

National Defense University



2024-2025 Electives Program Catalog

Table of Contents

NATIONAL DEFENSE UNIVERSITY ELECTIVES GENERAL INFORMATION	3
NDU ELECTIVES CONCENTRATION INFORMATION	4
“X” ELECTIVE COURSE INFORMATION	8
AY 24-25 ELECTIVES PROGRAM CATALOG.....	9
FALL SEMESTER COURSES.....	9
CIC	9
CISA	12
ES.....	16
NDU.....	25
NWC.....	31
AY 24-25 ELECTIVES PROGRAM CATALOG.....	41
SPRING SEMESTER COURSES	41
CIC	41
CISA	46
ES.....	51
NDU.....	56
NWC.....	62

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. Classes are offered one time each on Tuesday and Wednesday, from 1330 – 1525. Students will have a chance to better understand the courses offered during the National Defense University Electives Open House.

The Open House 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 14, 2024 (from 1145 – 1330), and the spring Electives Open House will occur on October 9, 2024 (from 1145 – 1300). Immediately following the Open House, the course selection process opens and students will have until Monday morning/August 19, 2024, to create and submit their prioritized course list for fall electives. Students will have until Tuesday morning/October 15, 2024, to create and submit their prioritized course list for spring electives. More information regarding the Open House and electives selection process will be provided by your College Electives Directors (please see below list).

College Electives Points of Contact:

College of Information and Cyberspace (CIC)

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

College of International Security Affairs (CISA)

Ms. Grace A. Turner (202) 210-3847 grace.a.turner.civ@ndu.edu

Eisenhower School (ES)

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

National War College (NWC)

COL Alicia M. Masson (202) 685-3692 alicia.m.masson.mil@ndu.edu

NDU Program Manager

Mr. Larry Johnson (202) 685-1704 JohnsonL@ndu.edu

NDU Electives Concentration Information

The NDU Electives Program's primary purpose is to satisfy the elective requirements established by each College Degree Plan. While fulfilling degree requirements, the electives program also has two sub-programs or sub-sets available for student participation. The first sub-set is elective concentrations which allow students 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 explain how concentrations play into this arena, students will be afforded the opportunity to review concentrations and talk with concentration leads prior to and during the fall electives open house. The following concentrations will be offered in Academic Year (AY) 2024-25.

American Studies (Open to International Fellows at CIC/ES/NWC) **Required Courses:**

Mr. Michael Shrout

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

American Studies (American Fellows Program) **Required Courses:**

Mr. Michael Shrout

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

China Studies

Dr. Dayna Barnes

Students must take two from the following:

- CISA 6014: China and the World
- CISA 6015: China's Frontiers and Territorial Disputes
- CISA 6017: China's Irregular Warfare
- CISA 6947: Maritime Security and Great Power Competition
- NDU 6068: China and its Military
- NWC 6045: China's International Relations

Cyber Studies

Dr. Marwan Jamal

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 6020: Cyber, Information and the Environment: Managing Cross-Border Ecological Dilemmas
- CIC 6021: Cyber Warfare (CYS)
- CIC 6024: Hands-On Offensive and Defensive Cyber (CYS)
- NWC 6005: Cyber Operations and National Security Strategy

Data and Disruptive Technologies

Prof Linda Jantzen

Students must take two from the following:

- CIC 6004: Big Data to Decisions (DDT)

CIC 6030: Future Disruptive Technologies (DDT)
CIC 6037: Data Analytics for Decision Making (DDT)
NWC 6081: Forecasting, Foresight, and Strategic Decision Making
NWC 6925: Artificial Intelligence for Applied Strategy

Ethics

Dr. Gregory Foster

Students must take two from the following:

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
NDU 6071: Thinking about the “UNTHINKABLE”: Strategic Weapons, Strategic Warfare, and Enduringly Consequential Choices

European Defense, NATO, and Transatlantic Cooperation

Dr. Lisa Aronsson

Students must take two from the following:

ES 6034: Lessons from the Russo-Ukraine War
NDU 6093: European Security in an Era of Strategic Competition and War
NWC 6079: Blood and Iron: The Historical Foundations of Great Power Competition in Europe
NWC 6085: Geopolitical Competition in the Arctic
NWC 6096: Great Power Competition and Nordic-Baltic-Arctic Security

Financial Management

Prof David Harvey

Students must take the following:

CIC 6013: Risk Management and Internal Controls for Leadership
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 I
ES 6405: Global Supply Chain and Logistics II

Health Strategies

Dr. Douglas J. Robb

Required Courses:

NDU 6056: Leadership Perspectives in Health Strategy: Solving Wicked Health Problems
NDU 6075: Health Strategy as a Foundation for National and Global Security

~~Influence Warfare~~ **Cancelled**

~~Dr. Howard Gambrell Clark~~

~~Students must take the following:~~

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

Irregular Warfare

CAPT Frank “Scott” Douglas

Students must take two of the following:

CISA 6026: Information Warfare and How to Counter It
CISA 6027: Advanced Strategic Theory & Applied Gaming

CISA 6043: Conflict and Cooperation in Africa
CISA 6044: A Short History of a Long War: The GWOT as Irregular Warfare
CISA 6732: Weaponized Migration: How Forced Displacement Affects Security
CISA 6926: Perspectives on the American Way of War: The US Experience in Irregular Conflict
CISA 6978: Terrorism & Crime
NWC 6056: USSOCOM in the 21st Century Security Environment
NWC 6084: Terrorism in the American Experience

National Security Interagency Leadership Practicum (NSIL-P) Mr. Kenneth Kligge
Required Courses:

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

Senior Acquisition Course (ES ONLY) Mr. Jeffrey LaFleur
Required Courses:

