

National Defense University



2022-2023 Electives Program Catalog

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National Defense University Electives General Information

Elective courses are held in the fall and spring semesters of each year and convene one time a week over a 12-week period, unless otherwise stated in the course description. Elective courses will be offered on 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 10, 2022 (from 1200 – 1330), and the spring Electives Open House will occur on October 19, 2022 (from 1145 – 1300). Immediately following the Open House, the course selection process opens and students will have until Monday morning/August 15, 2022 to create and submit their prioritized course list for fall electives. Students will have until Monday morning/October 24, 2022 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)

Dr. Matthew Dearing (202) 433-5229 matthew.dearing.civ@ndu.edu

Eisenhower School (ES)

Mr. James J. Turner (202) 685-4794 james.j.turner.civ@ndu.edu

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

National War College (NWC)

COL Lawrence B. White (202) 685-3646 lawrence.b.white.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, informational Concentration and NDU Scholars Program breakout briefings will be offered on August 2, 2022 that will answer most, if not all, of your questions and help guide you through the elective's selection process. The following concentrations will be offered in Academic Year (AY) 2022-23.

NDU Electives Concentration Information

American Studies (Open to International Fellows at CIC/ES/NWC) Mr. Michael Shrout
Required Courses:

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

American Studies (American Fellows Program) Mr. Michael Shrout
Required Courses:

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

Cyber 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)

Data and Disruptive Technologies Prof Andy Gravatt

Students must take two from the following:

CIC 6004: Big Data to Decisions (DDT)
CIC 6030: Future Disruptive Technologies (DDT)
CIC 6033: Artificial Intelligence and National Security (DDT)
CIC 6037: Data Analytics for Decision Making (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

European Defense, NATO, and Transatlantic Cooperation Dr. Lisa Aronsson

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

Financial Management Prof David Harvey

Students must take 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

Students must take the following:

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

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)

Dr. Bobby Ralston

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: Innovation and Entrepreneurship in Defense Acquisitions
ES 6105: Leading Innovation in Business and Government

War Studies

Dr. Robert Watts

Students must take two from the following:

NWC 6002: American Civil War through the Lens of Strategic Logic
NWC 6004: History of the Vietnam War
NWC 6008: Strategies of the Great War
NWC 6029: Strategies of World War II
NWC 6056: USSOCOM in the 21st Century Security Environment
NWC 6072: Grand Strategy in the 21st Century
NWC 6076: George Washington: Strategy, Intelligence, and Revolution
NWC 6090: Masters of the Art of War

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

AY 22-23 ELECTIVES PROGRAM CATALOG

FALL SEMESTER COURSES

CIC

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, 09/14/2022 - 12/07/2022 (changes to 1330-1525 after the 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)

WED, 1330 - 1525, 09/14/2022 - 12/07/2022 (changes to 1535-1730 after 6th session)

Instructor: Dr. Dorothy Potter

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

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, 1535 - 1730, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructor: Prof. TBD

CIC 6018: Protecting Critical Infrastructures (CYS)

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, 09/14/2022 - 12/07/2022 (changes to 1535-1730 after the 6th session)

Instructor: TBD

CIC 6030: Future Disruptive Technologies (DDT)

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, 09/14/2022 - 12/07/2022 (changes to 1535-1730 after the 6th session)

Instructor: Prof. Marwan Jamal

CIC 6047: Influence Warfare (INW)

Never fight fair. And be ready to have your world turned upside down. This case-study-based strategy course is for every national security professional—actionable, practical, intrepid. Influence is central (but rarely studied as a cogent academic discipline) to both warfare and great power competition. Allows leaders to do more with less, with the tools they already have immediately at hand—to collapse adversaries silently and invisibly, outside traditional instruments of national power. Tools of influence include subversion, deception, sabotage, fifth columns, propaganda, disinformation, kompromat, glasnost, sisu, active measures, szalámitaktika, trust warfare, etc. Case studies range from CCP to the Kremlin, Finland to Taiwan, Estonia to Philippines, Tehran to ISIS in Africa, Facebook to Chevron, Purdue Pharma to Antifa, Boko Haram to Neo-Nazis, Marxists to anarchists, Huns to the Mongols, Comanche to the Mayans, election interference to social media manipulation, and so much more. Short, thrilling, current

readings/videos/podcasts. Lively in-seminar debates and wargames. Two-page memo. Three-minute presentation.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Howard Gambrill Clark

CIC 6693 CIC Research Elective

A student may choose a research project appropriate to the concerns of the CIC 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. Gwyneth Sutherlin

CISA

CISA 6044: A Short History of a Long War: An Irregular Warfare Perspective on the “Global War on Terror”

This course provides national security professionals a holistic and multi-faceted appreciation of the roots and evolution of the “Global War on Terror” to date. Although debate will be encouraged throughout, this course is designed less to provide answers or post-mortem arguments about “what happened,” than it is to provide students with a rigorous and deep foundation for exploring their own interests, and coming to their own conclusions, about a central event. In short, this course seeks to provide the “current history” required to inform rigorous analysis and support follow-on projects in other settings.

