

National Defense University

2020-21 Electives Program Catalog Changes

Effective Date: August 11, 2020

CIC Fall Semester Offerings

CIC 6004: Big Data to Decisions (EIT/DAV) - Professor Change to:
Professor: Matt Newman

CIC 6044A: Inside Innovation: Practical Research Skills for Information Warfare Technologies (Understanding Chinese Influence) (INI) – Time Change to: TUE, 1300 - 1500, 09/15/2020 – 12/08/2020

CIC 6044B: Inside Innovation: Practical Research Skills for Information Warfare Technologies (Countering Malign Influence) (INI) – Time Change to TUE, 0830 - 1030, 09/15/2020 – 12/08/2020

IADC Fall Semester Offerings

IADC 599A: Civil-Military Relations: Theory - Course Number Change to:
IADC 599B: Civil-Military Relations: Theory

IADC 599C: Civil-Military Relations: Practice – Course Number Change to:
IADC 599D: Civil-Military Relations: Practice

NWC Fall Semester Offerings

NWC 6080: Russia and the World: The Strategy of World Disorder – Student Requirement Added:

NWC 6080: Russia and the World: The Strategy of World Disorder **(This course is for US Students only)**

NWC Spring Semester Offerings

NWC 6080: Russia and the World: The Strategy of World Disorder – Student Requirement Added:

NWC 6080: Russia and the World: The Strategy of World Disorder **(This course is for US Students only)**

National Defense University



2020-2021 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 offered on Mondays and Tuesdays each week, except for the week of Thanksgiving – elective courses will not be held during this period. Classes will occur in four 3.5 hour time blocks in the fall and spring semesters and are based on an early and late time schedule (see below table). Electives may be offered for two or three credits - 2-credit electives should meet for two hours of instruction during their time block, and 3-credit electives should meet for three hour during their time block.

Electives Schedule, Fall 2020 and Spring 2021		
TIMES	MON	TUE
0800 - 1130	Elective 1	Elective 3
1230 - 1600	Elective 2	Elective 4

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 12, 2020 (from 1200 – 1330), and the spring Electives Open House will occur on October 21, 2020 (from 1145 – 1300). Immediately following the Open House, the course selection process will open and students will have until Monday morning/August 17, 2020 to create and submit their prioritized course list for fall electives. Students will have until Monday morning/October 26, 2020 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 Information and Cyberspace (CIC)

Ms. Nakia Logan (202) 685-2110 LoganN@ndu.edu

College of International Security Affairs (CISA)

Ms. Sheila DeTurk (202) 685-7377 Sheila.DeTurk@ndu.edu
 Ms. Kelley Maxwell (202) 685-7216 kelley.j.maxwell.civ@ndu.edu

Eisenhower School (ES)

Dr. Timothy Russo (202) 685-4349 timothy.russo@msc.ndu.edu

National War College (NWC)

COL Daniel Hendrix (202) 685-3654 daniel.g.hendrix.mil@ndu.edu

NDU Program Manager & Inter-American Defense College (IADC) Liaison

Mr. Larry Johnson (202) 685-2128 JohnsonL@ndu.edu

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 4, 2020 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) 2020-21.

NDU Electives Concentration Information

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 6010: Securing Cyberspace Through the Whole of Government (CSL)	
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 Andy Gravatt
Students must take two from the following:	
CIC 6004: Big Data to Decisions (EIT/DAV)	
CIC 6030: Future Emerging Technologies (EIT)	
NDU 6019: Social Media as a Source of Information-Legal, Policy & Ethical Issues	
Ethics	Dr. Gregory Foster
Students must take two from the following:	
NDU 6028: The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development	
NDU 6029: Ethical Leadership, Ethical Culture, and Ethical Organizations	
NDU 6034: U.S. Civil-Military Relations and Professionalism	
NDU 6063: Ethics and Statecraft: The Strategic Imperative	
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	

Financial Management

Prof Adrienne Ferguson

Students must take two from the following:

- CIC 6013 Frameworks for Enterprise Risk Management and Internal Controls
- CIC 6014 Performance and Accountability in Government (PAG)
- CIC 6015 Budgeting for National Security

Global Supply Chain & Logistics

Dr. Todd McAllister

Required Courses:

- ES 6402: Global Supply Chain and Logistics (GSL) Strategy Research
- ES 6404: Global Supply Chain and Logistics Strategy I
- ES 6405: Global Supply Chain and Logistics Strategy II

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

Influence Warfare

Dr. Howard Gambrill Clark

Required Courses:

- CIC 6047: Influence Warfare
- CIC 6046: Subversion, Subterfuge, and Sabotage

Inside Innovation Information

Dr. Gwyneth Sutherlin

Students must select one of the following courses in either Chinese Influence or Malign Influence

- CIC 6044A: Inside Innovation: Practical Research Skills for Information Warfare Technologies (Understanding Chinese Influence)
- CIC 6044B: Inside Innovation: Practical Research Skills for Information Warfare Technologies (Countering Malign Influence)

Additional Course: Select one of the following - it must tie to your fall selection (either the Chinese Influence or Malign Influence path)

- CIC 6693A: Research - Understanding Chinese Influence
- CIC 6693B: Research - Countering Malign Influence

Irregular Warfare

Dr. R.E. Burnett

Students must take two of the following:

- CISA 6023: After Terrorism: Disengagement, Demobilization, and Decriminalization
- CISA 6926: Perspectives on the American Way of War
- CISA 6947: Maritime Security and Great Power Competition
- CISA 6978: Terrorism & Crime

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

Mr. Kenneth Kligge

Required Courses:

- NDU 6061: National Security Interagency Leadership - Practicum (NSIL-P)
- NDU 6062: National Security Interagency Leadership - Practicum (NSIL-P)

Senior Acquisition Course (ES ONLY)

Col Bryon McClain

Required Course:

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

ES 6155: Acquisition Research and Writing

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

Weapons of Mass Destruction Studies (WMD)

Dr. John Mark Mattox

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

NDU 6014: Contemporary Issues in Weapons of Mass Destruction: WMD and Mass Media
OR

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

And one additional Course: Select one of the following:

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

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

NDU 6014: Contemporary Issues in Weapons of Mass Destruction: WMD and Mass Media**

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

NDU 6066: "Know (and Deter) Thy Enemy": Deterring Great Power, Rogue Regime, and VEO Adversaries

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

**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 20-21 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)

MON, 0800 - 1000, 09/14/2020 - 12/07/2020 (10 Dec 20/1230 - 1430 - Columbus Day Make-Up Date for Elective 1 Period)

Instructor: Prof. Matt Newman

CIC 6014: Performance and Accountability in Government (FIN)

This course examines the role of strategic planning, organizational culture, financial and operational data analysis, performance metrics, performance/budget integration, information sharing, decision-making, program evaluation, impact of technology, and collaboration in developing a culture of performance and accountability. The strategic and persistent effects of these factors on mission performance in the Department of Defense (DoD) operating environment will be assessed and strategies for military and civilian leaders to develop and sustain such a culture will be explored.

(Class Limit 20) (2 Credit Hours)

MON, 1230 - 1430, 09/14/2020 - 12/07/2020 (11 Dec 20/1230 - 1430 - Columbus Day Make-Up Date for Elective 2 Period)

Instructor: Prof. David Harvey

CIC 6015: Budgeting for National Security (FIN)

This course provides students with a comprehensive understanding of budget issues related to national security. The overarching 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 the current budget environment, strategic performance and budget management, budget formulation, enactment, and execution. The course also examines leadership strategies for resource prioritization and decision-making, and managing relationships with executive and legislative branch oversight, command leadership

and external organizations.

(Class Limit 20) (2 Credit Hours)

TUE, 0800 - 1000, 09/15/2020 – 12/08/2020

Instructor: Prof. Joseph Wessling

CIC 6017A: 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)

MON, 0800 - 1000, 09/14/2020 - 12/07/2020 (10 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 1 Period)

Instructor: Prof. Mark Duke

CIC 6017B: 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, 0800 - 1000, 09/15/2020 – 12/08/2020

Instructor: Prof. Mark Duke

CIC 6044A: Inside Innovation: Practical Research Skills for Information Warfare Technologies (Understanding Chinese Influence) (INI)

This course provides an opportunity for creative problem-solving through innovative research partnerships including hands-on exercises participating in an R&D project support joint stakeholders. Over the span of a 2-elective track, students share their domain expertise to shape realworld research while partners share technical expertise in emerging technology solutions in the information/influence space. This course is supported from an OSD Minerva Defense

Education Civilian Research (DECUR) partnership award which pairs NDU with the University of Washington's computer science department. Stakeholders include INDOPACOM J39, J9, EUCOM J39, and Joint Staff J39. Activities include developing prototypes, scoping questions, defining methods, choosing software suites, and testing hypotheses with stakeholders while increasing knowledge of influence and emerging technology for the INDOPACOM area of responsibility. Deliverables will emphasize strong communication and critical thinking skills. The fall course centers on increasing knowledge sharing across domains in order to select use cases and design the research executed in the spring. Deliverables include speaking and writing opportunities to share findings across joint force and partners working in Globally Integrated Operations in the Information Environment. This course is unclassified and there are no prerequisites, but students must enroll in both fall and spring sections to complete the project.

(Class Limit 20) (2 Credit Hours)

TUE, 1300 - 1500, 09/15/2020 - 12/08/2020

Instructor: Dr. Gwyneth Sutherlin

CIC 6044B: Inside Innovation: Practical Research Skills for Information Warfare Technologies (Countering Malign Influence) (INI)

This course provides an opportunity for creative problem-solving through innovative research partnerships including hands-on exercises participating in an R&D project support to joint stakeholders. Over the span of a 2-elective series track, students share their domain expertise to shape realworld research while partners share technical expertise in emerging technology solutions in the information/influence space. "Countering Malign Influence," in partnership with the Global Engagement Center (GEC) and several J39 components, leverages GEC's Disinfo Cloud technologies to test operational problems with strategic implications. Activities include developing prototypes, scoping questions, defining analysis/evaluation methods, choosing software suites, and testing hypotheses with stakeholders while increasing knowledge of influence and emerging technology. Deliverables will emphasize strong communication and critical thinking skills, increasing facility to interact in technology-rich decision-making. The fall course will involve increasing knowledge to create a research experiment and execute the beta-test stage. Fall results shape spring testing, analysis, and evaluation in order to deliver actionable results. Deliverables include speaking and writing opportunities to share findings across joint force and partners working in Globally Integrated Operations in the Information Environment. This course is unclassified and there are no prerequisites, but students must enroll in both fall and spring sections to complete the project.

