

# National Defense University



## 2021-2022 Electives Program Catalog

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## National Defense University Electives General Information

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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 Tuesday and Wednesday afternoons each week, except for the week of Thanksgiving – elective courses will not be held during this period. Class times are based on an early and late time schedule. The early sessions run from 1330 – 1525 and late sessions run from 1535 – 1730, unless otherwise stated in the course narrative/description. Courses will switch times after the sixth session - early classes (1330 – 1525) will switch to the late time slots (1535 – 1730) and late classes (1535 – 1730) will move to the early time slots (1330 – 1525), unless otherwise stated in the course narrative.

Students will have an opportunity to obtain a better understanding of the courses being offered during the National Defense University Electives Open House. This forum provides students the opportunity to meet professors and obtain information on their courses of interest. Two Open Houses will occur during the academic year – the fall Electives Open House will occur on August 11, 2021 (from 1200 – 1330), and the spring Electives Open House will occur on October 20, 2021 (from 1145 – 1300). Immediately following the Open House, the course selection process opens and students will have until Monday morning/August 16, 2021 to create and submit their prioritized course list for fall electives. Students will have until Monday morning/October 25, 2021 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) 685-4880 LoganN@ndu.edu

#### **College of International Security Affairs (CISA)**

Ms. Sheila DeTurk (202) 685-7377 Sheila.DeTurk@ndu.edu

#### **Eisenhower School (ES)**

Mr. Brian S. Callsen (202) 685-9450 brian.s.callsen.civ@ndu.edu

#### **National War College (NWC)**

COL Jon C. Eisberg (202) 685-8680 jon.c.eisberg.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 3, 2021 that will answer most, if not all, of your questions and help guide you in your elective's selection process. The following concentrations will be offered in Academic Year (AY) 2021-22.

## NDU Electives Concentration Information

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**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 Studies** Dr. Roxanne Everetts

**Students must take two from the following:**

CIC 6010: Securing Cyberspace Through the Whole of Government (CYS)  
CIC 6017: Cyber Security in the 21st Century (CYS)  
CIC 6018: Protecting Critical Infrastructures Against Cyber Attacks (CYS)  
CIC 6021 Cyber Warfare (CYS)  
CIC 6024: Cyber Security Awareness (CYS)  
CIC 6026: Illicit Activities in Cyberspace (CYS)  
NWC 6005: Cyber Operations and National Security Strategy (CYS)

**Data and Disruptive Technologies** Prof Andy Gravatt  
**Required Courses:**

**Students must take two from the following:**

CIC 6004: Big Data to Decisions (DDT)  
CIC 6030: Future Emerging Technologies (EDT)  
CIC 6033: Artificial Intelligence and National Security (DDT)  
CIC 6037: Data Analytics for Decision Making (DDT)  
NDU 6019: Social Media as a Source of Information-Legal, Policy & Ethical Issues (DDT)

**Ethics** Dr. Gregory Foster

**Students must take two from the following:**

NDU 6028: The Future, Technology, and Ethics  
NDU 6029: The Strategic Leader as Ethical Leader  
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 Defense, NATO, and Transatlantic Cooperation** Dr. Lisa Aronsson

NDU 6094: European Defense and Security Policies  
NDU 6095: European Command, NATO, and Transatlantic Alliances

**Financial Management** Prof David Harvey

**Students must take two from the following:**

CIC 6013 Frameworks for Enterprise Risk Management and Internal Controls  
CIC 6015 Budgeting for National Security

**Global Supply Chain & Logistics (GSL) (ES Students Only)**

Dr. Todd McAllister

**Required Courses:**

ES 6402: Global Supply Chain and Logistics 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  
Dr. Gwyneth Sutherlin

**Students must take two from the following:**

CIC 6044: Inside Innovation: Understanding Chinese Influence  
CIC 6047: Influence Warfare  
CIC 6046: Subversion, Subterfuge, and Sabotage  
CIC 6693: Inside Innovation: Understanding Chinese Influence

**Irregular Warfare (Non-CISA students only)**

Dr. R.E. Burnett

**Students must take two of the following:**

CISA 6926: Perspectives on the American Way of War  
CISA 6947: Maritime Security and Great Power Competition  
CISA 6978: Terrorism & Crime

**National Security Interagency Leadership Practicum (NSIL-P)**

Lt Gen Michael Plehn  
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)**

Lt Col John McAfee

**Required Courses:**

ES 6110: Strategic Acquisition: An Examination of Select Topics Highlighting the Fundamental Forces Driving Defense Acquisition  
ES 6155: Acquisition Research and Writing

**Additional Courses: Select one of the following:**

ES 6102: Defense S&T Acquisition  
ES 6103: International Acquisition: Cooperative Programs, Export Controls, International Arms Markets, and Comparative Acquisition Systems  
ES 6104: Sustaining Technological Advantage in Defense Acquisition  
ES 6105: Leading Innovation in Business and Government

## **War Studies**

Dr. Robert Watts

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

NWC 6008: Strategies of the Great War

**OR**

NWC 6029: Strategies of World War II

### **And one additional Course: Select one of the following:**

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

NWC 6008: Strategies of the Great War

NWC 6029: Strategies of World War II

NWC 6056: USSOCOM in the 21st Century Security Environment

NWC 6073: War Crimes and Strategy

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

## **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: Deterrence: Developing Strategies for Preventing Aggression in an Era of Great Power Competition

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 21<sup>st</sup> 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 21-22 ELECTIVES PROGRAM CATALOG

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### FALL SEMESTER COURSES

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#### CIC

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##### **CIC 6004: Big Data to Decisions (DDT)**

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)**

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after 6th session)

Instructor: Prof Andy Gravatt

##### **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, 1330-1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

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)**

TUE, 1330-1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Prof. Mark Duke

**CIC 6018: Protecting Critical Infrastructures Against Cyber Attacks (CSL)**

This course examines the challenge of securing infrastructure sectors critical to national security, including the sectors of banking, securities and commodities markets, industrial supply chain, electrical/smart grid, energy production, transportation systems, communications, water supply, and health. The course reviews case studies of recent high profile cyber attacks (e.g., colonial pipeline and solar winds) to understand vulnerabilities, as well as methods to deter attacks and maintain an improved security posture. The array of government, private sector and national laboratories with foci on the information component of the infrastructure sectors are examined.

**(Class Limit 20) (2 Credit Hours)**

WED, 1330-1525, 09/15/2021 - 12/08/2021(changes to 1535-1730 after the 6th session)

Instructors: Dr. David Thaw

**CIC 6026: Illicit Activities in Cyberspace (CSL)**

This course explores illicit uses of cyber (e.g., terrorism, crime, human trafficking, etc.) and the impact of these activities on national and global security. The course explores the identity of actors engaged in these activities, their motivation, techniques, and what countermeasures can be adopted to mitigate their impact. The course provides a risk management framework to help information leaders leverage the benefits of cyber technologies while minimizing risks.

**(Class Limit 20) (2 Credit Hours)**

TUE, 1535 - 1730, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after 6th session)

Instructors: Prof J.D. Work

**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)**

WED, 1330-1525, 09/15/2021 - 12/08/2021(changes to 1535-1730 after the 6th session)

Instructors: Prof. Marwan Jamal

**CIC 6044: Inside Innovation: Understanding Chinese Influence**

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, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

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, 1330-1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Howard Gambrell Clark

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## CISA

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### **CISA 6005: Nuclear Statecraft**

**Course will not be offered**

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

**(Class Limit 20) (2 Credit hours)**

WED, 1330–1525, 09/15/2021–12/08/2021, (changes to 1535–1730 after the 6th session)

Instructor(s): TBD

### **CISA 6910: Nuclear Threat and Response**

**Course will not be offered**

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

**(Class Limit 20) (2 Credit hours)**

TUE, 1330–1525, 09/14/2021–12/07/2021, (changes to 1535–1730 after the 6th session)

Instructor(s): TBD

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

**Course will not be offered**

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)**~~

~~TUE, 1330–1525, 09/14/2021–12/07/2021, (changes to 1535–1730 after the 6th session)~~

~~Instructors: Dr. Craig Deare and Dr. Tom Marks~~

### **CISA 6926.01: 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, 1330-1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Tom Marks

### **CISA 6926.02: 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.

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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)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Tom Marks

**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)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructors: Dr Matt Dearing and CDR Josh Arenstein

**ES 6026: Law Enforcement and National Security Integration**

The Founding Fathers sought to ensure in the Constitution and other laws that the US Military would not be positioned legally to seize the reigns of governance. Most contemporary foreign militaries served at the whim of their monarch to police the state and ensure the security of the regime. Laws protecting the citizenry in these countries from 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. The role of the military in domestic security was firmly limited by law and placed in the hands of civilian leaders rather than military officers. Despite differing legal authorities, however, military and law enforcement agencies have been steadily improving their ties in recent decades to determine how to complement one another in accomplishing law enforcement and national security tasks, here in the United States and overseas. 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 American principles of enforcing law and the historical benchmarks associated with the formation of these principles.

