

National Defense University



2019-2020 Electives Program Catalog

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National Defense University Electives General Information

Elective courses are held in the fall and spring semesters of each year and convene one time a week over a 12 week period, unless otherwise stated in the course description. Elective courses will be held Tuesdays and Wednesdays each week, except for the week of Thanksgiving – elective courses will not be held during that period. Class times are based on an early and late time schedule. The early sessions run from (1330 – 1525) and late sessions run from 1535 – 1730, unless otherwise stated in the course narrative/description. Courses will switch times after the sixth session - early classes (1330 – 1525) will switch to the late time slots (1535 – 1730) and late classes (1535 – 1730) will move to the early time slots (1330 – 1525), unless otherwise stated in the course narrative.

Students will have an opportunity to obtain a better understanding of the courses being offered during the National Defense University Electives Open House. This forum provides students the opportunity to meet professors and obtain information on their courses of interest. Two Open Houses will occur during the academic year – the fall Electives Open House will occur on August 14, 2019 (from 1330 – 1500), and the spring Electives Open House will occur on October 23, 2019 (from 1145 – 1300). Immediately following the Open House, the course selection process will open and students will have until Monday morning/August 19, 2019 to create and submit their prioritized course list for fall electives. Students will have until Monday morning/October 28, 2019 to create and submit their prioritized course list for spring electives. More information regarding the Open House and electives selection process will be provided by your College Electives Directors (please see below list).

College Electives Points of Contact:

College of International Security Affairs (CISA)	Ms. Sheila DeTurk	(202) 685-7377
Eisenhower School (ES)	Dr. Timothy Russo	(202) 685-4349
College of Information and Cyberspace (CIC)	Ms. Nakia Logan	(202) 685-2110
National War College (NWC)	COL Frank Samuelson	(202) 685-3654
National Defense University Program Manager & Inter-American Defense College (IADC) Liaison	Mr. Larry Johnson	(202) 685-2128

Elective courses are also used to satisfy a wide variety of concentrations available at the National Defense University. Some concentrations are restricted to specific colleges, but most are open to students across all colleges. To better prepare students for the University's electives selection process and how the concentrations play into this arena, an informational Concentration and Scholars Program briefing will be offered on August 6, 2019 that will answer most, if not all, of your questions and help guide you in your electives selection process. The following concentrations will be offered in Academic Year (AY) 2019-20.

Elective Concentrations:

American Studies (Open to International Fellows at CIC/ES/NWC)

Mr. Michael Shrout

Required Courses:

- NDU 6047: American Studies I (International Fellows)
- NDU 6048: American Studies II (International Fellows)

American Studies (American Fellows Program)

Mr. Michael Shrout

Required Courses:

- NDU 6030: American Studies I (American Fellows Program)
- NDU 6031: American Studies II (American Fellows Program)

Cyber Security Leadership

Dr. George Trawick

Students must take two from the following:

- CIC 6017: Cyber Security in the 21st Century (CSL)
- CIC 6024: Cyber Security Awareness (CSL)
- CIC 6025: Infrastructure and Information Operations (CSL)
- CIC 6026: Cyber Terrorism and Cyber Crime (CSL)
- NWC 6005: Cyber Operations and National Security Strategy

Data Analytics and Visualization

Prof Andy Gravatt

Required Courses:

- CIC 6004: Big Data to Decisions (EIT/DAV)
- CIC 6037: Data Analytics for Decision Making (DAV)

Emerging Information Technology

Prof Vern Wendt

Students must take two from the following:

- CIC 6004: Big Data to Decisions (EIT/DAV)
- CIC 6020: Enterprise Telecommunications and Mobility (EIT)
- CIC 6030: Future Emerging Technologies (EIT)
- NDU 6019: Social Media as a Source of Information-Legal, Policy & Ethical Issues

Ethics

Dr. Gregory D. Foster

Students must take two from the following (one of which must be either NDU 6028 or NDU 6063):

- NDU 6028: The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development
- NDU 6029: Ethical Leadership and Strategic Organizations: Changing the Culture, Eliminating Toxic Behaviors, and Creating High-Performance
- NDU 6034: U.S. Civil-Military Relations and Professionalism
- NDU 6063: Ethics and Statecraft: The Strategic Imperative
- NWC6073: War Crimes and Strategy
- NWC 6082: National Security Law: Legal & Ethical Issues for National Security Strategists

European Studies

Dr. Irene Kyriakopoulos

- NDU 6094: The European Union
- NDU 6095: European Politics and Security

Health Strategies

Dr. Douglas J. Robb

Required Courses:

NDU 6056: Leadership Perspectives in Health Strategy: Solving Wicked Strategic/Global Health Problems

NDU 6075: Health Strategy as a Foundation for National and Global Security

National Security Inter-Agency Leadership Practicum (NSIL-P)

Lt. Col Tobias Switzer

Required Courses:

NDU 6061: National Security Interagency Leadership - Practicum (NSIL-P)

NDU 6062: National Security Interagency Leadership - Practicum (NSIL-P)

Long Term Strategy (SECRET & US only)

Dr. Sorin Lungu

Required Courses:

ES 6453: Seminar in Diagnostic Net Assessment and Defense Strategic Planning

ES 6458: Military Technology Diffusion and the Asian Defense Market Dynamics

ES 6466: Long Term Strategy Research Project

Senior Acquisition Course (ES ONLY)

Dr. Brian Buckles

Required Course:

ES 6110: Strategic Acquisition - An Examination of Select Topics Highlighting the Fundamental Forces Driving Defense Acquisition)

Additional Course: Select one of the following:

ES 6102: Science and Technology Policy

ES 6103: Comparative International Acquisition Systems and FMS

ES 6104: Sustaining Technological Advantage in Defense Acquisition

ES 6105: Leading Innovation in Business and Government

ES 6109: Congress and the Quest for Acquisition Reform

Supply Chain Management (ES ONLY)

Dr. Todd McAllister

Required Courses:

ES 6404: Global Supply Chain & Logistics Strategy I

ES 6405: Supply Chain Management: Strategy & Concepts II

ES 6402: Supply Chain Management Research Colloquium

Weapons of Mass Destruction (WMD)

Dr. John Mark Mattox

One required course (Can use either course as the required course):

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

NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction **(Fall Only)**

And one additional Course: Select one of the following:

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

NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction**

NDU 6066: Deterrence Theory and National Security

NDU 6070: From the War Zone to the Hot Zone: Rapidly Evolving Challenges in Biodefense

NDU 6071: Thinking about the "UNTHINKABLE": Strategic Weapons, Strategic Warfare,

and Enduringly Consequential Choices

NDU 6900: Independent Research Study

NWC 6009: Nuclear Weapons and National Security in the 21st Century

CISA 6005: Nuclear Statecraft: Diplomacy, Summitry, and Collective Action

CISA 6910: Nuclear Threats and Responses: Addressing Nuclear Risks in a Dangerous World

**If you take NDU 6014 as the required course, you can take NDU 6015 as the additional course, and vice-versa.

Congratulations on your selection to attend the National Defense University and get ready to participate in a very exciting and rewarding electives program.

AY 19-20 ELECTIVES PROGRAM CATALOG

FALL SEMESTER COURSES

CIC

CIC 6004: Big Data to Decisions (EIT/DAV)

This course explores data management and its enabling technologies as key components for improving mission effectiveness through the development of open, enterprise wide, and state-of-the-art data architectures. It examines management issues such as the implementation of the data component of the Enterprise Architecture specified by OMB. In addition, the course covers key data management strategies, including the DoD Net-Centric Data Strategy and the Federal Enterprise Architecture (FEA) Data Reference Model and their enabling information technologies including data warehousing, electronic archiving, data mining, neural networks, and other knowledge discovery methodologies. Case studies allow students to explore data management issues and implementation. While geared for managers, the course provides sufficient insight into the underlying technologies to ensure that students can evaluate the capabilities and limitations of data management options and strategies.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 – 12/10/2019 (changes to 1535 – 1730 after 6th session)

Instructor: Prof. Andrew Gravatt

CIC 6017: Cyber Security in the 21st Century (CSL)

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

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 – 12/10/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Prof. Mark Duke

CIC 6020: Enterprise Telecommunications and Mobility (EIT)

This course focuses on the management of network and telecommunications technology in a global networked enterprise. It also examines current and emerging network and telecommunications technologies, including their costs, benefits, security implications, implementation impacts, and various military and civilian net-centric applications. Selected

technical and management topics are discussed to include network centric concepts, local and wide area networks and associated Internet technologies and the significance of shifts in regulatory and industry structure. Discussions, exercises, and guest speakers reinforce and provide insight into practical application of abstract concepts.

(Class Limit 20) (2 Credit Hours)

WED, 1330-1525, 09/18/2019 - 12/11/2019 (changes to 1535-1730 after 6th session)

Instructor: Prof. Marwan Jamal

CIC 6025: Infrastructures and Information Operations (CSL)

Prerequisite: Top Secret/ SCI clearance is required. This course will be limited to U.S. citizens.

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

(Class Limit 16) (2 Credit Hours)

WED, 1535 - 1730, 09/18/2019 - 12/11/2019 (changes to 1330 - 1525 after 6th session)

Instructor: Prof. James F. Churbuck

CIC 6028: Budgeting for War and Post Conflict Operations

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

(Class Limit 20) (2 Credit Hours)

TUE, 1535-1730, 09/17/2019 - 12/10/2019 (changes to 1330-1525 after 6th session)

Instructor: Prof. Joseph Wessling

CIC 6044: Inside Innovation

This course provides an opportunity for hands-on exercises that follow a current technology R&D project in AI/ML in the information/influence space supporting a COCOM. Students will

participate in developing prototypes, scoping questions, defining methods, choosing software suites, and arguing the value-add to stakeholders while polishing communication and critical thinking skills.

(Class Limit 20) (2 Credit Hours)

WED, 1330-1525, 09/18/2019 – 12/11/2019 (changes to 1535-1730 after 6th session)

Instructor: Dr. Gwyneth Sutherlin

CIC 6047: Influence Warfare

Influence is vital to effective war and security strategies. Allows leaders to do more with less—to collapse adversaries silently and invisibly, outside traditional instruments of state power. Tools of influence include subversion, sabotage, fifth columns, propaganda, fake news/disinformation, third options, kompromat, deception, glasnost, sisu, szalámitaktika, trust, etc. One memo. One 10-minute presentation. Short exciting readings/videos.

(Class Limit 20) (2 Credit Hours)

WED, 1330-1525, 09/18/2019 – 12/11/2019 (changes to 1535-1730 after 6th session)

Instructor: Dr. Howard Clark

CISA

The following courses are mandatory electives for CISA students. Space may be available after pre-registration of CISA students.

CISA 6910: Nuclear Threat and Response

This course helps students to understand today's nuclear threats. The course focuses on current issues and challenges but also provides an historic perspective of how the threat has changed since the Cold War. Students will attain a basic understanding of nuclear weapons technologies and the role of the nuclear fuel cycle, how the threat has expanded as both states and terrorist organizations pursue nuclear/radiological materials and capabilities, the threat posed by under-secured nuclear/radiological materials worldwide, and bilateral and global responses to these and related challenges.

(Class Limit 20) (2 Credit hours)

TUE, 1330 – 1525, 09/17/2020 – 12/10/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Ms. Heather Looney

CISA 6926: Perspectives on the American Way of War

While much appears new in the recent American encounter with irregular warfare, in fact, the United States was very much an actor in irregular conflicts throughout its past. The United States began with a revolutionary endeavor—a people's war. In forming a country and in trying to ensure its survival, it experienced a variety of threats and challenges to its existence and to its national identity. As the original Thirteen Colonies evolved into the United States and expanded across the continent and then assumed a greater role in international affairs, conflicts abounded. While some were great struggles, such as the Civil War, there was throughout the elements of irregular war. Some were unique to the American experience, such as the Indian Wars, but many bear a remarkable similarity to the present and while many of the 'lessons' of those experiences may have been lost or not received sufficient attention, they shaped much of what we think and do in the world today. This course will examine some of the most salient examples of this environment and its meaning, not only in shaping the American way of war and strategy and its experience and understanding of irregular war, but how that background and experience might inform current and future ideas about what is to be done.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 09/17/2020 – 12/10/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Tom Marks

The following Eisenhower School (ES) courses are not considered open elective courses and will not appear in/on the Electives Course Selection Survey.

ES 6102: Science and Technology Policy

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. This seminar group is concerned with understanding the Science and Technology Policy issues associated with collaborative scientific research among defense allies and the implications for security and national economic growth. Students work jointly with colleagues in the French counterpart to the Eisenhower School, the Institute for Higher Education in National Security (IHEDN) in Paris, to analyze a current issue facing science and technology in the trans-Atlantic national security alliance. **The seminar will travel to Paris for field studies and joint seminar collaboration in early November 2019**, and will host their IHEDN colleagues in Washington DC in early February 2020.

(Class Limit 15 - SAC students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/17/2019 – 12/10/2019 (Does NOT change time after 6th session)

Instructor: Dr. Clark Groves

ES 6103: Comparative International Acquisition Systems and FMS

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. From computer software sales to massive airline fleet purchases to outsourcing, industries and governments are learning that they need to buy and sell, compete and cooperate on an international scale. Indeed, many large firms, to include those in the defense business, have transitioned from national to international to multinational firms competing in global markets. One important step in understanding international cooperation and competition in defense markets is gaining insight into the governmental systems and the national military acquisition systems of other countries – the organization, the process, and the personnel that make the system work. This course will examine and analyze the weapons acquisition systems of India, France, and the United Kingdom and how the US Government and private industry interacts with them via the Defense Security Cooperation Agency (DSCA) and the International Traffic in Arms Regulations (ITAR). The course will also examine Direct Commercial Sales, Foreign Military Sales (FMS) and the role of international armaments cooperation in US defense policy.

(Class Limit 15 - SAC students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/17/2019 – 12/10/2019 (Does NOT change time after 6th session)

Instructors: Dr. Rich Shipe

ES 6104: Sustaining Technological Advantage in Defense Acquisition

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. Technological innovation continues to transform our world at an increasing pace (robotics, information and communications technology, genetics, nanotechnology, biotechnology, and more). Conversely, the decision support systems within the

Department of Defense progress at the same methodical pace. This creates a tension between the dynamic world of innovation and a defense acquisition process characterized by highly defined methods, budgets, schedules, and oversight requirements. Acquisition leaders must understand how to sustain the bedrock of U.S. national security strategy, technological innovation, while effectively managing defense acquisition processes.