(Class Limit 20) (2 Credit hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022, (changes to 1535-1730 after the 6th session)

Instructor: CDR Frank Douglas

CISA 6910: Nuclear Security and Evolving Unconventional Threats

Nuclear weapons proliferation and related security issues impact global and regional stability, security strategies, and diplomatic relations worldwide, as well as the use of scarce resources. How can the United States (U.S.) and the international community (IC) counter North Korea’s burgeoning nuclear weapons program? What does the future hold preventing Iran from becoming a nuclear power? Russian aggression in Ukraine has resurrected both conventional and strategic unconventional threats in Europe and beyond – how can the U.S. and the IC manage these threats going forward? Cyber-attacks pose a prominent threat to domestic and international energy security, and foreign actors have already “mapped” U.S. critical infrastructure in preparation for future hybrid warfare. How can we assure warfighter missions in the face of attacks affecting communications, transportation, electricity, etc.? This course will equip practitioners with an understanding of nuclear security and proliferation challenges, as well as the increasing threats to related infrastructure posed by state and non-state cyber malign activities. We will explore the tools we use now and need in the future to mitigate these threats.

(Class Limit 20) (2 Credit hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022, (changes to 1535-1730 after the 6th session)

Instructor: Mr. Charles Kosak

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, 09/13/2022 - 12/06/2022 (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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(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 09/14/2022 - 12/07/2022, (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, 09/14/2022 - 12/07/2022, (changes to 1535-1730 after the 6th session)

Instructor: CDR Josh Arenstein

ES 6074: China's Belt and Road Initiative in an Era of Strategic Competition

This course will explore China's Belt-Road Initiative (BRI) in the context of Sino-American strategic competition. The BRI will be examined in all facets. The course will study BRI within the larger framework of China's economic policies and strategic objectives. The course will examine the BRI as both an exemplar and a metaphor for China's strategic ambitions – commercial, geo-economic, and geo-political. Specifically, the course will examine BRI drivers, challenges, and implications, analyze current critiques and responses to the BRI, and provide detailed overviews of the BRI by both region and function. It will also employ data collected from AIDDATA, which has compiled the most comprehensive set of data on BRI in the United States.

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

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

ES 6076: Wargaming Classical Strategy

This elective adopts as its foundation the premodern historical case studies and strategic theories written by Kautilya, Machiavelli, Thucydides, and Sun Tzu and other classical Chinese writers. Throughout the course, students will read, discuss, analyze, and evaluate these works, supplemented by readings in strategic studies, theory and history of wargames, and game theory. Since strategy is inherently dialectic—there is no military strategy without a thinking, competitive adversary—students will put their analyses into practice through the play of in-class wargames that incorporate considerations for all instruments of power, exploring the dynamic, interactive, and inherently paradoxical nature of strategy and the skills critical to effective strategy formulation and execution. Students will create and test strategies, reflect on those strategies in written assignments using the lenses of classical strategy, then apply the lessons gleaned from these activities to the analysis and evaluation of strategic decisions. Upon completion of this elective, students will be better prepared to formulate, evaluate, and execute strategies at every level.

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 12/07/2022 (changes to 1535-1730 after the 6th session)

Instructor: Colonel Eric Murphy, PhD

ES 6653: Research in Defense Logistics

With a focus on specific questions currently faced by senior leaders throughout the Defense Logistics Enterprise, a student may choose a research project pertaining to defense logistics 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 15) (2 Credit Hours)

This is a self-paced program under the mentorship of the Eisenhower School Dean of Faculty and Academic Programs.

Instructor: Dr. James L. Lapse

ES 6991: Research in Defense Logistics - Year-long course

With a focus on specific questions currently faced by senior leaders throughout the Defense Logistics Enterprise, a student may choose a year-long research project on defense logistics in lieu of two electives. It is anticipated that such a project will normally be 35-50 pages, crafted over the course of the academic year (both fall and spring semesters). Student contribution is graded across both semesters and published in the spring.

(Class Limit 15) (4 Credit Hours)

This is a self-paced program under the mentorship of the Eisenhower School Dean of Faculty and Academic Programs.

Instructor: Dr. James L. Lapse

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. The fall seminar will include field study site visits to key facilities in the defense science and technology enterprise.

(Class Limit 16 - SAC students only) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (Does not switch time slots after 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 Canada to conduct a comparative analysis of the Canadian and U.S. acquisition systems and the political systems in which they operate.