**(Class Limit 18) (2 Credit Hours)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructor: Mr. William Soderberg

**ES 6049: International Currencies in Great Power Competition**

This course explores great power competition in the international monetary system, detailing how the United States established and sustains economic and security advantages through the dominant global role of the dollar. The course stresses uniquely economic instruments of power, emphasizing the mechanisms by which economics and international security interact, and how many policy choices, from sanctions to economic diplomacy, rely on the primacy of the dollar in order to be effective. At the same time, the course evaluates the potential threat from China's promotion of its own currency, the renminbi, as well as cryptocurrencies, alternative payment systems, and other challenges to the dollar-centric international system.

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

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Michael Bartee

**ES 6053: Geoeconomics Part I: A Survey of National Security and National Developmental Economics**

This elective will focus on the geoeconomics, which involves a nation-state's use of economic power to facilitate national strength domestically and internationally. It will explore arguments that national security is increasingly defined in terms of economic and technology competition, not just military competition. It will historically examine nation-states' use of economic power, to include examining the use of economic power by the United States, as well as successful and unsuccessful use of geoeconomic power by nation-states, such as Russia/U.S.S.R., Germany, the

United Kingdom, the “import substitution” models of Latin American and African nations, the “East Asian export” models of Japan, Korea and other East Asian countries, and China. The course will also examine the economic and innovation ecosystems of the U.S. and China and assess their comparative strengths and weaknesses. 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 understand and possibly develop policy proposals that integrate economic considerations into national security strategy.

**(Class Limit 18) (2 Credit Hours)**

TUE, 1330-1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructors: Dr. Walter M. Hudson (Primary) and Dr. Steve Brent (Secondary)

**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: Defense S&T Acquisition**

*This elective is part of the Senior Acquisition Course (SAC) concentration at the Eisenhower School and is only open to SAC students.* A nation’s science and technology (S&T) enterprise plays a fundamental role in Great Power competition, especially for national defense. What is the role of scientists in national defense? Most scientists work in universities, not for the military. What processes does DoD have to build bridges to the S&T community? Are these processes effective? Is the American way of building bridges to scientists different than other countries, such as China or those in Europe? Can you mobilize scientists for national defense? How is transformative technology invented? Is there a specific strategy to avoid defense technology surprise? How do scientists and engineers work together? What are the unique acquisition and program management challenges related to S&T acquisition?

The Defense S&T Acquisition course explores the questions above, analyzing how nations organize an S&T enterprise to meet defense needs. The focus is on very early development, very low TRL, beyond-next-generation, 10-20 year time-horizon transformative technologies. Areas for analysis include the history of defense S&T in America; the role of universities in defense S&T; the nature of DoD institutions involved in S&T; how S&T organizations differ from most other DoD acquisition activities; how to set defense S&T priorities; how to balance resourcing between current readiness and future capabilities; and how to balance between requirements-driven and capabilities-driven strategies. Students will receive an in-depth look at the defense S&T enterprise of the U.S. and major global allies and competitors. Fall SAC research papers in this course will focus on strategy, resourcing, and policy considerations needed to enable the U.S. defense S&T enterprise to continue bringing transformative technologies to the warfighter. Field studies are planned to the U.K. and France to examine collaboration between DoD and key European allies in science and technology development.

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

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021, (changes to 1535-1730 after the 6th session)

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 the Eisenhower School*

*and is only open to SAC students.*

Similar to commercial markets, defense markets have become more global and interdependent. The globalization of defense markets presents both opportunities and challenges for national security policymakers and acquisition professionals. This elective will examine these opportunities and challenges and study the issues, policies, and organizations related to critical international aspects of acquisition. Students will read the literature, engage speakers, and analyze and evaluate, at the strategic level, critical issues associated with the following four topics:

- Export Controls
- Cooperative International Acquisition Programs
- International Defense Markets and U.S. Defense Exports
- Comparative National Acquisition Systems

Field studies are planned to the U.K. to conduct a comparative analysis of the British and U.S. acquisition systems and the political systems in which they operate.

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

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructors: Dr. Rich Shipe and COL Bobby Ralston

#### **ES 6104: Sustaining Technological Advantage in Defense Acquisition**

*This elective is part of the Senior Acquisition Course (SAC) concentration at the 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. Examples include robotics, information and communications technology, genetics, nanotechnology, biotechnology, and more. On the other side, the decision support systems within the DoD 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. Field studies are planned for the Boston, MA, to explore government and industry innovation ecosystems.

**(Class Limit 15 - SAC Students only) (2 Credit Hours)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021, (changes to 1535-1730 after the 6th session)

Instructor: Col Jeff LaFleur, USAF

#### **ES 6105: Leading Innovation in Business and Government**

*This elective is part of the Senior Acquisition Course (SAC) concentration at the 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 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 begins to study how to lead innovation by investigating the topic through the lens of business theory, to include the writings of Harvard Business School Professor Clayton Christensen and other prominent authors and through the discussion of key case studies. Seminar members 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, XPRIZE, Sirius XM, and Innovation Works to observe and discuss innovative business concepts and public sector acquisition policies and practices. Field studies are planned for the Pittsburgh, PA, robotics and autonomous systems innovation ecosystem.

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

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021, (changes to 1535-1730 after the 6th session)

Instructors: Lt Col John McAfee, USAF, and Dr. Brian Buckles

**ES 6404: Global Supply Chain and Logistics Strategy I**

*This elective is part of the Global Supply Chain & Logistics (GSL) concentration and is only open to GSL students from the Eisenhower School.* This program provides students with a strategic-level understanding of integrated supply chains and logistics systems and prepares students 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 GSL concentration.

**(Class Limit 16 – GSL Students only) (2 Credit Hours)**

TUES, 1330-1525, 1535-1730 and WED, 1330-1525, 1535-1730

Times are notional and may be traded with ES 6402 and/or 6404 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 a project will normally be 25-35 pages.

**(Class Limit 99) (2 Credit Hours)**

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

Instructor: 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 a project will normally be 35-50 pages.

**(Class Limit 99) (4 Credit Hours)**

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

Instructor: Dr. Greg Foster

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## NDU

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### **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)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

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)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021, (changes to 1535-1730 after the 6th session)

Instructor: Dr. John Mark Mattox

### **NDU 6028: The Future, Technology, and Ethics**

Many seismic shifts are occurring globally, impacting the way we live, work, play, and even fight wars. Many of the seismic shifts involve the application of technology. Both the seismic shifts and technology, directly influence the changing character of war. These shifts also directly impact the strategic leader, national security strategy, and the application of ethics. This course is designed to address these shifts and the associated ethical issues.

Lessons in the course include an overview of the ethical frameworks, technology ethics, future trends, AI and ethics, cyber and ethics, space and ethics, medical technology and ethics, information/data ethics, and a facilitated case study on applying course learning objectives. The final two lessons focus on an **in-class exercise designed by gaming experts at NDU.**

In contrast to a lecture-based learning approach, this course will make use of class discussion, case studies, and a facilitated end of course gaming exercise to drive learning outcomes. Graded assignments for the course include class discussion, weekly Blackboard forums posts, and an ethics position paper

**(Class Limit 12) (2 Credit Hours)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Mitch Butterworth ([Mitchell.a.butterworth.mil@ndu.edu](mailto:Mitchell.a.butterworth.mil@ndu.edu))

### **NDU 6029: The Strategic Leader as Ethical Leader**

This course moves ethics beyond traditional rules-based models, to providing the strategic leader with the tools for ethical leadership. The tools for ethical leadership allow the strategic leader to proactively shape ethical culture at the enterprise/executive/strategic level.

The course begins with a discussion of personal ethics and moves to lessons on the concepts of ethical leadership, organizational ethics, ethical embedding, ethics and technology, ethics and civil-military relations, global ethics and ends with an ethical leadership practicum. By the end of the course, students will have a broad understating of ethical leadership and the requisite skills to proactively shape or if necessary, change ethical culture at the enterprise/executive/strategic levels.

In contrast to a lecture-based learning approach, this course makes use of experiential learning

through class discussion, blog posts, and the ethical leadership practicum to guide learning outcomes. Graded assignments for the course include participation in class discussion, weekly blog posts, and the ethical leadership practicum.