ES 6110: Strategic Acquisition: Select Topics on Fundamental Forces Driving Acquisition
ES 6155: Acquisition Research and Writing Program

Additional Courses: Select one of the following:

ES 6102: Defense Science and Technology Acquisition
ES 6103: International Acquisition: Cooperation, Controls, Comparison
ES 6104: Innovation and Entrepreneurship in Defense Acquisitions
ES 6105: Leading Innovation in Business and Government
ES 6109: The role of Congress and the Interagency in Shaping the Military

Strategic Competition Dr. Elena Pokalova

CISA 6006: Strategic Competition in the 21st Century
CISA 6011: “We Have Good Allies”: Alliance Lessons for Strategic Competition
CISA 6015: China’s Frontiers and Territorial Disputes
CISA 6043: Conflict and Cooperation in Africa
CISA 6947: Maritime Security and Great Power Competition
NDU 6093: European Security in an Era of Strategic Competition and War

Strategic Leadership Studies CAPT Jason Smith

Students must take two from the following:

NWC 6013: Negotiations for Strategists: Theory, Practice, and Assessment
NWC 6014: Congress and National Security
NWC 6017: Memoirs in American Foreign Policy
NWC 6025: Theodore Roosevelt as a Strategic Leader
NWC 6032: Soldier and the State
NWC 6048: American Foundations and Frictions
NWC 6054: George Marshall as a Strategic Leader
NWC 6076: George Washington: Strategy, Intelligence, and Revolution
NWC 6078: Dwight D. Eisenhower as a Strategic Leader
NWC 6081: Forecasting, Foresight, and Strategic Decision Making

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 6023: World War III: Fighting Future Wars and Multi-Domain Operations
- NWC 6029: Strategies of World War II
- NWC 6032: Soldier and the State
- NWC 6056: USSOCOM in the 21st Century Security Environment
- NWC 6073: War Crimes and Strategy
- NWC 6076: George Washington: Strategy, Intelligence, and Revolution
- NWC 6078: Dwight D. Eisenhower as a Strategic Leader
- NWC 6079: Blood and Iron: The Historical Foundations of Great Power Competition in Europe

Weapons of Mass Destruction

Dr. John Mark Mattox

In addition to being open to all NDU students, the Weapons of Mass Destruction Area of Concentration is *strongly recommended* for students enrolled in the NWC National Security Practicum—Nuclear Enterprise or the ES Nuclear Triad Industry Study.

Select two courses from the following:

Courses

- **NDU 6014: Strategic Messaging, Strategic Media, and Weapons of Mass Destruction***
- **NDU 6015: The Gravest Danger: Countering Weapons of Mass Destruction***
- NDU 6071: Thinking about the “UNTHINKABLE”: Strategic Weapons, Strategic Warfare, and Enduringly Consequential Choices**
- NWC 6009: Nuclear Weapons and National Security in the 21st Century
- NDU 6900: Independent Research Study***
- CISA 6910: Nuclear Security and Evolving Unconventional Threats

***At least one of these courses is required for the concentration (but you may take both).**

**Also fulfills a requirement for the Ethics Area of Concentration.

***Contact the Area of Concentration Director for details.

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

“X” Elective Course Information

The second subset of the electives programs is the X-elective program which affords students the opportunity to participate in new or experimental electives that focus on disruptive change topics and include testing new methods of instruction. Part of this elective subset includes evaluating the topic and teaching methods to assess potential for inclusion in broader NDU courses and further develop the elective course.

If interested in taking an X-elective course, students will be asked during the “What’s Best” sorting process if they plan to take these courses. If they select yes, they will receive priority placement in the course. Students must select the course(s) as their top priority selections to ensure placement. If students select no, they will be sorted and placed the same as all other open elective participants. In AY 2024 - 25 there will be three X - electives offered: CIC 6901, CISA 6027, and NWC 6925. Please direct questions to the course instructor and/or your college Electives Director.

Again, get ready to participate in a very exciting and rewarding electives program.

AY 24-25 ELECTIVES PROGRAM CATALOG

FALL SEMESTER COURSES

CIC

CIC 6004: Big Data to Decisions

This course explores the foundational concepts of data management, governance, technology and expertise as key components for enhancing decision making and enabling adoption of data, analytics and AI capabilities. The course uses the data lifecycle framework to introduce the concepts of big data, data analytics, and enabling information technologies and methodologies. Use cases from industry, government, and national security allow students to explore data related issues and implementation. The course is tailored to provide senior leaders an understanding of how data science is employed in the strategic decision-making process.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 09/18/2024 - 12/11/2024

Instructor: Prof Linda Jantzen

CIC 6015: Budgeting for National Security

This course provides students with a comprehensive understanding of budget issues related to national security. The overarching goal is for students to develop leadership strategies to help shape their military, intelligence, and international agencies' fiscal environment, goals, and outcomes. The course focuses on topics such as the current budget environment, strategic performance and budget management, budget formulation, enactment, and execution. The course also examines leadership strategies for resource prioritization and decision-making, and managing relationships with executive and legislative branch oversight, command leadership and external organizations.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. Dorothy Potter

CIC 6017: Cyber Security in the 21st Century

This course provides a comprehensive overview of information assurance and critical information infrastructure protection. Information assurance of information assets and protection of the information component of critical national infrastructures essential to national security are explored. The focus is at the public policy and strategic management level, providing a foundation for analyzing the information security component of information systems and critical infrastructures. Laws, national strategies and public policies, and strengths and weaknesses of various approaches are examined for assuring the confidentiality, integrity, and availability of critical information assets. Learning Outcomes: Students will be able to analyze laws, national strategies, and public policies; and assess the strengths and weaknesses of various approaches for assuring the confidentiality, integrity, and availability of those information assets created, stored, processed, and communicated by information systems and critical information infrastructures.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Prof. Mark Duke