(Class Limit 16 - SAC students only) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022, (Does not switch time slots after 6th session)

Instructors: Dr. Bobby Ralston

ES 6104: Innovation and Entrepreneurship in Defense Acquisitions

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 16 – SAC Students only) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022, (Does not switch time slots after 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 16, SAC Students only) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022, (Does not switch time slots after 6th session)

Instructors: Dr. Brian Buckles

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 and student contribution is graded across both sessions and published in the spring. This course may include field study site visits to key locations that support student acquisition engagement.

(Class Limit 58 – SAC Students only) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 03/29/2023, (Does not switch time slots after 6th session)

Instructor: Dr. Bobby Ralston

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. This course has sessions in the fall and spring and is graded in the spring. The student's SAC elective instructor is the student's research paper advisor for the research and writing program.

(Class Limit 58 – SAC Students Only) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 03/29/2023

Instructors: Dr. Bobby Ralston

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)

TUE, 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

NDU

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 2nd during the NDU concentration programs open house. A brief application is required and will be due by August 4th. 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 August 10 and submit elective preferences per the prescribed process.

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 12/07/2022, (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, 09/13/2022 - 12/06/2022 (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 115) (4 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 12/07/2022, (does **NOT** change after the 6th session)

Instructor: COL (Ret) Michael Shrout (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.). JLASS 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 JLIASS 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, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

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

Mentors: Lt Col Eric Burger (CASL), Ms. Mary Beth Morgan (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, 09/13/2022 - 12/06/2022 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Gregory D. Foster

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)

TUE, 1535 - 1730, 09/13/2022 - 12/06/2022 (changes to 1330-1525 after the 6th session)
Instructors: Dr. Joel Wuthnow and Dr. Phillip C. Saunders

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: 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 - 16) (2 Credit Hours)

WED, 1330 – 1525, 09/14/2022 – 12/07/2022 (changes to 1535-1730 after the 6th session)
Instructors: Dr. Tom Lynch and Dr. Jeff Mankoff

NDU 6074: Innovation, Technological Change & Warfighting in Strategic Competition

This course examines the basic theories and key historical examples involving large-scale, disruptive technological change in periods of strategic competition over the last 100 years. 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 strategic competition and 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. 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, 09/13/2022 - 12/06/2022 (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, 09/13/2022 - 12/06/2022 (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 6076: Leader Peak Performance: “Human First”

If there is a quality that 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, understanding that 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 to perform consistently at high levels in a world that is changing at warp speed.

(Class Limit 14) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

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

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, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Mariya Y. Omelicheva

NDU 6080: Strategic Gaming

Wargames and strategic decision-making exercises are an essential part of how the U.S. Government and Department of Defense study and prepare for the national security challenges of tomorrow. Strategic gaming allows participants and analysts to practice and explore strategic

decision making across a broad spectrum of strategic contexts, ranging from coordinating whole-of-government policy responses to strategic competitors to preparing to fight and win large scale combat operations. This course will explore the various uses of strategic gaming and equip students with the tools to enhance their organization's planning and analysis with effective gaming practices. This course will use a variety of games in the classroom as a lab component and offer students the opportunity to develop their own exercises as they learn the basics of game design and study issues related to sponsoring, participating in, and interpreting the results of games.

(Class Limit 16) (2 Credit Hours)

WED, 1330 – 1525, 09/14/2022 – 12/07/2022 (changes to 1535-1730 after the 6th session)

Instructors: Mr. Scott Chambers and Dr. David Krueger

NDU 6094: European Security and Defense Policies

This course examines European security and defense policies and the evolution of the European Union (EU) as a security actor and geopolitical power. European Security and Defense Policies analyzes various European conceptions of national security and defense 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 governance for crisis management and resilience. EU policy areas to be examined include the debt and migration crises, the coronavirus pandemic, EU expansion to the east, energy security, defense resources and sanctions against Russia. The 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 and the transatlantic alliance following Russia's invasion of Ukraine.

Students will submit a 1500 - word paper on a topic chosen in consultation with the instructor.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Irene Kyriakopoulos

IADC

Inter-American Defense College (IADC) electives are graduate level accredited 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 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, 11/01/2022 – 11/29/2022

Instructor: Prof. Jon Selle

NWC

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

This elective is designed for students to examine one of the most formative periods in U.S. history through the lens of strategic logic. To be certain, the military instrument of power was key to Union victory. The course—primarily through student in-class presentations—will examine this aspect of the war closely. However, to appreciate the Civil War’s lessons from a strategic perspective, this course digs deeper. Using the *NWC Primer* as the foundation, the readings and seminar discussions will analyze the utility of the economic, informational, and 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, 09/13/2022 - 12/06/2022 (changes to 1330 - 1525 after the 6th session)