**(Class Limit 12) (2 Credit Hours)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Mitch Butterworth ([Mitchell.a.butterworth.mil@ndu.edu](mailto:Mitchell.a.butterworth.mil@ndu.edu))

**NDU 6030: American Studies I - Identity (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 a concentration 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 class, 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 during that time. 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 60 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 3rd during the NDU concentration programs open house. A brief application is required and will be due by Thursday, August 5th. Top applicants will be invited to attend a follow-on interview. 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 11, 2021 and submit elective preferences per the prescribed process.

**(Class Limit 14) (2 Credit Hours)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (does NOT change after 6th session)

Instructor: COL (Ret.) Michael Shrout ([michael.shrout.civ@ndu.edu](mailto:michael.shrout.civ@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, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Gregory D. Foster

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

For International Fellows (IFs) 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 face-to-face format with a plenary 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. Students who complete the fall and spring courses will earn a concentration certificate at graduation. The concentration satisfies all IF elective requirements.

**(Class Limit 110) (4 Credit Hours)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (does **NOT** change after the 6th session)

Instructor: COL (Ret) Michael Shrout ([michael.shrout.civ@ndu.edu](mailto:michael.shrout.civ@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. **NSIL-P is a year-long concentration program. Therefore, students who enroll and are accepted into the course will participate in both the Fall and Spring semester courses (NDU 6061 and 6062), to include participation in the Joint Land Air and Sea Strategic Special Program (JLASS-SP) Exercise in the spring semester, 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 great power competition across the dimensions of national power. Contingency warfighting issues, logistical resource concerns during contingency planning and operations in a multi-theater, resource constrained environment will be discussed. NSIL-P is the **ONLY** course at National Defense University that collaborates and cooperates with other senior level war colleges (Air War College, Army War College, Naval War College, and the Swedish Defence University) through the JLASS-SP exercise.

During the JLASS 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 with the six-day JCLASS exercise that incorporates other participating Senior Service Colleges held at U.S. Army War College, Carlisle Barracks, PA. Students will craft national strategic policy, coordinate the interagency process, and work with the combatant commands and multinational forces as they respond to a changing world situation. 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) Local off-site visits will be used to achieve objectives); (1) On days involving local off-site visits, the class may run later to accommodate travel time.

**(Class Limit 20) (2 Credit Hours)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructors: Lt Gen Michael Plehn (NDU-P) & Mr. Kenneth Kligge (CASL)

Mentors: Lt Col CC Houston (CASL), 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, 1535 - 1730, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Gregory D. Foster

**NDU 6066: Deterrence: Developing Strategies for Preventing Aggression in an Era of Great Power Competition**

It is better to deter war than to wage it. Deterrence plays a central role in U.S. national security strategy, and Secretary of Defense Austin has emphasized the importance of developing “integrated deterrence” strategies to address contemporary threats. Part policy, part strategy, part art, and part science, “deterrence” is defined by the Department of Defense as “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.” Deterrence operates in the cognitive domain and is, essentially, an influence operation. But how does deterrence function in today’s complex security environment, what is the role of the Department of Defense in advising

on, developing, and implementing deterrence strategies, and how can these strategies integrate different military capabilities (conventional and nuclear), other tools of national power, and the forces U.S. allies bring to the table? How can the Department of Defense deter a rising power like China, a revanchist power like Russia, and a rogue's gallery of regional powers and violent extremist organizations (VEOs)?

This course will help equip its participants to advise decision-makers and develop answers to these questions. It 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 develop deterrence strategies to deal with threats such as: 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)**

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)

Instructors: Dr. Justin Anderson and Mr. John Caves (Center for the Study of WMD/Institute for National Strategic Studies)

### **NDU 6068: China and Its Military**

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)**

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)

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

### **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, and the history of bioweapons use. The course will also provide an introduction to consequence management for bioevents at all levels, including Federal role and responsibilities and DOD's specific role and strategies. The course provides several Case Studies and will have an updated full case study on COVID19: the response, after actions, and future policy directions for DOD.

Overall this course is intended to 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 use of biotechnology by DOD and its adversaries, 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, 1535 - 1730, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after 6th session)

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. It includes 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 - 24) (2 Credit Hours)**

TUE, 1535 - 1730, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after 6th session)

Instructors: Dr. Tom Lynch and Dr. Jeff Mankoff

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

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

#### **(Class Limit 16) (2 Credit Hours)**

TUE, 1535 - 1730, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after the 6th session)

Instructors: Dr. T. X. Hammes, Dr. Frank Hoffman and COL Ralph Lopez

### **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 Strategies Area of Concentration.**

#### **(Class Limit 20) (2 Credit Hours)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

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, thus human performance must be optimized and sustained to maintain effective and successful senior leaders over the long haul. Sustained high performance requires optimal physical, emotional, mental and spiritual strength. 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, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructors: LTC Jim Butcher, PhD, ABPP and Mr. Tony Spinosa, MS, CSCS

**NDU 6079: Women, Peace, and Security: Gender Perspective in National Security**

This course is designed to illuminate the multiple and complex intersections of women, peace, and security that are recognized as well as omitted in national and international legislation, policies, and practice. The course advances and critically assesses three related themes. First, the gender lens is essential to understanding security itself, and central issues of security, to include war and peace and their relation to women. Second, gender is indispensable to explaining the complex cause and effect relationships over a range of security issues. And, third, gender is important from the policy standpoint for devising sustainable and effective approaches for making the world a more secure place for everyone regardless their social identity. Focusing on these themes, the course proceeds through a series of topics applying a gender lens to different security issues - inter- and intra-state conflicts, terrorism and counterterrorism, peacekeeping and conflict resolution, women in the military in combat roles and leadership positions, foreign policy and security sector reforms, and intersectionality of gender with other social markers, such as race and social class. Jointly, the topics of the course offer a tactical/operational as well as strategic perspective on women, gender, and security, and consider a range of women's roles and perspectives - as victims, perpetrators, and leaders - and impacts of security challenges on women.

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

TUE, 1535-1725, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after the 6th session)

Instructor: Dr. Mariya Y. Omelicheva

**NDU 6094: European Defense and Security Policies**

This course examines European defense and security strategies and the evolution of the European Union (EU) as a security actor and geopolitical power. European Defense and Security Policies analyzes various European conceptions of national security and defense policies and traces historical efforts to promote or contest defense and security cooperation at the EU level. It assesses the EU's growing defense and security competencies in areas such as capabilities, resilience, cyber, space, investment, climate, pandemics, and terrorism in the new era of competition among Great Powers. This course will set the stage for an assessment of the EU's attempts to carve out strategic autonomy, and its role as a defense and security partner to the United States in the transatlantic alliance.

**(Class Limit 15) (2 Credit Hours)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Irene Kyriakopoulos

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## IADC

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

### **IADC 599A: Strategic Decision Making**

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

#### **(1 Credit Hour)**

WED, 1300-1600, 09/08/2021 – 10/06/2021

Instructor: RADM (ret) Manuel Lora

### **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)**

WED, 1300-1600, 09/08/2021 – 10/06/2021

Instructor: Prof. Philip Kaplan

### **IADC 599C: Strategic Leadership**

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

leadership and their impact in the decision-making process and the relationship between civil officials and military officers.

**(1 Credit Hour)**

TUE, 1300-1600, 11/02/2021 – 11/30/2021

Instructor: RADM (ret) Manuel Lora

**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, 11/02/2021 – 11/30/2021

Instructor: Prof. Philip Kaplan

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## NWC

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### **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 diplomatic instruments of power, as employed by both the North and South. Analysis of the evolving strategic context—domestic and international—will be central to the elective as well. The final portion of this course will examine Reconstruction, the failure of which continues to impact American society in profound ways. In addition to their presentations, students will deliver a strategic framework based on the situation Lincoln confronted in the summer of 1862. The American Civil War through the Lens of Strategic Logic is designed for students with very limited to highly extensive knowledge of the conflict.

#### **(Class Limit 13) (2 Credit Hours)**

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)

Instructor: Mr. Adam Oler, JD

### **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 policymakers from the National Security Agency, U.S. Cyber Command, and other institutions. This course counts toward the two-course requirement for the Cyber Area of Concentration.

#### **(Class Limit 13) (2 Credit Hours)**

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)

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)**

TUE, 1535-1725, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after the 6th session)

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, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Mark Bucknam

**NWC 6011: Intelligence Challenges, Structures, and Strategies**

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

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

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)  
Instructor: Mr. Bruce Louie

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

This course combines the basics of negotiation theory and the examination of select case studies with a series of “hands-on” negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation and implementation concepts to a wide range of negotiation challenges and (2) assessing and refining individual approaches to conflict management and negotiation performance through rigorous peer review and self-critique. Students will complete the Thomas-Kilmann Conflict Mode Instrument (TKI) to assess individual tendencies in dealing with conflict. TKI is a well-established assessment tool with thirty years of proven use in measuring conflict-handling behavior. This instrument will provide students with a profile that will be used to set individual goals for developing or refining specific negotiating skills. Texts include: Roger Fisher and William Ury, *Getting to Yes*; Michael Watkins and Susan Rosegrant, *Breakthrough International Negotiation*; Dennis Ross, *Statecraft*; Robert Mnookin, *Bargaining With the Devil*; 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, 1535-1725, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after the 6th session)  
Instructor: CAPT Trent Hesslink

**NWC 6014: Congress and National Security**

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

\*Course will include offsite meetings at Capitol Hill.

