete both 5152 and 5153 will receive credit for completing the Defense Acquisition University’s PMT-401 Program Manager’s Course. PMT-401 is statutorily required for newly selected Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program managers ACAT I, IA, and II programs. Prerequisite: Open to all ICAF students with Acquisition Professional Development Program Level III certification and industry students with equivalent acquisition skills. SAC students only.

(4 Credit Hours)

Instructors: COL Richard T Shipe, Sean R Herr

ICAF 5155-1: Comparative Defense Industry

The course analyzes the national and international security implications of worldwide defense industrial base developments and trends. The first part of the course examines the evolution of the U.S. defense industrial base since the dawn of the Cold War. It focuses on issues such as: the impact of the U.S. government and the weapon acquisition process on the defense industrial base; the role of strategic and economic factors in U.S. arms sales and transfers policies; and the changes that have taken place in the U.S. defense industrial base since the end of the Cold War. A brief overview of industry analysis methods – including both neo-classical economic theory and strategic decision-making or game theory – is provided. Drawing on this analytic background, the course goes on to examine developments in the defense industrial bases of Europe, Russia, China, Japan and Singapore. Finally, this course analyzes the important issues raised by the growth of transnational defense companies, the actions by non-American companies “moving into” the U.S. domestic defense market, and the apparent growing interconnectedness of worldwide defense industrial activities.

(2 Credit Hours)

Instructors: Dr. Gerald W Abbott

ICAF 5158-1: Non-Lethal Weapons: Support for 21st Century Warfare and Homeland Defense

This course reviews all non-lethal weapons technologies being fielded and developed by the Department of Defense. In addition to the technical, programmatic and acquisition aspects of the technologies, the course provides students a perspective on the utility and limitations of non-lethal weapons to support mission accomplishment. The medical, legal, ethical, political and public perception/awareness issues will be addressed to provide students an appreciation for potential impediments to the application of non-lethal technologies across the spectrum of conflict and in support of Homeland Defense.

(2 Credit Hours)

Instructors: Dr. Stephen Basile

ICAF 5204-1: International Trade and Finance

This course will provide a study and analysis of the global markets for goods, services, and financial assets, and the interaction of national economies within the global system. Topics will include international trade in goods and services, the international flow of capital, currency markets, international competitiveness, international institutions such as the IMF, World Bank, and WTO, preferential trading arrangements, trade and financial policy, the balance of payments, and the economic dimensions of world conflict.

(2 Credit Hours)

Instructors: Mr. Gerald C Berg, Col David L King

ICAF 5207-1: Competitive Game Theory

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

(2 Credit Hours)

Instructors: Mr. Timothy C Russo

ICAF 5302-1: Blacks in American Military History

We will ensure participants in the course are fully—painfully (?)—aware of the costs of racism and other forms of bigotry. We will understand equal opportunity is not the end we seek, but equal opportunity and non-discrimination are means to the end we desire. The end is effectiveness in combat or in any other mission we engage in, and non-discrimination is essential. This elective will assist participants in understanding the roles played by blacks in America's wars from colonial times to the present. We must recognize the achievements of black Americans in the military, especially in the first three and a quarter centuries of black presence in America, came against a background of severe intolerance, making the accomplishments even more significant. We will not focus on treatment—although it will prove to be impossible to escape it—but will rather concentrate on attainments and the price the military and country paid for discrimination. Our focus is important because we wish to know the less well-known story and the costs of ignoring it.

(2 Credit Hours)

Instructors: Dr. Alan L Gropman

ICAF 5304-1: Intelligence and National Policy (Classified)

Examines strategic intelligence and the Intelligence Community's support of national strategic policy development, the President and individual senior policymakers, and the interagency

decision making process. Reviews the scope and practice of strategic intelligence today and its role in the future. Topics covered include ethics and accountability; clandestine collection; technical collection: covert action; counterintelligence; analysis and estimates; intelligence successes and failures; oversight and control; policy support and politicization; and the philosophy and future of U.S. intelligence. Guest speakers, case studies, readings, and site visits are integrated as appropriate. Students provide weekly short contributions to a log/journal and prepare and 6-9 page research paper on a subject of their choosing (in consultation with the instructor). The seminar will travel to local intelligence agencies for discussions as the schedule permits. No intelligence background is needed or expected. SECRET security clearance required. US students only.

This course requires Secret clearance. (2 Credit Hours)

Instructors: Mr. John F McShane

ICAF 5306-1: US Foreign Policy

The world has changed fundamentally since the collapse of the Soviet Union 16 years ago. The neat, bipolar world is gone and in its place we have seen the quick evolution of a much messier, more differentiated world. At the same time, it is a world in the grip of globalization. We have never seen the likes of it before and it provides the United States with unique, often very dangerous foreign policy issues—issues that go directly to how we use our resources and opens anew questions of life and death. This course will try to sort through these issues by focusing first on the historical and philosophical foundations of U.S. foreign policy and whether those foundations have held constant or changed through time. From there we will look in depth at such issues as the role of domestic and foreign interest groups, constitutional questions, including how the separation of powers works in practice, the language and symbols of foreign policy, the role of globalization, the place of alliances and coalitions, the impact of non-state actors, and the validity of “nation” (i.e. state) building. We will conclude the course by applying these “theoretical” yardsticks to three prominent, concrete, contemporary foreign policy issues.

(2 Credit Hours)

Instructors: Dr. Steven E Meyer

ICAF 5312-1: Public Policy Formulation: Think Tanks

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

(2 Credit Hours)

Instructors: Dr. Alan L Gropman

ICAF 5320-1: War and Accountability

Once a head of government has made a decision to use military force, democratic governments have a variety of processes in place that assure that this decision is grounded in the constitution or laws of a particular country. The process tells the adversary, the international community, the nation's citizenry, and the participants in the operation itself that this particular government is taking such action only after it has fulfilled legal requirements. If there is a party to be held responsible or accountable, it is ultimately the head of the sitting government, such as a president, prime minister, or chancellor, and, in many instances, the elected members of a parliament, assembly, or congress that have authorized the action or at least concurred with it. Such guarantees of accountability are especially important to those serving in the field as well as their fellow citizens on the home front. If something goes seriously awry, if the mission fails, and even if it succeeds, there is an individual or group of individuals who are accountable. This course will examine this question with special focus on the United States but with additional attention to several states whose support or role in the international community and in coalition or alliance operations is highly important to the U.S. An underlying theme and objective from this comparative part of the course is to help students understand that the way a government authorizes, approves, or consents to the use of military force can have major influence over the decision whether or not to commit force as well as the subsequent decisions related to "how," "when," and "where" to deploy to use it. A process that strictly requires the head of government to obtain legislative consent may demand a different type of public explanation or justification than one offered by a government head that can act fairly independent of a parliament or congress.