Instructor: Mr. Adam Oler, JD

NWC 6004: A History of the Vietnam War

This course 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 to gain insights about the nature, character, and conduct of the war, as well as, to develop an understanding of how national goals are formed and strategies are 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)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructors: CAPT Tim Brosnan, USN

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)

TUE, 1535 - 1730, 09/13/2022 - 12/06/2022 (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, 1535-1730, 09/13/2022 - 12/06/2022 (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 forever the world as we know it. Therefore, anyone wishing to become a national security strategist needs more than just a passing familiarity with nuclear weapons and the many issues surrounding them. While some hoped that nuclear weapons would become irrelevant in the post-Cold War world, the return of great power competition with attendant nuclear saber rattling by Russia and China has highlighted the continuing importance of nuclear weapons. This course will address a range of issues related to nuclear weapons and national security in the 21st century. The first block will cover basic information about nuclear weapons, the evolution of nuclear strategy, and the concept of nuclear deterrence and how it is changing. The second block will address the forces and policies of states with nuclear weapons, different approaches to slowing proliferation, arms control, and prospects for further reductions in and elimination of nuclear weapons. The final block will strategic defenses, nuclear command and control (via a visit to the Pentagon’s National Military Command Center), and issues related to US nuclear policy and force structure. Each student will be expected to make a 10-minute, in-class presentation on the nuclear program of one of the nine countries possessing nuclear weapons. Each student will also be required to write a 3-4 page Op-Ed piece on a topic of his or her choosing related to nuclear weapons. Required reading averages 60 pages per week. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (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, write a three-page memo, and give an oral presentation. This course is open to US students with a SECRET clearance. Students are responsible for verifying/passing clearances with/to NDU Security.**

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 12/07/2022, (changes to 1535-1730 after the 6th session)

Instructor: Mr. Raymond Colston

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*; 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, 09/13/2022 - 12/06/2022 (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, 1330 - 1525, 09/14/2022 - 12/07/2022 (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 bring to life their stories, allowing students to examine the relationships, perspectives, actions, and policy decisions of strategic leaders and policymakers 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 14) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructors: Mr. Mike Peznola and Mr Paul Vaky

NWC 6022: Development & National Security

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

(Class Limit 12) (2 Credit Hours)

WED, 1535 - 1730, 09/14/2022 - 12/07/2022 (changes to 1330 - 1525 after the 6th session)

Instructor: Ms. Jennifer Adams and Mr. John Groarke

NWC 6023: Joint Warfighting for the 21st Century Strategist

High level exploration of United States Joint Warfighting history, contemporary strategic guidance, multi-level war plan development, and exposure to select historical case studies. Analyze emerging concepts and multi-domain 21st century conflicts facing the joint warfighter. Students will also engage in dynamic discussions and wargaming to probe current war planning and strategies towards US allies and adversaries. This elective falls under the war studies concentration at the National War College. By the end of the course, students will know the capabilities and limitations of the Joint Force to support the Nation's interests.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructors: Colonels Steve Barry and Mike Prosser

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, 09/13/2022 - 12/06/2022 (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, 09/14/2022 - 12/07/2022 (changes to 1330 - 1525 after the 6th session)

Instructors: 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, 09/13/2022 – 12/06/2022 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Jason Smith

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, 09/13/2022 - 12/06/2022 (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)

TUE, 1535 - 1730, 09/13/2022 - 12/06/2022 (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, 1535 - 1730, 09/13/2022 - 12/13/2022 (changes to 1330 - 1525 after the 6th session)

Instructor: CAPT 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, 09/14/2022 - 12/07/2022, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Zachary Abuza

NWC 6072: Grand Strategy for the 21st Century

*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)

Wed, 1330 - 1525, 09/14/2022 - 12/07/2022 (changes to 1535-1730 after the 6th session)

Instructors: COL Jon C. "Ice" Eisberg and Mr. Charles McLaughlin

NWC 6075: Competitive Communication Strategies: Orchestrating Information Instruments

International relations depend upon communication. 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 audiences in support of national security and foreign policy objectives. Designed for all national security practitioners, this course focuses on enhancing students' understanding of information/public diplomacy instruments 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 instruments and practices employed across multiple USG departments and agencies and the private sector. The course also incorporates a comparative perspective by examining how other state and non-state actors use information / public diplomacy instruments to compete in the 21st 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)

WED, 1535 - 1730, 09/14/2022 - 12/07/2022 (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, 09/14/2022 - 12/07/2022, (changes to 1535-1730 after the 6th session)

Instructor: COL Dennis Atkins

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, 1535 - 1730, 09/14/2022 - 12/07/2022 (changes to 1330-1525 after the 6th session)