(Class Limit 20) (2 Credit Hours)

TUE, 0830 - 1030, 09/15/2020 - 12/08/2020

Instructor: Dr. Gwyneth Sutherlin

CIC 6047: Influence Warfare (INW)

This is a case-study-based strategy course for every national security professional. Influence is central (but rarely studied) to both warfare and great-power competition. Allows leaders to do more with less with what you already have—to collapse adversaries silently and invisibly, outside traditional instruments of national power. Tools of influence include subversion, deception, sabotage, fifth columns, propaganda, fake news/disinformation, third options, kompromat, glasnost, sisu, szalámitaktika, trust, etc. Case studies include China, Russia, Iran, ISIS, Estonia, Finland, Nigeria, Vietnam, Japan, Brazil, Egypt, India, Philippines, Mongolia, United States, ISIS, communists, Nazis and so much more. Short, thrilling, highly relevant

readings/videos. Lively in-seminar exercises and debates. One strategy memo. One five-minute presentation.

(Class Limit 20) (2 Credit Hours)

TUE, 1230 - 1430, 09/15/2020 – 12/08/2020

Instructor: Dr. Howard Gambrill Clark

CISA

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)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020 (10 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 1 Period)

Instructor(s): Dr. Marco Di Capua

CISA 6023: After Terrorism: Disengagement, Demobilization, and Decriminalization

Many governments today are still preoccupied with ways of how to defeat terrorism. However, as world practices with terrorism are expanding, so are the concerns of dealing with the threat. One such area of increasing concern is work with former terrorists once a peaceful arrangement is achieved. At some point, governments have to tackle the question of how to ensure stable peace. How to reintegrate former militants back into the society? How to ensure peace lasts? How to deradicalize former extremists and their supporters? Is it ethical to pardon terrorists? How to decriminalize those who took part in killing innocent civilians? Finally, how to bring reconciliation to the society torn by the terrorist threat? The course will address these and other questions linked to the issues of societal reconciliation.

(Class Limit 20) (2 Credit hours)

TUE, 0830 - 1030, 09/15/2020 – 12/08/2020

Instructor(s): Dr. Elena Pokalova

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 around Israel, Cyprus, and Egypt underpin this trend. Cooperation and conflict on 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 state and non-state actors 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, the EU, 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 20) (2 Credit Hours)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020 (10 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 1 Period)

Instructor(s): Dr. Andrew Novo

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)

MON, 1230 – 1430, 09/14/2020 – 12/07/2020 (11 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 2 Period)

Instructor(s): Ms. Regina Galer

CISA 6915: Governance, Strategy, and Violencia: Latin America and the Caribbean Networks

What happens when individuals, groups, communities, and states face a clash between the desire for stable rule of law, and the consequences of anarchic, fragmented, and adaptive social arrangements? What conditions contribute to the surge of violent groups on the streets and in politics to confront adversaries? How have increased globalization and advances in technology complicated the environment by strengthening illicit actors with more capable networked capability? In this course, students will examine features of different political environments and groups in social and institutional dimensions within which political violence is a central feature in the interaction.

Participants will research the environmental conditions and the organizing principles of entities such as Transnational Criminal Organizations, Drug Trafficking Organizations, terrorist groups, militias, and gangs, and of their interactions between rivals and with the state, in particular in those cases when the use of violent force or coercion surge as core options in systemic political struggles. The course also explores why the allure of certain organizations functions as an alternative for social aggregation for individuals, especially those that display coercion as an internal controlling mechanism. The course emphasizes conceptual and policy-oriented critical thinking with cases from contemporary politics in Latin America and the Caribbean regions.

(Class Limit 20) (2 Credit hours)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020 (10 Dec 20/1230 – 1430 - Columbus Day
Make-Up Date for Elective 1 Period)
Instructor(s): Dr. Craig Deare & Dr. Tom Marks

CISA 6926: Perspectives on the American Way of War: The U.S. Experience in Irregular Conflict

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 in dealing with the challenges posed by peer rivals such as China, Russia, and Iran.

(Class Limit 20) (2 Credit hours)

TUE, 0830 - 1030, 09/15/2020 – 12/08/2020
Instructor(s): Dr. Tom Marks & Dr. Michael Bell

CISA 6978: Terrorism & Crime

This course examines the nexus of terrorism, illicit financial activities, and crime. One cannot fully understand terrorist or insurgent groups without understanding how they finance and resource themselves; this course provides an overview of this crucial phenomena. Moreover, as groups like the Taliban, ISIS, and transnational gangs like MS-13 demonstrate, there’s an increasingly blurred line between what constitutes terrorist or insurgent activity versus what constitutes fully criminal activity; this course will take an in-depth look at this issue. The role of the state will also be closely examined both as victim of terrorism and criminality, but also as a perpetrator, facilitator, and supporter.

We will begin the course with the definitions of terrorism, insurgency, and transnational crime as well as a historic overview of these phenomena. The role of the state will then be examined in more detail in its role as perpetrator of terrorism and crime, through an examination of state-sponsored terrorism and criminally captured states. The second part of the course focuses on some of the most common methods of criminality and terrorism finance, such as narcotics and natural resource exploitation. It also looks at more recently recognized sectors that form a nexus of terrorism finance and crime, including human trafficking, wildlife-related crime, and antiquities crime. Three key facilitators of terrorism and criminality will be examined in greater

detail: corruption, money laundering, and networks. Finally, the course will examine whether criminal insurgency accurately represents the links between terrorism, crime, and the state, as well as national and international policies for countering these phenomena.

(Class Limit 20) (2 Credit hours)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020 (11 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 2 Period)

Instructor(s): Col Rebecca Welch, USAF, Ph.D.

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 reins 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 depredations 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 having 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, 0800 - 1000, 09/14/2020 - 12/08/2020

Instructor: Dr. William Soderberg

ES-6068: Transformational Leadership

An increasingly complex, diverse world requires senior leaders to broaden their style to motivate employees and deliver results successfully. This course will explore leadership concepts using case studies, lectures, guest speakers, readings, and hands-on practice. The skills needed for transformational leadership will be examined by studying the latest research on leadership and considering the examples of the successes and failures of male and female leaders from the U.S. and international private sector, the military, and government. Personal values and their relationship to and influence on leadership styles will be covered. Students will have the opportunity to examine their leadership behaviors and to develop and enhance their leadership skills and styles. Students will also be able to interact with current military, government, and business leaders through discussions and readings. The course will examine a range of leadership styles, comparing them to Transformational Leadership. By the end of the course, students should emerge with a broadened exposure to multiple leadership styles, a deep dive into the Transformational Leadership style, and an opportunity to acquire and practice Transformational Leadership skills.

(Class Limit 16) (2 Credit Hours)

MON, 1230 - 1430, 09/14/2020 - 12/07/2020 (11 Dec 20/1230 - 1430 - Columbus Day Make-Up Date for Elective 2 Period)

Instructors: Margaret Hanson-Muse, Cindy Lersten

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.

How does science play into Great Power competition? What is the role of scientists in a nation? Can you mobilize scientists? Do scientists invent technology (like engineers do), or do they really do something else? Is there a way to create a specific strategy to avoid defense technology surprise?

The S&T Policy course analyzes how nations organize a science and technology enterprise to meet national security challenges. The course identifies opportunities and challenges related to early development (low TRL) transformative technologies. Areas for analysis include both direct questions of national security requirements, as well as questions of economic impact for the US and allied partners. The course will examine potential strategies and policy considerations required for the S&T community to support the development of these capabilities.

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

TUE, 1230-1600, 09/15/2020 – 10/13/2020

Instructor: Dr. Clark Groves

ES 6103: International Acquisition: Cooperative Programs, Export Controls, International Arms Markets, and Comparative Acquisition Systems

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, 1230-1600, 09/15/2020 – 10/13/2020

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. Sustaining a technological advantage requires defense acquisition leaders to balance on the edge of a coin. On one side, technological innovation continues to transform our world at an increasing pace (robotics, information and communications technology, genetics, nanotechnology, biotechnology, and more). On the other side, the decision

support systems within the Department of Defense progress at the same methodical pace. Thus the edge, where defense acquisition leaders operate, is a tension between the dynamic world of innovation and a defense acquisition process characterized by highly defined methods, budgets, schedules, and oversight requirements. Through a mix of seminar lessons, case studies, and guest speakers, ES 6104, seeks to understand how DoD acquisition programs can guide, enable, and leverage innovation. This course will explore this issue through the broader lens of the broader North Atlantic Treaty Organization as students work jointly with colleagues in the French counterpart to the Eisenhower School, the Institute for Higher Education in National Security (IHEDN) in Paris. The seminar will host their IHEDN colleagues in Washington DC in early February 2021.

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

TUE, 1230-1600, 09/15/2020 – 12/08/2020

Instructor: 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, IBM, Sirius XM, Uber Advanced Technologies Group, and Innovation Works to observe and discuss innovative business concepts and public sector acquisition policies and practices. Field studies are planned for the robotics and autonomous systems innovation district in Pittsburgh, PA.

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

TUE, 1230-1600, 09/15/2020 – 12/08/2020

Instructors: Dr. Brian Buckles

ES 6402: Global Supply Chain and Logistics (GSL) Strategy Research

This elective is part of the GSL concentration at the Eisenhower School and is only open to GSL students. This course examines concepts taught in ES 6404 and 6405 through interactive, experiential learning. It is taught via 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 GSL concentration and is only open to GSL students, who may be enrolled in any NDU North Campus College.**

(Class Limit 18 – GSL Students only) (2 Credit Hours)

MON, 0800-1130 MON, 1230-1600 TUE, 0800-1130 Tue, 1230-1600

Times are notional and may be traded with ES 6402, 6404 and/or ES 6405 at the instructor's discretion.)

Instructor: Dr. Todd McAllister

ES 6404: Global Supply Chain and 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 & 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 Global Supply Chain & Logistics concentration.

(Class Limit 18 – GSL Students only) (2 Credit Hours)

MON, 0800 - 1130 MON, 1230 - 1600 TUE, 0800 - 1130 Tue, 1230 - 1600

Times are notional and may be traded with ES 6402, 6404 and/or ES 6405 at the instructor's discretion.)

Instructor: Dr. Todd McAllister

ES 6405: Global Supply Chain and Logistics 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 Global Supply Chain & Logistics concentration, ES 6404 is a prerequisite.

(Class Limit 18 – GSL Students only) (2 Credit Hours)

MON, 0800 - 1130 MON, 1230 - 1600 TUE, 0800 - 1130 Tue, 1230 - 1600

Times are notional and may be traded with ES 6402, 6404 and/or ES 6405 at the instructor's discretion.)

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.