(2 Credit Hours)

Instructors: Mr. Kenneth B Moss

ICAF 5321-1: Containing Al-Qaeda-ism: An Atlas of Global Activity, Actors, Accomplices, Genealogy, Worldview, Causes and Threat Trends

Conveys an in-depth understanding of the al-Qaeda and associated movements and insurgencies against the current world order. Systematically explores all aspects of these movements through a three "atlas" series text that systematically studies al-Qaedaism in three parts. The Activity, Actors and Accomplices Atlas surveys global activity of al-Qaeda and associated movement activity in each country, helping to convey the true, unembellished nature of the movements and their differences in each locale. It surveys the violent actors (organizations, strategists, leaders, spiritual guides and foot soldiers) and their near-violent accomplices, such as the Muslim Brotherhood, and Hizb ut-Tahrir. The Genealogy and Worldview Atlas profiles the historical, ideological rise of the movements, featuring their major ideologues, and then systematically presents the al-Qaedaism worldview or belief system (in their words). It identifies the differences between al-Qaedaism and non-violent Islam. The Causes, Catalysts and Threat Trends Atlas outlines the sources in Muslim society's educational, cultural, social, political, and psychological realms, as well as those causes with non-Muslim responsibility. "Containing Al-Qaeda-ism" prepares national security professionals for positions of strategic leadership that require complete and accurate knowledge of the related violent and near violent movements. This course is essentially a course designed to meet the Chairman of the Joint Chiefs of Staff's special emphasis areas (SAEs) of Countering Ideological Support for Terrorism (CIST), Irregular Warfare (IW) and Strategic Communication (SC). The National Intelligence Council's "2020

Project” forecasts that: “Political Islam will have a significant global impact leading to 2020.” Because al-Qaedaism will threaten Muslims and non-Muslims for at least two generations, the Chairman’s top three priorities for 2006 were: 1) “Win the War on Terrorism; 2) “Information, perception and how and what we communicate are critical; and 3) “Assist others to create an environment where terrorism will not flourish.” "Containing Al-Qaeda-ism" directly supports each of those objectives.

(2 Credit Hours)

Instructors: CAPT David D Belt

ICAF 5321-2: Containing Al-Qaeda-ism: An Atlas of Global Activity, Actors, Accomplices, Genealogy, Worldview, Causes and Threat Trends

Conveys an in-depth understanding of the al-Qaeda and associated movements and insurgencies against the current world order. Systematically explores all aspects of these movements through a three “atlas” series text that systematically studies al-Qaedaism in three parts. The Activity, Actors and Accomplices Atlas surveys global activity of al-Qaeda and associated movement activity in each country, helping to convey the true, unembellished nature of the movements and their differences in each locale. It surveys the violent actors (organizations, strategists, leaders, spiritual guides and foot soldiers) and their near-violent accomplices, such as the Muslim Brotherhood, and Hizb ut-Tahrir. The Genealogy and Worldview Atlas profiles the historical, ideological rise of the movements, featuring their major ideologues, and then systematically presents the al-Qaedaism worldview or belief system (in their words). It identifies the differences between al-Qaedaism and non-violent Islam. The Causes, Catalysts and Threat Trends Atlas outlines the sources in Muslim society’s educational, cultural, social, political, and psychological realms, as well as those causes with non-Muslim responsibility. "Containing Al-Qaeda-ism" prepares national security professionals for positions of strategic leadership that require complete and accurate knowledge of the related violent and near violent movements. This course is essentially a course designed to meet the Chairman of the Joint Chiefs of Staff’s special emphasis areas (SAEs) of Countering Ideological Support for Terrorism (CIST), Irregular Warfare (IW) and Strategic Communication (SC). The National Intelligence Council’s “2020 Project” forecasts that: “Political Islam will have a significant global impact leading to 2020.” Because al-Qaedaism will threaten Muslims and non-Muslims for at least two generations, the Chairman’s top three priorities for 2006 were: 1) “Win the War on Terrorism; 2) “Information, perception and how and what we communicate are critical; and 3) “Assist others to create an environment where terrorism will not flourish.” "Containing Al-Qaeda-ism" directly supports each of those objectives.

(2 Credit Hours)

Instructors: CAPT David D Belt

ICAF 5322-1: U.S. Civil-Military Relations Today

This course examines the nature and health of current civil-military relations in the United States against a normative ideal that calls for a strategically effective (operationally competent, politically neutral, socially responsible) military whose leadership provides strategically sound advice to strategically competent civilian executive and legislative authorities who are representative of and answerable to a civically engaged, strategically aware public, all

complemented by a critical free press, a vibrant civil society, and a properly subordinated military-industrial complex. Emphasizing the interactions between those in uniform and those in positions of civilian authority throughout the national security establishment, broadly defined, the course places due emphasis on interagency and intergovernmental processes and cultural imperatives that both facilitate and impede integrated, harmonious strategic outcomes.

(2 Credit Hours)

Instructors: Dr. Gregory D Foster

ICAF 5331-1: Resourcing War, Stabilization and Reconstruction: The American Civil War as Case Study

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

(2 Credit Hours)

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

ICAF 5332-1: Business, Industry and the Changing Way of American National Security

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

(2 Credit Hours)

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

ICAF 5352-1: Assessing and Managing Ethno-Political Conflict

Conflicts in Iraq, Afghanistan, Bosnia, Somalia, Rwanda, the West Bank and other regions illustrate the dilemma policy makers and commanders face in determining how to effectively prevent, manage, terminate, or resolve conflicts. The course evaluates concepts and frameworks

for assessing the ethnic, religious, and racial cleavages that affect current intra- and inter-state politics. It examines the psychological roots of ethno-political conflict, approaches for managing conflict situations (including peacekeeping and peace enforcement operations), explores how the U.S., other nations, and the international community respond to these conflicts, and assesses approaches for preventing or resolving conflicts (including considerations for stability and reconstruction operations). Analysis of the U.S. approach to complex contingency operations emphasizes roles, interests, policy approaches and lessons learned from across the interagency. Speakers include representatives from the Department of State (regional bureaus and S/CRS), USAID (OFDA and Office of Iraq Reconstruction), DoD (EUCOM, SOCOM, and Civil Affairs), CIA, National Security Council, and the U.S. Institute of Peace and Department of Justice, as well as NGOs. Conflict case studies analyzed for lessons learned include Somalia, Bosnia, Iraq, and others. The course exercise simulates an interagency working group (PCC) with students playing interagency roles to devise policy recommendations for the president regarding possible intervention in a complex contingency operation.