Instructor: Col Sam Cook

NWC 6081: Forecasting, Foresight, and Strategic Decision Making

Will China deploy surface-to-air missiles on contested South China Sea islands before December, 31, 2022? Will North Korea test another thermonuclear warhead before 2023? 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. You will 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 - 1700, 09/13/2022 - 12/06/2022 (changes to 1330-1525 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)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022, (changes to 1535-1730 after the 6th session)

Instructor: Dr. David Auerswald

NWC 6090: Masters of the Art of War

This course will examine the works of influential western strategists and theorists that formed the foundation of modern thought of strategy and war. Beginning with an examination of Machiavelli's writings, the course will study western theorists' understanding of war and its role in shaping nations' strategies from the Italian Renaissance to the post nuclear world. The course will examine how the strategic international and domestic context in which the theorists wrote influenced their understanding of war and strategy. Furthermore, it will investigate how states incorporated the writers' theories into their strategies and policies and how the influence of the various theorists changed over time. A specific element of this study will assess if revolutions in military affairs and technology in the realms of air, sea, land, cyber and space changed the relevancy of these theories. Finally, students will assess the various theories against the character of modern war to determine their continued relevance to contemporary strategy.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 12/07/2022 (changes to 1535-1730 after the 6th session)

Instructor: Col Samuel Cook

NWC 6095: Play Ball! Sports and National Security

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

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/13/2022 - 12/06/2022, (changes to 1535-1730 after the 6th session)

Instructor: CAPT Corey Ray

AY 22-23 ELECTIVES PROGRAM CATALOG

SPRING SEMESTER COURSES

CIC

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

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, 01/11/2023 – 03/29/2023 (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)

WED, 1330 - 1525, 01/11/2023 – 03/29/2023 (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)

TUE, 1535 - 1730, 01/10/2023 – 03/28/2023 (changes to 1535-1730 after the 6th session)
Instructor: TBD

CIC 6024: Cyber Security Awareness (CYS)

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, 01/10/2023 – 03/28/2023 (changes to 1535-1730 after the 6th session)
Instructor: Dr. Jim Q. Chen

CIC 6026: Illicit Activities in Cyberspace (CYS)

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 ranges from illicit actors and their use of cyberspace to the government, law enforcement, and industry ability and authority to respond to illicit activities in cyberspace.

(Class Limit 20) (2 Credit Hours)

WED, 1535 - 1730, 01/11/2023 – 03/29/2023 (changes to 1330 - 1525 after 6th session)
Instructor: Prof Frank Nuno

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, 01/11/2023 – 03/29/2023 (changes to 1535-1730 after the 6th session)
Instructor: Dr. Joseph Hughes Schafer

CIC 6037: Data Analytics for Decision Makers (DDT)

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)

WED, 1535 - 1730, 01/11/2023 – 03/29/2023, (changes to 1330-1525 after the 6th session)
Instructor: Prof. Linda Jantzen

CIC 6046: Subversion, Subterfuge, Sabotage (INW)

Never fight fair. And be ready to have your world turned upside down (even if you were in the fall elective). This case-study-based strategy course is for every national security professional—actional, practical, intrepid. Subversion is central (but rarely studied as a cogent academic discipline) to both warfare and great power competition. Allows leaders to do more with less, with the tools they already have immediately at hand—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 (a continuing effort to subversion), and institutional sabotage (an especially pernicious and effective form of subversion) of adversaries and competitors. And how to develop actionable, practical, intrepid strategies to collapse adversaries from the inside 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 subversion include unrestricted political warfare, fifth columns, propaganda, 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 Muslim Brotherhood, far-left/far-right extremists to separatist movements, OSS to modern urban guerrilla saboteurs, Marxists to anarchists, Attila the Hun to Genghis Kahn, Comanche to the Mayans, elections to social media trends, and so much more. Short, thrilling, current readings/videos/podcasts. Lively in-seminar debates and wargames. Two-page memo. Three-minute presentation.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2023 – 03/28/2023 (changes to 1535-1730 after the 6th session)
Instructor: Dr. Howard Gambrill Clark

CIC 6693: CIC Research Elective

A student may choose a research project appropriate to the concerns of the CIC mission in lieu of one elective. The project should be of such scope that it can be researched and written in one semester. It is anticipated that such projects will normally between 25-35 pages in length.

(Class Limit 99) (2 Credit Hours)

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

Instructor: Dr. Gwyneth Sutherland

CISA

CISA 6050: Russia's Way of War: IW Capabilities and Threats

When the Soviet Union collapsed, there was a lot of optimism in the world about future relations with Russia and post-Soviet states. Back in the 1990s, Russia joined the Council of Europe and G7, and the Kremlin even toyed with the idea of joining NATO. However, over the decades Russia's rapprochement with the West soured, and the relations ultimately came to a standstill over Russia's invasion of Ukraine. This course is designed to help students understand Russia's post-Soviet trajectory in the world. It aims at identifying the country's approaches to strategic competition. Further, the goal is to assess Russia's way of war through analyzing its conventional and irregular capabilities and practices.