(Class Limit 99) (2 Credit Hours)

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

Instructors: Dr. Greg Foster

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.

(Class Limit 99) (4 Credit Hours)

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

Instructors: Dr. Greg Foster

NDU

NDU 6014: Contemporary Issues in Weapons of Mass Destruction: WMD and Mass Media

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 – have proven fertile ground for important and influential works of fiction and non-fiction in film and television. WMD has also proven an irresistible “MacGuffin” – an object of great importance that motivates the actions of key characters, but the exact nature of which does not actually matter to the story - 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 address the threat of WMD (defined as nuclear, biological, chemical, and radiological weapons), and efforts to counter this threat, through the viewing, critical assessment, and discussion of dynamic visual media, to include films, documentaries, television programs, advocacy media, and other visual content. Its purpose is to address the role visual media plays in shaping opinion and informing action, and to encourage critical thinking about threats and challenges posed by WMD in an era of (dis)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, whether enrolled in the concentration or not. (Class Limit 12) (2 Credit Hours)

MON, 1230 – 1430, 09/14/2020 - 12/07/2020 (11 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 2 Period)

Instructors: Dr. Gerald Epstein and Ms. Sarah Jacobs Gamberini

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

This course is a graduate introduction to countering WMD at the strategic level. Hence, it is an excellent point of departure for both:

- new strategic-level leaders without any WMD background and
- professionals who have spent a career dealing with WMD at the tactical and operational level.

We begin with the rock-bottom question to which no one has ever given a completely satisfactory answer: “What exactly *is* a WMD?”; explore why coming up with an answer is so difficult; and consider how this difficulty complicates the work of policy leaders in DoD and

beyond.

We shall survey all of the traditional WMD modalities: chemical, biological, radiological, and nuclear, as well as emergent WMD or WMD-like threats.

We shall also examine:

- Why so-called “tactical” WMD decisions and systems are all, in reality, strategic;
- Why both state and non-state actors find WMD so appealing and what can be done to counter them; and
- What all strategic-level leaders need to understand about WMD so as not to get caught short at a time when they can least afford to be.

This is a no-nonsense course with no busy work and lots of discussions that students will find themselves drawing on for the remainder of their professional lives. Requirements include one short paper (500 words) and an individual presentation on a WMD topic. **This (or NDU 6014) is a required course for the University’s WMD Studies Concentration and is open to all students from all colleges, whether enrolled in the concentration or not.**

(Class Limit 12) (2 Credit Hours)

MON, 0800 – 1000, 09/14/2020 - 12/07/2020 (10 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 1 Period)

Instructor: Dr. John Mark Mattox

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, a digital deployment exercise, and an 800-1200 word paper. This course is included in the Emerging Information Technology concentration.

(Class Limit 10) (2 Credit Hours)

TUE, 0900 - 1100, 09/15/2020 - 12/08/2020

Instructors: Ms. Joanna Seich

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.

(Class Limit 16) (2 Credit Hours)

MON, 0800 – 1000, 09/14/2020 - 12/07/2020 (10 Dec 20/1230 – 1430 - Columbus Day Make-Up Date for Elective 1 Period)

Instructors: Chaplain (COL) Mitchell Butterworth, USA

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 - 1530, 09/15/2020 - 12/08/2020

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 20) (2 Credit Hours)

TUE, 0800 - 1000, 09/15/2020 - 12/08/2020

Instructor: Dr. Gregory D. Foster

NDU 6047: American Studies I - Identity (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 90) (4 Credit Hours)

TUE, 1330 - 1530, 09/15/2020 - 12/08/2020

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 (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).

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 later 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 2020; otherwise similar visits will be used locally to achieve objectives).

(Class Limit 20) (2 Credit Hours)

TUE, 1300 – 1500, 09/15/2020 – 12/08/2020

Instructors: Mr. Kenneth Kligge (CASL), Dr. Andrew Leith (ES), Col Keith Crawford (NWC), Dr. William Eliason (INSS)

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.

(Class Limit 20) (2 Credit Hours)

TUE, 1230 – 1430, 09/15/2020 – 12/08/2020

Instructor: Dr. Gregory D. Foster

NDU 6066: “Know (and Deter) Thy Enemy”: Deterring Great Power, Rogue Regime, and VEO Adversaries

It is better to deter war than to wage it. Part art, part science, and part policy, “deterrence” is “the prevention from action by fear from the consequences. It is a state of mind brought about by the existence of a credible threat of unacceptable counteraction.” (Joint Publication 1-02).

Deterrence operates in the cognitive domain and is, essentially, an influence operation.

But how does deterrence work in today’s complex security environment, and what is the Department of Defense’s role in advising on, developing and implementing deterrence strategies?

The 2018 National Defense Strategy (NDS) -- and in particular, its emphasis on long-term competition with “revisionist powers” -- has placed renewed attention on deterrence strategies and concepts. Deterrence has a long history in U.S. national security strategy, with many policymakers, strategists, and warfighters seeking to field, posture, and deliver signals with U.S. military forces in a manner that convinces potential adversaries they will realize little benefit (and/or face unacceptably costly outcomes and consequences) if they attempt armed aggression against the United States or its allies. More broadly, the United States has also often sought to deter not just hostility but a range of malign behavior by bad actors across different domains, with varying degrees of success.

During the Cold War, deterrence was often equated with nuclear deterrence. While nuclear forces remain important to U.S. deterrence strategies, *21st century deterrence is not just nuclear deterrence* – it requires the full integration of all means of national power.

This course will provide instruction on deterrence concepts, strategies, capabilities, and efforts to implement all three against contemporary adversaries, to include consideration of:

- The strategies, policies, operational concepts, and capabilities needed to deter a range of adversaries in today’s complex security environment, to include across multiple strategic domains (sea, land, air, space, and cyberspace);
- How to address the deterrence challenge posed by the current and potential adversaries cited in the 2018 NDS: revisionist powers (Russia and China); rogue regimes (Iran and North Korea); and violent extremist organizations (VEOs);
- The role of Allies and Partners in U.S. deterrence strategy and the challenges of Extended Deterrence in key regions;
- Addressing challenges to, and critiques of, U.S. deterrence policies and strategies.

This course counts toward the two-course requirement for the Weapons of Mass Destruction Studies Area of Concentration and is open to all students from all colleges, whether enrolled in the concentration or not.

(Class Limit 13) (2 Credit Hours)

TUE, 0800 - 1000, 09/15/2020 - 12/08/2020

Instructors: Dr. Justin Anderson, Dr. Amy Nelson (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 cover the basics of emerging biotechnology, the history of bioweapons use, and consequence management for bioevents (including case studies of COVID19). It will equip national security professionals to understand the fundamentals of biodefense and, more broadly, the National Security Strategy, the National Defense Strategy, and the National Biodefense Strategy. Students will also explore the biotechnology and ethics of warfighter/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 Studies Area of Concentration and is open to all students from all colleges, whether enrolled in the concentration or not.

(Class Limit 15) (2 Credit Hours)

TUE, 1230 - 1430, 09/15/2020 - 12/08/2020

Instructor: Dr. Diane DiEuliis

NDU 6072: Understanding the Return to Great Power Competition (GPC)

This course explores the theory and practice of interstate competition among Great Powers to include the historical dimensions of Great Power Competition (GPC), the technological and geopolitical dimensions of GPC, and the most significant features of contemporary competition between the modern Great Powers: the United States, China and Russia. Course themes and threads of study will include: the main strategic objectives and instruments of relative national power for today's three Great Powers; the key attributes of the 4th Industrial Revolution – including the impact Artificial Intelligence (AI), quantum computing, 5G, and social media – on modern GPC; and the contours of contemporary GPC in the Indo-Pacific, Middle East, Europe, the Arctic, and the Americas. Students will be challenged to consider the future trajectories of U.S.-Russia-China Great Power competition. The course contributes directly to Joint Learning Area (JLA), “The Continuum of Competition, Conflict, and War;” and, CJCS Special Area of Emphasis (SAE), “Return to Great Power Competition.” NDU 6072 is open to all students of the Eisenhower School, the National War College, the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU.

(Class Limit - 45) (2 Credit Hours)

MON, 0930 - 1130, 09/14/2020 – 12/07/2020 (10 Dec 20/1330 – 1530 - Columbus Day Make-Up Date for Elective 1 Period)

Instructors: Dr. Bryce Loidolt, Dr. Tom Lynch, Dr. Frank Hoffman & Dr. Jeff Mankoff

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 DoD and Inter-Agency 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 DoD and our Nation. DoD and Inter-Agency 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, 1230 - 1430, 09/15/2020 – 12/08/2020

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

NDU 6076: Leader Peak Performance: “Human First”

If there is a quality that our Senior Leaders seek for themselves and their subordinates, it is sustained high performance in the face of ever increasing pressure and change. Humans are the heart of our efforts in this elective, as such, human performance must be optimized and sustained to maintain effective and successful senior leaders over the long haul. Sustained high achievement requires physical, emotional, mental and spiritual strength as well as a sharp intellect. This course is designed to bring mind, body and spirit to peak condition in a world that is changing at warp speed to perform consistently at high levels.

(Class Limit 18) (2 Credit Hours)

TUE, 1230 - 1430, 09/15/2020 – 12/08/2020

Instructors: Prof. Tony Spinosa and LTC Jimmie Butcher, 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, in direct support to the EUCOM Scholars and administered by the NDU Scholars Program.**

(Class Limit 18) (2 Credit Hours). This course, along with NDU 6095, counts toward the two-course requirement of the European Studies Concentration.

TUE, 1230 - 1430, 09/14/2020 – 12/08/2020

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 599B: 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)

TUE, 1300 - 1600, 09/15/2020 - 10/13/2020

Instructor: Prof. Philip Kaplan

IADC 599D: 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)

TUE, 1300 - 1600, 11/03/2020 - 12/01/2020

Instructor: Prof. Philip Kaplan

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)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020; Columbus Day makeup on 12/11/2020

Instructor: Mr. Adam Oler

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)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020; Columbus Day makeup on 12/11/2020

Instructors: Dr. Bob Watts and 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 Studies Area of Concentration. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 09/15/2020 - 12/08/2020

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)

TUE, 0830 - 1030, 09/15/2020 - 12/08/2020

Instructor: Dr. Eric Silla

NWC 6013A: 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*; Kenneth Thomas, *Introduction to Conflict Management*; and 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)

TUE, 0830 - 1030, 09/15/2020 – 12/08/2020

Instructor: Ms. Lisa Bronson

NWC 6013B: 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*; Kenneth Thomas, *Introduction to Conflict Management*; and 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)

TUE, 1230 - 1430, 09/15/2020 – 12/08/2020

Instructor: Ms. Lisa Bronson

NWC 6017: Memoirs in American Foreign Policy

"What were they really thinking? For this course, students will 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 other courses, these classic, primary sources teach both process and substance from the authentic viewpoint of those who have “been there.” First-person accounts allow students to examine the relationships, perspectives, actions, and policy decisions of strategic leaders and policy-makers over five administrations in peace and war. Class time is used exclusively for structured discussion. Paper requirements are waived in favor of a presentation and a reading load double the usual elective. Students will be asked to present one of the case studies in more depth. This course is particularly useful to supplement core courses in national security strategy and the interagency process.