(2 Credit Hours)

Instructors: Dr. Alan G Whittaker

ICAF 5401-1: Supply Chain Management: Strategy & Concepts

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

(2 Credit Hours)

Instructors: Dr. Paul M Needham, Ms. Colleen A Morris, Jeanne K Vargo

ICAF 5401-2: Supply Chain Management: Strategy & Concepts

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

(2 Credit Hours)

Instructors: Victoria A Leignadier, Thomas Acton Brown, CAPT Terrance K Eglund

ICAF 5451-1: Strategic Geography

This course seeks to expand the student's understanding of the impact of geography and geographic principles in the formulation of national security strategy and its implementing policies. The course will address major concepts of physical geography to include climate, soil, biomes, and land form processes; cultural geography, including population distribution and dynamics, models of spatial organization, nation versus state distinctions and territorial

morphology; major geo political concepts such as sea power and land power models, balance of power, and world systems theory; regional analysis; and emerging geo-strategic issues to include global environment and security geo-economics.

(2 Credit Hours)

Instructors: Dr. Paul M Severance

ICAF 5453-1: Strategic Warfighting I: Net Assessment

This course examines net assessment; a multidisciplinary strategic assessment process developed to address security issues, including military balance assessments. Net assessment involves a cross disciplinary comparative evaluation of the balance of strengths and weaknesses of countries, and regional and institutional entities of interest to U.S. national security decision-makers. Eclectic in scope, net assessment involves myriad elements, addressing political, military, social, cultural, demographic, economic, budgetary, ecological, and technological influences on the security environment. While it employs standard political science methodologies, net assessment often involves the use of business principles, scenarios, so-called crisis and path gaming, conflict simulations, and other analytic tools. Enrollment in this course automatically enrolls students in 5454, Strategic War fighting in the spring. SECRET security clearance required. US students only.

This course requires Secret clearance. (2 Credit Hours)

Instructors: Dr. Sorin Lungu

ICAF 5457-1: America's Vietnam War: Its Course, Lessons, and Legacies

The Vietnam War was America's most protracted war, and perhaps this nation's most complex, with overlays of political and diplomatic conflict, conventional warfare and counterinsurgency, with the US facing a North Vietnamese with a completely different philosophy of warfare and a degree of perseverance that remains almost beyond belief. The lessons and legacies of the war have become of increasing interest given its similarity to the war in Iraq, and given its implications for future conflicts. We will study the war from various perspectives, both nationally and politically, to seek a balanced and accurate understanding of its course, its dynamics, its legacies, and its lessons. We will focus attention on the decisions that shaped its course—on both sides; on the national-and theater-level mobilizations that fed and shaped the war—again, on both sides; on the course of the war, and the action-reaction cycle that reflected the interactions of intelligent, committed enemies.

(2 Credit Hours)

Instructors: Dr. Stephen P Randolph

ICAF 5458-1: Advanced Strategic Planning & Strategy (ASPS)

The aim of this course is to develop an advanced understanding of the national security strategy, warfighting issues, and capability development issues; then improve the ability to think out-of-the-box and create strategy required for complex modern conflict. This course will build on key national security and military strategy aspects. Students will learn advanced national security and military strategy conceptualization, planning, execution, assessment concepts, and capability development. There will be instruction on interagency, Joint, and international aspects of

strategy with emphasis on integration, strategic communication, non-kinetic, and practical implementation. Strategy development concepts, methodology, and tools frame the course. Instructors and speakers have practical experience in recent conflicts and historical education on past wars.

(2 Credit Hours)

Instructors: Mace M Carpenter

ICAF 5461-1: Defense Business Transformation: An Overview

As the Department of Defense has made a concerted effort to transform its warfighting capabilities, a second transformation has also been underway – a business transformation. Successful members of industry, operating in a highly competitive global marketplace, have made dramatic changes to become leaner and more agile. DOD has sought to mirror this effort and change the way it does its business to become more efficient and effective. This course looks at the DOD Business Transformation effort from a broad perspective. It examines the strategic impact Business Transformation is trying to achieve in resource decision-making: provides an understanding of Business Transformation priorities: and examines the major efforts undertaken by the Department, the Services, and selected agencies.

(2 Credit Hours)

Instructors: Thomas B Hauser

ICAF 5501-1: Ethics: Meeting the Challenges of Strategic Leadership

Developed as a practical approach to the study of ethics and the challenges faced by those filling leadership positions. Uses a blend of historical and contemporary readings, instructor-led discussions, guest speakers, and seminar exercises to delve more deeply into some of the current ethical issues facing high ranking military and government official, both in and outside the government, as well as impacting international relationships. Introduces different models for ethical decision making and administers an Ethical Type Indicator as a self-assessment tool which identifies an individual's ethical framework for decision-making. Assesses student's understanding of the complexities inherent in thinking and acting ethically through a paper or presentation which explores a personal ethical experience or compelling individual, institutional, or international ethical issue. Students who take this course will be better prepared to ask the "tough questions" and be more fully aware of the ethical implications inherent in their strategic decisions.

(2 Credit Hours)

Instructors: Dr. John W Yaeger

ICAF 5502-1: Lessons in Leadership

Today's challenges confronting current and future generations of leaders remain complex and confounding. The wise leaders in all fields turn to sources outside themselves, to hone their management and leadership skills. These tools are often books of history or biography that will help them understand and incorporate models of leadership. This course will examine the notion of film analysis as a tool in itself, and will use certain films to provide dramatic insight into cinematic portrayals/conceptions of leadership. Leaders continue to be crucial to the success of

their organizations in a volatile and changing world, balancing on the axis between failure and success. This elective will concentrate on films that represent leadership, both historic and current, with representations of leadership in various environments; it will also investigate theories of leadership and organizational behavior. The course will also portray some of the organizational and management issues associated with leadership. Notions of transformational leadership, ethics, conflict resolution, building consensus, and crisis management are all part of the context in which leaders find great challenges.

(2 Credit Hours)

Instructors: Stephen P Black

ICAF 5502-2: Lessons in Leadership

Today's challenges confronting current and future generations of leaders remain complex and confounding. The wise leaders in all fields turn to sources outside themselves, to hone their management and leadership skills. These tools are often books of history or biography that will help them understand and incorporate models of leadership. This course will examine the notion of film analysis as a tool in itself, and will use certain films to provide dramatic insight into cinematic portrayals/conceptions of leadership. Leaders continue to be crucial to the success of their organizations in a volatile and changing world, balancing on the axis between failure and success. This elective will concentrate on films that represent leadership, both historic and current, with representations of leadership in various environments; it will also investigate theories of leadership and organizational behavior. The course will also portray some of the organizational and management issues associated with leadership. Notions of transformational leadership, ethics, conflict resolution, building consensus, and crisis management are all part of the context in which leaders find great challenges.

(2 Credit Hours)

Instructors: Ms. Janie B Benton

ICAF 5503-1: The Great Captains

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

(2 Credit Hours)

Instructors: Dr. William A Knowlton

ICAF 5506-1: Warfare in the Information Age

This course explores the changing nature of warfare in the information age: the emerging operational contexts and concepts; net-centric operations and capabilities enabled by net-centric sensors, command and control, weapons, and logistics; information warfare and information

assurance; intelligent weapons and intelligent combat vehicles; and the impact of new technologies. The course covers policy, leadership, information technology, operational concepts, system-of-systems issues associated with creating net-centricity across joint and coalition systems, and implications for force transformation.