ES 6104, seeks to understand how DoD acquisition programs can guide, enable, and leverage innovation. Students must come to seminar prepared to discuss assigned readings, integrate them with speakers' viewpoints, and draw from their own experience to enhance their own and others' understanding of concepts and frameworks presented in the course. The faculty/student team will analyze and evaluate the factors that influence technological innovation in today's national security environment to include the defense acquisition system and industrial base.

NOTE: requires travel on 14-15 November.

(Class Limit 15 – SAC Students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/17/2019 – 12/10/2019 (Does NOT change time after 6th session)

Instructor: Lt Col Bryon McClain, USAF

ES 6105: Leading Innovation in Business and Government

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is open to SAC students only. With the recent interest in bridging the gap between the U.S. military and cutting edge companies in Silicon Valley, the Department of Defense (DoD) has come to recognize the value of leaders that can consistently create the conditions for innovation in organizations across a broad spectrum from technology development to leadership of large military units. As such, this seminar will begin its study of leading innovation by investigating the topic through the lens of business theory to include the writings of Harvard Business School Professor Clayton Christensen, other prominent authors, and through the discussion of key case studies. Seminar members will then apply this theory as they meet with business and government leaders from such organizations as the Defense Advanced Research Projects Agency (DARPA), In-Q-Tel, the Defense Innovation Unit-Experimental (DIU-x), Proctor & Gamble, General Electric, IBM, Marriot, and Sirius XM to observe and discuss innovative business concepts and public sector acquisition policies and practices.

NOTE: requires travel on 14-15 November.

(Class Limit 15, SAC Students only) (2 Credit Hours)

TUE, 1330 – 1730, 09/17/2019 – 12/10/2019 (Does NOT change time after 6th session)

Instructors: Dr. Brian Buckles

ES 6404: Global Supply Chain & Logistics Strategy I

This program provides students a strategic-level understanding of integrated supply chains and logistics systems and prepares them to apply these concepts and practices across the entire enterprise of companies and organizations that make up the Global Supply and Logistics ecosystem. This unique concentration prepares graduates for the most challenging senior positions within the government and the private sector. This is the first course in the SCM concentration.

(Class Limit 18) (2 Credit Hours)

TUE & WED (as required), 1330 - 1525, 09/17/2019 – 12/10/2019 (Changes to 1535 – 1730 after the 6th session.)

Instructor: Dr. Todd McAllister

ES 6651: Research Elective

A student may choose a research project appropriate to the concerns of the Eisenhower mission in lieu of one elective. The project should be of such scope that it can be researched and written in one semester. It is anticipated that such projects will normally be between 25-35 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (2 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

ES 6691: Research Elective

A student may choose a year-long research project appropriate to the concerns of the Eisenhower mission in lieu of two electives, with the consent of the Research Director and Faculty Research Advisor. It is anticipated that such projects will normally be between 35-50 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (4 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

NDU

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

Across the spectrum of visual media, filmmakers have repeatedly turned the camera lens to issues and stories featuring weapons of mass destruction (WMD). The risks of potential use, the costs of actual employment, and the significant ethical, scientific, and strategic questions posed by WMD – together with the dramatic tension, pathos, and horror conjured up by these weapons – has proven fertile ground for important and influential works of fiction and non-fiction in film and television. WMD has also proven an irresistible “MacGuffin” to many screenwriters and directors of great (and not-so-great) popcorn flicks and television programs that have left their own indelible impression on public imagination and popular culture.

The present Information Age has given both new life and expanded audiences to past works and also provided new tools and platforms for filmmakers to generate, broadcast, and share visual content that features WMD – whether in a starring or supporting role. The broad reach and potential influence of visual media, however, has also led potential adversaries to redouble efforts to manipulate and exploit the information domain, to include with regard to WMD – and to deny, obfuscate, and attack films and footage they do not like.

This course will use film and filmmakers – defined to include different forms of dynamic visual media and the range of parties that produce it – as a lens to better understand, assess, and counter the WMD threat; address the role visual media plays in shaping opinion and informing action; and explore how the two intersect and intertwine in the present era of (mis)information.

This (or NDU 6015) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2019 - 12/10/2019 (changes to 1535-1730 after 6th session)

Instructors: Dr. Justin Anderson and Dr. Margaret Sloane

NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction

Countering the threat of weapons of mass destruction from hostile state and non-state actors is a national security priority. This course explores the complex dangers of nuclear, chemical, and biological weapons and the array of tools for countering them. It will address core questions such as: What incentives drive WMD proliferation and how can the United States reduce these incentives? How has the WMD threat changed traditional thinking about deterrence and can terrorist groups such as al Qaeda and ISIL be deterred? The course will also explore efforts to deter, prevent, and defeat proliferation challenges posed by current and potential WMD-armed adversaries, illicit procurement networks, and new WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student research presentations.

This (or NDU 6014) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).

(Class Limit 12) (2 Credit Hours)

TUE, 1535 - 1730, 09/17/2019 - 12/10/2019 (changes to 1330 - 1525 after 6th session)

Instructors: Dr. John Mark Mattox and Mr. Harrison Menke

NDU 6019: Social Media as a Source of Information – Legal, Policy & Ethical Issues

This course will explore the important issues surrounding the use of social media as a source of information for the Department of Defense. For example, should you exploit the information just because you can? Can you trust it? Are you allowed to use it? If you don't use it, what are you missing? Students will consider the potential uses of information extracted from social media, and evaluate the legal and policy requirements that restrict DOD access to much of that information. Course Objectives: Students will be able to: 1) identify and differentiate the overlaps between traditional news media and news derived from social media; 2) develop strategies for applying information from social media to support a diverse mission set; and 3) evaluate the relevant legal, policy and ethical implications. Learning outcomes will be assessed through class participation, an oral presentation, and a 2000-word position paper. This course is included in the Emerging Information Technology concentration.

(Class Limit 10) (2 Credit Hours)

TUE, 1535 - 1730, 09/17/2019 - 12/10/2019 (changes to 1330 - 1525 after 6th session)

Instructors: Ms. Joanna Seich and Prof. Veronica Wendt

NDU 6028: The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development

This course will examine ethical dilemmas inherent in the development and execution of national strategies and combat operations in support of national security policy. As public officials and representatives of the nation's principles, it is the obligation of strategic leaders and their senior advisors to be conversant with the potential ethical challenges arising in the development and execution of national security policy and to integrate solutions to those challenges into our strategies. The course will provide the practitioner with the tools to identify and deal with potential ethical issues arising in the course of strategic planning and execution. Students will receive instruction in just war theory, strategic leadership using values-based decision making, building strategic frameworks that address and integrate ethical concerns, and applying international and domestic laws and customs to enable strategies and operations. Specific topics of discussion include international and non-international armed conflict, humanitarian intervention, genocide, cyberwarfare, and the use of drones, torture, artificial intelligence, and autonomous weapons systems. Through a combination of lecture, group discussion, and case studies, students will develop and hone their ethical reasoning skills and integrate that reasoning into national security strategy and policy development. Requirements include: (1) a 10-minute oral presentation followed by 10 minutes of student-led Q&A; (2) an end of course exercise. **This or NDU 6063 is a required course for the NDU Ethics**

Concentration.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2019 - 12/10/2019 (changes to 1535-1730 after 6th session)

Instructors: Chaplain (COL) Kenneth Williams, USA, PhD

NDU 6029: Ethical Leadership and Strategic Organizations: Changing the Culture, Eliminating Toxic Behaviors, and Creating High-Performance

Transitioning from leadership at the operational level to the strategic level presents challenges to the leader's character and competence. Through examining and contrasting healthy and counterproductive elements of organizational culture, this course explores and prepares

students for the unique challenges of leading strategic organizations – expanded responsibility; multiple and differentiated business processes; competing demands; conflicting values; volatile, uncertain, complex and ambiguous environments; and decision making at the policy level – by creating the conditions for high performance. Incorporating an iterative process emphasizing applied leadership, this course will provide students with understanding and practice in (1) identifying the role and skills of the strategic leader; (2) identifying considerations that impact organizational culture; (3) identifying and analyzing organizational culture; (4) operationalizing the foundational elements of a high performing, adaptive strategic organization, including trust, respect, and an ethical culture that mitigates counterproductive processes and systems, toxic leadership, and workplace incivility; (5) leading organizational change, i.e., how to design, initiate, and implement change; (6) conducting strategic communications to facilitate and reinforce change; and (7) presenting analysis and plan for change. Methods of instruction include facilitated discussion of readings and cases, practical exercises, student presentations, and guest practitioners. Required assignments include a one-page personal operating philosophy accompanied by four-page commentary, a twenty-minute small group presentation on an organizational cultural analysis followed by 10 minutes of discussion (Q&A), and an end-of-course exercise.

(Class Limit 15) (2 Credit Hours)

WED, 1330 – 1525, 09/18/2019 – 12/11/2019 (changes to 1535 – 1730 after 6th session)

Instructor: Chaplain (COL) Kenneth Williams, PhD

NDU 6030: American Studies I (American Fellows Program)

The American Fellows program invites U.S. students at the National War College, the Eisenhower School, and the College of Information and Cyberspace to participate in the American Studies program alongside International Fellows (IFs) in both the fall and spring semesters. American Studies is an elective program offered in fall and spring directed by the International Student Management Office (ISMO) for each international cohort enrolled at the National War College, the Eisenhower School, and the College of Information and Cyberspace. Aligned with NDU's core college curricula, the course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. Under the direction of the NDU President and Provost, the American Fellows program brings U.S. students from diverse backgrounds into the classroom to enrich the learning environment, infuse American perspectives in discussions on U.S. issues, and foster joint security cooperation with International Fellows. During the weekly elective on Tuesdays, American Fellows participate in all lectures, discussion seminars, and local visits with the International Fellows. In addition, American Fellows travel with International Fellows on two field practicums per year to various locations throughout the United States (one practicum per semester) plus additional events and social opportunities, which provide rich exposure to American society, institutions, and way of life. American Fellows must commit to two field practicums and all course-related events and cannot be scheduled for a competing elective on Tuesday. ISMO seeks military and civilian students who possess substantive international or cross-cultural experience, have a strong interest in developing meaningful partnerships with International Fellows from over 50 countries, and can successfully represent the United States and NDU's joint security cooperation mission.

Application Instructions: Interested students may attend an information session in ISMO on Tuesday, August 6th during the NDU concentration programs open house. A brief application is required and will be due by Monday, August 12th. Top applicants will be invited to attend a

follow-on interview. In order to ensure all applicants are considered for other NDU electives should they not be selected for this highly competitive program, students are encouraged to attend the electives open house on Wednesday, August 14, 2019 and submit elective preferences per the prescribed process.

(Class Limit 12) (2 Credit Hours)

TUE 1330 - 1525, 09/17/2019 - 12/10/2018 (Does NOT change after 6th session)

Instructor: Mr. Michael Shrout (michael.s.shrout.civ@msc.ndu.edu)

NDU 6034: U.S. Civil-Military Relations and Professionalism

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 authorities* who are representative of and answerable to a *civically engaged, strategically aware public*, all undergirded 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 the professional and constitutional imperatives that ensure adherence to the rule of law, ethical propriety, sound democratic governance, and strategic effectiveness.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 - 12/10/2019 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Gregory D. Foster

NDU 6047: American Studies I (Open to International Fellows at CIC/ES/NWC)

For International Fellows enrolled in CIC, ES, or NWC, American Studies supports and supplements the IF Field Studies Program and provides a theoretical foundation for the year in the United States. The course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. In the fall course, students learn about diversity in American life through a focus on regional/historical differences, religion, race, and political ideologies and the effect these have on the American identity. Students will also analyze the role of Human Rights in the United States. The class uses a seminar format with a combined lecture followed by discussion seminars led by NDU faculty members. Students draw from classroom discussion, readings, and the required field practicums to various locations around the United States. Select U.S. students are also enrolled in the course as American Fellows. IFs who complete the fall and spring courses will earn a concentration certificate at graduation.

(Class Limit 75) (4 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 - 12/10/2019 (Does NOT change after 6th session)

Instructor: Mr. Michael Shrout (michael.s.shrout.civ@msc.ndu.edu)

NDU 6061: National Security Interagency Leadership - Practicum (NSIL-P)

This is a National Defense University Provost's Special Program open to all colleges within National Defense University. Completed in conjunction with the year-long Joint Land Air and Sea Strategic-SP (JLASS) exercise, **NSIL-P is a concentration program, therefore students who enroll and are accepted into the course participate in both the Fall and Spring semester courses (NDU 6061 and 6062) for a total of four credit hours.**

The focus of NSIL-P is on developing military and interagency leadership skills. Examples of the

interactions executed by the National Security Council (NSC) are used throughout the course as they develop strategy and plans, and apply resources, and employ decision making during crises that develop. Students and faculty explore anticipated national security threats, the effects of globalization, and rise of trans-national crime across the instruments of national power – Diplomacy, Information, Military and Economics (DIME). Contingency warfighting issues, logistical resource concerns, while planning contingency operations in a multi-theater, resource constrained environment will be discussed. It is the ONLY course at National Defense University that collaborates and cooperates with other senior level war colleges (Air War College, Army War College, and Naval War College) through the JCLASS-SP exercise.

During the JCLASS exercise, NDU students will role play members of the National Security Council (NSC) to include the White House Chief of Staff, National Security Advisor (NSA), and Cabinet Secretaries (SECDEF, SECSTATE, DNI, DOJ, DOE, etc.). JCLASS is based on a notional world scenario set a decade in the future. NSC players will, as national level civilian leadership, evaluate, analyze and create national policies to include a National Security Strategy (NSS), defense strategic guidance, national intelligence strategy and numerous presidential policy directives.

Students will develop a keen understanding of the processes and leadership challenges associated with planning and operating in a Joint, Interagency, Intergovernmental and Multinational (JIIM) environment. The academic year course culminates in the joint six-day JCLASS exercise that incorporates other participating Senior Service Colleges held at Maxwell Air Force Base, AL. There students will apply products developed and knowledge learned during the course of the year against willful adversaries (NDU 6062-1).

There are no prerequisites for this course. However, student backgrounds and preferences are taken into account when assigning roles. (Notes: (1) On days involving local off-site visits, the class may run until 1630 to accommodate travel time; (2) If possible, the NSIL-P class will conduct a 2 ½ day fall couplet trip to New York City during Nov 2019; otherwise similar visits will be used locally to achieve objectives).