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

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)  
Instructor: Dr. Colton Campbell

**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. Note: time plays a role in adding objectivity by placing events in perspective, allowing related documents to become available, and giving historians, journalists, and participants the opportunity to research and write on the issues. For this reason, we do not study memoirs related to events from the past two decades.

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

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructors: Ms. Amy Andrews and Mr. Mike Peznola

**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)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

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, 1535-1725, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after the 6th session)

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)**

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)

Instructors: Dr. Bob Watts

**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)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Eric Silla

**NWC 6036: Energy and the Environment for Strategists**

This course will provide students with an introduction to the basics of oil, gas, electricity, coal, and non-fossil fuel (e.g. nuclear, renewables) energy as well as the international politics associated with each sector. We will focus on the challenge to think strategically about issues that evolve energy security, the roles of states versus markets in energy, pipeline politics, international nuclear power concerns, trans-boundary environmental negotiations, global climate change, and possible future scenarios and technologies. The course includes technology and country case studies.

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

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)  
Instructor: COL Steve Barry

**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 by 2050 as compared to the pre-Industrial period. This course examines potential risks to U.S. and allied interests that may result from rising seas, resource conflicts, mass migration, and other possible effects of global climate change. Students will compare the cost/benefit analysis of all the potential courses of action to address climate change (nuclear power; carbon sequestration; conversion to renewable energy sources; geoengineering; do nothing and hope for a 'savior technology' to emerge, etc.). Students will debate the role that the U.S. national security establishment should play in preparing for the potential political, economic, and military threats associated with climate change, and decide if there are unique challenges that climate change poses for the Department of Defense and the national security departments and agencies. 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 be politically acceptable domestically, while achieving the global cooperation necessary (especially with India and China) to achieve the required reductions in carbon dioxide and methane emissions to make progress in slowing, and eventually stopping, temperature increases.

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

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)  
Instructor: Dr. Kelly Ward

**NWC 6048: American Foundations and Frictions**

This course is designed for students to examine the founding principles, debates, decisions, and compromises that have defined our nation's 200+ year history. We will discuss the philosophies that guided the founding of the nation and the friction points that have been part of our history and are still part of the discussion today. The course will help students understand how we got to where we are now and the enduring legacy of our founding principles as well as challenges. Many of our present arguments began during our founding, including disagreements on states' rights, executive power, civil rights, use of force, freedom of speech, and citizenship. Although many of these issues were thought to have been settled through compromise or the courts, their longevity and importance continually make them topics of national interest. The inability of addressing some of these problems have had long lasting consequences, but that doesn't mean there has not been continued progress. At the end of the course, students will understand how our foundations continue to effect decision makers today.

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

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)  
Instructor: CDR Jason Smith

**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)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Zachary Abuza

**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)**

TUE, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Omer Taspinar

**NWC 6075: Competitive Communication Strategies: Orchestrating Information**

**Instruments**

International relations depend upon communication, many forms of which depend upon a state's soft power. Whatever it is called – rhetoric, propaganda, public diplomacy, or strategic communication – actors use actions, language, and images as instruments of political power to inform and influence external audiences in support of national security and foreign policy objectives. Designed for all national security practitioners, this course focuses on enhancing students' understanding of available information/public diplomacy tools and students' ability to employ them effectively, as part of a comprehensive competitive, strategic communications strategy. We examine basic communication concepts, critical issues within today's competitive information environment, and contemporary toolkits and practices available across multiple departments and agencies within the U.S. Government. The course also incorporates a comparative perspective by examining how other state and non-state actors use information / public diplomacy toolsets to compete in the 21<sup>st</sup> century. By the end of the course, students will

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

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

TUE, 1535-1730, 09/14/2021 - 12/07/2021 (changes to 1330 - 1525 after the 6th session)

Instructor: Dr. Sonya Finley

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

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

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

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

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructor: Dr. David Arnold

**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, 1330 - 1525, 09/14/2021 - 12/07/2021 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Trent Hesslink

**NWC 6085: Geopolitical Competition in the Arctic**

This course focuses on geopolitical maneuvering in the Arctic by the U.S., Russia and China, and by smaller Arctic powers trying to navigate between those great powers. The course assesses the security environment within three Arctic sub-regions: the North American, Russian, and North Atlantic Arctic. The course will review the strategies and capabilities of great powers operating in each sub-region. We will also assess the transnational issues affecting the region, international institutions that operate within the region, and recent events in the Arctic that have shaped regional relations. Students will develop policy recommendations based on those assessments. Student deliverables include seminar participation, a short (2 page) written assessment of a country or issue affecting the region, and a longer (8 page) paper that develops a strategy for the overall region or Arctic sub-region, either from the U.S. or allied perspective.

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

WED, 1535 - 1730, 09/15/2021 - 12/08/2021 (changes to 1330 - 1525 after the 6th session)

Instructor: Dr. David Auerswald

**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)**

WED, 1330 - 1525, 09/15/2021 - 12/08/2021, (changes to 1535-1730 after the 6th session)

Instructor: CAPT Corey Ray

## AY 21-22 ELECTIVES PROGRAM CATALOG

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### SPRING SEMESTER

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#### CIC

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##### **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)**

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructor: Prof. Michael Brody

##### **CIC 6013: 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)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Prof David Harvey

**CIC 6021: Cyber Warfare (CYS)**

This course focuses on the preservation of the cyber domain for US national strategic interests and its evolution as a warfighting domain. It provides technical, legal and policy background to provide context to the discussion. In addition to U.S. practice, the cyber activities of Russia, China and Iran are examined, along with other nation-states. The topics include encryption, privacy, data mining and social networking, all within the context of military operations. The course provides students the background and vocabulary to discuss the role of cyber capabilities at a high level, enabling them to help shape the future of cyberspace operations.

**(Class Limit 20) (2 Credit Hours)**

WED, 1535-1730, 01/05/2022 – 03/23/2022 (changes to 1330-1525 after the 6th session)

Instructor: Prof Gary Brown

**CIC 6024: Cyber Security Awareness (CSL)**

This course explores the concepts and practices of offensive and defensive operations in cyberspace. It examines the relationship among cyber operations, cyber strategy, warfighting, and national security. The course covers a wide range of topic areas that include but are not limited to threats, vulnerabilities, risks management, offensive operations, defensive operations, web and cloud security, wireless security, critical infrastructure security, and digital forensics in cyberspace. In addition, it looks at the role that artificial intelligence and data analytics play in cyber operations and security. It utilizes the approach that employs people, process, and technology in addressing the challenges in cyberspace.

**(Class Limit 12) (2 Credit Hours)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Jim Q. Chen

**CIC 6033: Artificial Intelligence and National Security (DDT)**

This course focuses on the national security implications of innovation enabled by artificial intelligence. Participants review US national strategic opportunities and threats, AI's evolution into the domains of warfighting, and the AI activities of partners and competitors. Topics include machine learning, bias, big data, and autonomous systems, all within the context of military strategy and operations. The course provides students the background and vocabulary to understand the role of AI capabilities at the strategic level.

**(Class Limit 20) (2 Credit Hours)**

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Joseph Hughes Schafer

**CIC 6037: Data Analytics for Decision Makers (DAV)**

This course provides an overview of data analytics concepts and techniques with a focus on what leaders need to know to leverage data for decision making. Students will learn about the data analytics process from the perspectives of both the decision maker and the data analyst to better understand how to build a sustainable data analytics program within a government organization. Topics include analytics approaches, familiarity with data analytics tools, how to determine data requirements, collecting and preparing data, and data ethics. No prior data

analytics experience is necessary.