The first part of the course reviews Russia's post-1991 foreign policy and examines the subsequent global divisions between the US and NATO and post-Warsaw Pact institutions. We will begin the course by analyzing the evolution of Russia's friendships and alliances. We will look at Russia's influence campaigns and will review the Kremlin's strategies for producing leverage.

The second part of the course delves directly into examining Russia's way of war. We will track Russia's military reform and will analyze a number of Russia's military engagements in Georgia, Syria, and Ukraine. We will draw the lessons about Russia's reliance on conventional military force and will identify ways Moscow relies on irregular warfare to gain advantage. The course will conclude with a discussion on how to counter Russia's malign practices. We will also discuss potential constructive ways of engaging with Russia in the future.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2023 - 03/28/2023 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Elena Pokalova

CISA 6732: Weaponized Migration: How Forced Displacement affects Strategic Competition

Whether through war, climate disaster or through a deliberate strategic choice by state actors, large numbers of people are forcibly displaced from their homes and homelands each year. This course asks how large-scale international forced displacement affects national and international security, and investigates the role of migration in strategic competition. It is organized in three parts: the causes of displacement, the security challenges raised by displacement, and state responses. We analyze issues such as border security, refugee radicalization, the weaponization of migration, and the use of diasporas for political influence.

(Class Limit 16) (2 Credit hours)

WED, 1330 - 1525, 01/11/2023 - 03/29/2023 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Rameez Abbas

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, 01/10/2023 – 03/28/2023 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Andrew Novo

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, 01/11/2023 – 03/29/2023, (changes to 1535-1730 after the 6th session)

Instructor: Dr. Tom Marks

ES

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 14) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2023 – 03/28/2023, (changes to 1330-1525 after the 6th session)

Instructor: Ana M. Gamonal de Navarro

ES 6075: Strategic Competition Below Armed Conflict

This course will help students become better and more complete strategists by examining how non-kinetic ‘warfare’ takes place today, below the level of armed conflict. Americans and partners are especially bad at ‘war in peace’ – they keep waiting for the next big kinetic war, naïve that adversaries asymmetrically change the political status quo in the stage of competition through information operations, cyberspace operations, hybrid warfare, coercive gradualism, social media influence, narrative dominance, space competition, and disruptive technology competition. Yet China and Russia plan and implement aggressive regional and global strategies involving force posture, industrial policy, disruptive technologies, influence and cyberspace operations all below the stage of armed conflict with the United States, NATO and allied states. Strategists, analysts, and policymakers must understand and plan for how the great powers are competing and learn how to compete and win in this new form of warfare, conducted in what most would claim is peacetime.

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2023 - 03/28/2023 (changes to 1535-1730 after the 6th session)

Instructor: Dr. James Van de Velde

ES 6082: Russia and Its “Near Abroad”

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 Novorossiya 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, 01/11/2023 – 03/29/2023, (does NOT change after 6th session)

Instructor: Dr. Seth Weissman

ES 6099: Net Assessing US-China Economic Competition

This course will provide a comprehensive and detailed net assessment of the US and Chinese economic systems. It will introduce the students to the concept of net assessment, by which facets of particular nations are examined and compared. It will review and assess comparatively US and China economic strategies and policies. It will also do the same, comparing and assessing the respective innovation systems, the civil-military integration policies and systems, their respective financial systems, their trade policies and overseas development policies, and similar topics. At the end of the course, students will have a solid grasp of comparative strengths and weaknesses of the respective economic systems, and be able to explore possible asymmetries, opportunities and threats.

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2023 - 03/28/2023 (changes to 1535-1730 after the 6th session)

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

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, 01/11/2023 – 03/29/2023, (changes to 1535-1730 after the 6th session)

Instructor: Mr. Ben Nash

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

Any student at NDU who wants to know how homeland security is a part of national security should take this course. What is the Homeland Security Enterprise? How does DHS relate to DOD, State and local security agencies? Where do national security threats stop and homeland security threats start? 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.

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2023 – 03/29/2023, (changes to 1535-1730 after the 6th session)

Instructors: Mr. Michael Brody, Mr. Peter Neville, Mr. David Lemek

ES 6653: Research in Defense Logistics

With a focus on specific questions currently faced by senior leaders throughout the Defense Logistics Enterprise, a student may choose a research project pertaining to defense logistics 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 15) (2 Credit Hours)

This is a self-paced program under the mentorship of the Eisenhower School Dean of Faculty and Academic Programs.

Instructor: Dr. James L. Lapse

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 and student contribution is graded across both sessions and published in the spring. This course may include field study site visits to key locations that support student acquisition engagement.