(2 Credit Hours)

Instructors: Dr. Jeremy M Kaplan

ICAF 5510-1: Strategic Writing for Strategic Thinkers

Thinking strategically is hard work. Writing artfully is equally hard work. Conveying strategic level thinking to the printed page in a way that others can understand and act upon is perhaps the toughest task strategic leaders face. Yet it is an utterly essential skill for those who seek to influence events twenty, fifty or more years into the future. If, as Cervantes claims, “[t]he pen is the tongue of the mind,” then strategic leaders must develop the ability to write as eloquently as they think and speak if their thoughts and ideas are to influence future events. Make no mistake: this is a painful process, mentally exacting, physically stressful and ever a work in progress. Moreover, it’s exceptionally frustrating. What exists in your mind is never wholly or perfectly captured on paper. Still, there’s something about the struggle to capture in words an elusive mental vision that, however imperfect the result, leaves you with something that never would have existed had you not made the attempt. Yes, you’ll wind up with your own “mountain of shards” -- crumpled pages, crossed out lines and your own little corner of cyberspace littered with the detritus of your delete key. Yet uncompromising effort and commitment to your vision, you may also create a masterful, lasting vessel for your thoughts. In this course we’ll combine the task of thinking strategically with the labor of communicating those thoughts in clear, precise and artful prose. Consequently, this is NOT a remedial writing course; the course is designed for those who already possess strong writing skills and wish to develop those skills as a complement to their strategic leadership development. Our process will stress the top three tiers of Bloom’s taxonomy: analysis, synthesis and evaluation. Through a series of readings, reflection, discussions and writing exercises, you’ll be challenged to analyze three views of globalization; synthesize your ideas and the ideas of others; and evaluate each author’s position and make recommendations for future action. The focus of this course will be writing for strategic leaders; the specific subject matter is of secondary importance, serving as the vehicle for the kinds of cognitive development exercises we’ll be undertaking.

(2 Credit Hours)

Instructors: Dr. Christina L Lafferty, CAPT Luann Barndt

ICAF 5511-1: Conflict Management and Negotiation

This course explores the psychology and sociology of conflict diagnosis, conflict management & resolution, and negotiation strategies & tactics. It builds upon the ICAF Executive Assessment and Development Program by providing advanced applied academic concepts. It provides students an opportunity for individual interpersonal skill development. The course addresses interpersonal and multi-party conflict and negotiation and provides a foundation for further study of international conflict and peace-building. The course includes social theories and theories of personality, communication, group dynamics, systems theory, contingency theory, game theory, and leadership theories.

(2 Credit Hours)

Instructors: Dr. Barbara A Budjac Corvette

ICAF 5513-1: On Combat--Human Dimensions of War

On Combat's purpose is to help future strategic leaders grasp the human dynamics that ultimately determine the outcomes of all trials by fire. This course's focus is on the nature of fear, courage, uncertainty, and the demands of killing at the individual, group and leadership levels; on land, at sea and in the air. Students will examine the continuities and change in the warrior's behavior, and the requirements for leaders to provide preparation for battle and moral authority from the streets of insurgent warfare, to the detached environment of remotely piloted aircraft. Military and civilian strategic leaders will gain a greater appreciation of the human dimensions side of using the military option and gain insight into the human costs and better managing human resources.

(2 Credit Hours)

Instructors: Col William F Andrews

ICAF 5601-1: Executive Communication for Strategic Leaders

This course focuses students on the art and science of executive communications today: speaking, briefing, interviewing, listening, charismanship and e-communications. The environment of a strategic leader requires that he communicate messages effectively—in order to best achieve strategic objectives. Starting with a baseline understanding about the end state in communications—that every message should have the desired effect—we will explore choices leaders must make, the effectiveness of various media, and the indirect effects of communications. Students will learn how to leverage various forms of executive communications.

(2 Credit Hours)

Instructors: CAPT Kenneth P Buell

ICAF 5650-1: Tutorial Readings/Independent Study

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

(2 Credit Hours)

Instructors: COL Harry L Dorsey

ICAF 5651-1: Research – One Elective in One Semester

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

(2 Credit Hours)

Instructors: Dr. Christina L Lafferty

ICAF 5652-1: Research – Double Elective in One Semester

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

(4 Credit Hours)

Instructors: Dr. Christina L Lafferty

ICAF 5653-1: Research – One Elective in Both Semesters

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

(2 Credit Hours)

Instructors: Dr. Christina L Lafferty

ICAF 5654-1: Research Fellow

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

(4 Credit Hours)

Instructors: Dr. Christina L Lafferty

SPRING SEMESTER

ICAF 5110-1: Acquisition Policy II: Independent and Small Group Study

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

(2 Credit Hours)

Instructors: Dr. Francis W A'Hearn

ICAF 5153-1: Critical Thinking and Decision Making in Defense Acquisition II

This case study course is offered in collaboration with the Defense Acquisition University. The course provides students the opportunity to “practice” making complex, integrated acquisition management and leadership decisions from a Program Manager’s perspective. Following the Harvard Business School model, the students analyze contemporary Defense acquisition program situations and problems, employ analytical tools and decide a course of action from among options that were available to the decision-maker. Students defend their analyses and decisions to peers and faculty. 5152 is offered in the Fall and 5153 is offered in the Spring. Students who elect to take 5152 in the Fall must also take 5153 in the Spring. 5152 and 5153 are “double” electives, i.e. each count as two electives and are each worth four credit hours. Students who complete both 5152 and 5153 will receive credit for completing the Defense Acquisition University’s PMT-401 Program Manager’s Course. PMT-401 is statutorily required for newly selected Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program managers ACAT I, IA, and II programs. Prerequisite: Open to all ICAF students with Acquisition Professional Development Program Level III certification and industry students with equivalent acquisition skills. SAC students only.

(4 Credit Hours)

Instructors: COL Richard T Shipe, Sean R Herr

ICAF 5158-1: Non-Lethal Weapons: Support for 21st Century Warfare and Homeland Defense

This course reviews all non-lethal weapons technologies being fielded and developed by the Department of Defense. In addition to the technical, programmatic and acquisition aspects of the technologies, the course provides students a perspective on the utility and limitations of non-lethal weapons to support mission accomplishment. The medical, legal, ethical, political and public perception/awareness issues will be addressed to provide students an appreciation for potential impediments to the application of non-lethal technologies across the spectrum of conflict and in support of Homeland Defense.