**(Class Limit 20) (2 Credit Hours)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022, (changes to 1330-1525 after the 6th session)

Instructor: Prof. Linda Jantzen

**CIC 6046.01: Subversion, Subterfuge, and Sabotage (INW)**

This is a case-study-driven strategy course for every national security professional. Influence is central (but rarely studied as a cogent academic discipline) to both warfare and great-power competition. Allows you to do more with less, with the tools you already have—to collapse adversaries silently and invisibly, outside traditional instruments of national power. This course differs from fall's "Influence Warfare" elective in that it focuses more surgically on subversion, subterfuge (deception), and institutional sabotage of adversaries and competitors. And how to develop actionable, practical, and intrepid strategies to collapse these destabilizing activities and protect national interests. New students along with graduates of fall's "Influence Warfare" elective will equally find value in fresh new case studies and enhanced tradecraft. Tools of influence and subversion include fifth columns, propaganda, fake news/disinformation, third options, deception warfare, kompromat, glasnost, sisu, szalámitaktika, etc. Case studies range from the power of film to conspiracy theories, slave revolts/liberation to indigenous-rights movements, CCP to the Kremlin, Tehran to ISIS in Africa, Boko Haram to Neo-Nazis, far-left/far-right extremists to separatist militias, OSS to modern urban guerrilla warfare, Marxists to anarchists, Attila the Hun to Genghis Kahn, the Comanche to the Mayans, election interference to social media trends, and so much more. Short, thrilling, highly relevant readings/videos/podcasts. Lively in-seminar debates and wargames. One strategy memo. One five-minute presentation.

**(Class Limit 20) (2 Credit Hours)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Howard Gambrill Clark

**CIC 6046.02: Subversion, Subterfuge, and Sabotage (INW)**

This is a case-study-driven strategy course for every national security professional. Influence is central (but rarely studied as a cogent academic discipline) to both warfare and great-power competition. Allows you to do more with less, with the tools you already have—to collapse adversaries silently and invisibly, outside traditional instruments of national power. This course differs from fall's "Influence Warfare" elective in that it focuses more surgically on subversion, subterfuge (deception), and institutional sabotage of adversaries and competitors. And how to develop actionable, practical, and intrepid strategies to collapse these destabilizing activities and protect national interests. New students along with graduates of fall's "Influence Warfare" elective will equally find value in fresh new case studies and enhanced tradecraft. Tools of influence and subversion include fifth columns, propaganda, fake news/disinformation, third options, deception warfare, kompromat, glasnost, sisu, szalámitaktika, etc. Case studies range from the power of film to conspiracy theories, slave revolts/liberation to indigenous-rights movements, CCP to the Kremlin, Tehran to ISIS in Africa, Boko Haram to Neo-Nazis, far-left/far-right extremists to separatist militias, OSS to modern urban guerrilla warfare, Marxists to anarchists, Attila the Hun to Genghis Kahn, the Comanche to the Mayans, election interference to social media trends, and so much more. Short, thrilling, highly relevant readings/videos/podcasts. Lively in-seminar debates and wargames. One strategy memo. One five-minute presentation.

**(Class Limit 20) (2 Credit Hours)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Howard Gambrill Clark

**CIC 6693: Research: Understanding Chinese Influence**

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 real world 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.

**(Class Limit 20) (2 Credit Hours)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Gwyneth Sutherlin

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## CISA

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### **CISA 6012: Religion and Politics in the Middle East: An Exploration through Film** **Course will not be offered**

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 course 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)**

~~WED, 1330-1525, 01/05/2022—03/23/2022 (changes to 1535-1730 after the 6th session)~~

~~Instructor: Dr. Rameez Abbas~~

### **CISA 6043: Conflict and Cooperation in Africa** **Course will not be offered**

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 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)**

~~TUE, 1330-1525, 01/04/2022—03/22/2022 (changes to 1535-1730 after the 6th session)~~

~~Instructor: Dr. Matthew Dearing~~

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

Over the past decade, developments in the Eastern Mediterranean have reinforced the region's geopolitical importance. The discovery of significant natural gas reserves 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)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Andrew Novo

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

**Course will not be offered**

~~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)~~**

~~TUE, 1330 1525, 01/04/2022 – 03/22/2022, (changes to 1535 1730 after the 6th session)~~

~~Instructors: Dr. Craig Deare and 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)**

WED, 1330-1525, 01/05/2022 – 03/23/2022, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Tom Marks

**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)**

WED, 1330-1525, 01/05/2022 – 03/23/2022, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Geoffrey Gresh

**ES 6026: Law Enforcement and National Security Integration**

The Founding Fathers sought to ensure in the Constitution and other laws that the US Military would not be positioned legally to seize the reigns of governance. Most contemporary foreign militaries served at the whim of their monarch to police the state and ensure the security of the regime. Laws protecting the citizenry in these countries from 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. The role of the military in domestic security was firmly limited by law and placed in the hands of civilian leaders rather than military officers. Despite differing legal authorities, however, military and law enforcement agencies have been steadily improving their ties in recent decades to determine how to complement one another in accomplishing law enforcement and national security tasks, here in the United States and overseas. 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 American principles of enforcing law and the historical benchmarks associated with the formation of these principles.

**(Class Limit 18) (2 Credit Hours)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022, (changes to 1535-1730 after the 6th session)

Instructor: Mr. William Soderberg

**ES 6051: China's Strategy To Shape Our Future**

This activity-based course will provide students a working knowledge of the nature, scope, and structure of China's strategic bilateral arrangements that form the foundations of China's larger strategic programs, such as *Belt and Road* and *Made in China 2025*. We will examine how China establishes formal and informal ties to countries using political, economic, financial, trade, and social relationships. We will then focus on the impact and the complexity of these bilateral arrangements, including strategic national security implications, vulnerability of supply chains, infrastructure development, influence of Chinese diaspora, human rights, and environmental concerns. The course will also examine the difference between the hopes and lives of Chinese people versus the Chinese State and Party's possible grand strategy. The cornerstone of this course will be an examination of China's bilateral relations with a country. Students, either individually or in groups, will select a country and during each lesson will spend time developing an analysis of China's relationship with the country of choice and the strategic impact of those ties. Course material will be a combination of podcasts, videos, articles, and a limited number of academic and governmental reports, and it is expected that students will be innovative and creative in identifying relevant research and data sets to support the conclusions in their course projects. Upon completion of this elective, students will understand China's methods for establishing relationships with other countries to increase the range of its power and influence.

**(Class Limit 18) (2 Credit Hours)**

WED, 1330-1525, 01/05/2022 – 03/23/2022, (changes to 1535-1730 after the 6th session)

Instructor: Mr. Duncan Jepson

### **ES 6054: Geoeconomics Part II: Economic and Technology Competition with China**

This elective will focus on the application of geoeconomics thinking to America's competition with China in economic power and technology. It will build on the concepts developed in the fall elective but dive more deeply into the economic and innovation ecosystems of the two nations and their implications for future competition in technology. For China the elective will focus on understanding China's ecosystem in its own terms, drawing on experts such as Michael Pettis, David Goldman, Brad DeLong, and Rob Atkinson. For the United States, the elective will examine the strengths and weaknesses of our innovation ecosystem, especially the impacts of financialization and the shareholder value movement on U.S. investment. This discussion will draw on experts such as Michael Pettis, Clay Christiansen, and Peter Thiel and address business issues such as hurdle rates, offshoring, and the unique competitive dynamics of the FAANGs. The elective will also examine the governmental and industry dynamics of both nations that impact innovation and tech. It will explore the possible shape of what the Chinese call the Fourth Industrial Revolution (5G, smart factories, smart cities, the internet of things, etc.) and use the ecosystem analyses to assess how well each nation is likely to perform in this coming era. The elective will challenge the students to develop their own assessments of the balance of economic power between the U.S. and China and to think critically about what steps the U.S. should consider to strengthen its hand. Students will write a research paper and make an in-class presentation on a topic related to the themes of the course. Upon completion of this elective, students will be better positioned to develop creative proposals for competing with China that are grounded in realistic understanding of our two systems.