(Class Limit 35) (2 Credit Hours)

WED, 1330 – 1525, 09/18/2019 – 12/11/2019 (Does NOT change after 6th Session)

Instructors: Lt. Col Tobias Switzer, CDR Jim Fleming, Mr. Hyong Lee, and Dr. William Eliason

NDU 6063: Ethics and Statecraft: The Strategic Imperative

This course examines the nature, role, and importance of ethics in the effective conduct of statecraft. In seeking to determine the ethical propriety and strategic efficacy of particular uses of power in pursuit of national aims and advantage, the course focuses on a range of important issues associated with statecraft today: Definitional and Conceptual Foundations; Just War Doctrine and International Law; Sanctions (Violent and Nonviolent); Intervention (Protective, Preventive, Preemptive); Covert Action (Assassination, Destabilization, Illicit Trafficking); Prisoner Detention and Interrogation (Abu Ghraib, Guantanamo, Extraordinary Rendition, Black Sites); Technological Power (WMDs, Nonlethal Weapons, Drones, Robots, Surveillance); Intelligence and Information Operations; Official Secrecy and Deception; Domestic Civil Liberties; and International Human Rights. The overriding question addressed is whether ethical and strategic desiderata are mutually exclusive, mutually complementary, or one and the same. **This or NDU 6028 is a required course for the NDU Ethics Concentration.**

(Class Limit 15) (2 Credit Hours)

WED, 1330 – 1525, 09/18/2019 – 12/11/2019 (changes to 1535 – 1730 after 6th session)

Instructor: Dr. Gregory D. Foster

NDU 6075: Health Strategy as a Foundation for National and Global Security

The Military Health System's mission is to provide Combatant Commands & Service Components with a "medically ready force" and a "ready medical force" in support of a full-spectrum response: from combat operations to humanitarian disaster response to global theater security engagement. This course is designed for rising leaders to address critical knowledge gaps in the current education of health strategy, as an instrument of national and global security, to support the needs of the force. Leaders need to grasp the complexities required to generate a full-spectrum medical response and the impact that health and health care delivery has on the security of the nation and the globe. This course will examine the inter-relationship between the DoD, inter-agency, and civilian health care systems and how they interact to generate a "medically ready force" and a "ready medical force." This class does not require a background in health or medicine. **This course counts toward the two-course requirement for the Health Strategy Area of Concentration.**

(Class Limit 12) (2 Credit Hours)

TUE, 1535 – 1730, 09/17/2019 - 12/10/2019 (changes to 1330 - 1525 after 6th session)

Instructors: Dr. Douglas J. Robb (Lt Gen ret USAF), Tracey P. Koehlmoos, PhD.,
Diana M. Luan, PhD.

NDU 6094: The European Union

This course examines the evolution of the European Union (EU) as a unique geopolitical entity; analyzes the historical, political, and economic origins of current EU governance policies; sets the stage for assessment of the EU as a global power with a significant defense industrial base; and traces implications for US national security strategy in the NATO context. **This course is part of the European Studies Concentration and is administered by the NDU Scholars Program.**

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 – 12/10/2019 (changes to 1535-1730 after 6th lesson)

Instructor: Dr. Irene Kyriakopoulos

IADC

Electives are accredited Inter-American Defense College (IADC) graduate level courses. They are aimed at providing students with the opportunity to examine topics of interest relevant to the mission of the College. The number of course offerings and topics are dependent on funding availability. Electives may also be offered in multiple languages based on student demand and resources availability. Classes are five weeks long, award one (1) credit hour each, and are normally held Tuesday, Wednesday or Thursday afternoons (1300 - 1600). Eligible international staff assigned to the IADC, IADB, OAS, and NDU students may participate in the IADC electives for earned graduate level credits.

IADC 599A: Civil-Military Relations: Theory

This course is normally taught in English with simultaneous interpretation into Spanish, Portuguese and French. The course is designed to provide students with an understanding of some of the major theories regarding the organization of civilian-military relations in the state and society, with particular focus on issues of control and oversight of the military by civilian authorities in a democratic society. Students will study early literature on the topic, beginning with Samuel Huntington's work, explore major aspects of the debate it has generated over the past decades.

(1 Credit Hour)

WED, 1300 - 1600, 09/11/2019 – 10/10*/2019 (Course does not switch times)

Instructor: Prof. Christopher Teal, USA

*- **October 10, 2019 is a Thursday class.**

IADC 599B: Strategic Decision Making

This course is normally taught in Spanish. The course analyzes decision-making by discussing the main theories and models commonly used to explain these processes, identifying particular characteristics of decision-making on defense and security issues in scenarios surrounded by risk and uncertainty. The rational choice and rational actor model, frequently used, is compared and contrasted with other models in order to understand the many factors that bound rationality.

(1 Credit Hour)

TUE, 1300 - 1600, 09/10/2019 – 10/08/2019 (Course does not switch times)

Instructor: Rear Admiral (Ret) Manuel Lora, Peru

IADC 599C: Civil-Military Relations: Practice

This course is normally taught in English with simultaneous interpretation into Spanish, Portuguese and French. The course provides students with a deeper understanding of how the theories of Civ-Mil relations are applied in different democratic societies.

(1 Credit Hour)

WED, 1300 - 1600, 10/23/2019 – 11/20/2019 (Course does not switch times)

Instructor: Prof. Christopher Teal, USA

IADC 599D: Strategic Leadership

Faculty: Rear Admiral (Ret) Manuel Lora, Peru This course is normally taught in Spanish. The course examines strategic leadership as an iterative process of interactions that takes place in an ever-changing environment, between the leader, peers and the followers. There is a symbiotic relationship in which each entity exerts influence among each other causing changes in their respective behaviors and configuring different styles of leadership. The course discusses personal attributes and functions of both a leader and a manager, aiming to distinguish—more empirically than theoretically—the difference between a leader and a person in position of authority. The course studies several styles and models of leadership, particularly transformational, transactional and charismatic leadership and their impact in the decision-making process and the relationship between civil officials and military officers.

(1 Credit Hour)

TUE, 1300 - 1600, 10/22/2019 - 11/18*/2019 (Course does not switch times)

Instructor: Rear Admiral (Ret) Manuel Lora

*- **November 18 is a Monday class.**

NWC

NWC 6002: The American Civil War through the Lens of Strategic Logic

This elective is designed for students to examine one of the most formative periods in U.S. history through the lens of strategic logic. To be certain, the military instrument of power was key to Union victory. The course—primarily through student in-class presentations—will examine this aspect of the war closely. However, to appreciate the Civil War’s lessons from a strategic perspective, this course digs deeper. Using the *NWC Primer* as the foundation, the readings and seminar discussions will analyze the utility of the economic, informational, and especially diplomatic instruments of power, as employed by both the North and South. Analysis of the evolving strategic context—domestic and international—will be central to the elective as well. The final portion of this course will examine Reconstruction, the failure of which continues to impact American society in profound ways. In addition to their presentations, students will deliver a strategic framework based on the situation Lincoln confronted in the summer of 1862. The American Civil War through the Lens of Strategic Logic is designed for students with very limited to highly extensive knowledge of the conflict.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 09/18/2019 – 12/11/2019; (changes to 1535 - 1730 after 6th session)

Instructors: Mr. Adam Oler/Dr. Richard Hooker

NWC 6008: Strategies of the Great War

It was known as “The Great War,” “the war to end all wars,” “the war to make the world safe for democracy.” In retrospect, the First World War is remembered as one of the greatest upheavals in history, the effects of which continue to be felt long after the peace treaties were signed. In the first decade of the 20th century some, such as writer Norman Angell, believed that a great war between the European powers was no longer possible because of increasing economic and communications ties between states; others believed that new industrialized military weapons simply made such a conflict unthinkable. 1914 saw the zenith of European imperial security strategy. Four years later a vacuum existed that directly shaped our world today. This course goes beyond the operations, tactics, and diplomacy of 1914-1918 to examine the larger strategies and what happens when you fail to understand both the kind of war into which you embark, and the political, economic, and social order that follows.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 – 12/10/2019; (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Bob Watts/Ms. Linda Jantzen

NWC 6009: Nuclear Weapons and National Security in the 21st Century

Nuclear weapons have the power to change the world forever. Anyone aspiring to be a national security strategist needs a solid understanding of nuclear weapons and the many issues surrounding them today. What are they for? Why are nuclear weapon states modernizing their forces, and why are others trying to acquire them? How much is enough, can proliferation be stopped, and what about Global Zero? How do missile defenses play? This course will address these and other questions related to nuclear weapons and national security in the 21st century. The first block will cover nuclear weapon basics, the evolution of nuclear strategy, and the concept of nuclear deterrence

and how it is changing. The second block will address the forces and policies of states with nuclear weapons, efforts by others to get them, different approaches to slowing proliferation, the role that arms control treaties do or do not play in cutting nuclear forces, and the relationship between nuclear deterrence and missile defense. The final block will consider prospects for further reductions in and elimination of nuclear weapons, address current issues related to US nuclear policy and force structure, and will provide an opportunity for students to present their views on how nuclear weapons fit into national security strategy in the 21st Century. Each student will be responsible for one in-class presentation, as well as a 3-page op-ed piece on a topic of interest. This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration. **This course requires Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 09/17/2019 – 12/10/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Mark Bucknam

NWC 6011: Intelligence Challenges, Structures, and Strategies

This classified course is intended for those without extensive backgrounds in intelligence. It will start by looking at and beyond the US Intelligence Community's (IC) public surface to identify the foundational elements and undercurrents, such as the role of US intelligence at the national level, and the IC's different components, capabilities, and current challenges. It will then examine some of the IC's non-traditional challenges and roles, such as support to homeland security, law enforcement, domestic crises and disasters, public health, counter-threat finance, diplomacy efforts, arms control, and CT/COIN/IW. It will finish by focusing on broader structural, legal, and ethical constraints, in addition to ways to think about intelligence as a core key element of any long-term strategic approach to national security. The course will include one or more site visits to local IC organizations and meetings with IC expert guest speakers. Students will read sections of Mark Lowenthal's book, *Intelligence: From Secrets to Policy* (7th edition) and other selected articles, participate in classroom discussions, complete several in-class quizzes, and write several memos on intelligence issues. **This course is open to US students with Top Secret/SCI clearance (or SCI eligible); students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 09/18/2019 – 12/11/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Mr. George Kuk/Mr. Bruce Louie

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

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

Thomas, Introduction to Conflict Management; R. Nicholas Burns and Robert Mnookin, Kissinger the Negotiator. Requirements include class discussion, participation in seven negotiation exercises, participation in self-assessment and peer review, and two written negotiation worksheets (4-7 pages each).

(*Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 09/18/2019 – 12/11/2019; (changes to 1535-1730 after 6th session)

Instructor: CAPT Trent Hesslink

NWC 6014: Congress and National Security

This course seeks to explain how Capitol Hill works. We will examine the unique culture and procedures of the legislative branch in the broad political context of elections and the demands of local representation, partisan competition, the complex congressional committee system, and concerns for the national interest. This is a hands-on course. The class will travel to Capitol Hill. We also will interact in seminars with congressional staff, the press, lobbyists and executive branch officials. Finally, students will be asked to develop a legislative plan for a particular national security issue. These plans will identify a legislative goal and discuss how to reach that goal in light of congressional procedures, committee jurisdictions, budgetary constraints, electoral and interest group pressures, press coverage, competing presidential priorities and ongoing international events. The course deliverables include a legislative strategy, where students will pair-up in teams of two, then provide a brief written memo and class presentation.

*Course will include offsite meetings at Capitol Hill.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 09/18/2019 – 12/11/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Colton Campbell

NWC 6022: Development & National Security

This course examines the role of development assistance as an instrument of national power, serving national security and foreign policy objectives. While development is traditionally conceptualized as part of the Economic Instrument of Power, the course will additionally explore the diplomatic and information aspects of development as a foreign policy tool. This course provides a useful amplification of core course consideration of the instruments of power. The course will be taught from a practical, rather than theoretical, perspective, with the needs of the national security strategist in mind. Emphasis will be on interactive discussion. By the end of the course, students will understand what development is, who the major actors in the development space are, how development differs from other types of assistance such as humanitarian, how it is designed and implemented, and how its effectiveness can be measured. Students will also be able to assess the factors in the operating environment that make a development intervention more, or less, likely to succeed. Most importantly, students will understand how the strategist can deploy development interventions to advance larger foreign policy and security objectives.

(Class Limit 12) (2 Credit Hours)

TUE, 1535 - 1730, 09/17/2019 – 12/10/2019; (changes to 1330 – 1525 after 6th session)

Instructors: Ms. Janina Jaruzelski / Ms. Maria A. Longi

NWC 6025: Theodore Roosevelt as a Strategic Leader

President Theodore Roosevelt was a uniquely talented leader at many levels of government, in diplomacy, and in combat. He served, at various times in his life, as a State Assemblyman, Historian, NY City Police Commissioner, Rancher, Civil Service Commissioner, Assistant Secretary of the Navy, Deputy Commander of the 1st United States Volunteer Cavalry (The "Rough Riders"), Governor of New York, Vice President, and President of the United States. This course will examine the life of this remarkable individual in the context of Strategic Leadership, a term that can be defined as "the process of aligning people, systems, and resources to achieve a vision for the enterprise while enabling an adaptive and innovative culture necessary to gain an advantage in a competitive environment." The course will use a variety of sources on President Roosevelt and on the subject of leadership in a critical analysis of TR's strengths and weaknesses, and how this life and its lessons can inform our own development as leaders.