(Class Limit 13) (2 Credit Hours)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020; Columbus Day makeup on 12/11/2020

Instructors: Ambassador Kelly Keiderling

NWC 6021: Leadership in the New World Disorder

The National War College Leadership in the New World Disorder elective examines the role of operational and strategic-level leaders in an increasingly complex world of networks and constant connection. The focus is on providing a lens through which senior leaders can make sense of uncertain environments and effectively adapt and respond to unanticipated problems. Students will consider organizational culture and change management, as well as, critical thinking to improve leadership practice and prepare for future challenges. In addition to assessing the new landscape of disorder and disruption, the seminar will survey a range of leadership lessons, primarily focusing on Stanley McChrystal's Team of Teams and Jim Mattis' Call Sign Chaos.

(Class Limit 13) (2 Credit Hours)

TUE, 0830 - 1030, 09/15/2020 – 12/08/2020

Instructor: Mr. Timothy Ott

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 13) (2 Credit Hours)

TUE, 0830 - 1030, 09/15/2020 – 12/08/2020

Instructor: Prof. Jaimie Orr, MA, JD, LL.M

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)

TUE, 0830 - 1030, 09/15/2020 – 12/08/2020

Instructors: Dr. Bob Watts and 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)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020; Columbus Day makeup on 12/11/2020

Instructor: Dr. Mariya Omelicheva

NWC 6035: The Politics of Pandemics

This course provides national security strategists and policymakers with a foundation for participating constructively in government responses to the current and future pandemics. In the first block, the course begins with an overview of the basic biology and epidemiology of disease followed by an introduction to the strategies and methods used in public health. The second block then presents case studies of diseases—plague, small pox, cholera, malaria, HIV/AIDS, Ebola, Zika, influenza (SARS, H1N1, COVID-19, etc.)—to develop analytic skills for understanding the full range of technical, political, economic, social, and ethical issues that policy strategists must consider when responding to pandemics. The third block then presents behavioral science, economic, security, and organizational/agency perspectives as a basis for classroom discussion of the concepts and tools available for strategy design and implementation.

The course takes a broad view of health and disease, comparing the interplay of politics and medical culture in different countries and the global context. It considers a wide variety of interrelated health challenges and policies associated with, for example, sanitation, maternal health, nutrition, working conditions, ecology, poverty, climate, agricultural practices, pollution, misinformation, religious practices, and conflict. By the end of the course, students will be expected to define best practices and develop frameworks for harmonizing political and technical strategies in response to pandemics. Class grades will be based on seminar contributions and two deliverables. The first deliverable will be a 3-page memo assessing a past case of disease response to inform COVID-19 strategy for senior policymakers. The second deliverable will be an in-class briefing—presented in the final session—that applies insights from the course to assesses an agency's or organization's performance thus far in responding to COVID-19.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020; Columbus Day makeup 1230-1430, 12/10/2020

Instructor: Dr. Eric Silla

NWC 6037: Contemporary China in National Security

The nexus of domestic forces unnerving China's leadership along with Beijing's evolving international role plays an increasingly central point in U.S. national security concerns. This course discusses the array of substantial challenges which the Chinese leadership must juggle in a country with almost five times the population of the United States with far fewer resources,

fewer geographic advantages, and a historic obsession with national humiliation. At the same time, China appears to be a player in far more parts of the world than it ever has, making many within the United States anxious about its ambitions while threatening the three quarters of a century balancing system of East Asia. The course requires seminar participation, a policy paper for a senior leader, a critique of a peer's paper, and a group presentation.

(Class Limit 13) (2 Credit Hours)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020; Columbus Day makeup on 12/11/2020

Instructor: Dr. Cynthia Watson

NWC 6049: Southeast Asian Security

The ten countries of Southeast Asia, with a combined population of over 650 million and enormous diversity, have a host of security challenges. Several Southeast Asian states have longstanding territorial disputes with their neighbors and irredentist claims over colonial-drawn borders. The region includes a host of secessionist insurgencies, including ongoing ones in Indonesia, Myanmar, the Philippines and Thailand. While Southeast Asia has not been at the core of Salafist terrorism since 9/11, both Al Qaeda and Islamic State affiliates in the region remain a persistent threat. Mid-2017 saw IS militants siege the Philippine city of Marawi, while members of the Abu Sayyaf continue to engage in terrorism and kidnapping for ransom. Perhaps the most immediate threat to regional security is the territorial dispute over the South China Sea, where China has constructed six man made islands and militarized them. The US has carried out regular freedom of navigation operations to challenge China's excessive maritime claims, but those have been insufficient. China has effectively divided and neutralized ASEAN. And there remain a host of human security issues including pandemics, political violence, the politicization of security forces, attacks on ethnic minorities, including wholesale ethnic cleansing, and threats posed by transnational criminal syndicates. Arguably the greatest security threat to the region comes from climate change which is already causing changes immigration patterns and impacting food security. Southeast Asian states are keen to avoid being forced to choose between the United States and China, as competition between the two intensifies. The goal of this course is to give Southeast Asian states agency, and focus on their regional security concerns.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020; Columbus Day makeup 1230-1430, 12/10/2020

Instructor: Dr. Zachary Abuza

NWC 6056: USSOCOM in the 21st Century Security Environment

Entering the third decade of the 21st century, United States Special Operations Command (USSOCOM) has its largest force structure and its largest budget since its inception in 1987. After two decades of an almost myopic focus on counter-terrorism, what is the role of Special Operations Forces (SOF) in light of a renewed focus on great power competition? What is the strategic utility of special operations? What ways and means do special operations bring to a practitioner of national security strategy? Given the dynamic nature of the 21st century security environment, SOF – with their ability to operate unilaterally, by with and through international partners, in conjunction with interagency partners, or as part of operations involving larger general purpose forces – are likely to remain a frequently preferred “go-to” option. This course seeks to provide the national security strategist a baseline understanding of SOF structure, capabilities, and limitations along with perspective on key issues shaping the force for the future. Additionally, the course will look at USSOCOM as both a global combatant command and a service-like organization. It will also address the sometimes misunderstood

aspects of the resources and authorities that go along with its uniqueness in the Department of Defense. The knowledge gained from this course should provide the national security strategist options to consider when searching for opportunities to achieve objectives across the range of conflicts.

This course requires a **SECRET** clearance.

(Class limit 10) (2 Credit Hours)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020; Columbus Day makeup on 12/11/2020

Instructors: COL James Hayes and Col Keith Crawford

NWC 6064: The Art of Diplomacy on the Enduring Front

"What is the essence of diplomacy? It's as easy as "engagement," and as hard as persuading another individual to change his/her mind in favor of your position. Now, in the age of networks and constant competition, we need to convince whole populations to agree with our position. U.S. foreign policy over the past 100 years has converged around five essential goals: (1) mutual understanding: to understand the world, have the world understand us, and together maintain a rules-based world order, (2) security: to seek greater security for the United States in a conflictive, perennially gray-zone international system, (3) prosperity: to make the U.S. more prosperous in an increasingly interdependent global order, (4) democracy: to defend the values of democracy, and (5) justice: to espouse justice in an inequitable world. Diplomacy, classically understood, is used to advance foreign policy on the international stage. How do we exercise diplomacy and to what ends? This course will introduce students to a broad array of foreign policy goals and the gamut of instruments that the United States uses to address threats, take advantage of opportunities, and shape the international environment. Using strategic logic, students will delve into the policy goals of the U.S. government, understand the global context for those goals, and design ends-ways-means packages to advance particular foreign policy goals. Students will emerge with a nuanced understanding of the statecraft and instruments of diplomacy. They will gain a greater understanding of the efforts involved in keeping the U.S. strong in our fractious, chaotic world.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020; Columbus Day makeup 1230-1430, 12/10/2020

Instructors: Ambassador Kelly Keiderling and Ms. Kelly Adams-Smith

NWC 6068: Islam and the West

The primary objective of this course is to introduce students to the complex historic, political, cultural and military interaction between the Middle East and the West, defined as Europe and the United States. A special emphasis will be the presence of Islam in the West and particularly the integration problems of Muslim communities in Europe.

Turkey's relations with the EU is also covered. Students will gain a better understanding of the changing nature and character of Islam in Western Europe and its future impact on western society and culture. The course complements and reinforces recurring themes in other electives and core courses, particularly those with regional or global focus.

(Class Limit 13) (2 Credit Hours)

MON, 1230 - 1430, 09/14/2020 – 12/07/2020; Columbus Day makeup on 12/11/2020

Instructor: Dr. Omer Taspinar

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, 1230 - 1430, 09/15/2020 – 12/08/2020

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)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020; Columbus Day makeup 1230-1430, 12/10/2020

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. **This course is for US Students only.**

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 09/15/2020 – 12/08/2020

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 the forecasts are made implicitly. As you have learned during your careers, the national security field is replete with forecasts. Along very different time horizons, 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: The practice of foresight. As you will learn in this course, foresight is very different than forecasting, yet many analysts and decision makers fail to understand the distinctions. This course aims to 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, international negotiations, etc. 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's 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 course end you will have received a reasonable introduction to the forecasting and foresight literatures, and you will be prepared to read and think more broadly on the various topics pertaining to forecasting and foresight and how they apply to national security and foreign policy decision making.