(2 Credit Hours)

Instructors: Dr. Stephen Basile

ICAF 5206-1: Strategic Economic Challenges

The purpose of this course is to help future strategic leaders understand the major strategic economic challenges that the United States and its allies are facing, or will face, in the 21st century. These economic challenges include globalization, energy, health care, environment, demographics, education, and immigration. The course will also take a global perspective, and look at how other countries have solved (or failed to solve) these economic strategic challenges. The instructional method will include seminar discussions and guest speakers.

(2 Credit Hours)

Instructors: Mr. Seth W Weissman

ICAF 5208-1: Cooperative Game Theory

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

(2 Credit Hours)

Instructors: Mr. Timothy C Russo

ICAF 5301-1: Alliances and Coalitions in Peace and War

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

(2 Credit Hours)

Instructors: Dr. Benjamin F Cooling

ICAF 5302-1: Blacks in American Military History

We will ensure participants in the course are fully—painfully (?)—aware of the costs of racism and other forms of bigotry. We will understand equal opportunity is not the end we seek, but equal opportunity and non-discrimination are means to the end we desire. The end is effectiveness in combat or in any other mission we engage in, and non-discrimination is essential. This elective will assist participants in understanding the roles played by blacks in America's wars from colonial times to the present. We must recognize the achievements of black Americans in the military, especially in the first three and a quarter centuries of black presence in America, came against a background of severe intolerance, making the accomplishments even more significant. We will not focus on treatment—although it will prove to be impossible to escape it—but will rather concentrate on attainments and the price the military and country paid for discrimination. Our focus is important because we wish to know the less well-known story and the costs of ignoring it.

(2 Credit Hours)

Instructors: Dr. Alan L Gropman

ICAF 5308-1: Law of Armed Conflict

Designed for strategic-level leaders in government service, the Law of Armed Conflict provides a five part in-depth study of the theory and development of the law of armed conflict (LOAC), and the application of the LOAC strategy and strategic planning. Part 1 of the course reviews religious (Christianity and Islam) and secular just war theory including Jus ad Bellum and Jus in Bello. In Part 2, the students review the historical development of the LOAC, including the Civil War Lieber Code, 1928 Kellogg-Briand treaty, the post World War II Geneva – Hague Conventions, and the Geneva Protocols, and the Nuremberg war crime trials. Part 3 addresses international law, principles of treaty interpretation, the role of the International Committee of the Red Cross in LOAC, the post-Nuremberg parallel development of international humanitarian law (LOAC) and international human rights law, and the application of international law under U.S. domestic law. Part 4 considers the relevance and application of the LOAC to the post-Cold War and post- September 11, 2001 paradigm including armed conflict against transnational non-state terror networks, civilians on the battlefield, and predator drones and other modern weaponry. Students examine the LAOC as it pertains to current U.S. policies such as standing rules of engagement, Guantanamo detainee operations, military commissions, extraordinary renditions, and enhanced interrogation techniques. Students address the future of the LOAC, given uncertain operational environments in which the U.S. will find itself in the mid-and long-term future. Finally, Part 5 of the course calls for the students to prepare and conduct an in-class presentation of a current LOAC.

(2 Credit Hours)

Instructors: Randall L Keys

ICAF 5309-1: Terrorism: Threat and Response

Studies the nature of terrorism. The Department of State has described terrorism as “premeditated, politically motivated violence perpetrated against noncombatant targets by sub national groups or clandestine state agents usually intended to influence an audience.” As such, terrorism is to be distinguished from conventional warfare as well as guerrilla action. The course will examine: what conditions are associated with the rise of terrorist movements; who are the

terrorists and how are their organizations structured; what strategies and tactics have been employed? Attention will be devoted to the difficulties that terrorism poses for democratic societies and those countries without democratic institutions. What role does a free press play in the struggle against terrorism, and how have democracies organized themselves to combat terrorism?

(2 Credit Hours)

Instructors: Dr. Joseph E Goldberg

ICAF 5310-1: Political Psychology for National Security Decision-Makers

Senior policymakers frequently are faced with situations in which both political and psychological factors (such as culture or personality) influence the behavior of other states, groups, and their leaders. This survey course is intended to provide national security decision-makers with an understanding of the role of psychological factors in international politics, and with techniques for evaluating when such factors should be considered in national security decision-making. Topics include the psychology of terrorists and terrorist organizations, assessing the personalities of foreign leaders, understanding how personality and culture affect policy decisions, understanding the importance of cultural differences in perception, communication, and cross-cultural negotiations, understanding factors which contribute to misperceptions in crisis situations, and understanding the psychological roots of ethnic conflict. SECRET security clearance required. US students only.

This course requires Secret clearance. (2 Credit Hours)

Instructors: Dr. Alan G Whittaker

ICAF 5311-1: An Introduction to the Legislative Branch of Government

How exactly does the Congress go about doing its business? How does the legislative process work? What are the forces that cause members and staff to behave as they do? How can members of the Executive branch interact more successfully with the Congress? How does one do research on the Congress or keep up with its daily activities? How do you prepare and present testimony before a Congressional committee? What is the interaction between Congress and the News Media? Through a combination of lectures and field trips to the Hill, including meetings with members of Congress and their staffs, this course tries to provide answers to these and other questions. It offers perspectives on the legislative branch of government from many points of view, including that of the military liaison officer, lobbyist, pollster, campaign organizer, and journalist.

(2 Credit Hours)

Instructors: Mr. James T Currie

ICAF 5312-1: Public Policy Formulation: Think Tanks

The Framework for Grand Strategy is based on four tools: economics, diplomacy, information and military. The Defense Department specializes in one of these tools, but the United States' experience and the experience of other countries has taught us that all four tools must be used and must be balanced if the state is to achieve its objectives at a reasonable price. Through visits to leading think tanks, "Public Policy Formulation: Think Tanks," will repeatedly focus on all

four tools. While the University's war colleges do deeply investigate the military tool, this course will assist the students in fully understanding the contributions of other government agencies. Because of the travel time associated with numerous field trips, this course meets from 1330-1730. No other elective may be scheduled on the same day.

(2 Credit Hours)

Instructors: Dr. Alan L Gropman

ICAF 5316-1: Globalization's Dark Side: The Challenge of Corruption & Transnational Crime
The benefits of globalization have been challenged by a rapid and pervasive spread of corrupt governmental practices and transnational criminal activities. In some instances, these activities have become so widespread that they have effectively displaced normal governmental institutions and created a profound warping of socioeconomic development. Students in this course will learn about some of the central causes of corruption and transnational crime, and focus attention on several case studies of importance for the long-term development of global governance. An important objective is to demonstrate that, in a globalized world, failure to deal decisively with these dysfunctions of international life will have inevitable negative consequences for US values and interests.