CIC 6020: Cyber, Information and the Environment: Managing Cross-Border Ecological Dilemmas

This course addresses the unique and related challenges and opportunities presented by environmental issues such as climate change, technologies, and their intersection with the cyber domain. Cyberspace, information, and environmental dilemmas and solutions are rapidly increasing in tandem. This expanding set of threats and vulnerabilities is occurring at the same time as the promise of technology to solve these problems is unfolding. Both are occurring during an unprecedented time where more people and more states are competing for resources based on largely pre-Cold War systems, anchored in sovereignty, while environmental and cyber challenges and solutions require approaches beyond sovereignty that cross borders in ways no one state can manage alone. This course will evaluate how the same technological forces that can propel humanity to great achievement, may also doom it to unimaginable ecological depredation and suffering.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. Richard Love

CIC 6030: Future Disruptive Technologies

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, 09/18/2024 - 12/11/2024

Instructor: Dr. Mike Love

~~CIC 6047.1: Influence Warfare~~

Course Will Not be Offered

~~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, szálámitaktika, 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 25) (2 Credit Hours)**~~

~~TUE, 1330–1525, 09/17/2024–12/10/2024~~

~~Instructor: Dr. Howard Gambrill Clark~~

~~CIC 6047.2: Influence Warfare~~

Course Will Not be Offered

~~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 25) (2 Credit Hours)**~~

~~WED, 1330–1525, 09/18/2024–12/11/2024~~

~~Instructor: Dr. Howard Gambrill Clark~~

CISA 6006: Strategic Competition in the 21st Century

What is strategic competition? How is it different from great power competition? How is it related to irregular warfare? Is war between great powers inevitable? The course will delve into these and many other questions. The course is focused on the strategic competition between the US, China, and Russia and ways this competition affects the rest of the world. Throughout the course students will have a chance to compare and contrast how different states navigate strategic competition, what it means for their national security, and how they can approach integrated deterrence. The course will start with the conceptual definitions of strategic competition. We will review historical attempts at international order and will revisit lessons from the Cold War. The course will then get into the specifics of how the US, China, and Russia compete. We will compare the different visions of international order and will analyze how democracies and autocracies differ in their approaches to strategic competition. Finally, the course will focus on some tools of strategic competition that are available to different actors. We will explore assets and vulnerabilities in strategic competition and will examine ways to enhance assets and minimize vulnerabilities.

(Class Limit 20) (2 Credit hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. Elena Pokalova

CISA 6014: China and the World

China and the World is a modern Chinese history course focusing on governance and security from the mid-nineteenth century to today. This course contextualizes China's "century of humiliation" narrative and examines Chinese efforts to defend and promote national sovereignty, influence, and ideology over time. Through primary and secondary materials, independent research, and class discussion, students will deepen their understanding the utility and limitations of the Chinese way of war.

The course is divided into three parts. Part I, "China Before the PRC," considers China's 19th century struggle to maintain its traditional position as the dominant power in Asia, the mixed legacy of its republican revolution in 1911, domestic unrest and violent challenges its sovereignty until the end of the Second World War. This hundred-year period marked radical political shifts from dynastic rule to rebellion, warlordism to one-party nationalist rule. Not only did Chinese power and governance change during this period, so did the relationship between the state and its people, culminating in a second revolution.

Part II, "The Early Years" covers how and why the Chinese Communist Party won the Chinese civil war, how the new state was established, and the staggering successes and horrific failures resulting from the party's radical policies, as well as the country's changing international alliances and rivalries. Part III, "Modern China" brings the class up to today's China, an authoritarian powerhouse with complex national interests and a global reach.

(Class Limit 20) (2 Credit hours)

WED, 1330 – 1525, 09/18/2024 - 12/11/2024

Instructor: Dr. Dayna Barnes

CISA 6044: A Short History of a Long War: The GWOT as Irregular Warfare

The US-led “Global War on Terror” (GWOT) sprawls across continents and decades. It is difficult to appreciate it as a strategic whole, even though most of us have had some direct experience with the war. It arguably began in 1998, with Al Qaeda’s attacks on two US embassies in Africa, then after the punctuation of “9/11,” went on to shift from one main theater in Afghanistan to another in Iraq - and then back again, only to splinter once more in terms of both locales and opponents with the subsequent rise of ISIS. This course gives students a chance to build their own comprehensive understanding of the larger war, as well as the opportunity to delve deeper into the aspects most relevant to them. Come wrestle with America’s “longest war,” and embrace the challenge of understanding a globally transformative conflict that many would now quietly forget!

(Class Limit 20) (2 Credit hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: CDR Frank Douglas

CISA 6910: Nuclear Security and Evolving Unconventional Threats

Nuclear weapon proliferation and security issues impact military planning, security strategy, and diplomatic relations for all governments. The United States and the international community must meet new and rising nuclear issues such as an aggressive North Korean nuclear weapons program, a belligerent Iran capable of fielding nuclear weapons at will, nuclear saber-rattling by a Russia entrenched in war, and a rapidly emerging Chinese nuclear peer. The U.S. is moving from refurbishing to modernizing its nuclear weapons, including simultaneously building five nuclear warhead types for the first time in 27 years. Amid this dynamic environment, emerging novel new technologies have led to the rise of strategic non-nuclear weapons that impact deterrence and stability thinking.

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 malign activities. We will cover the fundamentals of nuclear technology, law, and policy. We will prepare students, from warfighters to civilian national security professionals, to manage these complex challenges. We will also address emerging Irregular Warfare threats affecting critical infrastructure, advanced technology development, and strategic competition in the context of global threats, such as climate change.