(Class Limit 13) (2 Credit Hours)

TUE, 0830 - 1030, 09/15/2020 – 12/08/2020

Instructor: CAPT Trent Hesslink

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 an assessment of a historical case study in terrorist strategy.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 09/14/2020 – 12/07/2020; Columbus Day makeup 1230-1430, 12/10/2020
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, 0830 - 1030, 09/15/2020 – 12/08/2020
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, 1230 - 1430, 09/15/2020 – 12/08/2020
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, 1230 - 1430, 09/15/2020 - 12/08/2020

Instructor: CAPT Corey Ray

AY 20-21 ELECTIVES PROGRAM CATALOG

SPRING SEMESTER

CIC

CIC 6010: Securing Cyberspace through the whole of government (CSL)

This elective provides students of national security strategy with an understanding of the vital role played by the Federal, civilian interagency in achieving national cybersecurity objectives. Contemporary threats to cyberspace cannot be effectively mitigated without a risk-based, whole of government approach. Increasingly, US national security, particularly in cyberspace, is defined as much by the efforts of military and intelligence agencies operating outside the territorial borders of the nation, as it is by the coordinated efforts of Federal, civilian agencies to mitigate threats and vulnerabilities operating and existing within US domestic jurisdictions. As a result, students of national security strategy must not only understand the strategic objectives, ways and means of the DOD and NSA, but also those of the Federal interagency to address threats and vulnerabilities to individual citizens, critical infrastructure, the operations of government itself, and vital national security assets and interests rooted within US territorial boundaries. This course will therefore examine Federal interagency cybersecurity strategies, policies, authorities, resources, capabilities, leading issues and challenges, through a series of case studies, point papers, and exercises so as to: (1) Analyze the objectives, authorities, and capabilities which define the Federal inter-agency's place and role in national cybersecurity strategy and risk management; (2) Evaluate the leading issues and challenges which shape Federal inter-agency strategies, policies and responses to priority, national cybersecurity risks, threats and vulnerabilities; and (3) Assess opportunities for and limitations of cooperation, collaboration and joint operations between the DOD, NSA and the Federal, civilian interagency towards common national cybersecurity strategic ends. In so doing, students of national security strategy will be better prepared to lead whole of government efforts to mitigate whole of nation risks to US interests in cyberspace.

(Class Limit 20) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021 (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructor: Prof. Michael Brody

CIC6013: Frameworks for Enterprise Risk Management and Internal Controls (FIN)

This course examines how military and senior government leaders can enhance efficiency, effectiveness, accountability, and transparency with a focus on the areas of greatest risk within the national security environment. The primary focus is on the process of identifying potential risks and the actions necessary to reduce or eliminate their financial, programmatic, and operational impact and the achievement of efficient and effective operations, accurate and timely reporting, and compliance with laws and regulations. The course also focuses on the integration of certain key capabilities and functions across an organization to improve program performance by establishing internal controls, fostering collaborative relationships, making informed

decisions, and behaving ethically. The course includes a practical exercise to illustrate how these areas can be integrated and leveraged across the enterprise to solve problems.

(Class Limit 20) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021 (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructor: Dr. Dorothy Potter

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)

MON, 0800 - 1000, 01/04/2021 – 03/22/2021 (25 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0800 – 1000, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

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)

TUE 1230-1430, 01/05/2021 – 03/23/2021

Instructor: Dr. Jim Q. Chen

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)

MON 1230 - 1430, 01/04/2021 – 03/22/2021 (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructor: Prof. James F. Churbuck

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)

MON 1230 - 1430, 01/04/2021 – 03/22/2021 (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Prof. Marwan Jamal

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)

TUE, 0800 - 1000, 01/05/2021 – 03/23/2021

Instructor: Dr. John Hurley

CIC 6046: Subversion, Subterfuge, and Sabotage (INW)

Understand methods to employ and subvert state and non-state (to include violent extremist) narratives. Understand intra and inter-government coordination of influence tools as well as integration of strategic communications to protect national and allied interests. Create and analyze methods and tools of strategic influence to deter adversaries, inspire civil society, and prepare for warfare.

(Class Limit 20) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 – 03/23/2021

Instructor: Dr. Howard Gambrell Clark

CIC 6693A: Research: Understanding Chinese Influence (INI)

This course provides an opportunity for creative problem-solving through innovative research partnerships including hands-on exercises participating in an R&D project support joint stakeholders. Over the span of a 2-elective track, students share their domain expertise to shape realworld research while partners share technical expertise in emerging technology solutions in the information/influence space. This course is supported from an OSD Minerva's Defense Education Civilian Research (DECUR) partnership award which pairs NDU with University of Washington's computer science department. Stakeholders include INDOPACOM J39, J9, EUCOM J39, Joint Staff J39 Activities include developing prototypes, scoping questions, defining methods, choosing software suites, and testing hypotheses with stakeholders while increasing knowledge of influence and emerging technology. Deliverables will emphasize strong communication and critical thinking skills. The spring course will deliver preliminary milestones for the OSD Minerva program, provide speaking and publication opportunities to reach the joint force and partners working in Globally Integrated Operations in the Information Environment. This course is unclassified and fall 6044a is a prerequisite to complete the project. **Pre-Requisite: CIC 6044A:**

Inside Innovation: Practical Research Skills for Information Warfare Technologies (Understanding Chinese Influence) (INI)

(Class Limit 20) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 – 03/23/2021

Instructor: Dr. Gwyneth Sutherlin

CIC 6693B: Research: Countering Malign Influence (INI)

This course provides an opportunity for creative problem-solving through innovative research partnerships including hands-on exercises participating in an R&D project support to joint stakeholders. Over the span of a 2-elective series track, students share their domain expertise to shape realworld research while partners share technical expertise in emerging technology solutions in the information/influence space. "Countering Malign Influence," in partnership with the Global Engagement Center (GEC) and several J39 components, leverages GEC's Disinfo Cloud technologies to test operational problems with strategic implications. Activities include developing prototypes, scoping questions, defining analysis/evaluation methods, choosing software suites, and testing hypotheses with stakeholders while increasing knowledge of influence and emerging technology. Deliverables will emphasize strong communication and critical thinking skills, increasing facility to interact in technology-rich decision-making. The spring course executes research designed in the fall to deliver new knowledge and actionable results to the joint force and partners working in Globally Integrated Operations in the

Information Environment. This course is unclassified and fall 6044b is a prerequisite to complete the project. **Pre-requisite CIC 6044B: Inside Innovation: Practical Research Skills for Information Warfare Technologies (Countering Malign Influence) (INI)**

(Class Limit 20) (2 Credit Hours)

TUE, 0800 - 1000, 01/05/2021 – 03/23/2021

Instructor: Dr. Gwyneth Sutherlin

CISA

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)

MON, 0930 - 1130, 01/04/2021 – 03/22/2021 (25 Mar 21/1330 – 1530, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0930 – 1130, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructor(s): Dr. Marco Di Capua

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

This course provides an introduction to government and politics in five Muslim countries and uses film to examine how these countries-- or certain groups within them-- define and debate issues of religion in the public sphere. 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 20) (2 Credit hours)

TUE, 0830 - 1030, 01/05/2021 – 03/23/2021

Instructor(s): Dr. Rameez Abbas

CISA 6043: Conflict and Cooperation in Africa

Conflict and Cooperation in Africa (CISA-6043) is a survey of how states, societies, and institutions manage war, peace, governance, and development in the contemporary security environment on the African continent. The two-credit area of concentration elective consists of

thematic case studies, where each class serves as a deep dive into issues affecting specific regions both within and across borders. Seminar discussion will center on historical and contemporary political alignments, environmental influencers and inhibitors, and the evolving strategic environment impacting contemporary security on the continent. Themes address state and human security, great power rivalry, resource- and identity-driven conflicts, climate change, patterns of governance, and demographic displacement. We also look at local, state, and international responses that at times encourage great power rivalry, but also greater levels of security and economic partnerships and cooperation. Students will gain a better understanding of the fundamental issues driving conflict and conflict-resolution on the African continent and identify sources of cooperation.

(Class Limit 20) (2 Credit Hours)

MON, 0930 - 1130, 01/04/2021 – 03/22/2021 (25 Mar 21/1330 – 1530, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0930 – 1130, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)
Instructor(s): Dr. Matthew Dearing

CISA 6755: Radicalization to Terrorism: Processes and Prevention

Despite the efforts of many governments, radicalization today is far from being eradicated. On the contrary, violent extremist organizations seem to be gaining strength. ISIS has lost its territorial Caliphate but retains a firm grip on its adherents worldwide. Far-right movements have been quietly growing in popularity and have started actively advocating for the use of violence. Almost twenty years since 9/11, we are still facing significant threats from radicalized segments of the world populations.

This course focuses on radicalization. It explores its roots and enablers, and examines factors that create conditions that are conducive to radicalization. It analyzes the contemporary threats and challenges connected to radicalization, and examines in depth Islamist and far-right radicalization. The course reviews existing best practices in preventing radicalization and offers very practical lessons for dealing with the phenomenon. The course is oriented towards practitioner students who will be on the frontlines of preventing radicalization and dealing with its consequences.

(Class Limit 20) (2 Credit hours)

TUE, 0830 - 1030, 01/05/2021 – 03/23/2021
Instructor(s): Dr. Elena Pokalova

CISA 6903: The Origins of Conflict and War

This course seeks to promote an understanding of the various ways in which scholars and practitioners make sense of the origins of conflict and war. We will analyze what war and conflict are and how they differ from other forms of political violence (particularly those carried out by non-state actors). We will examine historical trends, and discuss fundamental theories in the security studies field while studying a number of historical cases in depth. These cases include various types of conflict from great power wars to conflicts involving non-state actors, civil wars, and conflict without war. In each class, the course explores the tension between explanations based on theory and general principles, and explanations based on domestic politics, leaders, or particular conditions. Students will grapple with some of the central explanations for conflict in international relations and discuss them in relation to the major theoretical issues that they raise. The overall aim is to equip students with a sound knowledge of the empirical and

theoretical aspects of the discipline of international relations and of the relationship between history and theory. Students who complete “The Origins of Conflict and War” should demonstrate the ability to: understand the relationship between history and theory in strategic studies; understand the neo-realist levels of analysis and their interdependence; understand how theories of the origins of conflict interact and affect multiple levels of analysis; understand the changing nature of warfare today; apply classroom theories to relevant cases and facilitate understanding of how and why armed conflicts occur.

(Class Limit 20) (2 Credit hours)

MON, 0830 - 1030, 01/04/2021 – 03/22/2021 (25 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0830 – 1030, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructor(s): 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, 0830 - 1030, 01/05/2021 – 03/23/2021

Instructors: Dr. Craig Deare

CISA 6926: Perspectives on the American Way of War: The U.S. Experience in Irregular Conflict

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 in dealing with the challenges posed by peer rivals such as China, Russia, and Iran.

(Class Limit 20) (2 Credit hours)

MON, 0930-1130, 01/04/2021 – 03/22/2021 (25 Mar 21/1330 – 1530, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0930 – 1130, Washington's Birthday

Elective Make-Up Date - Regular Time Periods Used)

Instructor(s): Dr. Tom Marks & Dr. Michael Bell

CISA 6947: Maritime Security & Great Power Competition

The world's oceans cover over 70% of the planet's surface area. Global shipping carries at least 80% of the world's traded goods. Offshore oil and gas account for more than one-third of world energy production. With the maritime domain so important and influential to the world's history, politics, and economy, this course endeavors to examine this essential saltwater perspective.