(2 Credit Hours)

Instructors: Dr. Peter J Stavrakis

ICAF 5321-1: Containing Al-Qaeda-ism: An Atlas of Global Activity, Actors, Accomplices, Genealogy, Worldview, Causes and Threat Trends

Conveys an in-depth understanding of the al-Qaeda and associated movements and insurgencies against the current world order. Systematically explores all aspects of these movements through a three "atlas" series text that systematically studies al-Qaedaism in three parts. The Activity, Actors and Accomplices Atlas surveys global activity of al-Qaeda and associated movement activity in each country, helping to convey the true, unembellished nature of the movements and their differences in each locale. It surveys the violent actors (organizations, strategists, leaders, spiritual guides and foot soldiers) and their near-violent accomplices, such as the Muslim Brotherhood, and Hizb ut-Tahrir. The Genealogy and Worldview Atlas profiles the historical, ideological rise of the movements, featuring their major ideologues, and then systematically presents the al-Qaedaism worldview or belief system (in their words). It identifies the differences between al-Qaedaism and non-violent Islam. The Causes, Catalysts and Threat Trends Atlas outlines the sources in Muslim society's educational, cultural, social, political, and psychological realms, as well as those causes with non-Muslim responsibility. "Containing Al-Qaeda-ism" prepares national security professionals for positions of strategic leadership that require complete and accurate knowledge of the related violent and near violent movements. This course is essentially a course designed to meet the Chairman of the Joint Chiefs of Staff's special emphasis areas (SAEs) of Countering Ideological Support for Terrorism (CIST), Irregular Warfare (IW) and Strategic Communication (SC). The National Intelligence Council's "2020 Project" forecasts that: "Political Islam will have a significant global impact leading to 2020." Because al-Qaedaism will threaten Muslims and non-Muslims for at least two generations, the Chairman's top three priorities for 2006 were: 1) "Win the War on Terrorism; 2) "Information, perception and how and what we communicate are critical; and 3) "Assist others to create an

environment where terrorism will not flourish.” "Containing Al-Qaeda-ism" directly supports each of those objectives.

(2 Credit Hours)

Instructors: CAPT David D Belt

ICAF 5321-2: Containing Al-Qaeda-ism: An Atlas of Global Activity, Actors, Accomplices, Genealogy, Worldview, Causes and Threat Trends

Conveys an in-depth understanding of the al-Qaeda and associated movements and insurgencies against the current world order. Systematically explores all aspects of these movements through a three “atlas” series text that systematically studies al-Qaedaism in three parts. The Activity, Actors and Accomplices Atlas surveys global activity of al-Qaeda and associated movement activity in each country, helping to convey the true, unembellished nature of the movements and their differences in each locale. It surveys the violent actors (organizations, strategists, leaders, spiritual guides and foot soldiers) and their near-violent accomplices, such as the Muslim Brotherhood, and Hizb ut-Tahrir. The Genealogy and Worldview Atlas profiles the historical, ideological rise of the movements, featuring their major ideologues, and then systematically presents the al-Qaedaism worldview or belief system (in their words). It identifies the differences between al-Qaedaism and non-violent Islam. The Causes, Catalysts and Threat Trends Atlas outlines the sources in Muslim society’s educational, cultural, social, political, and psychological realms, as well as those causes with non-Muslim responsibility. "Containing Al-Qaeda-ism" prepares national security professionals for positions of strategic leadership that require complete and accurate knowledge of the related violent and near violent movements. This course is essentially a course designed to meet the Chairman of the Joint Chiefs of Staff’s special emphasis areas (SAEs) of Countering Ideological Support for Terrorism (CIST), Irregular Warfare (IW) and Strategic Communication (SC). The National Intelligence Council’s “2020 Project” forecasts that: “Political Islam will have a significant global impact leading to 2020.” Because al-Qaedaism will threaten Muslims and non-Muslims for at least two generations, the Chairman’s top three priorities for 2006 were: 1) “Win the War on Terrorism; 2) “Information, perception and how and what we communicate are critical; and 3) “Assist others to create an environment where terrorism will not flourish.” "Containing Al-Qaeda-ism" directly supports each of those objectives.

(2 Credit Hours)

Instructors: CAPT David D Belt

ICAF 5323-1: Surviving Defeat

The ultimate test of a nation’s vitality is whether it can respond effectively to failure. Most often, failure takes the form of a major military defeat which calls into question the not only the viability of a nation’s defense but of its economic, political and social systems as well. Whether and how a nation succeeds in drawing lessons from failure and is able to redefine its grand strategy can be a matter of life and death for both individuals and states. This course will look closely at historical cases of defeat by examining how select nation-states responded to failures – whether military, economic, diplomatic, informational in nature, or some combination thereof – and will try to identify the factors that determine whether a nation and its people can achieve the flexibility necessary to rethink the future and emerge from dire circumstances. Case studies will

include the Athenian failure in the Peloponnesian War (military); Rome's defeat at Adrianople in 378; a comparative analysis of the French responses to the defeats of 1870 and 1940 (military); Germany's response to 1918-1919 and 1945 (diplomatic and military); the dissection of the Austro-Hungarian Empire in 1919 (diplomatic); the erosion of British influence as a world power, culminating with the surrender of Singapore in 1942 (diplomatic, informational, and military); Japan's cataclysmic defeat in 1945 (military, economic, diplomatic); America's failure in Vietnam (military and informational); and Russia's response to the collapse of the Soviet Union and 'defeat' in the Cold War (economic and informational).

(2 Credit Hours)

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

ICAF 5324-1: Homeland Security: Strategic Planning and Resourcing

This course will examine the necessary resourcing and strategic planning required in executing homeland security missions in support of U.S. national interests. Moreover, it will examine the different organizations, both governmental and non-governmental, which carry out the different missions encompassing homeland security and the coordination required for effective execution. After a baseline analysis of HLS policies, legislation and current efforts at the federal level, students will examine HLS activities within private industry, the States and selected foreign countries through lectures, case studies and visits with HLS leaders and experts. The course is not meant to be an introduction to the Department of Homeland Security (DHS), but a structured analysis of HOW to effectively carry out HLS missions within the interagency and across a varied spectrum of missions. As a final exercise, students will be asked to prepare a class presentation on a specific case study appropriate to individual HLS concerns.

