

INFLUENCE WARFARE

Electives are case study based—70,000 years of lessons—successes & failures.

Some topics covered:

SUBVERSION

CLANDESTINE
AND COVERT OPS

SABOTAGE

DECEPTION

PROPAGANDA

PSYCHOLOGICAL WARFARE

GUERRILLA WARFARE

GREAT-POWER COMPETITION

TERROR

ZIPRISUNGS

KOMPROMAT

COLLAPSE FROM WITHIN

DISINFORMATION / FAKE NEWS

SOCIETAL CAPACITY

COGNITIVE RESILIENCE

TRUST

GLASNOST

EDUCATION

CULTURAL EXCHANGES

FELLOW TRAVELERS

FIFTH COLUMNS

THIRD OPTIONS

WILL TO FIGHT

NARRATIVE WARFARE

SZALÁMITAKTIKA

LOW/NO-COST HIGH-

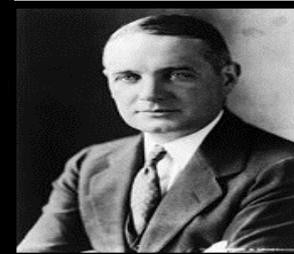
IMPACT OPS

STABILIZATION



Student responsibilities (each course)

- Strategy recommendation memo
- 5-minute presentation
- Lively class debate
- Short/exciting readings/videos

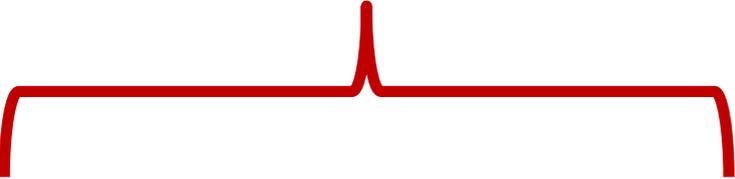


CHURCHILL'S MINISTRY OF
UNGENTLEMANLY
WARFARE



Student responsibilities (each course)

1. Memo
2. Presentation
3. Active participation
4. Short/exciting readings/videos

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- 1) Strategy memorandum for policymakers (2-4 pages)
 - Judged on creativity, critical analysis, logic, methodology, clarity (short and simple – no outside research required)
 - Recommended outline and past examples will be provided
 - Standard: written briefing given to Cabinet
 - 2) Five-minute presentation on strategy recommendation
 - Recommended outline will be provided
 - No PowerPoint
 - 3) Class contribution
 - Bring your A game to each lesson—this course is debate and discussion driven...2-3 creative and critical insights/questions per lesson put you in the top range (private feedback given → no guesswork)
 - 4) Readings and videos – assignments
 - Short and exciting readings and video clips—usually two per week
 - Additional resources for personal/professional development post-NDU

INFLUENCE WARFARE (FALL)

Lessons – TUES AFTERNOON

Introduction to Influence Warfare

Foundational Narratives

Narrative Strategy

Influence Strategy

Influence Tradecraft and Elections

Influence Tools and Great Power Competition

Tribalism – Offline and Online

Violent Extremist and Drug Trafficking Organizations

Guerrilla and Total War

Social Media and Human Terrain

Influence and Strategic Flexibility

SUBVERSION, SUBTERFUGE, SABOTAGE (SPRING)

Lessons – TUES AFTERNOON

Subversion

Information Environments /
Revolutions

Propaganda

Deception

Sabotage

Disinformation

Elections

Glasnost and Social Media

Fifth Columns

Fellow Travelers

Future Great Power Competitions

<u>Assignments</u>	<u>% of Grade</u>
Contribution	40%
Memorandum	30%
Presentation	30%

Formal feedback from students from last year's "Influence Warfare" elective:

EXCELLENT Course & Professor! The importance of information & Influence within our greater strategic objectives cannot be overstated... this should be a core requirement of all the Senior & Intermediate Service Schools.

Dr. Clark is energized, an expert, and engaging from a student perspective; i.e. he talks with us, not at us, despite how much more he knows on the subject.

The course was expertly instructed, Dr. Clark clearly has decades of experience in this area. He did a great job involving the experiences of those in class and his own background to facilitate the lesson.

Dr. Howard G Clark is an expert on this subject! His knowledge and experience is impressive. He values the experience/knowledge of the student, as well.

This was an excellent class. Dr. Clark directed us towards the information that was most direct in helping us think of the topics in new ways. He was very respectful of our time and interests. Thanks Howard!!

This elective has been my favorite course this semester. The professor was brilliant, energetic and engaged. The course materials were fantastic.

I'm glad NDU brought this course forward as it has huge applicability for tomorrow's fight. It also would not be the same without Dr Howard and his background experience.

Especially appreciated the prompt and straightforward feedback to any questions I had.

Instructor extremely open-minded, treating everyone with utmost respect and valuing everyone's input.

He really drew out the best in discussions and brought in both media and guests to enrich the experience.

Out of all of my fall courses, my elective was my favorite over all of my core CIC required courses. Dr. Clark did an outstanding job of engaging the students, challenging our thinking, and took a not well understood subject and made it tangible.

I very much appreciate Howard's informal approach to facilitating adult learning and engaging each and every student throughout the class. When he does disagree with a student's view, he will often ask the student to explain his/her perspective and either provide additional perspective or even being willing to change his own view of an issue. He is very adaptable and engaging.

Truly brilliant course design. Dr. Clark clearly put an incredible amount of thought into the phasing of the course content, providing previews of material early on to shape synthesis of the reading material.

The most organized class I've experienced in NDU -- very well done -- lessons were clearly articulated and the course followed the lesson plan.

The instructor unquestionably knew the material and used that to guide discussions instead of just listening to himself speak. It brought even more value to the material as he helped us gain insight and challenge perspectives.

Dr. Clark was approachable, professional, and deeply, deeply invested in delivering the best instruction he could. His preparation was obvious and greatly enhanced learning.

Dr. Clark was always open to discuss progress and provide feedback -- he remained very accessible and was always excited/willing to converse with us.

I wouldn't change a thing. This method of instruction should be adopted across the CIC. Dr. Clark achieved the learning objectives through practical, not theoretical, application. This creates a productive and enjoyable learning environment.

Dr. Clark is a skilled professor. He did an excellent job, with a large class, facilitating discussion and providing an environment that was equally challenging and academically safe. He went out of his way to ensure the class structure met the needs of each student!

Best instructor thus far!

Good mix of intellect and humor.

Dr. Clark did very well with his course. I wish to take more of his coursework in the future. Bravo!

Excellent Professor -- I wish others would take his lead.

Dr. Clark has an outstanding approach to educating. He has a very supporting and encouraging approach that enhances the learning environment. He truly appreciates and uses the input from the students in achieving the learning objectives.

This is a thought provoking and intellectually stimulating class. The best course this semester hands-down. I learned a lot from the wide range of student experiences and opinions.

This is an important field within the context of national security, hopefully elements can be incorporated into the main stream course work of the ES and the War College. Perhaps take one or two classes during Strategy to incorporate influence warfare lessons - creatively cross pollinate.

Consider making Influence Warfare a concentration.

The feedback from the professor on our assignments was timely, fair, and extremely helpful - thank you.

The continuous elevation of information in all security doctrine makes this essential learning.

Readings were not just the same thing over and over as in other courses. Media reinforced learning, but the discussions were the best.

I really wanted to expand my knowledge about influence and information operations as this is key to my continued development in my career field. This course provided me with the knowledge and the critical thinking foundations that I needed!

Appreciated the references to videos I could watch while I was eating, or when I wanted to rest my eyes from reading.