(Class Limit 12) (2 Credit Hours)

WED, 1535 – 1730, 09/18/2019-12/11/2019 (changes to 1330 – 1525 after 6th session)

Instructor: Mr. Jamie Orr

NWC 6029: Strategies of World War II

This course will examine the ideologies, the weapons, the leaders and the strategies of the Second World War. Beginning with an examination of the uneasy period following the end of World War One, we will examine the rise of the international militant ideologies that were a major source of conflict and the strategies that attempted to deal with the theoretical impact of new technologies. We will then examine the reality of global war vice the theory, and how each major technology in the air, sea, and land realms adapted to be major elements in strategy. Finally, we will examine the demands of Coalition Warfare in all of the major campaigns of the conflict, analyzing the various reasons for success or failure.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 09/18/2019 – 12/11/2019; (changes to 1330 - 1525 after 6th session)

Instructors: Dr. Bob Watts/Mr. George Kuk

NWC 6030: National Security and Foreign Policy Decision-Making

How do governments formulate and implement their national security strategies and foreign policies? The goal of this seminar is to offer a more in-depth examination of the processes by which important strategic decisions are made. If strategy focuses on devising the "best" approach to achieving viable national goals, decision-making analysis probes how and why stakeholders arrive at their decisions. Decision-making analysis also underscores the complexity underlying all decisions, including individual biases, political agendas, personalities, the media, and bureaucratic procedures. With its focus on multiple perspectives on decision-making, the seminar's readings illuminate the role of psychology, sociology, and include some emphasis on the role of women, race, and gender in foreign policy making. The topics range from analogical reasoning, important heuristics and cognitive biases that are common to all decision-making, group-think, the limits to information processing, and how these can affect individuals' choices. These topics are discussed using historical and contemporary examples from the US foreign policy and broader cross-national perspective. Student assessment will be based on their active participation in the seminar meetings, a short critical analysis of a proposed strategy from the policy analysis perspective, and a 1-page policy briefing assignment.

(Class Limit 12) (2 Credit Hours)

TUE, 1535 – 1730 09/17/2019 – 12/10/2019 (changes to 1330 – 1525 after 6th session)

Instructor: COL Jeff Hannon

NWC 6034: The Crime-Terror Nexus and the US Government Response

This course examines the claims and empirical evidence about the convergence of transnational terrorist and organized criminal threat to the US and the world. It assesses US government policies and responses to these threats and evaluates the need for overcoming the perception of terrorism and crime as distinct phenomena that may hinder inter-agency cooperation. Specifically, the course addresses four questions:

- What is the nature of terrorism-criminal connections, and how prevalent are they?
- What are the conditions under which terrorist-trafficking alliances are forged and change?
- Does the crime-terror nexus amplify the risk of terrorism?
- What has been the capacity and strategy of the US government to prevent, monitor, and dismantle the trafficking/terrorism nexus?

With its focus on the linkages between terrorism and organized crime, the seminar's readings illuminate the most common types of intersections and examples of criminal and terrorist actors to demonstrate the relationships and government responses to the crime-terror nexus. The topics include the role of drug trafficking in terrorism financing, human trafficking by terrorist groups, the threat of nuclear terrorism, convergence of cyber-crime and terrorism, and the role of illicit trade in diamonds and wildlife and terrorism. Since the goals of the course include assessing state policies and responses to the crime-terror nexus as well as the nature and sources of the nexus, we will alternate discussions of the nexus with government responses that are specific to the types of criminal-terrorist intersections assessed before.

(Class Limit 12) (2 Credit Hours)

TUE, 1535 – 1730, 09/17/2019-12/10/2019 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Mariya Omelicheva

NWC 6036: Energy and the Environment for Strategists

The course will provide students with an introduction to the basics of oil, gas, electricity and non-fossil fuel energy as well as the international politics associated with each sector, and to global environmental and resource challenges including access to water. We will focus on the challenge to think strategically about issues involving energy security, the roles of states vs. markets in energy, pipeline politics, international nuclear power concerns, transboundary environmental negotiations, global climate change, and possible future scenarios and technologies. The course will include technology and country case studies.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 09/18/2019 – 12/11/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Theresa Sabonis-Helf

NWC 6075: Public Diplomacy and National Security

This course examines the role of public diplomacy/strategic communication as an instrument of state power designed to inform and influence external audiences in the service of national security and foreign policy objectives. We will look at public diplomacy concepts, institutions, toolkits and practices, and critical issues. Designed for national security practitioners, the course will focus on understanding a strategic instrument that is relevant to and employed by multiple departments and agencies within the U.S. Government (USG). The course also will examine how other state and non-state actors use public diplomacy concepts and tools. By the end of the

course, students will be able to: evaluate the role of public diplomacy in advancing national security objectives; analyze audiences, including formal and informal information sources that influence public opinion; develop a focused and realistic public diplomacy strategy to advance a national security policy/issue; and consider ways to measure impact.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2019 – 12/10/2019 (changes to 1535 – 1525 after 6th session)

Instructor: Dr. Sonya Finley

NWC 6076: George Washington: Strategy, Intelligence, and Revolution

This course is designed to explore the complex environment, instruments of power, and strategic intelligence of the revolutionary era and the evolution of the decision-making process of General George Washington. In collaboration with the scholars of The Fred W. Smith National Library for the Study of George Washington at Mount Vernon, students will gain in-depth perspective on the visionary leadership of George Washington. It will reacquaint students of national security strategy with this quintessential, inspirational, and ethical leader. It will also enhance participating students' professional and personal development utilizing leadership theory, historical examples, and contemporary applications to explore and examine the leadership narrative of the life and legacy of General George Washington. The purposes of this course are to introduce students to the forces that influenced the strategic decisions of Washington and to better comprehend those drivers and conditions that Washington sought to understand through the collection of strategic intelligence. Knowing what influenced Washington's decision-making will improve students' understanding of the complexities of revolutionary movements and the depth of challenges faced by nascent political movements facing a well-established power.

Course will include one or two offsite meetings at the Mt Vernon GW Library and two optional staff rides to Valley Forge and Yorktown.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 09/18/2019 - 12/11/2019; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. David Arnold

~~NWC 6080: Russia and the World: The Strategy of World Disorder~~ Course not offered

~~This is a comprehensive survey course on contemporary Russia. The objectives of the course are twofold: to provide students with a thorough understanding of security and foreign policy developments in today's Russia and to examine the effective ways of interactions. After a brief introduction to the Russian and Soviet historical background, the course will focus on the post-Soviet period in the 20th and 21st centuries. Topics to be examined will include domestic political and economic developments in Russia since 1991; major themes and trends in Russian foreign and security policy; grey zone activities; fluctuations in U.S.-Russian relations; Russia's foreign policy tools; and Russian policies and actions toward Europe, Asia, Africa, Latin America, and the Middle East. We will also examine current Russian-related topics as they arise. The course consists of twelve weekly two-hour seminars designed for maximum student participation and interaction after preparation through targeted readings. Students will be expected to write and present a memorandum on issues that are important in contemporary U.S.-Russian relations, or a similarly important regional issue. They will also participate in class debates and the international crisis prevention or resolution simulations based on Russia's activities in the different parts of the world.~~

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

~~TUE, 1330 – 1525, 09/17/2019 – 12/10/2019; (changes to 1535 – 1730 after 6th session)~~

~~Instructor: Dr. Elena Kovalova~~

NWC 6084: Terrorism as Grand Strategy

The purpose of this course is to explore the use of terrorism not as an abstract construct, but as a coherent and multi-pronged strategy employed by non-state actors. The end goal of the course will be for students to understand how terrorists view the battlespace, marshal resources, and compete against both the state as well as rival organizations. Special attention will be paid to the ends of terrorism and how terrorists match ways and means to achieve those ends. The course will delve into the military tactics of terrorism such as assassination, suicide bombings, etc., but will also look at how diplomatic, informational, and economic tactics come together to form a holistic "Grand Strategy". Students will be expected to debate and critique specific case studies of terrorist strategy. The final project will be a war game simulation where students of terrorist strategy will square off against students taking the functional concentration in counterterrorism.

(Class Limit 13) (2 Credit Hours)

TUE, 1535 – 1730, 09/17/2019-12/10/2019 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Bradley J. McAllister

NWC 6089: Strategy: Brand X

Examines the "generic" nature of strategy by going outside the familiar realm of political-military events. While it has explicitly military roots, the word "strategy," fundamentally definable as "the process of interrelating ends and means," pervades all of human life – indeed, all of life: Viruses, after all, have strategies – which often triumph over our best efforts to resist. We will look both at broad scientific concepts that seem to have fundamental relevance to strategy (e.g., decision-making theory, chaos and complexity science, game theory, evolutionary theory) and at other environments that might be analogous to those of the national strategist. Such environments might include big business or major-league sports, crime control in a major city, and the building of non-state institutions – say, an organized crime cartel or a religion. Throughout the course, we will carry on a "strategic conversation" that consistently interrelates the diverse subject matter to our core interest in national strategic issues. Students are expected to participate energetically in seminar debate and to produce a short paper or presentation.

(Class Limit 12) (2 Credit Hours)

TUE, 1535 - 1730, 09/17/2019 - 12/10/2019; (changes to 1330 - 1525 after 6th session)

Instructor: CAPT Douglas Reckamp

NWC 6093: The End of the Roman Republic

For nearly four hundred years, the Roman Republic developed and evolved, growing from a small collection of villages to the dominant power in the Western Mediterranean. However, beginning in the last decades of the 2nd Century BCE, the Republic was wracked by a series of crises and conflicts that ultimately destroyed the Republic and resulted in imperial rule. This course examines the causes and consequences of Rome's domestic crises, juxtaposing those internal conflicts with the continued growth of Roman power internationally. Topics covered will include the Tribunes of the Gracchus Brothers, the rise of Gaius Marius and his military reforms, the causes and conduct of the Social War, Sulla and his constitutional reforms, the slave revolt led by Spartacus, the career of Pompey the Great, and finally, the life and achievements of Julius Caesar. The course will also examine many of the other great personalities of the time – Crassus, the richest man in Rome; Cicero, the famous statesman and author; Cato the Younger;

Cleopatra; and many, many others.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 - 12/10/2019; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Bernard Finel

NWC 6095: Play Ball! Sports and National Security

Sports and politics is a story of some success, a bit of failure, but mostly missed opportunity.

This is not a course on sports history or athletic achievement but an academic study using sports as a vehicle to answer the fundamental question: What “position” can sports “play” on the “field” of U.S. National Security? To answer this question, this course combines a contextual analysis viewed through the unique lens of sports and the application of sports as an instrument of national power to design a new Game Plan for U.S. National Security. Further strategy analysis will determine how sports can address either a threat or opportunity to achieve national interest victory. For the final project, students will identify a security issue of interest, determine how sports can be either act as a singular solution or part of a broader strategy, and then present their findings in both oral and written form.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2019 - 12/10/2019 (changes to 1535 - 1730 after 6th session)

Instructor: CAPT Corey Ray

AY 19-20 ELECTIVES PROGRAM CATALOG

SPRING SEMESTER

CIC

CIC 6017: Cyber Security in the 21st Century (CSL)

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

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Prof. Mark Duke

CIC 6024: Cyber Security Awareness (CSL)

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

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2020 - 03/25/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Jim Q. Chen

CIC 6026: Cyber Terrorism and Cyber Crime (CSL)

This course explores the nature of conflict in the cyber realm by focusing on two major Internet-based threats to U.S. national security: cyber terrorism and cybercrime. The course examines who is undertaking these cyber activities, what techniques they use, and what countermeasures can be adopted to mitigate their impact. The course also provides a risk management framework to

help information leaders leverage the benefits of Internet technologies while minimizing the risks that such technologies pose to their organizations.

(Class Limit 20) (2 Credit Hours)

WED, 1535 - 1730, 01/08/2020 - 03/25/2020 (changes to 1330 - 1525 after 6th session)

Instructor: Prof. Frank G. Nuno

CIC 6030: Future Emerging Technologies (EIT)

This course examines the core concepts of information technology and its rapidly expanding role in solving problems, influencing decision making and implementing organizational change.

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

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructors: Prof. Vern Wendt

CIC 6037: Data Analytics for Decision Makers (DAV)

This course provides an overview of data analytics with a focus on some of the key challenges and benefits in working with data on different scales. Students will analyze and evaluate qualitative and quantitative data sets to better enable senior leaders to meet mission needs and business priorities. Students will explore the application domain and the big picture of a complex system to track how data moves around among the relevant systems and stakeholders. Students will focus on data representation, transformation, and analysis and how information can be used to enhance the achievement of desired outcomes. Attention will be given to visualization, presentation, and the quality of data and the sources from which data are collected. Compliance, security, and “ethical” use of data will be topics of discussion within the course. **Prerequisites:**

CIC 6004, Big Data to Decisions.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2020 - 03/25/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. John Hurley

CIC 6045: How Influence Works: and the technology behind it

This course provides in-depth look at how influence works in our minds and how technology is designed to leverage this power of Information and Influence. Case studies from across the globe will integrate cognitive science material with the Emerging Technologies used for Strategic Influence. Students will learn how to create an influence/response course of action team project that demonstrates why understanding human factors and technology are a powerful mix.

(Class Limit 20) (2 Credit Hours)

WED 1330 - 1525, 01/08/2020 - 03/25/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Gwyneth Sutherland

CIC 6046: Terrorism and Information Warfare

Upon successful completion, the student will be able to plan a grand strategy to potentially defeat a violent extremist organization enduringly, in a way that is practical, actionable, and intrepid. Although readings and presentations are based on scholarship, this is a strategy course.

This course will first study the disciplines within counter-violent-extremism scholarship, strategies, and policies. But this course will not be a survey of violent extremist organizations—although each student will choose one for her/his final course paper and presentation.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2020 – 03/25/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Howard Clark

CISA

~~CISA 6012: Religion and Politics in the Middle East: An Exploration through Film~~

Course Cancelled

~~This course provides an introduction to government and politics in five Muslim countries and uses film to examine how these countries—or certain groups within them—define and debate issues of religion in the public sphere. The course compares and contrasts how selected Muslim countries address and debate issues such as secularism, gender, freedom of expression, minorities, and criminal justice—in law as well as in practice. We focus on exploring the interactions between state and society as a way of understanding the wide variety of outcomes in the Muslim world on these issues. The courses uses film and readings to examine the intersection of religion, politics and society in Iran, Saudi Arabia, Pakistan, Egypt and Turkey. Each week, we watch a film from the national cinema of one of the countries, and discuss the political and religious issues it raises. We consider the context of each film—the historical context, the point of view of its makers, the discourse surrounding its release and reception, and the role of the government in the national film industry. Analyzing the issues raised in the films themselves alongside the context of the films’ making, release and reception offers students a unique window into the national discourse on religion in public life.~~

~~**(Class Limit 16) (2 Credit hours)**~~

~~WED, 1330–1525, 01/08/2020–03/25/2020 (changes to 1535–1730 after 6th session)~~

~~Instructor: Dr. Rameez Abbas~~

The following courses are mandatory electives for CISA students. Space may be available after pre-registration of CISA students.