#### **(Class Limit 18) (2 Credit Hours)**

WED, 1330-1525, 01/05/2022 – 03/23/2022, (changes to 1535-1730 after the 6th session)

Instructors: Dr. Steve Brent (Primary) and Dr. Walter M. Hudson (Secondary)

### **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 from 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, for example. 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)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022, (changes to 1330-1525 after the 6th session)

Instructors: Dr. Michael Bartee and Colonel Patrick Donley

### **ES 6082: Great Power Competition in the Greater Black Sea Region** **Course will not be offered**

~~This course will examine the greater Black Sea Region, a strategic group of nations on or near Russia's border that includes the three Baltic states of Estonia, Latvia, and Lithuania; the South Caucasus states of Armenia, Azerbaijan, and Georgia; the western Slavic states of Ukraine and Belarus; the ethnic Romanian state of Moldova; as well as Bulgaria, Romania, and Turkey. A number of these states were members of the Soviet Union or the Eastern Bloc, while another—Turkey—was a founding member of NATO. Today, these nations include members of the EU and~~

~~NATO, aspiring NATO members, energy states, transfer states, and a dictatorial regime. In fact, each of these states in the greater Black Sea region is very different today in terms of their development choices, foreign policy orientations, domestic political agendas, and positions toward Novorossiia and pan-Russianism. Moreover, they present a variety of challenges for their neighbors and partners, including serious unresolved conflicts over territory and people. This course will offer an overview of the problems, prospects, and diverse forces that help account for the sharp divergence among these states since the collapse of the USSR in 1991. In doing so, the seminar will discuss U.S. interests and bilateral ties in the region, as well as Putin's efforts to re-establish some form of Russian empire via the Union State with Belarus, the Collective Security Treaty Organization, the Eurasian Economic Union/Customs Union, and Shanghai Cooperation Organization.~~

~~This course is intended to give you an introductory understanding of the dynamics that characterize the greater Black Sea region; it will complement and enhance what is being taught and learned in the core courses and other electives. The study should help broaden your perspective on the context of U.S. policy and the many interests we pursue, while at the same time deepening your understanding of the ways in which other states and societies see the United States.~~

~~**(Class Limit 18) (2 Credit Hours)**~~

~~WED, 1330-1525, 01/05/2022—03/23/2022, (does **NOT** change after 6th session)~~

~~Instructors: Dr. James Keagle and Dr. Seth Weissman~~

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

This course introduces students to the Central Intelligence Agency (CIA), the U.S. Intelligence Community (IC), and the world of intelligence. You'll have the chance to talk with collectors and analysts with operational experience in human, geospatial, and signals intelligence, with the goal of identifying the strengths and weaknesses of the collection disciplines that underpin finished intelligence analysis. We'll then discuss with senior policy makers and intelligence officers how analysis informs policy, particularly at the interagency level. The seminar will also consider the role of covert action and counterintelligence in U.S. foreign and security policy, visit a local museum dedicated to the world of intelligence, and travel to CIA Headquarters to learn more about the Agency's history, culture, and mission. Throughout the course, we'll discuss ideas that will help future US military and civilian leaders understand the capabilities and limitations of CIA and IC and ways to more effectively collaborate to advance the mission. This course is open to US students with Top Secret clearance; students are responsible for passing validated clearances to NDU Security.

**(Class Limit 18) (2 Credit Hours)**

WED, 1330-1525, 01/05/2022 – 03/23/2022, (changes to 1535-1730 after the 6th session)

Instructor: Mr. Brian Callsen

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

This course will provide students of national security strategy with an introduction to the origins, drivers, and context of the homeland security enterprise (HSE) and its vital role in the national security enterprise. It will examine the HSE's authorities and strategies; their resulting policies, resources, programs, and capabilities; and the leading issues and challenges which have shaped homeland security strategy. The course will analyze how the HSE applies such authorities, capabilities, and resources across its priority missions. It will further assess how the protection of privacy and civil liberties; coordination with diverse jurisdictions and economic

sectors; and partnering with State/Local/Tribal/international governments, the Defense and Intelligence communities all influence homeland security objectives. 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. Any NDU student interested in or likely to work with the homeland security enterprise at any level of government or the private sector should seek out this course.

**(Class Limit 18) (2 Credit Hours)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022, (changes to 1535-1730 after the 6th session)

Instructors: Prof. Sarah Mironcow and Mr. Michael Brody

**The following Eisenhower School courses are not considered open elective courses and will not appear on the Electives Course Selection Survey.**

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

*This elective is part of the Senior Acquisition Course (SAC) concentration at the Eisenhower School and is only open to SAC students. This is a prescribed course for all students enrolled in 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 in the 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)**

In the fall, this class will meet every Wednesday from 15 September to 8 December, with the exception of 10, 17, and 24 November. In the spring, class will convene seven times on select Wednesdays.

Instructors: Col Jeff Lafleur, Dr. Rich Shipe, Dr. Clark Groves, COL Bobby Ralston, and Lt Col John McAfee

**ES 6155: Acquisition Research and Writing Program**

*This elective is part of the Senior Acquisition Course (SAC) concentration at the 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 Jeff Lafleur, Dr. Rich Shipe, Dr. Clark Groves, COL Bobby Ralston, and Lt Col John McAfee

**ES 6402: Global Supply Chain and Logistics Research**

*This elective is part of the Global Supply Chain & Logistics (GSL) concentration and is only open to GSL students from the Eisenhower School. 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 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.*

**(Class Limit 16 – GSL Students only) (2 Credit Hours)**

TUE, 1330-1525, 1535-1730 and WED, 1330-1525, 1535-1730

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

Instructor: Dr. Todd McAllister

**ES 6405: Global Supply Chain and Logistics Strategy II**

*This elective is part of the Global Supply Chain & Logistics (GSL) concentration and is only open to GSL students from the Eisenhower School. 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 DoD and the world's economy is affected by supply chains. This is the second course in the GSL concentration. ES 6404 is a prerequisite.*

**(Class Limit 16 – GSL Students only) (2 Credit Hours)**

TUE, 1330-1525, 1535-1730 and WED, 1330-1525, 1535-1730

Times are notional and may be traded with ES 6402 and/or ES 6405 at 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.**

Instructor: Dr. Greg Foster

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## NDU

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### **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)**

WED, 1330-1525, 01/05/2022 - 03/23/2022 (changes to 1535-1730 after the 6th session)

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

### **NDU 6028: The Future, Technology, and Ethics**

Seismic shifts are taking place in the world today, impacting the way we live, work, play, and even how we fight wars. Many of the seismic shifts involve the application of technology. Both the seismic shifts and technology influence the changing character of war. These factors also directly impact the strategic leader, national security strategy and policy and the application of ethics. This course is designed to address these challenges.

Lessons in the course include an overview of the ethical frameworks, future trends, AI and ethics, cyber and ethics, space and ethics, medical technology and ethics, social media and ethics, and a facilitated case study on applying course learning objectives. The final two lessons focus on an in-class exercise designed by gaming experts at NDU.

In contrast to a lecture-based learning approach, this course will make use of class discussion, case studies, and a facilitated end of course exercise driving learning outcomes. Graded assignments for the course include class discussion, Blackboard forums posts, an ethics position paper, and the end of course exercise.

**(Class Limit 12) (2 Credit Hours)**

TUE, 1330–1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Thomas J. Welsh (thomas.j.welsh.mil@ndu.edu)

**NDU 6029: The Strategic Leader as Ethical Leader**

This course moves ethics instruction beyond traditional rules-based models, to providing the strategic leader with the tools for ethical leadership. The tools for ethical leadership allow the strategic leader to proactively shape ethical culture at enterprise/executive/strategic level. The course begins with a discussion of personal ethics and moves to lessons on the concepts of ethical leadership, organizational ethics, ethical embedding, ethical culture, ethics and social media, ethics and civil-military relations, global ethics and great power competition, and ends with an ethical leadership practicum. By the end of the course, students will have a broad understating of ethical leadership and the requisite skills for proactively shaping or if necessary, changing ethical culture at the enterprise/executive/strategic levels.

In contrast to a lecture-based learning approach, this course makes use of class discussion, case studies, and the ethical leadership practicum to guide learning outcomes. Graded assignments for the course include participation in class discussion, weekly Blackboard forums posts and or blog posts, course feedback to the instructor, and the ethical leadership practicum.

**(Class Limit 12) (2 Credit Hours)**

WED, 1330-1525, 01/05/2022 - 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Mitch Butterworth (Mitchell.a.butterworth.mil@ndu.edu)

**NDU 6031: American Studies II – Intuitions & Systems (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 a concentration 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 class, 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 during that time.

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 60 countries, and can successfully represent the United States and NDU's joint security cooperation mission.

**(Class Limit 14) (2 Credit Hours)**

WED, 1330-1525, 01/05/2022 - 03/23/2022 (does **NOT** change after the 6th session)

Instructor: COL (Ret.) Michael Shrout (michael.shrout.civ@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, 1330-1525, 01/04/2022 - 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Gregory D. Foster

**NDU 6048: American Studies II - Institutions & Systems (Open to International Fellows at CIC/ES/NWC)**

**Closed to Spring Enrollments**

For International Fellows (IFs) 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 face-to-face format with a plenary 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 110) (4 Credit Hours)**

WED, 1330-1525, 01/05/2022 - 03/23/2022, (does **NOT** change after 6th session)

Instructor: COL (Ret.) Michael Shrout (michael.shrout.civ@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 Strategies Area of Concentration.**

**(Class Limit 20) (2 Credit Hours)**

TUE, 1330–1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

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

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

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 into 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 the U.S. Army War College, Carlisle Barracks, PA 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 Carlisle Barracks, PA. Students will travel on official funded orders for this exercise. The dates of the exercise are 30 April-6 May 2022.