(Class Limit 20) (2 Credit hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Mr. Ben Laake

CISA 6926: Perspectives on the American Way of War: The US 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, 09/18/2024 - 12/11/2024

Instructor: Dr. Tom Marks

CISA 6947: Maritime Security and Great Power Competition

The World Ocean covers 70% of the planet's surface area. Global shipping carries at least 80% of the world's traded goods. Offshore oil and gas account for more than one-third of world energy production. With the maritime domain so important and influential to the world's history, politics, and economy, this course integrates an essential saltwater perspective. It will focus on understanding the ocean as source, avenue, and arena: a source of food and energy; an avenue for the flow of goods, people and ideas; and an arena for struggle, warfare, and Great Power competition.

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

(Class Limit 20) (2 Credit hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. Geoffrey Gresh

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, 09/18/2024 - 12/11/2024

Instructor: Mr. Errol Smith

ES 6003: Demography: The Study of Human Population

Data points: Two very significant demographic events occurred in 2023. First, the Earth's human population surpassed 8,000,000,000; we added 1,000,000,000 people to the Earth since 2011. Second, India surpassed China to become the most populous country in the world (~1,428,000,000 if you are curious).

Why relevant: Demography is happening every day and is all around you. Almost every major global issue has, in some way, a connection to demography. For a national security professional, the implications of demographic forces are vast and complex. As to resources, it could be argued persuasively that population is the *preeminent* resource – that without population, there is no economic power, no military power, and no innovation.

Course goal: The simple goal of this course is to enable you to 'see and think demographically.' This course will be successful if it gives you a different perspective on the world and how that world works.

Specifications: Demography is the study of human population: the size, composition and geographic distribution of populations, and how those populations change over time. This introductory course will focus on the three core demographic processes: fertility, migration, and mortality. Various theories of 'demographic transition' will be studied. We will examine demographic implications for regional/global issues and national security. No heavy math, no large papers; the course will focus on reading and seminar discussion and learning. We will likely have guest speakers and short visits in the DC area.

(Class limit 12) (2 credit hours)

TUE, 1330-1525, 9/17/2024 – 12/10/2024

Instructor: Robert J. Henke

ES 6025: Fundamentals of Economics for Strategists

Course Will Not Be Offered

~~This elective is only available to NDU students who are not enrolled in the Eisenhower School as this elective covers material already offered in ES-6124, Economics of National Security. The Economic Fundamentals for Strategists (EFS) elective provides students with a foundational understanding of the principles which influence geostrategic politics. EFS is a course about the effect of domestic and international economic forces and policies on U.S. and international security. It emphasizes the importance of country wealth and economic growth as a basis of national power. EFS examines the macroeconomics and growth dynamics of the United States, China, Russia, and other important economies, and links them to U.S. national security. The EFS course covers core economic topics such as economic growth, budget trends, international trade and capital flows that affect national defense resourcing.~~

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

~~TUE, 1330 – 1525, 09/17/2024 – 12/10/2024~~

~~Instructor: Doug Winton~~

ES 6034: Lessons from the Russo-Ukraine War

This course will explore the largest inter-state conflict of the 21st Century. What started as the 2014 Russian seizure of Crimea & hybrid bleeding conflict in Donbas, morphed in 2022 into a

full-scale Russian invasion with increasingly global involvement & implications. The methodology of “Lessons Learned” provides both a constructive pedagogical approach to getting students actively engaged in an area of potential relevance to their Agency or Service & it provides a tool through which current patterns & practices can be deconstructed in search of a “better way.” This war is neither “local” nor regional, but is growing into a conflict between “the West” vs “the East” of increasing intensity & includes the frequent threat of tactical & theater nuclear weapons. The course also addresses, from a normative perspective, the relevance of “declared” wars, breaking Theater War have generally been ignored in the Post-Cold War period by lower intensity forms of conflict. This topic brings them back to the surface by highlighting what is unique about a real, current High Intensity War. The course will review, from the perspective of military theory, the major battles of the conflict -- in order to highlight impact of new technology & techniques that challenge conventional ways of operating, and explore the implications of high-intensity conflict for joint-warfighting & integrated operations on a theater-wide scale. Ukraine’s failure to provide for the modernization of its own forces, despite having a large defense industrial base, will be addressed; also, weaknesses in donated system performance, maintainability & sustainability will be critiqued. Demonstrated limitations in U.S. & NATO force posture readiness & production capacity are also of concern. The Western failure to communicate to domestic audiences why the conduct & outcome of this war has serious implications for their own national security has produced a lacuna of “policy & technological options” which the students are encouraged to fill. No prior knowledge of the conflict or the region is required.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. Phillip A. Karber

ES 6056: Secrets, Satellites, and Sales: Evolution of the Remote Sensing Industry

This elective will explore the unique nexus of government needs and industry profits that created a global consumer market: remote sensing. From the military-oriented need to gather intelligence to turn-by-turn GPS devices in cars worldwide, the need for overhead imagery—whether collected by plane or satellite—has grown into a \$5 billion industry in the US alone. Students will compare the origins of modern remote sensing technology, as government-driven and often highly classified internal development from World War II through the mid-1990s, to the launch of space “reconnaissance” platforms that primarily serve retail consumer needs. Throughout the courses, students will evaluate the impact of US and foreign policy decisions on the viability of commercial endeavors, including securitization of remote sensing and import/export controls. Students will be able to extract broad lessons learned on how government-industry partnerships develop from single-source and application-specific contracting to robust commercial sectors, as well as increase their understanding of the symbiotic relationship between the two. This elective requires no prior technical knowledge of remote sensing or other space technologies.