This course will focus on understanding the ocean as source, avenue, and arena: a source of food and energy; an avenue for the flow of goods, people and ideas; and an arena for struggle, warfare, and Great Power competition.

The seminar will be divided into two parts. Part I will explore the general maritime dynamics and security threats associated with great power competition and globalization. It will study a spectrum of specific threats from maritime terrorism and piracy to such regional maritime disputes as the South China Sea and the Strait of Hormuz. Additionally, it will study the importance of legal doctrines and dilemmas affiliated with maritime law enforcement and port security. Part I will also examine strategies and preventive security measures that can be used to deter terrorism, piracy, and criminal activities affecting vessels and port facilities. Part II will focus on the world's most important maritime domains and how respective regions or countries such as China, Russia, or India are working to address and combat the security threats and dynamics addressed in Part I. During this portion of the course students will make presentations about what is being done by specific countries or regions to address or combat today's pressing maritime security challenges. Students will examine the actors and security dynamics explored across the Atlantic, Caribbean, Mediterranean, Indian Ocean, the Arabian Gulf, Red Sea, Asia Pacific, and the Arctic.

(Class Limit 20) (2 Credit hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021 (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective

Make-Up Date - Regular Time Periods Used)

Instructor(s): Dr. Geoffrey Gresh

ES

ES 6007: Policy Entrepreneurship for Strategic Leaders

This elective will extend and expand upon the policy entrepreneurship block taught in the core Strategic Leadership Foundation Course (SLFC). Students will deepen their understanding of policy entrepreneurship concepts, and apply them to actual issues in their gaining commands/organizations (if possible) or in prior commands/organizations (per approval of their seminar leader, and IAW pre-established criteria). Upon completion of this elective, students will have far greater understanding and appreciation of policy entrepreneurship challenges, and most importantly will have actually applied/synthesized policy entrepreneurship skills to actual issues, thus helping them become more skilled strategic leaders.

(Class Limit 18) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 - 03/22/2021, (26 Mar 21/1230 - 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Walter M. Hudson (lead); Duncan Jepson (T) (associate)

ES 6024: Economic Development in the Context of the Great Power Competition

This course examines how countries grow and transition from fragile, poverty-stricken states to prosperous, stable allies. It explores the role of the U.S. government national security apparatus and the private sector in this process, and how China is quickly developing its own form of engagement with low and middle-income countries that may directly counter U.S. interests.

(Class Limit 18) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 - 03/23/2021

Instructor: Dr. Lawrence Rubey (lead)

ES 6028: Geoeconomics and U.S.-China Competition

This elective will focus on the geoeconomic dimensions of great power competition with China. It will explore arguments that national security is increasingly defined in terms of economic and technology competition, not just military. It will examine the economic and innovation ecosystems of the U.S. and China and assess their comparative strengths and weaknesses. It will examine leading proposals for strengthening U.S. competitive capacity through whole-of-nation policy and investment changes. Students will write a research paper applying these concepts to a specific policy challenge and making politically realistic policy recommendations. Upon completion of this elective, students will be better positioned to develop national security policy proposals to deal with the new challenges of great power competition.

(Class Limit 18) (2 Credit Hours)

MON, 0800 - 1000, 01/04/2021 - 03/22/2021 (25 Mar 21/1230 - 1430, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0800 - 1000, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Dr. R. Stephen Brent, Dr. Walter M. Hudson

ES 6066: Persuasive Public Speaking

Public speaking is a regular duty of senior leaders, and graduates of the National Defense University will be expected to be comfortable briefing military, civilian, and industry personnel with different backgrounds and on disparate topics. This course prepares students for effective public speaking, with an emphasis on techniques to persuade audiences to support desired policies, provide necessary funding, or advance a desired strategy, among others. These skills serve as a capstone to the strategic planning curriculum in other courses, offering students improved ability to see strategies through to implementation through persuasive public speaking.

(Class Limit 18) (2 Credit Hours)

MON, 0800 - 1000, 01/04/2021 - 03/22/2021 (25 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0800 – 1000, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Dr. Michael Bartee, Dr. Peter Duffy

ES 6096: Southeast Asia and the United States: An Unlikely Partnership

This elective will explore the diplomatic, people-to-people, commercial, technology and security partnerships and alliances between the United States and Southeast Asia, a region now at “ground zero” in the global great power competition between the United States and China. The “unlikely partnership” that has developed between the United States and Southeast Asia over the years is under strain today as China-centered supply chains increasingly dominate commerce in Asia and China’s military and political influence in the region grow. Upon completion of this course, students will better understand the impact of American influence in Southeast Asia, the challenges posed by China and other regional powers and how America can best shape developments in a youthful, economically vibrant and strategically important region.

(Class Limit 18) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 - 03/23/2021

Instructors: Ambassador William Heidt (lead); others TBD.

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, 0800 - 1000, 01/05/2021 - 03/23/2021

Instructor: Dr. Brian Callsen

ES 6324: Homeland Security: Strategy, Policy, and Its Role in National Security

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)

MON, 1230 - 1430, 01/04/2021 - 03/22/2021, (26 Mar 21/1230 - 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

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. This course has sessions during fall and spring, but is listed as a spring elective because that is when the course is graded.

(Class Limit 60 - SAC Students only) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 - 03/22/2021, (26 Mar 21/1230 - 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Col Bryon McClain, Dr. Brian Buckles, Dr. Rich Shipe, 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: Col Bryon McClain, SAC Faculty

ES 6402: Global Supply Chain and Logistics Strategy Research 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)

MON, 0800 - 1130 MON, 1230 - 1600 TUE, 0800 - 1130 Tue, 1230 - 1600

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: Global Supply Chain and Logistics 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)

MON, 0800 - 1130 MON, 1230 - 1600 TUE, 0800 - 1130 Tue, 1230 - 1600

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 between 25-35 pages in length.

(Class Limit 99) (2 Credit Hours)

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

Instructors: Dr. Greg Foster

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.

(Class Limit 99) (4 Credit Hours)

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

Instructors: Dr. Greg Foster

NDU

NDU 6014: Contemporary Issues in Weapons of Mass Destruction: WMD and Mass Media

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 – have proven fertile ground for important and influential works of fiction and non-fiction in film and television. WMD has also proven an irresistible “MacGuffin” – an object of great importance that motivates the actions of key characters, but the exact nature of which does not actually matter to the story - 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 address the threat of WMD (defined as nuclear, biological, chemical, and radiological weapons), and efforts to counter this threat, through the viewing, critical assessment, and discussion of dynamic visual media, to include films, documentaries, television programs, advocacy media, and other visual content. Its purpose is to address the role visual media plays in shaping opinion and informing action, and to encourage critical thinking about threats and challenges posed by WMD in an era of (dis)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, whether enrolled in the concentration or not. (Class Limit 12) (2 Credit Hours)

MON, 0800 – 1000, 01/04/2021 - 03/22/2021 (25 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0800 – 1000, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Dr. Gerald Epstein and Ms. Sarah Jacobs Gamberini

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

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

This course is a graduate introduction to countering WMD at the strategic level. Hence, it is an excellent point of departure for both:

- new strategic-level leaders without any WMD background and
- professionals who have spent a career dealing with WMD at the tactical and operational level.

We begin with the rock-bottom question to which no one has ever given a completely

satisfactory answer: “What exactly is a WMD?”; explore why coming up with an answer is so difficult; and consider how this difficulty complicates the work of policy leaders in DoD and beyond.

We shall survey all of the traditional WMD modalities: chemical, biological, radiological, and nuclear, as well as emergent WMD or WMD-like threats.

We shall also examine:

- Why so-called “tactical” WMD decisions and systems are all, in reality, strategic;
- Why both state and non-state actors find WMD so appealing and what can be done to counter them; and
- What all strategic-level leaders need to understand about WMD so as not to get caught short at a time when they can least afford to be.

This is a no-nonsense course with no busy work and lots of discussions that students will find themselves drawing on for the remainder of their professional lives. Requirements include one short paper (500 words) and an individual presentation on a WMD topic. **This (or NDU 6014) is a required course for the University’s WMD Studies Concentration and is open to all students from all colleges, whether enrolled in the concentration or not.**

(Class Limit 12) (2 Credit Hours)

MON, 1230 – 1430, 01/04/2021 - 03/22/2021 (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

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

NDU 6029: Ethical Leadership, Ethical Culture, and Ethical Organizations

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 16) (2 Credit Hours)

MON, 0800 – 1000, 01/04/2021 - 03/22/2021 (25 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 1 Period; 29 Mar 21/0800 – 1000, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Chaplain (COL) Mitchell Butterworth, USA

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.

(Class Limit 12) (2 Credit Hours)

TUE, 1330 - 1530, 01/05/2021 - 03/23/2021

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 20) (2 Credit Hours)

TUE, 0800 - 1030, 01/05/2021 - 03/23/2021

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 - 1530, 01/05/2021 - 03/23/2021

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, 1230 - 1430, 01/05/2021 - 03/23/2021

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)

As a continuation of NDU 6061, 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 JCLASS 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 JCLASS 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 later to accommodate travel time); (2) The JCLASS 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 21-26 March 2021.

(Class Limit 20) (2 Credit Hours)

TUE, 1300 – 1500, 01/05/2021 – 03/23/2021

Instructors: Mr. Kenneth Kligge (CASL), Dr. Andrew Leith (ES), Col Keith Crawford (NWC), Dr. William Eliason (INSS)

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.

(Class Limit 20) (2 Credit Hours)

TUE, 1230 – 1430, 01/05/2021 – 03/23/2021

Instructor: Dr. Gregory D. Foster

NDU 6066: “Know (and Deter) Thy Enemy”: Deterring Great Power, Rogue Regime, and VEO Adversaries

It is better to deter war than to wage it. Part art, part science, and part policy, “deterrence” is “the prevention from action by fear from the consequences. It is a state of mind brought about by the existence of a credible threat of unacceptable counteraction.” (Joint Publication 1-02).

Deterrence operates in the cognitive domain and is, essentially, an influence operation.

But how does deterrence work in today's complex security environment, and what is the Department of Defense's role in advising on, developing and implementing deterrence strategies?

The 2018 National Defense Strategy (NDS) -- and in particular, its emphasis on long-term competition with “revisionist powers” -- has placed renewed attention on deterrence strategies and concepts. Deterrence has a long history in U.S. national security strategy, with many policymakers, strategists, and warfighters seeking to field, posture, and deliver signals with U.S. military forces in a manner that convinces potential adversaries they will realize little benefit (and/or face unacceptably costly outcomes and consequences) if they attempt armed aggression against the United States or its allies. More broadly, the United States has also often sought to deter not just hostility but a range of malign behavior by bad actors across different domains, with varying degrees of success.