(Class Limit 58 – SAC Students only) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 03/29/2023, (does not switch time slots after 6th session)
Instructor: Dr. Bobby Ralston

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. This course has sessions in the fall and spring and is graded in the spring. The student's SAC elective instructor is the student's research paper advisor for the research and writing program.

(Class Limit 58 – SAC Students Only) (2 Credit Hours)

WED, 1330 - 1525, 09/14/2022 - 03/29/2023

Instructor: Dr. Bobby Ralston

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

NDU

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 16) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2023 - 03/29/2023 (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, 01/10/2023 – 03/28/2023 (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 115) (4 Credit Hours)

WED, 1330 - 1525, 01/11/2023 - 03/29/2023, (does **NOT** change after the 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, 01/10/2023 – 03/28/2023 (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 19 – 28 April 2023, including 19 April as a travel day.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 – 1525, 01/10/2023 – 03/28/2023 (changes to 1535-1730 after the 6th session)

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

Mentors: Lt Col Eric Burger (CASL), Ms. Mary Beth Morgan (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, 01/10/2023 – 03/28/2023 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Gregory D. Foster

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)

WED, 1330 - 1525, 01/11/2023 - 03/29/2023 (changes to 1535-1730 after the 6th session)
Instructor: Dr. Tom Lynch

NDU 6076: Leader Peak Performance: "Human First"

If there is a quality that 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, understanding that 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 to perform consistently at high levels in a world that is changing at warp speed.

(Class Limit 14) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2023 - 03/28/2023 (changes to 1535-1730 after the 6th session)
Instructors: LTC Jim Butcher, PhD, ABPP, Mr. Tony Spinoso, MS, CSCS, and COL Allen Leth

NDU 6095: European Command, NATO and Transatlantic Alliance

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 focus on the Ukraine crisis and its implications. The course 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 environment 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, 1/10/2023-3/28/2023 (changes to 1535-1730 after the 6th session)
Instructor: Dr. Steven Kramer

IADC

Inter-American Defense College (IADC) electives are graduate level accredited 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 599F: Applied Cyber Security

This course is normally taught in Spanish with translation to Portuguese, English, and French. 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, 02/28/2023 – 03/28/2023

Instructors: Dr. Mariano Bartolomé and Col Alexander Ferreira

IADC 599G: Illicit Economy

This course is usually taught in Spanish. This course analyzes the effects of the illicit economy in the field of socio-economic 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, 03/01/2023 – 03/29/2023

Instructor: Dr. Mirlis Reyes

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

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, 03/01/2023 – 03/29/2023

Instructor: Dr. Daniel Masís

NWC

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

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

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2023 – 03/28/2023 (changes to 1330-1525 after the 6th session)

Instructor: Mr. Adam Oler, JD

NWC 6004: A History of the Vietnam War

This course 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 to gain insights about the nature, character, and conduct of the war, as well as, to develop an understanding of how national goals are formed and strategies are 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)

TUE, 1330 - 1525, 01/10/2023 - 03/28/2023 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Tim Brosnan, USN

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, 01/10/2023 – 03/28/2023 (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 forever the world as we know it. Therefore, anyone wishing to become a national security strategist needs more than just a passing familiarity with nuclear weapons and the many issues surrounding them. While some hoped that nuclear weapons would become irrelevant in the post-Cold War world, the return of great power competition with attendant nuclear saber rattling by Russia and China has highlighted the continuing importance of nuclear weapons. This course will address a range of issues related to nuclear weapons and national security in the 21st century. The first block will cover basic information about nuclear weapons, the evolution of nuclear strategy, and the concept of nuclear deterrence and how it is changing. The second block will address the forces and policies of states with nuclear weapons, different approaches to slowing proliferation, arms control, and prospects for further reductions in and elimination of nuclear weapons. The final block will strategic defenses, nuclear command and control (via a visit to the Pentagon's National Military Command Center), and issues related to US nuclear policy and force structure. Each student will be expected to make a 10-minute, in-class presentation on the nuclear program of one of the nine countries possessing nuclear weapons. Each student will also be required to write a 3-4 page Op-Ed piece on a topic of his or her choosing related to nuclear weapons. Required reading averages 60 pages per week. 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, 01/10/2023 – 03/28/2023 (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,**

write a three-page memo, and give an oral presentation. This course is open to US students with a SECRET clearance. Students are responsible for verifying/passing clearances with/to NDU Security.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2023 - 03/29/2023, (changes to 1535-1730 after the 6th session)

Instructor: Mr. Raymond Colston

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*; 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, 01/10/2023 - 03/28/2023 (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, 01/11/2023 - 03/29/2023 (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, 01/10/2023 – 03/28/2023 (changes to 1330-1525 after the 6th session)