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Robert Williams

ES 6057: Introduction to the US Intelligence Community

This course introduces students to the structure, function, and operations of the US Intelligence Community (IC) through discussion of its component agencies and their functions. The course

maintains a strong focus on basic skills possessed by personnel who choose careers in this important sector: research, analytic thinking, and writing to present findings and recommendations as the core communications medium used by the various agencies that comprise the IC. The course covers aspects of traditional national security intelligence, military intelligence, and intelligence used in federal law enforcement. The course focuses on intelligence and security issues, the functions of the intelligence world including intelligence collection; espionage; counterintelligence; development and execution of covert operations; and uses of intelligence in national security decision-making. The course also covers such issues as legal authorities and boundaries, and ethical challenges that intelligence professionals have faced and are likely to face in the future. In this course, students will learn about the roles and history of intelligence and will gain a better understanding for the use of intelligence to carry out national security and foreign policy objectives. "Intelligence collection" is the process by which an intelligence system acquires data, and presupposes a system that captures, identifies, and prioritizes customer intelligence requirements. Collection, which must continuously produce clear and accurate data for successful all-source analysis, is organized into five major disciplines: open source intelligence (OSINT), human intelligence (HUMINT), signals intelligence (SIGINT), geospatial intelligence (GEOINT), and measurement and signature intelligence (MASINT). This course will provide students with a solid grounding in the functions, activities, history, and organization of intelligence as conducted by the government of the United States. Students taking this course will learn the vocabulary and basic grammar of intelligence as practiced in the United States. Students will develop a familiarity with the various kinds of intelligence activities, organizations, and concepts.

(Class Limit 25) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: James Van de Velde

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)

WED, 1330 - 1525, 09/18/2024 - 12/11/2024

Instructor: Ana M. Gamonal de Navarro

ES 6077: China's Economic Statecraft

China's global influence is not driven primarily by its military power but by trade and investment across the globe. In doing so, it seeks to undermine the current rules-based international order, challenging U.S. global goals and threatening U.S. national security interests. This course examines three main forms of economic statecraft employed by China: (1) Debt-financed global infrastructure projects, (2) Economic coercion over Taiwan, and (3) Weaponization of trade. China is the U.S.'s number one strategic threat and, thus, critical to the country's overall national security strategy. Therefore, it is imperative that future leaders understand the way China uses

economic statecraft to further its political goals and expand its influence in the global system.

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 09/18/2024 - 12/11/2024

Instructor: Anita Kellogg

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)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Mr. Michael Campbell

~~**ES 6324: Homeland Security: Strategy, Policy, and Its Role in National Security Strategy**~~
Course Not Offered in Fall. Moved to Spring Semester.

~~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)**~~

~~TUE, 1330 - 1525, 09/17/2024 - 12/10/2024~~

~~Instructors: Mr. Michael Brody, Mr. Peter Neville, Mr. Bruce Lichtman~~

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 approximately 7500 words. **This is a self-paced program under the mentorship of an NDU professor.**

(Class Limit 99) (2 Credit Hours)

Instructor: Dr. James Van de Velde

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 5) (2 Credit Hours)

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

Instructor: Dr. Stephen J. Dubernas

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 5) (4 Credit Hours)

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

Instructor: Dr. Stephen J. Dubernas

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 Science and Technology Acquisition **Course Will Not Be Offered**

~~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 and/or WED, 1330 – 1525, 09/17/2024 – 11/20/2024~~

~~Instructor: Professor George Laskey~~

ES 6103: International Acquisition: Cooperation, Controls, Comparison

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 and/or WED, 1330 - 1525, 09/17/2024 - 11/20/2024

Instructors: Dr. Bobby Ralston and Dr. (COL) Loyd Beal

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 and/or WED, 1330 - 1525, 09/17/2024 - 11/20/2024

Instructors: Professor Jeff LaFleur and Dr. Scott Frampton

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. to explore the robotics and autonomous systems innovation ecosystem.

(Class Limit 16, SAC Students only) (2 Credit Hours)

TUE and/or WED, 1330 - 1525, 09/17/2024 - 11/20/2024

Instructor: Col Andrew Zinn

ES 6109: The role of Congress and the Interagency in Shaping the Military

This elective is part of the Senior Acquisition Course (SAC) concentration at the Eisenhower School and is only open to SAC students. The United States military is the pre-eminent military force in the world. How did it get to be that way? Who was the architect of U.S. military force structure in the past? Who is responsible for it now? What are the characteristics of military force structure and does materiel development, procurement, and sustainment play into the long-term. What forces across the DoD, Congress and interagency offices such as the Department of State and Intelligence Community, and, finally, Industry apply to the final decision of how the military fields and wields weapons supporting doctrine. In the end, does technology drive doctrine, or is doctrine driving technology? How, if at all, has this balance shifted over the past centuries? Course 6109 will address these questions leveraging guest speakers from offices such as the Congressional Legislative Liaison office, Defense Security Cooperation Agency, United States Special Operations Command Acquisition, Technology, and Logistics, United States Central Command Security Cooperation Offices (CCJ5), SOFWERX, CIA's In-Q-Tel, and U.S. Army G3-5-8 shops. The course will delve into understanding how Congress passes legislation and enacts the budgets (through PPBE, JCIDS, and DAS), students will discuss Congress' direct and indirect influences on the size/shape/soul of the military, explore various interests that influence Congressional action (i.e. military strategy, partner nation capacity, and private equities), and finally investigate the history of acquisition reform from the perspective of the Innovation Triangle and explore what reform efforts have or have not worked in the past and why... all **with an eye to formulating concepts for future reform initiatives**. Fall SAC research papers in this course will focus on strategy, resourcing, and policy considerations needed to enable the U.S. defense enterprise to continue bringing war-winning doctrine and technologies to the warfighter. The fall seminar will include field study site visits to key offices on Capitol Hill, HQ USSOCOM, HQ USCENTCOM, and various technology centers facilities (both government and industry).