During the Cold War, deterrence was often equated with nuclear deterrence. While nuclear forces remain important to U.S. deterrence strategies, *21st century deterrence is not just nuclear*

deterrence – it requires the full integration of all means of national power.

This course will provide instruction on deterrence concepts, strategies, capabilities, and efforts to implement all three against contemporary adversaries, to include consideration of:

- The strategies, policies, operational concepts, and capabilities needed to deter a range of adversaries in today’s complex security environment, to include across multiple strategic domains (sea, land, air, space, and cyberspace);
- How to address the deterrence challenge posed by the current and potential adversaries cited in the 2018 NDS: revisionist powers (Russia and China); rogue regimes (Iran and North Korea); and violent extremist organizations (VEOs);
- The role of Allies and Partners in U.S. deterrence strategy and the challenges of Extended Deterrence in key regions;
- Addressing challenges to, and critiques of, U.S. deterrence policies and strategies.

This course counts toward the two-course requirement for the Weapons of Mass Destruction Studies Area of Concentration and is open to all students from all colleges, whether enrolled in the concentration or not.

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 - 03/23/2021

Instructors: Dr. Justin Anderson, Dr. Amy Nelson (Center for the Study of WMD/Institute for National Strategic Studies)

NDU 6068: China's Military Instrument of National Power

China’s armed forces are a key tool that the Chinese Communist Party employs to advance its strategic goals within, and increasingly beyond, the Indo-Pacific region. In a time of increasing U.S. strategic attention to the Indo-Pacific region and great power competition, rising U.S. strategic leaders will benefit from a cohesive understanding of China’s military strategy, organization, capabilities, and operations, and more in-depth consideration of how U.S. strategy should respond to these developments. This elective explores China's military from several perspectives: strategic and political drivers of modernization, resourcing and technology, human capital, modernization across the domains, operational activities, future trends, and U.S. responses. Classes include lectures from NDU experts, student discussions and presentations, and a short (5-7 page) research paper.

(Class Limit 15) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021, (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Dr. Joel Wuthnow and Dr. Phillip C. Saunders

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 Studies Area of Concentration but is open to all students, whether enrolled in the concentration or not.**

(Class Limit 15) (2 Credit Hours)

TUE, 0800 - 1000, 01/05/2021 - 03/23/2021

Instructor: Dr. John Mark Mattox

NDU 6073: Colloquium on Belt-Road Initiative (BRI) Aims & Interpretations in an Era of Great Power Competition (GPC)

Using student-driven presentations, debates and exercises, this colloquium will explore China’s Belt-Road Initiative (BRI) in the context of Sino-American Great Power competition. It will study BRI economic and development programs within the larger framework of China’s foreign policy objectives as outlined by President Xi Jinping in his New Asian Security Concept, developing BRI as a Chinese policy “means” to a larger strategic “end.” It also will set BRI in the context of China’s domestic evolution and underpinning economic forces. The course will evaluate how China’s global BRI activities impact the interests of the United States, its allies and its strategic partners, especially in the Indo-Pacific region. It will address how BRI compares with the economic and security elements supporting the vision of a Free and Open Indo-Pacific (FOIP) championed by the U.S. since 2017, and how the comparison matters to the future of Sino-American Great Power competition. The course will ask students to define an appropriate U.S. policy response to China’s BRI. The colloquium contributes directly to Joint Learning Area (JLA), “The Continuum of Competition, Conflict, and War;” and, CJCS Special Area of Emphasis (SAE), “Return to Great Power Competition.” It is open to all students of the Eisenhower School, the National War College, the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU. Prior completion of NDU 6072, “Understanding the Return to Great Power Competition (GPC),” in fall 2020 is desirable but not required.

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1530, 01/05/2021 - 03/23/2021

Instructors: Dr. James Przystup, Dr. Bryce Loidolt & Dr. Tom Lynch

NDU 6074: Colloquium on Innovation, Technological Change & Warfighting in an Era of Great Power Competition (GPC)

Using a combination of case studies and practical exercises, this course examines the basic theories and key historical examples involving large-scale, disruptive technological change experienced in an era of Great Power competition. The discussions will examine how previous

technologies have changed the character of war and speculate on how current advances are changing the character of war today. The colloquium will sharpen student understanding, at a senior leader level, about the political and institutional challenges and complexities of successfully incorporating disruptive changes into warfighting capabilities during a time of intense Great Power competition. The colloquium contributes directly to Joint Learning Area (JLA), "The Security Environment;" and, CJCS Special Area of Emphasis (SAE), "Return to Great Power Competition." It is open to all students of the Eisenhower School, the National War College, the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU. Prior completion of NDU 6072, "Understanding the Return to Great Power Competition (GPC)," in fall 2020 is desirable but not required.

(Class Limit 16) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021, (26 Mar 21/1230 – 1430, Martin Luther King Day Make-Up Date for Elective 2 Period; 29 Mar 21/1230 - 1430, Washington's Birthday Elective Make-Up Date - Regular Time Periods Used)

Instructors: Dr. T. X. Hammes & Dr. Frank Hoffman

NDU 6076: Leader Peak Performance: "Human First"

If there is a quality that our Senior Leaders seek for themselves and their subordinates, it is sustained high performance in the face of ever increasing pressure and change. Humans are the heart of our efforts in this elective, as such, human performance must be optimized and sustained to maintain effective and successful senior leaders over the long haul. Sustained high achievement requires physical, emotional, mental and spiritual strength as well as a sharp intellect. This course is designed to bring mind, body and spirit to peak condition in a world that is changing at warp speed to perform consistently at high levels.

(Class Limit 18) (2 Credit Hours)

TUE, 1230 – 1430, 01/05/2021 – 03/23/2021

Instructors: Prof. Tony Spinoso and LTC Jimmie Butcher, PhD.

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, in direct support to the EUCOM Scholars and administered by the NDU Scholars Program. This course, along with NDU 6094, counts toward the two-course requirement of the European Studies Concentration.**

(Class Limit 18) (2 Credit Hours)

TUE, 1230 – 1430, 01/04/2021 – 03/23/2021 (Changes to 1400 – 1600 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)

TUE, 1300 - 1600, 02/16/2021 - 03/16/2021

Instructor: Dr. Mirlis Reyes

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, 1230 - 1430, 01/05/2021 – 03/23/2021

Instructor: Col Patrick Donley

NWC 6003: Strategists at War

Many courses deal with strategic logic or various aspects of strategic thinking. In *Strategists at War*, students become practitioners, actually doing strategy. The purpose of this course is to prepare future security leaders to make strategic decisions in a thoughtful, nuanced, and timely manner. The course fills an important need. The U.S. Government has not dealt well with long-term strategic problems since the early 1990s. Instead, successive National Security Council staffs have largely focused on immediate issues, and the rest of government has followed suit. Focusing on long-term strategy requires the kinds of skills used in this course. We will assess a series of complex, contemporary scenarios and develop military options that are achievable with available means and complement non-military initiatives. Deliverables include a two-page, single-spaced assessment paper and a six-page, single-spaced options paper. **This elective is taught at the Classified SECRET level.**

(Class Limit 12) (2 Credit Hours)

MON, 0830 - 1030, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 1230-1430, 03/25/2021;

President’s Day Makeup 0830-1030, 03/29/2021

Instructor: Dr. David Auerswald

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 counts toward the two-course requirement for the Cyber Area of Concentration. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 0830 - 1030, 01/05/2021 – 03/23/2021

Instructor: Dr. Richard Andres

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)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 03/26/2021; President’s Day Makeup 03/29/2021

Instructor: Dr. Bob Watts and 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 Studies Area of Concentration. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 – 03/23/2021

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)

TUE, 1230 - 1430, 01/05/2021 - 03/23/2021

Instructor: Mr. Bruce Louie

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)

MON, 0830 - 1030, 01/04/2021 - 03/22/2021; MLK Jr Day Makeup 1230-1430, 03/25/2021;

President's Day Makeup 0830-1030, 03/29/2021

Instructor: Dr. Colton Campbell

NWC 6021: Leadership in the New World Disorder

The National War College Leadership in the New World Disorder elective examines the role of operational and strategic-level leaders in an increasingly complex world of networks and constant connection. The focus is on providing a lens through which senior leaders can make sense of uncertain environments and effectively adapt and respond to unanticipated problems. Students will consider organizational culture and change management, as well as, critical

thinking to improve leadership practice and prepare for future challenges. In addition to assessing the new landscape of disorder and disruption, the seminar will survey a range of leadership lessons, primarily focusing on Stanley McChrystal's Team of Teams and Jim Mattis' Call Sign Chaos.

(Class Limit 13) (2 Credit Hours)

TUE, 0830 - 1030, 01/05/2021 - 03/23/2021

Instructor: Mr. Timothy Ott

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, 0830 - 1030, 01/05/2021 - 03/23/2021

Instructor: 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 13) (2 Credit Hours)

TUE, 0830 - 1030, 01/05/2021 - 03/23/2021

Instructor: Prof. Jaimie Orr, MA, JD, LL.M.

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)

TUE, 0830 - 1030, 01/05/2021 – 03/23/2021

Instructors: Dr. Bob Watts and Mr. George Kuk

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)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 03/26/2021; President's Day Makeup 03/29/2021

Instructor: Dr. Mariya Omelicheva

NWC 6039: The Threat of the Century: Global Climate Change and its Implications for National Security

The world's climate is changing rapidly, with current projections indicating the planet will be at least 3.5°F warmer than the pre-Industrial period by 2050. This course examines risks to U.S. and allied interests that will result from rising seas, resource conflicts, mass migration, and other anticipated effects of global climate change. Students will debate the role the U.S. national security establishment should play in preparing for the growing political, economic, and military threats associated with climate change and review the unique challenges climate change poses for the Department of Defense, which depends on dozens of facilities around the world that are now at risk of flooding and other climate-related disasters. The course will also consider strategic opportunities climate change may present, for the Western alliance as well as its

adversaries, including with regard to energy production and new trade routes in the Arctic. Finally, the course will challenge students to develop a strategy that will hasten global cooperation with respect to this gathering, potentially existential, threat to life on Earth.