CISA 6005: Nuclear Statecraft

This course takes a “deep dive’ into historical and current issues associated with nuclear weapons, through the lens of nuclear statecraft. Since the dawn of the nuclear age, decision makers have dealt with the question of what purposes are served by nuclear weapons and how such weapons can (or cannot) be incorporated into national policies and strategies. Through the lens of statecraft – which incorporates the range of diplomatic, military, and other strategies countries use to advance their security objectives – the course employs a case study methodology to look at how decision makers have tried to use nuclear weapons to advance other security objectives; efforts to contain the growth of nuclear stockpiles and to impede arms races; the role of arms control in trying to reduce nuclear dangers; lessons learned from crises such as the Cuban Missile Crisis; issues associated with nuclear deterrence; and collective strategies that have been advanced to address current and historical threats.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 01/08/2020 - 03/25/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Marco DiCapua

~~CISA 6042: Building Narratives for Countering Violent Extremism~~ **Course Cancelled**

~~Violent extremist groups often deploy complex religious justifications for their political goals,~~

and for the brutal means they advocate for achieving those goals. This course helps students better understand extremist narratives and develop the subject matter expertise and analytical skills needed for building the new narratives that can discredit and counter extremist ideas. Students will analyze the extremist narratives of multiple religious and ideological traditions, with a special focus on the extremist movements that have the most relevance for current global security challenges. As such, we will delve into the propaganda and narratives of groups such as ISIS, al-Qaeda, the Taliban, and Hezbollah, among others. Using historical as well as present-day examples, we will analyze how various extremists theologians deploy religion-based frames to achieve political goals, and the reasons why their narratives have resonated with their target audiences. Finally, we ask, what are the features of a counter narrative, and how can better narratives be framed, developed and projected? We identify tools for building new narratives to defeat extremist ideas in the arenas where they are most likely to thrive. We focus on both content and delivery, asking what new frameworks might offer compelling counter narratives and what venues—like educational institutions, media, social media, or social networks—can credibly deliver an alternate message. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

~~TUE, 1330 – 1525, 01/07/2020 – 03/24/2020 (changes to 1535 – 1730 after 6th session)~~

~~Instructors: Dr. Hassan Abbas~~

CISA 6043: Conflict and Cooperation in Africa

Conflict and Cooperation in Africa provides a survey and analytic approach to how states, societies, and institutions manage war and peace on the African continent. The course consists of thematic and regional case studies, where each class serves as a deep dive into the issues affecting conflict and cooperation specific to the region of focus that day. As such, classes will focus on the history, politics, and environmental factors affecting security in the past and present. Themes consist of geopolitics, resource vs. identity driven conflicts, democratization vs. centralization, socio-economic and class divisions, internal displacement, and genocide. Areas of focus include: Congo, Kenya, Nigeria, Rwanda, Sierra Leone, Somalia, Sudan, and Zimbabwe. Students will use theories of comparative politics and international relations to better understand the fundamental issues driving conflict on the African continent, and identify pragmatic policy solutions to steer violence towards cooperation.

(Class Limit 16) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2020 - 03/25/2020 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Matthew Dearing

CISA 6754: The Eastern Mediterranean: Energy: Security & Return of the Great Power Rivalry

Over the past decade, developments in the Eastern Mediterranean have reinforced the region's geopolitical importance. The discovery of significant natural gas reserves in the exclusive economic zones of Israel, Cyprus, and Egypt underpin this trend. Cooperation and conflict on the issues of gas exploration, extraction, and distribution interplay with geopolitical dynamics, reorienting investment and security alignments. Events in the region are a case study of the fundamental interconnectedness of economic and political interests in the contemporary world. They show how both state and non-state actors (in this case, major corporations involved in the energy industry) play a major role in today's geopolitics. Because of these developments, the

region is also witnessing a return of great power rivalry as the United States, Russia, and China, compete for power and influence.

This course aims to engage with these myriad issues using the Eastern Mediterranean as a case study. It will be structured along three core themes: new energy and economic opportunities, new political alignments, and potential areas for conflict. The course will explore new ways of thinking about power and influence in today's world through: the role of major corporations involved in extractive industries, economic integration, and the political role of energy interdependence. It will ask students to engage with questions concerning the impact of energy on geopolitics, the vector between policy and economic interests, how alliances shift, and the nature of great power competition in the contemporary security environment.

(Class Limit 16) (2 Credit Hours)

TUE, 1330 – 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Andrew Novo

CISA 6915: Governance, Strategy, and Violencia: Latin America 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.

(Class Limit 20) (2 Credit hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Craig Deare

CISA 6978: Terrorism and Crime Not Available to Spring Open Elective Participants

This course examines forms of irregular warfare, including insurgency and terrorism, and its nexus with crime and corruption, which increasingly poses a national security threat to countries around the world in what has been termed “deviant globalization.” Central to the nexus of irregular warfare and criminal activity is the role of the state, both as participant in criminal activity and as the main line of defense against such activity. Both aspects will be examined. We will begin the course with the definitions of terrorism, insurgency, and transnational crime as well as a historic overview of these phenomena. This course will especially focus on terrorist activity, though other forms of irregular warfare will be examined in depth as well. We will analyze how terrorists, insurgents, and crime syndicates leverage their activities to promote their mutual and respective interests. Irregular warfare and crime will be briefly examined independently before the nexus between the two is discussed. Additionally, organizational structures of irregular warfare and criminal groups—namely hierarchical and network structures—will be examined both in how they facilitate illicit activity and in opportunities combating those activities. Finally, we will then examine the effects of the nexus of irregular warfare and criminal activity. Most lessons throughout the course will include illustrative case studies. Additionally, counterinsurgency and counter-criminal policies, policy analysis will also be embedded in each of the course topics. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all

NDU students.

(Class Limit 20) (2 Credit hours)

WED, 1330 – 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Col Rebecca Welch, USAF

ES 6026: Military and Law Enforcement Integrated Operations

The Founding Fathers sought to ensure in the Constitution and related documents that the US Military would not be positioned legally to take up the reigns of governance if it were so inclined. Many foreign military establishments in the pre-Revolutionary War period served at the whim of the monarch to police the state and ensure the security of the regime. Laws protecting the citizenry in these countries from such deprivations by the military ranged from scant to completely absent. As a result of this, America's early leaders, concerned about a concentration of power in the executive branch or usurpation of governance by the military, placed the enforcement of our laws in the hands of states or select federal departments outside of the military. The role of the military in domestic security was firmly limited by law and placed in the hands of civilian leaders rather than military officers. Despite differing legal authorities however, military and law enforcement agencies have steadily been improving their ties in recent decades to determine how to complement one another in accomplishing mutual interest tasks both here in the United States and overseas. Over time civilian law enforcement agencies would emerge to maintain the rule of law in both states and territories. This course will lay out the legal authorities for military organizations and federal, state and local law enforcement organizations to enforce the rule of law in the United States. At the end of the course, students will be familiar with the following American principles of enforcing law and the historical benchmarks associated with the formation of these principles.

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 – 03/24/2020 (Changes to 1535 - 1730 after 6th session)

Instructor: Dr. William Soderberg

ES 6028: Great Power Competition in an Economic Age: The U.S., China, and Public-Private Innovation

The National Security and National Defense Strategies put a new emphasis on great power competition with China and Russia. This course will examine U.S.-China competition in economics, technology, and innovation and its implications for national security. It will compare and contrast the innovation ecosystems of the U.S. and China, and assess which is likely to lead in what areas in the future. Regarding the U.S., the course will examine the implications of the shift of innovation leadership from government to the private sector and the drivers of innovation today. Other topics will include the history of U.S. industrial and innovation policies, the role of public investments in research and education, and the rise and current role of the big IT companies (Google, Amazon, Facebook, etc.). Regarding China, the course will examine the drivers of China's rapid economic advance and its evolution from low-wage assembler to high-tech competitor. Other topics will include the history of China's industrial and innovation policies, the role that foreign technology has played in China's growth, and the rise and current role China's big internet companies (Baidu, Alibaba, Tencent, etc.). The course will take an industry perspective on innovation dynamics and consider analyses by organizations like the McKinsey Global Institute. It will also assess global trends that are likely to influence innovation in the future (e.g., the rise of emerging-market economies; new technologies that could make

OECD nations more competitive in advanced manufacturing). Finally, the course will examine the implications of current U.S.-China innovation on U.S. national security, and will challenge students to develop possible proposals that could significantly influence U.S. national security and economic relations with China in the future, such as strengthening America's innovation ecosystem. The deliverable will be a 10-12 page paper on a topic of the student's choice.

(Class Limit 15) (2 Credit Hours)

WED, 1535 – 1730, 01/08/2020 – 03/25/2020 (Time changes to 1330 – 1525 after 6th session)

Instructors: Dr. R. Stephen Brent

ES 6305: The Central Intelligence Agency – Organization, History, and Activities

This course provides an introduction to the world of intelligence for students with little or no exposure to the work of the CIA and the Intelligence Community (IC). This course teaches students how the CIA and IC work as instruments of power and influence across all levers of national strategy, including diplomacy, information, economics, and military. The course will help future US military and civilian leaders understand: 1) the capabilities and limitations of CIA and IC; 2) collaboration with the CIA and IC to advance mission; and 3) the role that foreign intelligence collection, counter intelligence, and covert action play in US foreign and security policy. As the US moves into deeper great power competition, US military and civilian leaders will need to increasingly collaborate with CIA and the IC in the “grey zone” of conflict to help defend the US and advance our national interests. **This course is open to US students with Top Secret clearance; students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 – 03/24/2020 (Changes to 1535 - 1730 after 6th session)

Instructor: Dr. James W. Ellis

ES 6324: Homeland Security: Strategic Planning and Resourcing

This course will provide national security students with an introduction to the origins, drivers, and context of the homeland security enterprise (HSE). It will examine the HSE's authorities and strategies; their resulting policies, resources, programs, and capabilities; and their relationship with the national security enterprise. The course will analyze how the HSE applies such authorities, capabilities, and resources across its principle mission areas. It will further assess how the enterprise supports the mission while protecting privacy and civil liberties; coordinating with diverse jurisdictions and economic sectors; and partnering with State/Local/Tribal governments, the Defense and Intelligence communities, and international allies. In so doing, students of national security strategy will leave the course with the ability to evaluate the role, relationship, and vital importance of the HSE in the greater national security enterprise.

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2020 – 03/25/2020 (Changes to 1535 - 1730 after 6th session)

Instructor: Prof. Sarah Mironcow

The following Eisenhower School (ES) courses are not considered open elective courses and will not appear in/on the Electives Course Selection Survey.

ES 6110: Strategic Acquisition

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and

is only open to SAC students. This is a prescribed course for all students enrolled in the Senior Acquisition Course (SAC). The course examines select topics that highlight the fundamental forces driving defense acquisition. By understanding these forces, students are better able to fulfill their requirements as acquisition workforce professionals in a complex and dynamic environment.

(Class Limit 60 – 4 sections of 15 each, SAC Students only) (2 Credit Hours)

WED, 1330 – 1730, 01/08/2020 – 03/25/2020 (Does NOT change time after 6th session)

Instructors: Dr. Brian Buckles, Dr. Rich Shipe, Lt Col Bryon McClain, Mr. Tony Romano, CAPT Sean Egge, Dr. Clark Groves

ES 6155: Acquisition Research and Writing Program

This elective is part of the Senior Acquisition Course (SAC) concentration at Eisenhower School and is only open to SAC students. This SAC elective entails a research program conducted throughout the year, resulting in a research paper on a relevant acquisition topic. It is listed as a Spring elective because that is when graded deliverables are due.

(Class Limit 60 – SAC Students Only) (2 Credit Hours)

Days and Times by arrangement with research advisor.

Instructors: Dr. Brian Buckles, SAC Faculty

ES 6402: Supply Chain Management Colloquium

This elective is part of the Supply Chain Management (SCM) concentration at the Eisenhower School and is only open to SAC students. This course examines concepts taught in ES 6404 and 6405 through interactive, experiential learning. It is taught through in guest lecturers, local visits, and travel to commercial and defense organizations across both Fall and Spring semesters. It is listed as a Spring semester elective because it has significant deliverables in the Spring and will not have a grade entry for the Fall. **This course is a required part of the Supply Chain Management concentration and is only open to SCM students, who may be enrolled in any NDU North Campus College.**

(Class Limit 22 – SCM Students only) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 – 03/24/2020 (Changes to 1330 – 1525 after the 6th session.

Times are notional and may be traded with ES 6404 and/or ES 6405 at the instructor's discretion.)

Instructor: Dr. Todd McAllister

ES 6405: Supply Chain Management Concepts and Strategy II

Supply Chain Management is a driving force behind America's economic growth and prosperity. It is important to understand the critical role supply chains play in supporting American industry and national security and how every element of the Department of Defense (DoD) and the world's economy is affected by supply chains. This is the second course in the SCM concentration, ES 6404 is a prerequisite.

(Class Limit 22) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 – 03/24/2020 (Changes to 1535 - 1730 after 6th session)

Instructor: Dr. Todd McAllister

ES 6651: Research Elective

A student may choose a research project appropriate to the concerns of the Eisenhower mission in lieu of one elective. The project should be of such scope that it can be researched and written

in one semester. It is anticipated that such projects will normally be between 25-35 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (2 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

ES 6691: Research Elective

A student may choose a year-long research project appropriate to the concerns of the Eisenhower mission in lieu of two electives, with the consent of the Research Director and Faculty Research Advisor. It is anticipated that such projects will normally be between 35-50 pages in length. Please contact Dr. Frank Cooling, ES Room 332 for more information about this elective.

(Class Limit 99) (4 Credit Hours)

This is a self-paced program under the mentorship of an NDU professor.

Instructors: Dr. Frank Cooling

NDU

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

Across the spectrum of visual media, filmmakers have repeatedly turned the camera lens to issues and stories featuring weapons of mass destruction (WMD). The risks of potential use, the costs of actual employment, and the significant ethical, scientific, and strategic questions posed by WMD – together with the dramatic tension, pathos, and horror conjured up by these weapons – has proven fertile ground for important and influential works of fiction and non-fiction in film and television. WMD has also proven an irresistible “MacGuffin” to many screenwriters and directors of great (and not-so-great) popcorn flicks and television programs that have left their own indelible impression on public imagination and popular culture.