(2 Credit Hours)

Instructors: Mr. Feza Suayip Koprucu

ICAF 5332-1: Business, Industry and the Changing Way of American National Security

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

(2 Credit Hours)

Instructors: Dr. Benjamin F Cooling

ICAF 5352-1: Assessing and Managing Ethno-Political Conflict

Conflicts in Iraq, Afghanistan, Bosnia, Somalia, Rwanda, the West Bank and other regions illustrate the dilemma policy makers and commanders face in determining how to effectively prevent, manage, terminate, or resolve conflicts. The course evaluates concepts and frameworks for assessing the ethnic, religious, and racial cleavages that affect current intra- and inter-state politics. It examines the psychological roots of ethno-political conflict, approaches for managing conflict situations (including peacekeeping and peace enforcement operations), explores how the U.S., other nations, and the international community respond to these conflicts, and assesses approaches for preventing or resolving conflicts (including considerations for stability and reconstruction operations). Analysis of the U.S. approach to complex contingency operations emphasizes roles, interests, policy approaches and lessons learned from across the interagency. Speakers include representatives from the Department of State (regional bureaus and S/CRS), USAID (OFDA and Office of Iraq Reconstruction), DoD (EUCOM, SOCOM, and Civil Affairs), CIA, National Security Council, and the U.S. Institute of Peace and Department of Justice, as well as NGOs. Conflict case studies analyzed for lessons learned include Somalia, Bosnia, Iraq, and others. The course exercise simulates an interagency working group (PCC) with students playing interagency roles to devise policy recommendations for the president regarding possible intervention in a complex contingency operation.

(2 Credit Hours)

Instructors: Dr. Alan G Whittaker

ICAF 5353-1: U.S. Foreign Assistance and National Security

Development has become increasingly important as an element of U.S. national security, along with diplomacy and defense. Students will study the role of development assistance in supporting U.S. foreign policy and examine past U.S. experience and lessons learned in post-conflict stabilization and reconstruction. One half of the course will focus on economic development, with special attention to understanding why some developing countries have grown rapidly while many others have not and to new models of assistance such as the Millennium Challenge Account. The second half will focus on post-conflict reconstruction, examining the historical record of success and failure, U.S. experiences in Iraq and Afghanistan, and proposals for strengthening interagency coordination and USG civilian capacity. Outside speakers will provide students opportunities to hear from and interact with experts and senior managers with experience in these areas.

(2 Credit Hours)

Instructors: Mr. Robert S Brent, Mr. Desaix B Myers

ICAF 5356-1: Ambassador's Special Topic: The Real Practice of Diplomacy

The course will look at both historical and recent/current examples of diplomatic activity, discussing how diplomacy is practiced in reality. The course will draw on Ambassador Loftis' experiences as well as those of other senior diplomats, and will look at examples of both bilateral and multilateral diplomacy in promoting national interests in the political-military, human rights, international health, international trade and other fields. The course will cover some theory but focus primarily on practice.

(2 Credit Hours)

Instructors: AMB Robert G Loftis

ICAF 5360-1: Ethics and Statecraft: The Strategic Imperative

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

(2 Credit Hours)

Instructors: Dr. Gregory D Foster

ICAF 5402-1: Individual Research in Supply Chain Management

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

(2 Credit Hours)

Instructors: Dr. Paul M Needham

ICAF 5404-1: Supply Chain Management Information Systems and Business Transformation

This course prepares strategic leaders to develop, manage, and transform supply chain (logistics) and business systems. This course provides a focused in-depth investigation of Supply Chain Management Information and Technology that is the primary foundation of today's SCM success. Students will examine current DoD supply chain and business systems—e.g., DLA, USTRANSCOM, DFAS, medical. Additionally, students will explore how these systems may be used within the DoD logistics structure. SCM students must take one course from 5404, 5405 or 5408. SCM students only.

(2 Credit Hours)

Instructors: CAPT Terrance K Eglund

ICAF 5405-1: Business Practices in Supply Chain Management

This course prepares strategic leaders to manage supply chain functions using best business practices. Students will analyze various business situations in the form of case studies and make recommendations as to which actions a manager should take. Students will understand many of the issues confronting a firm as it tries to develop a market and provide customer service. The course will include in-depth information on and discussion of all aspects of the supply chain. Additionally, they will explore how these business practices may be used within the DoD logistics structure. SCM students must take one course from 5404, 5405 or 5408. SCM students only.

(2 Credit Hours)

Instructors: Dr. Paul M Needham

ICAF 5408-1: Strategic Warfighting: Transportation and Logistics

This course prepares strategic leaders to develop, manage, and transform the DOD deployment and distribution systems. The course provides an in-depth examination of the transportation and logistics warfighting requirements and systems to include: mobilization--manpower and material; transportation--organic and commercial; logistics--DLA, Services, contractor support, etc. The course is part of the SCM concentration and also supports the JCLASS War Game. Students in this elective will participate in the Annual JCLASS war game in which they will act in the roles of: Commander US TRANSCOM, Director DLA, the JS J-4, and deputies. Students will participate in planning or distributed phase that is conducted during the spring elective periods culminating with an execution brief for the ICAF Commandant in late March. The execution phase of the Joint Land Aerospace and Sea Simulation (JCLASS) is a five-day war game at the USAF Wargaming Institute at Maxwell AFB, AL, conducted during April. 1 Week TDY travel during regular class sessions involved. SECRET security clearance required. US students only. SCM Students must take one course from 5404, 5405 or 5408. SCM students only. (2 Credit Hours)

Instructors: Dr. Paul M Needham, Lt Col Patrick T Kumashiro

ICAF 5452-1: Geography and Warfighting

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

(2 Credit Hours)

Instructors: Dr. Paul M Severance

ICAF 5454-1: Strategic Warfighting II: JCLASS

The aim of this course is to develop an understanding of the national security strategy, warfighting issues, and logistics resource concerns during contingency planning and operations in a multi-theater, limited resource environment. This course is executed in conjunction with students from all DoD War Colleges. The Spring semester focuses on game play - preparing national strategic policy, coordinating the interagency process, and working with the combatant commands (other war colleges) as they respond to a changing 2018 world situation in two phases. The planning or distributed phase is conducted during the spring elective periods culminating with an execution brief for the ICAF Commandant in late March. The execution phase of the Joint Land Aerospace and Sea Simulation (JCLASS) is a five-day war game at the

USAF Wargaming Institute at Maxwell AFB, AL, conducted during April. NDU Strategic Warfighting students participate as principal role players in the NSC, DOS, USAID, OSD, DOJ, DHS, FEMA, CIA, White House Staff, CJCS, USCG, and DLA/ TRANSCOM. 1 Week TDY travel during regular class sessions involved. Prerequisite: ICAF 5453 - Strategic Warfighting I: Net Assessment or consent of instructor. SECRET security clearance required. U.S. students only.

This course requires Secret clearance. (2 Credit Hours)

Instructors: Mace M Carpenter, Dr. Sorin Lungu

ICAF 5456-1: Counterinsurgency

In this elective we will explore the counterinsurgency (COIN) theories of a number of strategists and practitioners, examine counterinsurgency at the tactical, operational and strategic levels, and analyze a number of counterinsurgency case studies. We will read and discuss the writings of O'Neill on the nature of insurgency, Anthony Joes on the history of American involvement in insurgencies, and Mao on Guerilla Warfare for an eastern view of insurgency. As we meet to discuss the readings and share insights we will evaluate the current COIN doctrine found in Army FM 3-24. To enhance our understanding of how counterinsurgency strategies played out we will host published authors in the field. This course builds on the Military Strategy and Logistics lessons on Irregular Warfare to provide the participant a deeper understanding of counterinsurgency, history, theory, and outlook for the future.