(Class Limit 13) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 03/26/2021; President's Day Makeup 03/29/2021

Instructor: Mr. Gregory Pollock

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)

TUE, 0800 - 1130, 01/05/2021 – 03/23/2021

Instructors: Ambassador Robert Godec and CAPT Trent Hesslink

NWC 6051: Peace Processes

The United States has been engaged in counter-insurgency operations since 9/11. Even as the National Security Strategy shifts to Great Power Competition, we are likely to be involved in counter-insurgency operations for the coming years. That is true for most countries, whose primary security threat is internal. Despite the re-writing of the Counter-Insurgency Field-Manual (FM 3-24), there is very little actually written about how conflicts end. Indeed, a core assumption of FM 3-24 is that should you lead an effective population-centric counter-insurgency program, targeting their center of gravity, the insurgency will eventually peter out and governance will expand. And yet, the empirical evidence suggests that this is rarely the case. Few insurgencies in the world have ever been defeated militarily. The majority of insurgencies end through some sort of negotiated settlement, which can range from informal and ad hoc, to very complex legal accords with shifts in the national political framework. What makes peace processes possible? Many fail, few are full implemented, while most muddle through. Who are the spoilers? And how do you identify them? Will there be a process of demobilization, disarmament, and rehabilitation of militants? Will there be transitional justice mechanisms? What is the role for the international community? What will power-sharing look like? What happens when the peace process collapses? This class will analyze eight different case studies: South Africa (ANC) the Philippines (MNLF/MILF), Indonesia (FRETILIN/GAM/OPM), Sri Lanka (LTTE), Colombia (FARC), Northern Ireland (IRA), South Sudan (SSLM), and Afghanistan (Taliban).

(Class Limit 13) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 03/26/2021; President's Day Makeup 03/29/2021

Instructors: Dr. Zachary Abuza

NWC 6056: USSOCOM in the 21st Century Security Environment

Entering the third decade of the 21st century, United States Special Operations Command (USSOCOM) has its largest force structure and its largest budget since its inception in 1987. After two decades of an almost myopic focus on counter-terrorism, what is the role of Special Operations Forces (SOF) in light of a renewed focus on great power competition? What is the strategic utility of special operations? What ways and means do special operations bring to a practitioner of national security strategy? Given the dynamic nature of the 21st century security environment, SOF – with their ability to operate unilaterally, by with and through international partners, in conjunction with interagency partners, or as part of operations involving larger general purpose forces – are likely to remain a frequently preferred “go-to” option. This course seeks to provide the national security strategist a baseline understanding of SOF structure, capabilities, and limitations along with perspective on key issues shaping the force for the future. Additionally, the course will look at USSOCOM as both a global combatant command and a service-like organization. It will also address the sometimes misunderstood aspects of the resources and authorities that go along with its uniqueness in the Department of Defense. The knowledge gained from this course should provide the national security strategist options to consider when searching for opportunities to achieve objectives across the range of conflicts.

This course requires a **SECRET** clearance.

(Class limit 10) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 03/26/2021; President's Day Makeup 03/29/2021

Instructors: COL James Hayes and Col Keith Crawford

NWC 6062: Economics for Strategists

This elective is only available for National War College (NWC) and College of International Security Affairs (CISA) students, because it covers many of the topics in the Eisenhower School's core course in Economics.

This course is designed to help the national security strategist to better understand the economic forces at work at the national and global levels. It will cover important economic concepts: markets, economic growth, gross domestic product (GDP), unemployment, fiscal and monetary policy, deficits and debt, exchange rates, international trade, finance, and the dynamics of globalization and the world economy. Economic power has always been a significant force in geopolitical affairs. As the world grows more economically interdependent, economic power will continue to grow as a principal source of political influence. The 2020 global pandemic and the resulting economic damage has caused long-term harm to the United States and our Allies economic systems. This course is designed to provide national security strategists with the basic economic understanding they will need to be competent in integrating the elements of national power. The course culminates in evaluating economic trends affecting future U.S. National Security Strategy, and an examination into how/if the United States can maintain economic preeminence in a globalized world.

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 – 03/23/2021

Instructor: Dr. Kelly Ward

NWC 6064: The Art of Diplomacy on the Enduring Front

"What is the essence of diplomacy? It's as easy as "engagement," and as hard as persuading another individual to change his/her mind in favor of your position. Now, in the age of networks and constant competition, we need to convince whole populations to agree with our position. U.S. foreign policy over the past 100 years has converged around five essential goals: (1) mutual understanding: to understand the world, have the world understand us, and together maintain a rules-based world order, (2) security: to seek greater security for the United States in a conflictive, perennially gray-zone international system, (3) prosperity: to make the U.S. more prosperous in an increasingly interdependent global order, (4) democracy: to defend the values of democracy, and (5) justice: to espouse justice in an inequitable world. Diplomacy, classically understood, is used to advance foreign policy on the international stage. How do we exercise diplomacy and to what ends? This course will introduce students to a broad array of foreign policy goals and the gamut of instruments that the United States uses to address threats, take advantage of opportunities, and shape the international environment. Using strategic logic, students will delve into the policy goals of the U.S. government, understand the global context for those goals, and design ends-ways-means packages to advance particular foreign policy goals. Students will emerge with a nuanced understanding of the statecraft and instruments of diplomacy. They will gain a greater understanding of the efforts involved in keeping the U.S. strong in our fractious, chaotic world.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 1230-1430, 03/25/2021; President's Day Makeup 0830-1030, 03/29/2021

Instructors: Ambassador Kelly Keiderling and Ms. Kelly Adams-Smith

NWC 6072: Grand Strategy for the 21st Century

This course builds on National War College (NWC) core curriculum. As a result is only available to NWC students.

Grand strategy remains a highly debated concept among academics and practitioners alike. While some consider it the pinnacle of statecraft, others view it far less favorably, even questioning its very existence. Another group would further argue that, while grand strategy is a valuable concept, today's security environment precludes any meaningful effort to develop and implement a grand strategy for the United States. This course commences on the premise that grand strategy is a useful framework both for orchestrating foreign, defense, and even economic policy and for understanding our competitor's strategic frameworks as well. It proceeds in two parts. The first half of the course examines the definition of grand strategy—what it is and what it is not—and explores fundamental principles for its formulation. It does so by presenting theoretical concepts, illuminated and reinforced by historical examples. The second half of the course applies these fundamentals to the consideration of grand strategies in the era of great power competition. In so doing it not only explores U.S. options for a future grand strategy, but lends consideration to Chinese and Russian strategies as well. The world of the future will be wrought, in large part, by the interaction of great powers as they pursue national objectives in an uncertain and ever-changing global environment. This course will help prepare strategists and strategic leaders for the intellectual and practical challenges to come.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 1230-1430, 03/25/2021; President's Day Makeup 0830-1030, 03/29/2021

Instructor: COL JR Deimel

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)

MON, 0830 - 1030, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 1230-1430, 03/25/2021; President's Day Makeup 0830-1030, 03/29/2021

Instructor: Dr. David Arnold

NWC 6077: The Role of 5G in Geoeconomic Competition

The United States and China are currently locked in an era shaping geoeconomic struggle centered around emerging disruptive technology. One of the core battlegrounds in this competition involves China's largely successful campaign to dominate 5G wireless infrastructure and standards around the world. The contest over 5G is important because this technology is quickly becoming the driving force behind the emerging Fourth Industrial Revolution which foreshadows significant global shifts of economic and military power. In an era of great power competition, the race for 5G dominance will play a significant role in determining which nation has the economic edge and will greatly enhance its ability to conduct espionage and military operations. China and the US have already begun to engage in a fierce competition for partners around their respective 5G approaches, effectively creating de facto spheres of 5G influence and straining ties with allies and partners that would prefer not to have to choose between them. This course explores the growing competition over 5G. By the end of this class, you will understand how 5G technology works and why the contest between the United States and China matters. This class is aimed at national security leaders interested in emerging disruptive technologies. No technical background is required to take this course.

(Class Limit 13) (2 Credit Hours)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 03/26/2021; President's Day Makeup 03/29/2021

Instructor: Dr. Richard Andres

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. **This course is for US Students only.**

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 – 03/23/2021

Instructor: Dr. Elena Kovalova

NWC 6081: Forecasting, Foresight, and Strategic Decision Making

Will North Korea test another thermonuclear warhead before Jun 1, 2021? Will China invoke a claim on the Senkaku Islands before December 31, 2021? All of our judgments and any decisions stemming from these questions involve forecasts, even if the forecasts are made implicitly. As you have learned during your careers, the national security field is replete with forecasts. Along very different time horizons, 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: The practice of foresight. As you will learn in this course, foresight is very different than forecasting, yet many analysts and decision makers fail to understand the distinctions. This course aims to 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, international negotiations, etc. 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's 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 course end you will have received a reasonable introduction to the forecasting and foresight literatures, and you will be prepared to read and think more broadly on the various topics pertaining to forecasting and foresight and how they apply to national security

and foreign policy decision making.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 1230-1430, 03/25/2021;
President's Day Makeup 0830 - 1030, 03/29/2021

Instructor: CAPT Trent Hesslink

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 the relationship between Executive authority, Legislative authority, Judicial authority, and aspects of federalism and international law. Discussions will also explore the intersection of law, policy, and ethics in addressing issues of national security. 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. This course counts toward the two-course requirement for the Ethics Concentration.

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 – 03/23/2021

Instructor: Prof. Jaimie Orr, MA, JD, LL.M.

NWC 6083: Terrorism in America Before 9/11

This course examines the often under-appreciated history of terrorism in the United States. It will examine five periods of terrorist violence in American History: The role of violence and terrorism in the conflict between American settlers and American Indians; racial terrorism in the post-Civil War Era; the dynamics of anarchist and anti-labor violence in the late 19th and early 20th century; the nearly completely forgotten wave of leftist terrorism in the 1960s and 1970s associated, in part, with the Vietnam War; and the renewal of right-wing, anti-abortion and anti-government terrorism in the 1990s. Each section will feature in-depth case studies of individuals, groups, and specific attacks. The course will consider the role of terrorism in American history, and its lasting legacy in the present era.

(Class Limit 13) (2 Credit Hours)

TUE, 1230 - 1430, 01/05/2021 – 03/23/2021

Instructor: Dr. Bernard Finel

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 an assessment of a historical case study in terrorist strategy.

(Class Limit 13) (2 Credit Hours)

MON, 0830 - 1030, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 1230-1430, 03/25/2021; President’s Day Makeup 0830-1030, 03/29/2021

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)

TUE, 0830 - 1030, 01/05/2021 – 03/23/2021

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)

MON, 1230 - 1430, 01/04/2021 – 03/22/2021; MLK Jr Day Makeup 03/26/2021; President’s Day Makeup 03/29/2021

Instructor: Col Steve Heffington

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, 0830 - 1030, 01/05/2021 - 03/23/2021

Instructor: CAPT Corey Ray