**(Class Limit 20) (2 Credit Hours)**

TUE, 1330–1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructors: Lt Gen Michael Plehn (NDU-P) & Mr. Kenneth Kligge (CASL)

Mentors: Lt Col CC Houston (CASL), 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, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Gregory D. Foster

**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, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. John Mark Mattox

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

This colloquium will explore China’s Belt-Road Initiative (BRI) in the context of Sino-American Great Power competition. Using student-driven presentations, debates and exercises; 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.” The colloquium also will set BRI in the context of China’s domestic evolution and underpinning economic forces, evaluate the impact of China’s global BRI activities on 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 2021 is desirable but not required.

**(Class Limit 16) (2 Credit Hours)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructors: Dr. Tom Lynch, Dr. Phil Saunders (INSS-CSCMA) and Dr. Joel Wuthnow (INSS-CSCMA)

**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, thus human performance must be optimized and sustained to maintain effective and successful senior leaders over the long haul. Sustained high performance requires optimal physical, emotional, mental and spiritual strength. 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, 1330–1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructors: LTC Jim Butcher, PhD, ABPP, ACC and Mr. Tony Spinoso, MS, CSCS.

**NDU 6095: European Command, NATO, and Transatlantic Alliances**

This course will examine the evolution and future of European defense and security. It will consider how NATO was created to resolve the failure of European security that led to World War II, the challenges created by the Cold War and how NATO was modified after the end of the Cold War. It will zero in on the role of Key Alliance partners and how domestic and EU politics affects their foreign and security policy and relationship to NATO. The last section of the course will discuss the new security and defense problems facing NATO. Students will submit a 1500 word paper on a topic decided in consultation with the instructor.

**(Class Limit 15) (2 Credit Hours)**

TUE, 1330–1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Steven Kramer

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## IADC

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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 599C: Strategic Leadership**

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

#### **(1 Credit Hour)**

THU, 1300–1600, 03/03/2022 – 03/31/2022

Instructor: Prof. Manuel Lora

### **IADC 599E: Integration and Gender Perspectives in the Armed Forces**

This course usually takes place in English, Spanish, Portuguese and French. Through a series of lectures, conferences in the auditorium, as well as discussions led by field subject matter experts, the students have access to important knowledge and important information about the policies for Integration and Gender Perspectives of the countries of the Western Hemisphere. The designated IADC faculty advisor provides guidance on the course content and objectives to reinforce the connection to the IADC's Institutional Learning Outcomes.

#### **(1 Credit Hour)**

THU-THU, 1300–1600, 01/27/2022 – 02/03/2022

**Instructor: TBD by Canadian Doctrine Center**

### **IADC 599F: Applied Cyber Security**

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

**(1 Credit Hour)**

TUE, 1300–1600, 03/01/2022 – 03/29/2022

Instructor: Dr. Mariano Bartolome/Colonel Luis Souto (Brazilian Army)

**IADC 599G: Illicit Economy (IEC)**

**Course will not be offered**

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

**(1 Credit Hour)**

~~WED, 1300–1600, 03/02/2022 – 03/30/2022~~

~~Instructor: Dr. Mirlis Reyes~~

**IADC 599H: Comparative Politics of the Developing Countries: Latin America and the Caribbean**

**Course will not be offered**

This course is normally taught in Spanish. Two of the main themes that prevail in the post-Cold War discourse regarding the developing countries are, on the one hand, the question of achieving economic and social development, on the one hand and, on the other, closely related to the former, the question of the quality of democracy and institutional effectiveness of states. Following an introduction to the comparative method and a brief overview of the field of comparative politics, this course will focus on ways to approach the two themes. Although not exclusively, its main geographical area of focus will be Latin America and the Caribbean.

**(1 Credit Hour)**

~~WED, 1300–1600, 03/02/2022 – 03/30/2022~~

~~Instructor: Prof. Daniel Masis~~

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## NWC

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### ~~NWC 6002: The American Civil War through the Lens of Strategic Logic~~ **Course will not be offered**

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

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

~~TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)~~

~~Instructor: Mr. Adam Oler, JD~~

### **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)**

WED, 1535-1730, 01/05/2022 – 03/23/2022 (changes to 1330-1525 after 6th session)

Instructor: Dr. David Auerswald

### **NWC 6004: A History of the Vietnam War**

Looks briefly at Vietnam’s cultural heritage, the legacy of Chinese occupation, and the French Indochina War, then examines in depth the American experience in Vietnam. The study encompasses the diplomatic, political, cultural, informational, and military aspects of the war. The objective of the course is not only to gain insights about the nature, character, and conduct of the war, but also to develop an understanding of how national goals are formed and strategy is

designed to achieve them. Students will gain an appreciation for: the difficulty of trying to achieve political ends such as security and stability; how domestic political concerns can influence a nation's foreign policy; and how personalities can affect the design and implementation of strategy. The course will further explore how the Vietnam experience has affected current U.S. strategic endeavors, to include recent efforts in Syria, Iraq, and Afghanistan. An oral presentation on a particular aspect of the war, and why that aspect is worthy of examination, is required.

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

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructors: CAPT Todd Glasser, USN and CAPT Tim Brosnan, USN

**NWC 6005: ~~Cyber Operations and National Security Strategy~~ Course will not be offered**

~~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)**~~

~~**Date/Time TBD**~~

~~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)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Bob Watts

**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, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Mark Bucknam

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

This course combines the basics of negotiation theory and the examination of select case studies with a series of “hands-on” negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation and implementation concepts to a wide range of negotiation challenges and (2) assessing and refining individual approaches to conflict management and negotiation performance through rigorous peer review and self-critique. Students will complete the Thomas-Kilmann Conflict Mode Instrument (TKI) to assess individual tendencies in dealing with conflict. TKI is a well-established assessment tool with thirty years of proven use in measuring conflict-handling behavior. This instrument will provide students with a profile that will be used to set individual goals for developing or refining specific negotiating skills. Texts include: Roger Fisher and William Ury, *Getting to Yes*; Michael Watkins and Susan Rosegrant, *Breakthrough International Negotiation*; Dennis Ross, *Statecraft*; Robert Mnookin, *Bargaining With the Devil*; 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, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Trent Hesslink

**NWC 6014: Congress and National Security**

This course seeks to explain how Capitol Hill works. We will examine the unique culture and procedures of the legislative branch in the broad political context of elections and the demands of local representation, partisan competition, the complex congressional committee system, and concerns for the national interest. This is a hands-on course. The class will travel to Capitol Hill. We also will interact in seminars with congressional staff, the press, lobbyists and executive branch officials. Finally, students will be asked to develop a legislative plan for a particular national security issue. These plans will identify a legislative goal and discuss how to reach that

goal in light of congressional procedures, committee jurisdictions, budgetary constraints, electoral and interest group pressures, press coverage, competing presidential priorities and ongoing international events. The course deliverables include a legislative strategy, where students will pair-up in teams of two, then provide a brief written memo and class presentation.

\*Course will include offsite meetings at Capitol Hill.

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

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Colton Campbell

**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. Note: time plays a role in adding objectivity by placing events in perspective, allowing related documents to become available, and giving historians, journalists, and participants the opportunity to research and write on the issues. For this reason, we do not study memoirs related to events from the past two decades.

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

TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructors: Ms. Amy Andrews and Mr. Mike Peznola

**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)**

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructor: Mr. Timothy Ott

~~**NWC 6022: Development & National Security**~~

**Course will not be offered**

~~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)**~~

~~**Date/Time TBD**~~

~~Instructor: TBD—New USAID Faculty~~

### **NWC 6029: Strategies of World War II**

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

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

WED, 1535-1730, 01/05/2022 – 03/23/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Bob Watts

### **NWC 6032: Soldier and the State**

The Soldier and the State elective is a study in civil-military relations. The class examines the history, tradition, and culture that have driven civil-military relations and its role in modern society. Militaries are often seen as a necessary evil. Necessary to ensure state survival, but evil as they can be a threat to other government institutions. Around the world, governments and anti-government forces have coopted the military to retain or gain power. Very few militaries have successfully navigated the pressure from state leadership. In the United States, the military has been both villainized and worshiped and is often a target for politicization. These friction points between a professional and powerful military, that is still subordinate to civilian leadership will be explored through case studies. The case studies will focus on modern events, and students will dissect the decisions made by both civilian and military leadership with an eye on how these decisions may affect the future. Lastly, students will gain an understanding of how to navigate this rapidly changing environment and help maintain the balance between a powerful, but beneficial military.