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

TUE and/or WED, 1330 - 1525, 09/17/2024 - 11/20/2024

Instructor: Col Christopher Michele

ES 6110: Strategic Acquisition: Select Topics on Fundamental Forces Driving 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 60 – SAC Students only) (2 Credit Hours)

TUE or WED, 1330 - 1525, 09/17/2024 - 03/26/2025

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 research and writing conducted throughout the year resulting in an extensive and publishable research manuscript on a relevant and approved acquisition topic. Students are encouraged to seek publication of their work through an additional assignment which explores potential publication avenues. This course has sessions in the Fall and Spring and is graded in the Spring upon final submission of the student's manuscript. Students will be assigned a research paper faculty advisor for the research and writing program.

(Class Limit 60 – SAC Students Only) (2 Credit Hours)

TUE or WED, 1330 - 1525, 09/17/2024 - 03/26/2025

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 and WED, 1330 - 1525, 09/17/2024 - 12/11/2024

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

Instructor: Dr. Todd McAllister

ES 6404: Global Supply Chain and Logistics 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 and WED, 1330 – 1525, 09/17/2024 - 12/11/2024

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

Instructor: Dr. Todd McAllister

NDU

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

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

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

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

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

We shall also examine:

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

This is a no-nonsense course with no busy work and lots of discussions that students will find themselves drawing on for the remainder of their professional lives. Requirements include one small group presentation on an assigned topic and an individual presentation on a WMD topic of interest to the student.

Either this course or NDU 6014 is required for the University’s WMD Studies Area of Concentration but is also open to all students, whether enrolled in the concentration or not.

(Class Limit 12) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. John Mark Mattox

NDU 6029: The Strategic Leader as Ethical Leader

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

The course begins with a discussion of personal ethics and moves to lessons on the concepts of ethical leadership, ethical dilemmas and failures, ethics and civil-military relations, and global ethics. By the end of the course, students will have a broad understating of ethical leadership and the requisite skills for proactively shaping or if necessary, changing ethical culture at the enterprise/executive/strategic levels. In contrast to a lecture-based learning approach, this course makes use of class discussion, case studies and self- Assessments to guide learning outcomes. Graded assignments for the course include participation in class discussion, weekly written reflections, and course feedback to the instructor.

(Class Limit 14) (2 Credit Hours)

WED, 1330 - 1525, 09/18/2024 - 12/11/2024

Instructors: COL Henry "Ari" Soussan, Ph.D. and Mr. Don Loren

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 6th during the NDU in-processing week. A brief application is required and will be due by August 7th. Top applicants will be invited to attend a follow-on interview on 8 or 9 August. 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 14 and submit elective preferences per the prescribed process.

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 09/18/2024 - 12/11/2024

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, 09/17/2024 - 12/10/2024

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, 09/18/2024 - 12/11/2024

Instructor: COL (Ret) Michael Shrout (michael.shrout.civ@ndu.edu)

NDU 6061: National Security Interagency Leadership – Practicum I (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, and others) through the JLASS-SP exercise.

During the JLASS exercise, NDU students will role play members of the National Security Council (NSC) and the Department of State (DOS), 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 and DOS players will, as national level civilian leadership, evaluate, analyze and create national policies to include a National Security Strategy (NSS), defense strategic guidance, national intelligence strategy and numerous

presidential policy directives.

Students will develop a keen understanding of the processes and leadership challenges associated with planning and operating in a Joint, Interagency, Intergovernmental and Multinational (JIIM) environment. The academic year course culminates with the six-day JCLASS exercise that incorporates other participating Senior Service Colleges held at U.S. Army War College, Carlisle Barracks, PA. Students will craft national strategic policy, coordinate the interagency process, and work with the combatant commands and multinational forces as they respond to a changing world situation. Students will apply products developed and knowledge learned during the course of the year against willful adversaries (NDU 6062).

There are no prerequisites for this course. However, student backgrounds and preferences are taken into account when assigning roles. (Notes: (1) Local off-site visits will be used to achieve objectives); (1) On days involving local off-site visits, the class may run later to accommodate travel time.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Mr. Kenneth Kligge (CASL)

Mentors: BG (ret) Geoff Sheldon (CASL) and 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)

WED, 1330 – 1525, 09/18/2024 - 12/11/2024

Instructor: Dr. Gregory D. Foster

NDU 6072: Evolving Great Power Competition (GPC) at Mid-Decade

This course explores the historical and contemporary manifestation of Great Power Competition (GPC) between three-or-more geostrategic rivals like those jousting for primacy today: United States, China, and Russia. It includes study of the historical dimensions of multi-state Great Power Competition (GPC), the technological and geopolitical dimensions of past and present GPC, and the most significant evolving features of contemporary competition between the modern Great Powers the U.S., China and Russia at mid-decade. Course themes and study threads 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, Europe, the Arctic, and across the 'Global South' (Africa, the Americas, and the Middle East). 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 at the Eisenhower School (ES), the National War College (NWC), 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, 09/18/2024– 12/11/2024

Instructor: Dr. Tom Lynch (CSR)

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, 09/17/2024 - 12/10/2024

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

NDU 6076.01: 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, 09/17/2024 - 12/10/2024

Instructors: COL Jim Butcher, PhD, ABPP, PCC and Health and Fitness Staff

NDU 6076.02: 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)