The present Information Age has given both new life and expanded audiences to past works and also provided new tools and platforms for filmmakers to generate, broadcast, and share visual content that features WMD – whether in a starring or supporting role. The broad reach and potential influence of visual media, however, has also led potential adversaries to redouble efforts to manipulate and exploit the information domain, to include with regard to WMD – and to deny, obfuscate, and attack films and footage they do not like.

This course will use film and filmmakers – defined to include different forms of dynamic visual media and the range of parties that produce it – as a lens to better understand, assess, and counter the WMD threat; address the role visual media plays in shaping opinion and informing action; and explore how the two intersect and intertwine in the present era of (mis)information.

This (or NDU 6015) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges.

(Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2020 - 03/25/2020 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Justin Anderson and Dr. Margaret Sloane

NDU 6028: The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development

This course will examine ethical dilemmas inherent in the development and execution of national strategies and combat operations in support of national security policy. As public officials and representatives of the nation's principles, it is the obligation of strategic leaders and their senior advisors to be conversant with the potential ethical challenges arising in the development and execution of national security policy and to integrate solutions to those challenges into our strategies. The course will provide the practitioner with the tools to identify and deal with potential ethical issues arising in the course of strategic planning and execution. Students will receive instruction in just war theory, strategic leadership using values-based decision making, building strategic frameworks that address and integrate ethical concerns, and applying international and domestic laws and customs to enable strategies and operations. Specific topics of discussion include international and non-international armed conflict,

humanitarian intervention, genocide, cyberwarfare, and the use of drones, torture, artificial intelligence, and autonomous weapons systems. Through a combination of lecture, group discussion, and case studies, students will develop and hone their ethical reasoning skills and integrate that reasoning into national security strategy and policy development. Requirements include: (1) a 10-minute oral presentation followed by 10 minutes of student-led Q&A; (2) an end of course exercise. **This or NDU 6063 is a required course for the NDU Ethics Concentration.**

(Class Limit 20) (2 Credit Hours)

TUE, 1535 – 1730, 01/07/2020 – 03/24/2020; (changes to 1330 – 1525 after 6th session)

Instructors: Chaplain (COL) Kenneth Williams, USA, PhD

NDU 6029: Ethical Leadership and Strategic Organizations: Changing the Culture, Eliminating Toxic Behaviors, and Creating High-Performance

Transitioning from leadership at the operational level to the strategic level presents challenges to the leader's character and competence. Through examining and contrasting healthy and counterproductive elements of organizational culture, this course explores and prepares students for the unique challenges of leading strategic organizations – expanded responsibility; multiple and differentiated business processes; competing demands; conflicting values; volatile, uncertain, complex and ambiguous environments; and decision making at the policy level – by creating the conditions for high performance. Incorporating an iterative process emphasizing applied leadership, this course will provide students with understanding and practice in (1) identifying the role and skills of the strategic leader; (2) identifying considerations that impact organizational culture; (3) identifying and analyzing organizational culture; (4) operationalizing the foundational elements of a high performing, adaptive strategic organization, including trust, respect, and an ethical culture that mitigates counterproductive processes and systems, toxic leadership, and workplace incivility; (5) leading organizational change, i.e., how to design, initiate, and implement change; (6) conducting strategic communications to facilitate and reinforce change; and (7) presenting analysis and plan for change. Methods of instruction include facilitated discussion of readings and cases, practical exercises, student presentations, and guest practitioners. Required assignments include a one-page personal operating philosophy accompanied by four-page commentary, a twenty-minute small group presentation on an organizational cultural analysis followed by 10 minutes of discussion (Q&A), and an end-of-course exercise.

(Class Limit 15) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2020 – 03/25/2020 (changes to 1535 – 1730 after 6th session)

Instructor: Chaplain (COL) Kenneth Williams, PhD

NDU 6031: American Studies II (American Fellows Program) Closed to Spring Enrollments

The American Fellows program invites U.S. students at the National War College, the Eisenhower School, and the College of Information and Cyberspace to participate in the American Studies program alongside International Fellows (IFs) in both the fall and spring semesters. American Studies is an elective program offered in fall and spring directed by the International Student Management Office (ISMO) for each international cohort enrolled at the National War College, the Eisenhower School, and the College of Information and Cyberspace. Aligned with NDU's core college curricula, the course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. Under the direction of the NDU President and Provost, the

American Fellows program brings U.S. students from diverse backgrounds into the classroom to enrich the learning environment, infuse American perspectives in discussions on U.S. issues, and foster joint security cooperation with International Fellows.

During the weekly elective on Tuesdays, American Fellows participate in all lectures, discussion seminars, and local visits with the International Fellows. In addition, American Fellows travel with International Fellows on two field practicums per year to various locations throughout the United States (one practicum per semester) plus additional events and social opportunities, which provide rich exposure to American society, institutions, and way of life. American Fellows must commit to two field practicums and all course-related events and cannot be scheduled for a competing elective on Tuesday.

ISMO seeks military and civilian students who possess substantive international or cross-cultural experience, have a strong interest in developing meaningful partnerships with International Fellows from over 50 countries, and can successfully represent the United States and NDU's joint security cooperation mission.

Application Instructions: Interested students may attend an information session in ISMO on Tuesday, August 6th during the NDU concentration programs open house. A brief application is required and will be due by Monday, August 12th. Top applicants will be invited to attend a follow-on interview. In order to ensure all applicants are considered for other NDU electives should they not be selected for this highly competitive program, students are encouraged to attend the electives open house on Wednesday, August 14, 2019 and submit elective preferences per the prescribed process.

(Class Limit 12) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (Does NOT change after 6th session)

Instructor: Mr. Michael Shrout (michael.s.shrout.civ@msc.ndu.edu)

NDU 6034: U.S. Civil-Military Relations and Professionalism

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 authorities* who are representative of and answerable to a *civically engaged, strategically aware public*, all undergirded 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 the professional and constitutional imperatives that ensure adherence to the rule of law, ethical propriety, sound democratic governance, and strategic effectiveness.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Gregory D. Foster

NDU 6048: American Studies II (Open to International Fellows at CIC/ES/NWC)

Closed to Spring Enrollments

For International Fellows enrolled in CIC, ES, or NWC, American Studies supports and supplements the IF Field Studies Program and provides a theoretical foundation for the year in the United States. The course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. In the spring course, students analyze American

institutions, including the free market, health and human services, and the makeup and functioning of the U.S. government and its legislative, executive, and judicial branches. The class uses a seminar format with a combined lecture followed by discussion seminars led by NDU faculty members. Students draw from classroom discussion, readings, and the required field practicums to various locations around the United States. Select U.S. students are also enrolled in the course as American Fellows. IFs who complete the fall and spring courses will earn a concentration certificate at graduation.

(Class Limit 75) (4 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (Does NOT change after 6th session)

Instructor: Mr. Michael Shrout (michael.s.shrout.civ@msc.ndu.edu)

NDU 6056: Leadership Perspectives in Health Strategy: Solving Wicked Strategic/Global Health Problems

Today's volatile, uncertain, complex, and ambiguous world often requires whole of government and whole of nation solution sets, to include health. This course is designed for rising leaders to address critical knowledge gaps in the current education of health strategy, as an instrument of national and global security, to support the needs of the force.

Health is a vital element of national stability and security, and as a result, health is a national strategic imperative. No one military Service's medical department or single government agency can solve the current and emerging health challenges by themselves. It will require inter-agency and whole of government approach nationally and it will require collaboration and partnerships between nations globally. This class will view health from the vantage point of the strategic leadership required to lead, shape, and resolve the complex challenges of health as it examines the relationship between health and National Security through the challenges currently facing leadership in the DoD, Department of Veterans Affairs (VA), Department of State (DOS), Department of Health and Human Services (HHS), US Public Health Service (PHS), and other relevant health entities across the whole of U.S. Government. This class does not require a background in health or medicine. **This course counts toward the two-course requirement for the Health Strategy Area of Concentration.**

(Class Limit, 12 students) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Douglas J. Robb (Lt Gen ret USAF), Tracey P. Koehlmoos, PhD., Diana M. Luan, PhD.

NDU 6062: National Security Interagency Leadership - Practicum (NSIL-P) Course Not Offered

~~As a continuation of NDU 6061-1, students will continue their focus on strategic leadership and developing a keen understanding of the processes and players within the National Security Council. (Note: Students enrolled in the fall semester NSIL-P course are automatically enrolled in the spring NSIL-P course. No new students will be enrolled mid-year).~~

~~Distributed game play through video teleconferences and conference calls with JLASS students at the other senior service war colleges occur occasionally in the spring as a lead in to the actual wargame. In the latter part of the Spring Semester, NDU's NSIL-P students will participate in the week-long JLASS exercise at Maxwell Air Force Base as the culmination of the course. NDU students play the role(s) of the National Security Council during this exercise. (Notes: (1) On days involving local off-site visits, the class may run until 1630 to accommodate travel time); (2)~~

~~The JLASS Exercise will be conducted at Maxwell Air Force Base. Students will travel on official funded orders for this exercise. The dates of the exercise are 28 March – 3 April 2019.)~~

~~**(Class Limit 35) (2 Credit Hours)**~~

~~WED, 1330 – 1525, 01/08/2020 – 04/03/2020 (Does NOT change after 6th session)~~

~~Instructors: Lt. Col Tobias Switzer, CDR Fleming, Mr. Hyong Lee, Dr. William Eliason~~

NDU 6063: Ethics and Statecraft: The Strategic Imperative

This course examines the nature, role, and importance of ethics in the effective conduct of statecraft. In seeking to determine the ethical propriety and strategic efficacy of particular uses of power in pursuit of national aims and advantage, the course focuses on a range of important issues associated with statecraft today: Definitional and Conceptual Foundations; Just War Doctrine and International Law; Sanctions (Violent and Nonviolent); Intervention (Protective, Preventive, Preemptive); Covert Action (Assassination, Destabilization, Illicit Trafficking); Prisoner Detention and Interrogation (Abu Ghraib, Guantanamo, Extraordinary Rendition, Black Sites); Technological Power (WMDs, Nonlethal Weapons, Drones, Robots, Surveillance); Intelligence and Information Operations; Official Secrecy and Deception; Domestic Civil Liberties; and International Human Rights. The overriding question addressed is whether ethical and strategic desiderata are mutually exclusive, mutually complementary, or one and the same. **This or NDU 6028 is a required course for the NDU Ethics Concentration.**

(Class Limit 15) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2020 – 03/25/2020 (changes to 1535 – 1730 after 6th session)

Instructor: Dr. Gregory D. Foster

NDU 6066: Contemporary Deterrence: Theory and Practice for National Security

It is always cheaper to deter war than to wage war! But “waging deterrence” is becoming an increasingly complex task in the security environment we confront. Integrating deterrence into national strategies and executing deterrence operations and campaigns requires that practitioners understand the theory of deterrence and how these foundational ideas can be translated into courses of action to achieve strategic objectives. Contemporary deterrence challenges span the spectrum of competition and conflict. Maintaining stability in central deterrence relationships with Russia and China will remain a vital U.S. interest, though this could become a more complex task in the future. In regional conflicts, the United States and its allies may need to deter adversary actions in the gray zone, in cyber space, or in outer space. Multi-domain conflict with peer adversaries and lesser regional powers will also demand strategies to deter and manage the risks of nuclear escalation. The range of potential adversaries and contingencies and an increasingly complex operating environment mean that deterrence strategies will need to be tailored. The new strategic framework for defense planning and strategic forces (National Defense Strategy, Nuclear Posture Review) makes this point clearly. Tailored deterrence strategies will reflect unique geopolitical and operational conditions and may leverage diverse instruments of national power (hard and soft), but will rest on a set of foundational concepts that are enduring. This course will provide students with a strong working knowledge of these concepts, how they have been applied historically, and how they can be applied to contemporary security challenges and future crises and conflicts. The course will feature readings, group discussion, guest lectures, a tabletop exercise, and student presentations. Students are required to write and present a short research or opinion paper on a topic relating to the course content. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/08/2020 - 03/25/2020; (changes to 1330 - 1525 after 6th session)

Instructors: Mr. David Stein, Dr. Shane Smith (Center for the Study of WMD/Institute for National Strategic Studies.)

NDU 6070: From the Hot Zone to the War Zone: Emerging Challenges for Biodefense

In the past 20 years, the field of biology as a discipline has been revolutionized by our ability to read, write, and alter the genetic code of living organisms. The engineering of biology for specific purposes has been referred to as “synthetic biology”, and the products it creates now form a growing global “bioeconomy”. With the emergence of this technology also comes risk – past programs to create bioweapons could be revived with today’s biotechnology tools, or completely novel bioweapons could be created. This creates a change in the WMD landscape for the potential use of biological or chemical weapons. Further, as the US bioeconomy grows, biotechnology will touch every warfighter in the arenas of health, equipment, tools, materials, or performance.

The US Department of Defense has already initiated programs to accelerate DOD’s use of biotechnology to leverage innovations for benefits to the warfighter, as well as to mitigate biothreats. DOD must also determine how our adversaries will utilize biotechnology in their own military contexts.

This course will equip national security professionals to understand the fundamentals of emerging biotechnologies and their implications for biodefense and, more broadly, the National Security Strategy, the National Defense Strategy, and the National Biodefense Strategy. Students will use case studies and supplemental readings, to analyze the complex dual use issues surrounding biotechnologies and strategic use of policy and governance in the context of national security and biodefense. Students will explore the field of consequence management for emerging and existing biothreats, and explore the ethics of human performance enhancement. No prior experience in biology is necessary to enroll in this course. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 15) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 - 03/24/2020; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Diane DiEuliis

NDU 6071: Thinking about the “UNTHINKABLE”: Strategic Weapons, Strategic Warfare, and Enduringly Consequential Choices

This course is unlike any you have ever taken before: It is NOT about what counts as a strategic decision or even about how to make strategic decisions. Rather, it is a unique opportunity to think about and discuss *the enduring consequences of strategic choices*.

This course uses weapons of mass destruction (WMD) as its vehicle for thinking about the “unthinkable” for two of very good reasons:

- First, WMD-related decisions arguably constitute the “limit case” of strategic decision making. That is to say, they all involve enduring consequences and can be applied, by analogy, to lots of cases with less enduring consequences.
- Second, it simply makes good sense for a strategic leader to have thought about the problems explored in this course. This is true even if you are not especially interested in “unthinkable”

problems like WMD—because someday, when you least expect it, “unthinkable” problems like WMD may become interested in you.