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

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: CDR Jason Smith

### **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)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructor: Col John Lee

### **NWC 6048: American Foundations and Frictions**

**Course will not be offered**

~~This course is designed for students to examine the founding principles, debates, decisions, and compromises that have defined our nation's 200+ year history. We will discuss the philosophies that guided the founding of the nation and the friction points that have been part of our history and are still part of the discussion today. The course will help students understand how we got to where we are now and the enduring legacy of our founding principles as well as challenges. Many of our present arguments began during our founding, including disagreements on states' rights, executive power, civil rights, use of force, freedom of speech, and citizenship. Although many of these issues were thought to have been settled through compromise or the courts, their longevity and importance continually make them topics of national interest. The inability of addressing some of these problems have had long lasting consequences, but that doesn't mean there has not been continued progress. At the end of the course, students will understand how our foundations continue to effect decision makers today.~~

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

~~**Date/Time TBD**~~

~~Instructor: CDR Jason Smith~~

### **NWC 6051: Peace Processes**

**Course will not be offered**

~~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 (MNL/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)**~~

~~**Date/Time TBD**~~

~~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)**

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructors: Col Chris Portele, Col Pat DuBe, and Col Fernando Lujan

### **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)**

WED, 1535-1730, 01/05/2022 – 03/23/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Kelly Ward

### **NWC 6064: On the Diplomatic Front**

In March 2021, President Biden issued the Interim National Security Strategy that “elevates diplomacy as our first tool of resort” when advancing America’s interests globally. There is a clear expectation moving forward that senior leadership across the interagency will have a strong command of this instrument. This course is designed to take participants into the trenches on the diplomatic front to explore the instruments required to address threats, take advantage of opportunities, and ultimately shape the international environment. Students will explore the nature of diplomacy, the evolution of foreign policy, and differing diplomatic approaches over time. Using case studies, students will learn how the United States used diplomacy to pursue national interests – security, prosperity, values projection, and cross-cutting issues – to better understand the advantages and limitations of the instrument. Not only will students emerge from the course with a better understanding of statecraft and the instruments of diplomacy, but they will also gain a greater appreciation for what is involved in keeping the United States strong in our rapidly changing, complicated world. Most importantly, our future leaders will learn how to employ strategically this “first tool of resort.”

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

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructors: Jeffrey K. Reneau and Mark Libby

### **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)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Omer Taspinar

### **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)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: COL Jon C. "Ice" Eisberg

**NWC 6073: War Crimes and Strategy**

Although war crimes have always been a tragic characteristic of war itself, the proliferation of social media has profoundly increased their potential for strategic impact. Media-saturated images of civilian casualties, wanton destruction, prisoner abuse, and even torture shape public perceptions of legitimacy, while raising tough questions about the utility of force. This course examines the subject of war crimes in depth, concentrating on their growing significance to strategists and policy makers. It first examines the human dimension; specifically what leads seemingly decent individuals to commit atrocities. Because war crimes at an organization's lowest level can lead to strategic defeat (Abu Ghraib is but one example), senior leaders will benefit from a better understanding of why they occur--and how they can be prevented. After examining war crimes in a historical context, and looking at state-sponsored genocide in particular, the course next scrutinizes efforts at perpetrator accountability. The evolution of legal regimes will be considered, to include the Nuremburg Trials, ad hoc tribunals for the Former Yugoslavia and Rwanda, and the creation of a permanent International Criminal Court. Related to this will be a discussion on Lawfare, which encompasses the exploitation of law-of-war violations (real or not) as an asymmetric tool. Next, the elective will examine ongoing alleged war crimes, to include Chinese abuse of the Uighurs, and mistreatment of the Rohingya in Myanmar. Lastly, the course looks at the challenge of armed intervention, exploring how policy makers decide whether or not to intercede in cases of wide-scale abuse, or even genocide. In addition to active participation, students will write a short OpEd advocating for or against intervention in a recent crisis. Each student will also deliver an in-class presentation on a past war crime, exploring what led to it, the decision to (or not to) intervene, and assessing attempts at accountability. For students preparing an ISRP, the presentation may be tailored to their assigned country.

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

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Mr. Adam Oler, JD

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

This course is designed to explore the complex environment, instruments of power, and strategic intelligence of the revolutionary era and the evolution of the decision-making process of General George Washington. In collaboration with the scholars of The Fred W. Smith National Library for the Study of George Washington at Mount Vernon, students will gain in-depth perspective on the

visionary leadership of George Washington. It will reacquaint students of national security strategy with this quintessential, inspirational, and ethical leader. It will also enhance participating students' professional and personal development utilizing leadership theory, historical examples, and contemporary applications to explore and examine the leadership narrative of the life and legacy of General George Washington. The purposes of this course are to introduce students to the forces that influenced the strategic decisions of Washington and to better comprehend those drivers and conditions that Washington sought to understand through the collection of strategic intelligence. Knowing what influenced Washington's decision-making will improve students' understanding of the complexities of revolutionary movements and the depth of challenges faced by nascent political movements facing a well-established power.

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

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

WED, 1330 - 1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. David Arnold

### **NWC 6077: Geoeconomics and Emerging Disruptive Technologies**

The emerging geoeconomic competition between the United States and China over disruptive technology is widely acknowledged to be one of the most important and least understood aspects of great power competition. This course is a deep dive into the geoeconomic competition between the United States and China over 5G, artificial intelligence, quantum, and other technologies. Its goal is to help you understand how technology-based geoeconomic and geoinformational competition works and how China and the United States are using technological innovation as tool of national power. After taking this course, you will have a nuanced understanding of the nature of this rivalry, what is at stake, and what needs to be done about it.

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

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructors: Dr. Richard Andres, Michael Miklaucic and Jaclyn Kerr

### **NWC 6078: Dwight D. Eisenhower as a Strategic Leader**

President Dwight D. Eisenhower led the United States during two of the most challenging periods in its history – World War II and the Cold War. As supreme commander of the allied invasion of Europe, he successfully led the campaign that brought an end to the Nazi regime. Upon return to the United States, he served as the Army Chief of Staff and briefly served as President of Columbia University before taking over as Supreme Commander Allied Forces Europe. Eisenhower was the last president born in the nineteenth century and served two terms which saw successes and failures at home and abroad – all while facing an historically unprecedented Cold War with the U.S.S.R. 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 Eisenhower and on the subject of leadership in a critical analysis of Ike's strengths and weaknesses, and how this life and its lessons can inform our own development as leaders.

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

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructors: Col Mike Prosser and Col Sam Cook

**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 discussions and debates.

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

WED, 1330 - 1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Mariya Omelicheva

**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)**

TUE, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

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)**

WED, 1330-1525, 01/05/2022 – 03/23/2022 (changes to 1535-1730 after the 6th session)

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

**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)**

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Bradley J. McAllister

**NWC 6089: Strategy: Brand X**

Examines the “generic” nature of strategy by going outside the familiar realm of political-military events. While it has explicitly military roots, the word “strategy,” fundamentally definable as “the process of interrelating ends and means,” pervades all of human life – indeed,

all of life: Viruses, after all, have strategies – which often triumph over our best efforts to resist. We will look both at broad scientific concepts that seem to have fundamental relevance to strategy (e.g., decision-making theory, chaos and complexity science, game theory, evolutionary theory) and at other environments that might be analogous to those of the national strategist. Such environments might include big business or major-league sports, crime control in a major city, and the building of non-state institutions – say, an organized crime cartel or a religion. Throughout the course, we will carry on a “strategic conversation” that consistently interrelates the diverse subject matter to our core interest in national strategic issues. Students are expected to participate energetically in seminar debate and to produce a short paper or presentation.

**(Class Limit 12) (2 Credit Hours)**

WED, 1535-1730, 01/05/2022 – 03/23/2022 (changes to 1330-1525 after the 6th session)

Instructor: Col Steve Heffington

**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, 1535-1730, 01/04/2022 – 03/22/2022 (changes to 1330-1525 after the 6th session)

Instructor: COL Jon Beasley

**NWC 6094: Alliances**

With friends like these, who needs enemies? As the US enters a new phase strategic competition, the role of American allies and partners in remains up for debate. Under the Biden administration’s Interim National Strategic Guidance, reinvigorating and modernizing American alliances and partnerships are a “tremendous source of strength and a unique American advantage” and “America’s greatest asset”. Yet, alliance management is always a test of patience, resources, and reputation. Accordingly, this course is focused on weighing the merits of US alliances and partnerships according to national interests they serve, the costs of maintaining them, and the strategic risks and opportunities these relationships present. Through coursework, largely based on case studies, and assessments, students will engage with academic theories of alliances in statecraft and apply them to contemporary American alliances and partnerships. Through a balance of theoretical inquiry, historical context, and policy analysis, students will be prepared to contemplate alliances and partnerships in the 21st century.

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

WED, 1535-1730, 01/05/2022 – 03/23/2022 (changes to 1330-1525 after the 6th session)

Instructors: Dr. Zachary Abuza and Mr. Luke Lischin

**NWC 6095: Play Ball! Sports and National Security**

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

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

TUE, 1330-1525, 01/04/2022 – 03/22/2022 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Corey Ray