WED, 1330 – 1525, 09/18/2024 - 12/11/2024

Instructors: COL Jim Butcher, PhD, ABPP, PCC and Health and Fitness Staff

NDU 6080: Strategic Wargaming

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 12) (2 Credit Hours)

WED, 1330 – 1525, 09/18/2024 - 12/11/2024

Instructors: Mr. Scott Chambers, Dr. Chris Brinker, Lt Col Nick Amato, and Ms. Charlotte Lathrop

NDU 6093: European Security in an Era of Strategic Competition and War

This elective provides an in-depth understanding of European security, U.S. interests in Europe since the end of the Cold War, and tensions with Russia over the evolution of the European security architecture. The elective covers the changing role of NATO, and the roles played by the European Union (EU) and individual European states. It focuses on the threats and challenges associated with Russia, NATO and EU enlargement, the struggle over the European neighborhood, and the ongoing war in Ukraine. In addition, it covers European approaches to strategic competition, including U.S.-China rivalry, China's economic rise, and Chinese-European relations. It also covers Black Sea security, Turkey's ambiguous position in Europe, and European approaches to transnational challenges like climate change, migration, emerging and disruptive technologies, conflict and instability in the Middle East.

This elective is the centerpiece of the NDU Concentration on European Defense, NATO, and Transatlantic Cooperation, which provides students with perspectives on the political, economic, and security dimensions of transatlantic relations and prepares students for leadership positions in Europe or in positions related to European affairs. This elective is open to all students participating in the NDU European Concentration from the Eisenhower School (ES), the National War College (NWC), 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, 09/18/2024 - 12/11/2024

Instructors: Dr. Lisa Aronsson and Dr. Jeffrey Mankoff (CSR)

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 be assessed through a final paper. Two optional but encouraged staff rides are part of this course. The American Civil War through the Lens of Strategic Logic is designed for students with very limited to highly extensive knowledge of the conflict.

(Class Limit 13) (2 Credit Hours)

WED, 1330 – 1525, 09/18/2024 - 12/11/2024

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 into 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 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, 09/17/2024 - 12/10/2024

Instructors: CAPT Tim Brosnan, USN, and COL Tom Stevenson, USA

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, 1330 – 1525, 09/17/2024 - 12/10/2024

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 examine 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 on a topic of his or her choosing related to nuclear weapons. Required reading averages 65 pages per week. This course counts toward the two-course requirement for the Weapons of Mass Destruction Studies Area of Concentration. **This course requires a Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. Mark Bucknam

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, 09/18/2024 - 12/11/2024

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, 09/17/2024 - 12/10/2024

Instructor: Mr. Mike Peznola

~~**NWC 6023: World War III: Fighting Future Wars and Multi-Domain Operations**~~

Course Will Not be Offered

~~High level exploration of how the United States would employ multi-domain operations against peer adversaries. Students will engage in dynamic discussions and wargaming to probe current war planning and strategies towards US allies and adversaries. The course will introduce Joint Warfighting history, contemporary strategic guidance, multi-level war plan development, and select historical case studies. Analyze emerging concepts and multi-domain 21st century conflicts facing the joint warfighter. 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, 09/17/2024 - 12/10/2024~~

~~Instructors: Colonels Steve Barry, Mike Prosser, and Karen Radka—~~

NWC 6027: Modern Economic Warfare: Money, Sanctions, and National Security

In the modern era, the United States and the international community have become adept at using the international financial system as a pressure point to address a wide range of foreign policy challenges—hence the moniker "financial sanctions." However, this economic instrument of power is not without critics. While sanctions may inflict tolls or raise costs to the adversary, these financial measures sometimes can be evaded and produce unintended consequences. The fundamental question this course will explore is whether the application of such a coercive tool helps policymakers achieve their oft-stated political aim of compelling behavioral change in adversaries. The course is divided into four parts: (1) a survey of historical applications of sanctions from the ancient Greeks to a pre-9/11 United States to address national security; (2)

an examination of the U.S. and international financial systems that underpin unilateral and multilateral sanctions since 9/11; (3) a deep-dive into U.S. Treasury Department's sanctions programs (via case studies) to gain solid understanding of legal, political, and economic aspects of financial sanctions; and (4) critical assessments of their efficacy as an instrument of power.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Glenn Baek

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, 1330 – 1525, 09/18/2024 - 12/11/2024

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)

WED, 1330 – 1525, 09/18/2024 - 12/11/2024

Instructor: CAPT Jason Smith, PhD

NWC 6035: Biosecurity: from the Black Plague to Zombie Apocalypses

This class critically examines biosecurity through the lens of pathogens, both natural and manmade, and humanity's attempts to control them. Students will apply critical thinking approaches to disease and threat management strategies that attempt to mitigate biological threats in domestic, international, and developing contexts. They will also identify how popular culture, scientific versus non-scientific information, and the role of experts, have a powerful impact on how we make sense of biothreats. The seminar uses case studies such as the Anthrax attacks after 9-11, Ebola in the US, Covid-19, and "zombie apocalypses" to accomplish the

seminar's objectives. Films, podcasts, and other sources of information are used to complement seminar texts."