Bottom line: A hundred years from now, only scholars and military history buffs will be interested in talking about your tactics, but everyone will still be talking about the enduringly consequential choices you made. The purpose of this course is to help ensure that you are not the strategic leader who is remembered for having thought neither about the “unthinkable” nor about the enduring (and probably irreversible) effects of what you chose to do. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 15) (2 Credit Hours)

TUE, 1330 – 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. John Mark Mattox and Mr. Harrison Menke

NDU 6079: Women, Peace and Security: Gender Perspective in National Security Course Not Offered

The United States Strategy on Women, Peace, and Security (WPS) was released on June 11, 2019, focusing on increasing women’s participation in endeavors to prevent and resolve conflicts and on creating conditions for long-term peace. This strategy responds to the Women Peace and Security Act of 2017 (Public Law 115-68) which directs the U.S. government to promote and strengthen women’s participation in peace negotiations and conflict prevention. Passed with bipartisan, bicameral support, this law is the first of its kind in the world, making it U.S. government policy to advance U.S. security interests by including a gender-sensitive approach to defense, diplomatic and development activities. WPS is a global, cross-cutting policy issue with international and interagency reach. Since 2000, beginning with Resolution 1325 (S/RES/1325 (2000)), the UN Security Council adopted a set of seven resolutions in what is now referred to as its “Women, Peace and Security Agenda.” Binding on UN member states, the Security Council resolutions address a significant gap—that of the perspective that can be gained from taking a gender lens to matters of global peace and security. Gender is a concept that captures and explains the ways that societies construct ideas of being masculine and feminine, and the ways that power is associated with resulting gender identities, norms, and values. The UN resolutions recognize that, as a result of these gender norms, insecurity, conflict and violence are experienced differently by men, women, boys, and girls, and that focused efforts are required to overcome the ways that the concerns, interests, and needs of women and girls have been excluded from issues of international peace and security. Nation-states are implementing these UN resolutions through their domestic, security, military, and foreign policies. This course will provide an overview of the US Strategy on WPS, the WPS Act, and the UN resolutions, their significance for approaches to global peace and security, and current approaches to their implementation. Two DoD outcomes of particular interest to joint military operations will also be explored:

- Enhancing staff capacity and awareness for applying a gender-sensitive approach to defense in conflict-affected environments.
- Ensuring staff capacity and awareness for applying a gender-sensitive approach to early warning and response systems.

As part of the course requirement students will be expected to submit a paper for the NDU Women, Peace & Security research and writing award. Students will also be asked to develop plans on how the WPS agenda might be applied to their current and/or follow on jobs.

(Class Limit: 12) (2 Credit Hours)

~~WED, 1330 – 1525, 01/08/2020 – 03/25/2020 (changes to 1535 – 1730 after 6th session)
Instructor: Neyla Arnas, Senior Research Fellow & Director, Women Peace and Security
Initiatives, CSR/INSS with Expert Guest Lecturers.~~

NDU 6095: European Politics and Security

Europe is going through a period of crisis. The rise of illiberal democracy and non-democratic populist movements, Brexit, an increasingly threatening Russia, and the persistence of jihadism challenge stability. This course will provide the context: political, economic, social, and strategic – to understand today and tomorrow’s Europe and its relationship to the United States of America.

This course is part of the European Studies Concentration and is administered by the NDU Scholars Program.

(Class Limit 18) (2 Credit Hours)

~~TUE, 1330 – 1525, 01/07/2020 – 03/24/2019 (Changes to 1535 – 1730 after 6th session)~~

~~Instructor: Dr. Steven Kramer~~

IADC

Electives are accredited Inter-American Defense College (IADC) graduate level courses aimed at providing students the opportunity to examine topics of interest relevant to mission of the College. The number of course offerings and topics are dependent on funding availability. Electives may also be offered in multiple languages based on student demand and resources availability. Classes are five weeks long, award one (1) credit hour each, and are normally held Tuesday, Wednesday or Thursday afternoons (1300 - 1600). Eligible international staff assigned to the IADC, IADB, OAS, and NDU students may participate in the IADC electives for earned graduate level credits.

IADC 599F: Illicit Economy (IEC)

This course is usually taught in Spanish. This course analyzes the effects of the illicit economy in the field of socioeconomic and political institutions in the countries of the hemisphere. The course tackles various forms of transnational organized crime such as the trafficking of drugs, persons, firearms, and natural resources, and the impact of these threats on a local level. An important part of the course is the study of the connections between the illicit economy and the formal economy, particularly about money laundering. The illicit economy is a growing problem for the region which, together with corruption and violence, takes control of societies.

(1 Credit Hour)

WED, 1300 - 1600, 02/19/2020 – 03*/18/2020 (Course does not switch times)

Instructor: Dr. Mirlis Reyes

*- **March 12, 2020 is a Thursday class.**

IADC 599H: Applied Cyber Security

This course is normally taught in English, Spanish, Portuguese and French. Students are exposed to key factors for consideration in cyber security risk management and international cooperation. Topics covered include cyber threats and responses, personal privacy, ethical and legal behavior, and legal aspects related to cyberspace.

(1 Credit Hour)

TUE, 1300 - 1600, 02/18/2020 – 03*/17/2020 (Course does not switch times)

Instructor: Dr. João Marinonio Enke Carneiro (Colonel)

*- **March 11, 2020 is a Wednesday class.**

NWC

NWC 6002: The American Civil War through the Lens of Strategic Logic

This elective is designed for students to examine one of the most formative periods in U.S. history through the lens of strategic logic. To be certain, the military instrument of power was key to Union victory. The course—primarily through student in-class presentations—will examine this aspect of the war closely. However, to appreciate the Civil War’s lessons from a strategic perspective, this course digs deeper. Using the *NWC Primer* as the foundation, the readings and seminar discussions will analyze the utility of the economic, informational, and especially diplomatic instruments of power, as employed by both the North and South. Analysis of the evolving strategic context—domestic and international—will be central to the elective as well. The final portion of this course will examine Reconstruction, the failure of which continues to impact American society in profound ways. In addition to their presentations, students will deliver a strategic framework based on the situation Lincoln confronted in the summer of 1862. The American Civil War through the Lens of Strategic Logic is designed for students with very limited to highly extensive knowledge of the conflict.

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 - 03/24/2020 (changes to 1330 - 1525 after 6th session)

Instructor: Mr. Adam Oler

NWC 6005: Cyber Operations and National Security Strategy

This course examines cyber conflict from the perspective of a geopolitical struggle between nations. It uses a combination of theory, history and current events to explore how states are using their cyber capabilities as tools of national policy. The seminar begins with an overview of the nature of cyber conflict aimed at students with a background in international relations and military studies but without a grounding in cyber conflict. It then moves on to explore the specific offensive strategies various actors are currently using. The course is taught at the Top Secret level and features a combination of open source readings and classified presentations from visiting operators and strategists from the National Security Agency and U.S. Cyber Command. Reading for the course average 70 pages per week. The course deliverable is a four page options memo. **This course is open to US students with Top Secret/SCI clearance (or SCI eligible); students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Richard Andres

NWC 6008: Strategies of the Great War

As we approach the centennial of the “war to end all wars”, it is appropriate to study the strategies and contexts of the 1914-1918 conflict. In the first decade of the 20th century some, such as Norman Angell, believed that a great war between the European powers was no longer possible because of the increasing economic ties between states; others, because the industrial revolution’s new military weapons simply made such a conflict unthinkable. 1914 saw the zenith

of European imperial security strategy. Four years later a vacuum existed that directly shaped our world today. This course will not be a military history in that it will not examine directly the operations and tactics of 1914-1918. But it will examine and explore their lessons. What went wrong, and why? And what are the lessons of this century-old conflict for today?

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 01/07/2020 – 03/24/2020; (changes to 1535-1730 after 6th session)

Instructor: Dr. Bob Watts/Ms. Linda Jantzen

NWC 6009: Nuclear Weapons and National Security in the 21st Century

Nuclear weapons have the power to change the world forever. Anyone aspiring to be a national security strategist needs a solid understanding of nuclear weapons and the many issues surrounding them today. What are they for? Why are nuclear weapon states modernizing their forces, and why are others trying to acquire them? How much is enough, can proliferation be stopped, and what about Global Zero? How do missile defenses play? This course will address these and other questions related to nuclear weapons and national security in the 21st century. The first block will cover basic information about nuclear weapons, the evolution of nuclear strategy, and the concept of nuclear deterrence and how it is changing. The second block will address the forces and policies of states with nuclear weapons, efforts by others to get them, different approaches to slowing proliferation, the role that arms control treaties do or do not play in cutting nuclear forces, and prospects for further reductions in and elimination of nuclear weapons. The final block will consider the relationship between nuclear deterrence and missile defense, nuclear command and control, and issues related to US nuclear policy and force structure. Each student will be responsible for one in-class presentation, as well as a 3-page op-ed piece on a topic of interest. This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration. **This course requires a Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 – 03/24/2020; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Mark Bucknam

NWC 6011: Intelligence Challenges, Structures, and Strategies

This classified course is intended for those without extensive backgrounds in intelligence.

It will start by looking at and beyond the US Intelligence Community's (IC) public surface to identify the foundational elements and undercurrents, such as the role of US intelligence at the national level, and the IC's different components, capabilities, and current challenges. It will then examine some of the IC's non-traditional challenges and roles, such as support to homeland security, law enforcement, domestic crises and disasters, public health, counter-threat finance, diplomacy efforts, arms control, and CT/COIN/IW. It will finish by focusing on broader structural, legal, and ethical constraints, in addition to ways to think about intelligence as a core key element of any long-term strategic approach to national security. The course will include one or more site visits to local IC organizations and meetings with IC expert guest speakers. Students will read sections of Mark Lowenthal's book, *Intelligence: From Secrets to Policy* (7th edition) and other selected articles, participate in classroom discussions, complete several in-class quizzes, and write several memos on intelligence issues. **This course is open to US students with Top Secret/SCI clearance (or SCI eligible); students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/08/2020 - 03/25/2020; (changes to 1330 - 1525 after 6th session)
Instructors: Mr. Bruce Louie

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

This course combines the basics of negotiation theory and the examination of select case studies with a series of “hands-on” negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation and implementation concepts to a wide range of negotiation challenges and (2) assessing and refining individual approaches to conflict management and negotiation performance through rigorous peer review and self-critique. Students will complete the Thomas-Kilmann Conflict Mode Instrument (TKI) to assess individual tendencies in dealing with conflict. TKI is a well-established assessment tool with thirty years of proven use in measuring conflict-handling behavior. This instrument will provide students with a profile that will be used to set individual goals for developing or refining specific negotiating skills. Texts include: Roger Fisher and William Ury, *Getting to Yes*; Michael Watkins and Susan Rosegrant, *Breakthrough International Negotiation*; Dennis Ross, *Statecraft*; Robert Mnookin, *Bargaining With the Devil*; and Kenneth Thomas, *Introduction to Conflict Management*; R. Nicholas Burns and Robert Mnookin, *Kissinger the Negotiator*. Requirements include class discussion, participation in seven negotiation exercises, participation in self-assessment and peer review, and two written negotiation worksheets (4-7 pages each).

(Class Limit 12) (2 Credit Hours)

WED, 1535 - 1730, 01/08/2020 - 03/25/2020; (changes to 1330 - 1525 after 6th session)
Instructor: CAPT Trent Hesslink

NWC 6017: Memoirs in American Foreign Policy

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

(Class Limit 14) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2020 - 03/25/2020; (changes to 1535 - 1730 after 6th session)
Instructors: Dr. Theresa Sabonis-Helf & Dean Mike Peznola

NWC 6022: Development & National Security

This course examines the role of development assistance as an instrument of national power, serving national security and foreign policy objectives. While development is traditionally conceptualized as part of the Economic Instrument of Power, the course will additionally explore the diplomatic and information aspects of development as a foreign policy tool. This course provides a useful amplification of core course consideration of the instruments of power. The course will be taught from a practical, rather than theoretical, perspective, with the needs of the

national security strategist in mind. Emphasis will be on interactive discussion. By the end of the course, students will understand what development is, who the major actors in the development space are, how development differs from other types of assistance such as humanitarian, how it is designed and implemented, and how its effectiveness can be measured. Students will also be able to assess the factors in the operating environment that make a development intervention more, or less, likely to succeed. Most importantly, students will understand how the strategist can deploy development interventions to advance larger foreign policy and security objectives.

(Class Limit 12) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 – 03/24/2020; (changes to 1330 – 1525 after 6th session)

Instructor: Ms. Janina Jaruzelski

NWC 6025: Theodore Roosevelt as a Strategic Leader

President Theodore Roosevelt was a uniquely talented leader at many levels of government, in diplomacy, and in combat. He served, at various times in his life, as a State Assemblyman, Historian, NY City Police Commissioner, Rancher, Civil Service Commissioner, Assistant Secretary of the Navy, Deputy Commander of the 1st United States Volunteer Cavalry (The “Rough Riders”), Governor of New York, Vice President, and President of the United States. This course will examine the life of this remarkable individual in the context of Strategic Leadership, a term that can be defined as “the process of aligning people, systems, and resources to achieve a vision for the enterprise while enabling an adaptive and innovative culture necessary to gain an advantage in a competitive environment.” The course will use a variety of sources on President Roosevelt and on the subject of leadership in a critical analysis of TR’s strengths and weaknesses, and how this life and its lessons can inform our own development as leaders.

(Class Limit 12) (2 Credit Hours)

WED, 1535 – 1730, 01/08/2020 - 03/25/2020 (changes to 1330 – 1525 after 6th session)

Instructor: Mr. Jaimie Orr

NWC 6029: Strategies of World War II

This course will examine the ideologies, the weapons, the leaders and the strategies of the Second World War. Beginning with an examination of the uneasy period following the end of World War One, we will examine the rise of the international militant ideologies that were a major source of conflict and the strategies that attempted to deal with the theoretical impact of new technologies. We will then examine the reality of global war vice the theory, and how each major technology in the air, sea, and land realms adapted to be major elements in strategy. Finally, we will examine the demands of Coalition Warfare in all of the major campaigns of the conflict, analyzing the various reasons for success or failure.