Instructors: Mr. Mike Peznola and Mr. Paul Vaky

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 - 1725, 01/11/2023 – 03/29/2023 (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, 01/10/2023 – 03/28/2023 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Jason Smith

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, 01/10/2023 - 03/28/2023 (changes to 1535-1730 after the 6th session)

Instructor: Dr Natalie Baker

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, 01/10/2023 - 3/28/2023 (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)

TUE, 1535 - 1730, 01/10/2023 - 03/28/2023 (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, 1535 - 1730, 01/10/2023 - 03/28/2023 (changes to 1330-1525 after the 6th session)

Instructor: CAPT Jason Smith

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, 01/11/2023 – 03/29/2023 (changes to 1535-1730 after the 6th session)

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

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 - 1725, 01/10/2023 – 03/28/2023 (changes to 1330-1525 after the 6th session)

Instructor: Dr. Omer Taspinar

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, 01/11/2023 – 03/29/2023 (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, 01/10/2023 – 03/28/2023 (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, 01/11/2023 – 03/29/2023 (changes to 1535-1730 after the 6th session)

Instructor: Col Sam Cook

NWC 6079 Blood and Iron: The Historical Foundations of Great Power Competition in Europe.

Course seeks to answer the question, “Why does the West fight like it does?” by tracing the history of Great Power Competition in Europe from the time of Napoleon to the foundation of the modern Liberal International Order after World War II. Themes such as the changing character of war, the impact of disruptive technology, the management of rising powers, and war resolution will be analyzed for their application to modern strategic problems. The course uses a cross-disciplinary approach to critique the use of all the instruments of power in select real-life, historical examples. Students will be required to write a 1,000 to 1,200 word paper which analyzes an event or concept from the course and apply it to a contemporary national security issue. Course satisfies requirements for NDU War Studies Concentration.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/11/2023 – 03/29/2023 (changes to 1330-1525 after the 6th session)

Instructor: CAPT Todd Glasser, USN

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. You will 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, 01/10/2023 – 03/28/2023 (changes to 1330-1525 after the 6th session)

Instructor: CAPT Trent Hesslink

NWC 6090: Masters of the Art of War

This course will examine the works of influential western strategists and theorists that formed the foundation of modern thought of strategy and war. Beginning with an examination of Machiavelli's writings, the course will study western theorists' understanding of war and its role in shaping nations' strategies from the Italian Renaissance to the post nuclear world. The course will examine how the strategic international and domestic context in which the theorists wrote influenced their understanding of war and strategy. Furthermore, it will investigate how states incorporated the writers' theories into their strategies and policies and how the influence of the various theorists changed over time. A specific element of this study will assess if revolutions in military affairs and technology in the realms of air, sea, land, cyber and space changed the relevancy of these theories. Finally, students will assess the various theories against the character of modern war to determine their continued relevance to contemporary strategy.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/11/2023 - 03/29/2023 (changes to 1330-1525 after the 6th session)

Instructor: Col Samuel Cook

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 Tribunates 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, 01/10/2023 – 03/28/2023 (changes to 1330-1525 after the 6th session)

Instructors: Dr Bradley McAllister and Dr Bernard Finel

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, 01/11/2023 – 03/29/2023 (changes to 1330-1525 after the 6th session)

Instructors: Dr. Zachary Abuza

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, 01/10/2023 – 03/28/2023 (changes to 1535-1730 after the 6th session)

Instructor: CAPT Corey Ray

NWC 6096: Great Power Competition and Nordic-Baltic Security

This course analyzes security issues in the Nordic-Baltic region through the lens of great power competition. Along with Europe as a whole, the region has become more prominent in U.S.

national security thinking and strategy since Russia's invasion and annexation of Crimea in 2014. Since then NATO has also re-focused on the Russian challenge, which also strongly affects the national security of the Nordic-Baltic countries. These trends have further accelerated as Russia escalated the conflict in Ukraine in 2022. In addition to the region's proximity to Russia, all the Nordic countries are considered Arctic states, which makes them relevant to the growing tensions between the U.S., Russia, and China in the Arctic. Furthermore, China wields considerable economic influence in the Nordic-Baltic region. China's attempts to assert its great power status are also reflected in its policies toward the Nordic-Baltic countries, which increasingly view China with suspicion. The course examines American, Russian, and Chinese security interests in, and strategies toward, the region, as well as the security interests and strategies of the countries in the region – Iceland, Norway, Denmark, Sweden, Finland, Estonia, Latvia, and Lithuania. We will also examine the role of institutions – primarily NATO and the EU – in the Nordic-Baltic region.

(Class Limit 13) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2023 - 03/29/2022 (changes to 1535-1730 after the 6th session)

Instructor: Dr. Olof Kronvall