(2 Credit Hours)

Instructors: Peter VanDeusen, LTC Susan F Bryant

ICAF 5458-1: Advanced Strategic Planning & Strategy (ASPS)

The aim of this course is to develop an advanced understanding of the national security strategy, warfighting issues, and capability development issues; then improve the ability to think out-of-the-box and create strategy required for complex modern conflict. This course will build on key national security and military strategy aspects. Students will learn advanced national security and military strategy conceptualization, planning, execution, assessment concepts, and capability development. There will be instruction on interagency, Joint, and international aspects of strategy with emphasis on integration, strategic communication, non-kinetic, and practical implementation. Strategy development concepts, methodology, and tools frame the course.

Instructors and speakers have practical experience in recent conflicts and historical education on past wars.

(2 Credit Hours)

Instructors: Mace M Carpenter

ICAF 5460-1: Seminar in Crisis Management

This seminar provides an opportunity to examine and to study actual crises, as well as writings about crisis management from a theoretical and policy perspective. The seminar is also designed to contribute to an understanding of the methodological issues of studying crises. It will test hypotheses and address questions drawn from relevant literature about decision-making, conflict, the role of intermediaries and third parties, and international interaction in crises. In addition, it

will study the crises themselves in an effort to understand how actual participants, including key decision-makers, have dealt with the crisis, drawing possible lessons for the future.

(2 Credit Hours)

Instructors: Dr. Sorin Lungu

ICAF 5462-1: Defense Business Transformation: Creating a Strategic Framework

Department of Defense Business Transformation is a high priority effort to change the way the Department conducts the ‘business of defense.’ It is a highly complex undertaking that requires leaders who can integrate new business management strategies, business processes, and technologies. This course offers a business transformation framework that considers the enablers of transformation (Governance / Performance Measurement / Risk Management / Professional Development) and its principle foci (Continuous Process Improvement / Organizational Assessment and Design / Business Situational Awareness). It will provide the executive tools necessary to lead and evaluate business transformation efforts that each student will face after departing ICAF.

(2 Credit Hours)

Instructors: Thomas B Hauser

ICAF 5502-1: Lessons in Leadership

Today’s challenges confronting current and future generations of leaders remain complex and confounding. The wise leaders in all fields turn to sources outside themselves, to hone their management and leadership skills. These tools are often books of history or biography that will help them understand and incorporate models of leadership. This course will examine the notion of film analysis as a tool in itself, and will use certain films to provide dramatic insight into cinematic portrayals/conceptions of leadership. Leaders continue to be crucial to the success of their organizations in a volatile and changing world, balancing on the axis between failure and success. This elective will concentrate on films that represent leadership, both historic and current, with representations of leadership in various environments; it will also investigate theories of leadership and organizational behavior. The course will also portray some of the organizational and management issues associated with leadership. Notions of transformational leadership, ethics, conflict resolution, building consensus, and crisis management are all part of the context in which leaders find great challenges.

(2 Credit Hours)

Instructors: Stephen P Black

ICAF 5502-2: Lessons in Leadership

Today’s challenges confronting current and future generations of leaders remain complex and confounding. The wise leaders in all fields turn to sources outside themselves, to hone their management and leadership skills. These tools are often books of history or biography that will help them understand and incorporate models of leadership. This course will examine the notion of film analysis as a tool in itself, and will use certain films to provide dramatic insight into cinematic portrayals/conceptions of leadership. Leaders continue to be crucial to the success of their organizations in a volatile and changing world, balancing on the axis between failure and

success. This elective will concentrate on films that represent leadership, both historic and current, with representations of leadership in various environments; it will also investigate theories of leadership and organizational behavior. The course will also portray some of the organizational and management issues associated with leadership. Notions of transformational leadership, ethics, conflict resolution, building consensus, and crisis management are all part of the context in which leaders find great challenges.

(2 Credit Hours)

Instructors: Dr. James W Browning

ICAF 5503-1: The Great Captains

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

(2 Credit Hours)

Instructors: Dr. William A Knowlton

ICAF 5505-1: Creative, Critical and Reflective Thinking

Designed to provide a greater understanding of how you go about both creative and critical thinking. The course consists of a series of progressively more challenging projects designed to demonstrate and exercise various aspects of and barriers to creative problem solving. Following each exercise, various concepts in creativity will be examined and their application and implications to the military environment discussed. Because productive creativity is inextricably based on reflective and evaluative capacity, the course will conclude with a strong grounding in the logic of critical thinking with applications of both creative and critical thinking to deception operations.

(2 Credit Hours)

Instructors: Mark A McGuire, Dr. Christina L Lafferty

ICAF 5507-1: Interagency Negotiation

"Interagency Negotiation" provides an intensive study of the theories and concepts of negotiation, with specific application to the joint interagency environment of the contemporary strategic leader. The course will require readings about theory and practice (including some case studies), and utilize exercises to illustrate and test key propositions about the negotiation process.

(2 Credit Hours)

Instructors: Dr. Sylvia W Babus, Mr. Richard G deVillafranca, AMB Robert G Loftis

ICAF 5601-1: Executive Communication for Strategic Leaders

This course focuses students on the art and science of executive communications today: speaking, briefing, interviewing, listening, chartsmanship and e-communications. The environment of a strategic leader requires that he communicate messages effectively—in order to best achieve strategic objectives. Starting with a baseline understanding about the end state in communications—that every message should have the desired effect—we will explore choices leaders must make, the effectiveness of various media, and the indirect effects of communications. Students will learn how to leverage various forms of executive communications.

(2 Credit Hours)

Instructors: CAPT Kenneth P Buell

ICAF 5650-1: Tutorial Readings/Independent Study

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

(2 Credit Hours)

Instructors: COL Harry L Dorsey

ICAF 5651-1: Research – One Elective in One Semester

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

(2 Credit Hours)

Instructors: Dr. Christina L Lafferty

ICAF 5652-1: Research – Double Elective in One Semester

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

(4 Credit Hours)

Instructors: Dr. Christina L Lafferty

ICAF 5653-1: Research – One Elective in Both Semesters

Performs an in-depth research project over the course of the entire academic year in lieu of two regular Electives Program Courses - one in each semester. For details, see the ICAF Research

and Writing Handbook. This course requires approval from the Director of Research (Dr. Chris Lafferty) prior to registering for this course. This course must begin in the Fall. Students who enroll in this course in the Fall will be automatically enrolled for it in the Spring. No set time - does not conflict with any scheduled electives.

(2 Credit Hours)

Instructors: Dr. Christina L Lafferty

ICAF 5654-1: Research Fellow

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

(4 Credit Hours)

Instructors: Dr. Christina L Lafferty