(Class Limit 13) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2020 - 03/25/2020; (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Bob Watts/Mr. George Kuk

NWC 6034: Crime-Terror Nexus and the U.S. Government Response

Money is the lifeblood of any organization. Terrorist groups, just like any legitimate business, need funds to survive. It comes to no surprise that the world’s deadliest terrorist groups are also the world’s wealthiest ones. While the links between terrorism and organized crime are now widely assumed, the nature of the nexus and ways in which it challenges international peace and U.S. national security are poorly understood. This elective purports to fill in this gap. First, it

explores the nature of terrorism-criminal connections – conceptually, substantively (in terms of specific types of criminal activities resorted to by terrorist groups), and across geographical regions. The topics range from drug trafficking and human trafficking/terrorism connections to nuclear and cyber terrorism. Second, the seminar examines the conditions under which terrorist-criminal alliances are forged and changed, and how the nexus influences dynamics and strategies of terrorist organizations. Finally, the seminar assesses the strategies, policies, and responses of the U.S. government to prevent, monitor, and dismantle the crime-terror nexus. Upon course completion, students should be able to contribute policy-relevant assessments of the crime-terror intersections and methods of financing terrorism in a selected part of the world as well as recommendations about changes to the DoD, DoS, and other U.S. agencies' approaches to terrorism and conflict and the types and levels of resources they deploy around the world.

(Class Limit 12) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 - 03/24/2020; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Mariya Y. Omelicheva

NWC 6046: The National Security Enterprise

This course focuses on the practitioner who must wrestle with strategy in an environment characterized by uncertainty, lack of information, bureaucratic obstacles and competing views. A grasp of legal frameworks, interagency processes, defense budgeting and programming, crisis decision making and many other skills and attributes are required to perform successfully in what is by any standard a demanding and stressful domain, where decisions are usually fraught with risk. The strategist must make hard choices, often charged with serious consequences. “The National Security Enterprise” will provide both an historical and a policy-focused foundation for understanding, navigating, participating and leading in the national security realm, providing a strong foundation for the accomplished national security practitioner who aspires to thrive in this demanding world. Requirements include a short policy memo and participation in a mock Deputies Committee meeting to be held at the White House.

(Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2020 - 03/25/2020; (changes to 1535 - 1730 after 6th session)

Instructor: Dr Rich Hooker

NWC 6073: War Crimes and Strategy

Although war crimes have always been a tragic characteristic of war itself, the proliferation of social media has profoundly increased their potential for strategic impact. Media-saturated images of civilian casualties, wanton destruction, prisoner abuse, and even torture shape public perceptions of legitimacy, while raising tough questions about the utility of force. This course examines the subject of war crimes in depth, concentrating on their growing significance to strategists and policy makers. It first examines the human dimension; specifically what leads seemingly decent individuals to commit atrocities. Because war crimes at an organization's lowest level can lead to strategic defeat (Abu Ghraib is but one example), senior leaders will benefit from a better understanding of why they occur--and how they can be prevented. After examining war crimes in a historical context, and looking at state-sponsored genocide in particular, the course next scrutinizes efforts at perpetrator accountability. The evolution of legal regimes will be considered, to include the Nuremburg Trials, *ad hoc* tribunals for the Former Yugoslavia and Rwanda, and the creation of a permanent International Criminal Court. Related to this will be a discussion on *Lawfare*, which encompasses the exploitation of law-of-war violations (real or not) as an asymmetric tool. Next, the elective will examine ongoing alleged war crimes, to include Chinese abuse of the Uighurs, and mistreatment of the

Rohingya in Myanmar. Lastly, the course looks at the challenge of armed intervention, exploring how policy makers decide whether or not to intercede in cases of wide-scale abuse, or even genocide. In addition to active participation, students will write a short OpEd advocating for or against intervention in a recent crisis. Each student will also deliver an in-class presentation on a past war crime, exploring what led to it, the decision to (or not to) intervene, and assessing attempts at accountability. For students preparing an ISRP, the presentation may be tailored to their assigned country.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/08/2020 - 03/25/2020; (changes to 1330 - 1525 after 6th session)

Instructor: Col Adam Oler/Ms. Maria Longi

NWC 6075: Public Diplomacy and National Security

This course examines the role of public diplomacy/strategic communication as an instrument of state power designed to understand, inform, and influence external audiences in the service of national security and foreign policy objectives. We will look at public diplomacy concepts, institutions, toolkits, and practices. Designed for national security practitioners, the course will focus on understanding a strategic instrument that is relevant to and employed by multiple departments and agencies within the U.S. Government (USG). The course also will examine how other state and non-state actors use public diplomacy concepts and tools. By the end of the course, students will be able to: evaluate the role of public diplomacy in advancing national security objectives; analyze audiences, including formal and informal information sources that influence public opinion; develop a focused and realistic public diplomacy strategy to advance a national security policy/issue; and consider ways to measure impact.

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 - 03/24/2020 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Sonya Finley

NWC 6076: George Washington, Strategy, Intelligence, and Revolution

This course is designed to explore the complex environment, instruments of power, and strategic intelligence of the revolutionary era and the evolution of the decision-making process of General George Washington. In collaboration with the scholars of The Fred W. Smith National Library for the Study of George Washington at Mount Vernon, students will gain in-depth perspective on the visionary leadership of George Washington. It will reacquaint students of national security strategy with this quintessential, inspirational, and ethical leader. It will also enhance participating students' professional and personal development utilizing leadership theory, historical examples, and contemporary applications to explore and examine the leadership narrative of the life and legacy of General George Washington. The purposes of this course are to introduce students to the forces that influenced the strategic decisions of Washington and to better comprehend those drivers and conditions that Washington sought to understand through the collection of strategic intelligence. Knowing what influenced Washington's decision-making will improve students' understanding of the complexities of revolutionary movements and the depth of challenges faced by nascent political movements facing a well-established power.

Course will include one or two offsite meetings at the Mt Vernon GW Library and two optional staff rides to Valley Forge and Yorktown.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/08/2020 - 03/25/2020; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. David Arnold

NWC 6080: Russia and the World: The Strategy of World Disorder

This is a comprehensive survey course on contemporary Russia. The objectives of the course are twofold: to provide students with a thorough understanding of security and foreign policy developments in today's Russia and to examine the effective ways of interactions. After a brief introduction to the Russian and Soviet historical background, the course will focus on the post-Soviet period in the 20th and 21st centuries. Topics to be examined will include domestic political and economic developments in Russia since 1991; major themes and trends in Russian foreign and security policy; grey zone activities: fluctuations in U.S.-Russian relations; Russia's foreign-policy tools; and Russian policies and actions toward Europe, Asia, Africa, Latin America, and the Middle East. We will also examine current Russian-related topics as they arise. The course consists of twelve weekly two-hour seminars designed for maximum student participation and interaction after preparation through targeted readings. Students will be expected to write and present a memorandum on issues that are important in contemporary U.S.-Russian relations, or a similarly important regional issue. They will also participate in class debates and the international crisis prevention or resolution simulations based on Russia's activities in the different parts of the world.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2020 - 03/24/2020 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Elena Kovalova

NWC 6081: Forecasting, Foresight, and Strategic Decision Making

Will China deploy surface-to-air missiles on contested South China Sea islands before December 31, 2020? Will North Korea test another thermonuclear warhead before 2021? All of our judgments and any decisions stemming from these questions involve forecasts, even if we make the forecasts implicitly. As you have learned during your careers, the national security field is replete with forecasts. Along a much longer time horizon, how would you make decisions about the national security implications of nano-technology in a world where state monopoly on the exercise of violence breaks down by 2050? To address questions about the disruptive effects of technologies and other far future events, decision makers use a different approach than forecasting; they rely on the practice of foresight. As you will learn in this course, foresight is very different from forecasting, yet many analysts and decision makers fail to understand the distinctions.

This course will introduce you to forecasting and foresight in national security and international relations. We will start by discussing issues regarding forecasting geopolitical events such as interstate and intrastate conflict, international crises, political violence, protests, terror attacks, political instability, leadership changes, and international negotiations. Later, we will turn to the practice of foresight and consider its practice in several areas, including geopolitics, demographics, and technology. Lecture time will be minimal, mostly spent contextualizing the topics. The course's sessions will concentrate on analyzing issues covered in the readings through group discussion. Additionally, you will also participate in a practical, hands-on exercise by participating in a forecasting tournament administered on-line; the tournament will run for the duration of the elective. The forecasting approach used in the tournament is the same approach described in the book Superforecasting; it is a method that produces predictive accuracy that far exceeded analytic judgments of experienced intelligence analysts. Of note, you will be evaluated based on your participation, not performance, and you will receive expert feedback at the end of the course on your skills as a forecaster. By the end of the course, you will

have received an introduction to forecasting and foresight literature. You will be prepared to read and think more broadly on the various topics about forecasting and foresight and how they apply to national security and foreign policy decision making.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/08/2020 - 03/25/2020 (changes to 1330 – 1525 after 6th session)

Instructor: COL Jeff Hannon

NWC 6082: National Security Law: Legal & Ethical Issues for National Security Strategists

This course will examine the legal framework and background of National and Homeland Security Law, with an emphasis on U.S. law relevant to the maintenance of national security while adequately protecting fundamental constitutional rights and ethical considerations. While the course will cover in a general sense the broader topic of national security law, particular attention will focus on two aspects – (1) the intersection between surveillance and constitutional protections of privacy, and (2) the requirements of due process as it applies in the context of both the law enforcement and armed conflict paradigms for the use of force. In addition, the course will examine the effect of ongoing developments in the field of national and homeland security and of associated threats and responses to those threats have on the applicable law. The course will analyze issues covered in readings (and occasional videos) through group discussion. Student presentations, guest lectures, as well as visual graphics, handouts, and video clips as appropriate will augment the discussion on occasion; the goal is an unconstrained environment that will foster insightful analysis of the current problems confronting policymakers and will develop an appreciation of the domestic and foreign legal minefields lurking on the horizon in the arena of national security. Since these are ongoing and current issues some cases and materials will be added throughout the course.

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 - 03/24/2020; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Jaimie Orr

NWC 6084: Terrorism as Grand Strategy

Course Not Offered

~~The purpose of this course is to explore the use of terrorism not as an abstract construct, but as a coherent and multi-pronged strategy employed by non-state actors. The end goal of the course will be for students to understand how terrorists view the battlespace, marshal resources, and compete against both the state as well as rival organizations. Special attention will be paid to the ends of terrorism and how terrorists match ways and means to achieve those ends. The course will delve into the military tactics of terrorism such as assassination, suicide bombings, etc., but will also look at how diplomatic, informational, and economic tactics come together to form a holistic “Grand Strategy”. Students will be expected to debate and critique specific case studies of terrorist strategy. The final project will be a war game simulation where students of terrorist strategy will square off against students taking the functional concentration in counterterrorism.~~

(Class Limit 13) (2 Credit Hours)

~~TUE, 1330 – 1525, 01/7/2020 – 03/24/2020 (changes to 1535 – 1730 after 6th session)~~

~~Instructor: Dr. Bradley J. McAllister~~

NWC 6085: Geopolitical Competition in the Arctic

This course focuses on geopolitical maneuvering in the Arctic by the U.S., Russia and China, and by smaller Arctic powers trying to navigate between those great powers. The course assesses the security environment within three Arctic sub-regions: the North American, Russian, and

North Atlantic Arctic. The course will review the strategies and capabilities of great powers operating in each sub-region. We will also assess the transnational issues affecting the region, international institutions that operate within the region, and recent events in the Arctic that have shaped regional relations. Students will develop policy recommendations based on those assessments. Student deliverables include seminar participation, a short (2 page) written assessment of a country or issue affecting the region, and a longer (8 page) paper that develops a strategy for the overall region or Arctic sub-region, either from the U.S. or allied perspective.

(Class Limit 13) (2 Credit Hours)

WED, 1535 – 1730, 01/08/2020 - 03/25/2020 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. David Auerswald

NWC 6089: Strategy: Brand X

Examines the “generic” nature of strategy by going outside the familiar realm of political-military events. While it has explicitly military roots, the word “strategy,” fundamentally definable as “the process of interrelating ends and means,” pervades all of human life – indeed, all of life: Viruses, after all, have strategies – which often triumph over our best efforts to resist. We will look both at broad scientific concepts that seem to have fundamental relevance to strategy (e.g., decision-making theory, chaos and complexity science, game theory, evolutionary theory) and at other environments that might be analogous to those of the national strategist. Such environments might include big business or major-league sports, crime control in a major city, and the building of non-state institutions – say, an organized crime cartel or a religion. Throughout the course, we will carry on a “strategic conversation” that consistently interrelates the diverse subject matter to our core interest in national strategic issues. Students are expected to participate energetically in seminar debate and to produce a short paper or presentation.

(Class Limit 12) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 - 03/24/2020; (changes to 1330 - 1525 after 6th session)

Instructor: CAPT Douglas Reckamp

NWC 6094: The Fall of the Roman Empire

Course Not Offered

~~For nearly 500 years, the Roman Empire dominated the entire Mediterranean and at its peak controlled territory from Scotland to the Sahara and from Spain to Iraq. But by the early 6th Century, the entire Western Empire had collapsed, beset by internal divisions, external invasions, and natural disasters. This course examines the issues faced by the Roman Empire as it struggled to manage crises over an extended period of time. It examines how military strategy, political organization, and strategic leadership evolved in response to emerging challenges, and how, in the end, the forces of change were too strong to overcome.~~

(Class Limit 13) (2 Credit Hours)

~~WED, 1330 – 1525, 01/08/2020 – 03/25/2020; (changes to 1535 – 1730 after 6th session)~~

~~Professors: Dr. Bernard I. Finel, NWC. Dr. Andrew Novo, CISA, COL Jonathan Beasley, CIG.~~

NWC 6095: Play Ball! Sports and National Security

Sports and politics is a story of some success, a bit of failure, but mostly missed opportunity. This is not a course on sports history or athletic achievement but an academic study using sports as a vehicle to answer the fundamental question: What “position” can sports “play” on the “field” of U.S. National Security? To answer this question, this course combines a contextual analysis viewed through the unique lens of sports and the application of sports as an instrument of

national power to design a new Game Plan for U.S. National Security. Further strategy analysis will determine how sports can address either a threat or opportunity to achieve national interest victory. For the final project, students will identify a security issue of interest, determine how sports can be either act as a singular solution or part of a broader strategy, and then present their findings in both oral and written form.

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/07/2020 - 03/24/2020 (changes to 1330 - 1525 after 6th session)

Instructor: CAPT Corey Ray