NDU Ethics Concentration
NDU Elective Concentration in Ethics

“The highest proof of virtue is to possess boundless power without abusing it.”
– Lord Macaulay

“The world has achieved brilliance without conscience. Ours is a world of nuclear giants and ethical infants.”
– General Omar Bradley

In Academic Year 2020-21, the National Defense University will offer a concentration in professional ethics available to students from all NDU components.

Ethics is a matter of fundamental concern and importance to NDU, not least because the University is charged with preparing its graduates for positions of strategic leadership and public trust. Accordingly, the Ethics Concentration seeks to enhance the ability of students to identify the ethical dimensions, implications, and consequences of the situations they will face as senior leaders, to engage in effective moral reasoning, decision-making, and choice, and to reaffirm their commitment to ethical behavior worthy of those within their sphere of influence and (b) the trust the public invests in them. Graduates of the concentration will be equipped with the intellectual wherewithal to more ably fulfill their responsibilities and obligations as ethical strategic leaders.

The courses listed below constitute the Ethics Concentration. You qualify for concentration credit by taking any two of these courses. There is no special application procedure beyond signing up for the electives. Just take at least two of these electives, and you'll receive credit for the concentration, which will be reflected on your graduation diploma.

Qualifying Courses:

- NDU 6028: “The Ethical Strategist – Incorporating Values-Based Decision Making into Strategy and Policy Development,” offered Fall only, Monday, 0800-1130.
- NDU 6034: “U.S. Civil-Military Relations and Professionalism,” offered Fall and Spring, Tuesday, 0800-1130.
- NDU 6063: “Ethics and Statecraft: The Strategic Imperative,” offered Fall and Spring, Tuesday, 1230-1600.

Questions/Contact:

If you have questions or require clarification or elaboration, please contact Dr. Greg Foster, Eisenhower School, Tel.: 202-685-4166, Email: fosterg@ndu.edu, Room 2522 Lincoln Hall.
Course Description

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 20) (2 Credit Hours)
MON, 0800 – 1130, 09/14/2020 - 12/07/2020, FALL SEMESTER ONLY
Instructor: Chaplain (COL) Mitchell Butterworth, USA
TO AVOID ANY DISASTER WE MUST TAKE THE RIGHT PATH...

UNJUST WAR
JUST WAR TRADITION
PROTECTION OF CIVILIANS
NDU 6029: Ethical Leadership and Strategic Organizations: Changing the Culture, Eliminating Toxic Behaviors, and Creating High-Performance

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

(Class Limit 20) (2 Credit Hours)
MON, 0800 – 1130, 01/04/2021 – 03/22/2021, SPRING SEMESTER ONLY
Instructors: Chaplain (COL) Mitchell Butterworth, USA
Fortunately, this prisoner abuse problem didn't go far up the chain of command.
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 - 1130, 09/15/2020 – 12/08/2020, FALL AND SPRING SEMESTERS
Instructor: Dr. Gregory D. Foster
GESTURES OF RESPECT IN THE CHAIN OF COMMAND --

PRIVATE  SERGEANT  CAPTAIN  GENERAL  COMMANDER-IN-CHIEF

YOU'RE FIRED.
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 – 1600, 09/15/2020 – 12/08/2020, FALL AND SPRING SEMESTERS
Instructor: Dr. Gregory D. Foster
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 – 03/25/2021, SPRING SEMESTER ONLY
Instructor: Prof. Jaimie Orr, MA, JD, LL.M.
Questions about NDU Ethics Concentration?

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