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Dr Natalie Baker

~~NWC 6039: Climate Change: Not a Vital Threat to National Security~~ Course Will Not be Offered

~~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, 1330 – 1525, 09/17/2024 – 12/10/2024~~

~~Instructor: Dr Kelly Ward —~~

NWC 6045: China's International Relations

This course provides students with a comprehensive introduction to the contemporary international relations of the People's Republic of China (PRC). Although the course emphasizes the post-Cold War era, China's foreign relations from the founding of the PRC in 1949 to 1990 are also covered. The course starts with an exploration of the ways international relations theories (e.g., realism, liberalism, constructivism, and power transition theories) provide analytical tools for understanding China's global behavior. During the course, PRC interests and behavior across a wide range of functional areas (e.g., economic, political, foreign aid, security) and regions are analyzed. China's relations with the following countries and regions are examined in detail: the United States, Russia, Northeast Asia, Southeast Asia, Australia, the Pacific Islands, Central Asia, South Asia, Europe, the Middle East, Africa, Latin America, the Arctic, and Antarctica. The course focuses on China's bilateral relations with individual countries in regions as well as its interactions with regional organizations (e.g., the European Union, the League of Arab States, and the African Union) and international organizations (e.g., the United Nations, the World Trade Organization). In each country and region-focused class, students explicitly consider the utility of international relations theories for understanding China's behavior. The final session of the course is devoted to a cross-regional comparison of China's interests and behavior to assess the broad characteristics of China's current and potential future rise in the global system.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024- 12/10/2024

Instructor: Dr. Dawn Murphy

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, 09/18/2024 - 12/11/2024

Instructor: Dr. Zachary Abuza

NWC 6054: George Marshall as a Strategic Leader

This is a course about strategy and leadership using George Marshall's lifetime of public service as our 12-week case study. The course is designed to explore the uses of strategy during the mid-20th Century as well as Marshall's decision-making processes while Chief of Staff of the U.S. Army during World War II, U.S. envoy to China, Secretary of State during the early Cold War, and Secretary of Defense during the Korean War. With the assistance of scholars from The George C. Marshall Institute, students will participate in interactive seminars to explore both Marshall's shortcomings and his abilities as a strategic leader. The purpose of this course, therefore, is to analyze strategy and leadership by introducing students to the forces that influenced Marshall's strategic decisions. Evaluating the influences on Marshall's decision-making will improve students' analysis of strategic leadership, understanding of the complexities of strategy, and the depth of the challenges the United States faced during World War II and at the start of the Cold War. **Course may include one offsite meeting at Marshall's estate called Dodona in Leesburg, VA.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. David Arnold

NWC 6060: The Strategic Pirate from the Bronze Age to the Cyber Age

This course conducts a broad review of the highly fluid phenomenon of piracy from the medieval to the modern. However, our goal will not be simply to memorize pirate trivia or deep-dive into individual pirates like Blackbeard or Ching I Sao. Instead, we are on the hunt for patterns or discontinuities in the pirate story throughout recorded time, in the hope that these will tell us something about general or overarching factors that also affect the modern security landscape (e.g. religion, law, economics, the environment) and the way that these enable or constrain a specific institution or practice *such as* piracy. The course is, therefore, less about becoming an expert on pirates and more about working towards seeing the world through a piratical lens, whether your future areas of interest are maritime or not.

(Class Limit 13) (2 Credit Hours)

WED, 1330 – 1525, 09/18/2024 - 12/11/2024

Instructor: Dr. Dylan Craig

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, 09/18/2024 - 12/11/2024

Instructors: Dr. David Arnold and COL Dennis Atkins

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, 1330 – 1525, 09/18/2024 - 12/11/2024

Instructor: CAPT Todd Glasser, USN

NWC 6081: Forecasting, Foresight, and Strategic Decision Making

Will China deploy surface-to-air missiles on contested South China Sea islands before December, 31, 2024? Will North Korea test another thermonuclear warhead before 2025? 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, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: CAPT Jason Smith, PhD

NWC 6084: Terrorism in the American Experience

Those of us who presently engage in counterterrorism tend to think of the phenomenon as a foreign... or perhaps *transnational* phenomenon. When we do this however, we overlook the fact that rebellion, insurrection, and systematic terrorism have played defining roles in the American experience. This is not only true of major episodes of violence such as the Revolution, the Civil War, and Reconstruction, but also of pervasive but low-level violence that defined slavery (and the fight against it), the Jim Crow South, the early labor movement, and the turbulent post-1960's. At present, our domestic security landscape is dotted with a panoply of radical ideologies. This course will walk us through the history of American political violence. Students will be expected to analyze the strategic calculus of each group/era and assess the extent to which these radicals succeeded or failed to influence the political system of their day. The end goal of the course is to gain an appreciation of the historical role of terrorism in the American experience as well as to develop analytic methodologies for assessing the strengths and weaknesses of specific groups in real time.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Dr. Bradley McAllister

NWC 6093: The End of the Roman Republic

For nearly four hundred years, the Roman Republic developed and evolved, growing from a small collection of villages to the dominant power in the Western Mediterranean. However, beginning in the last decades of the 2nd Century BCE, the Republic was wracked by a series of crises and conflicts that ultimately destroyed the Republic and resulted in Imperial rule. This course examines the causes and consequences of Rome's domestic crises, juxtaposing those internal conflicts with the continued growth of Roman power internationally. Topics covered will include the Tribunes of the Gracchus Brothers, the rise of Gaius Marius and his military reforms, the causes and conduct of the Social War, Sulla and his constitutional reforms, the slave revolt led by Spartacus, the career of Pompey the Great, and finally, the life and achievements of Julius Caesar. The course will also examine many of the other great personalities of the time – Crassus, the richest man in Rome; Cicero, the famous statesman and author; Cicero's enemies Catalina and Clodius; Cato the Younger; Cleopatra; and many, many others.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 – 1525, 09/17/2024 - 12/10/2024

Instructor: Mr. Jonathan Beasley, COL (Ret)

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, 09/17/2024 - 12/10/2024

Instructor: Col Erik Fisher

NWC 6096: Great Power Competition and Nordic-Baltic-Arctic Security

This course analyzes security issues in the Nordic-Baltic region through the lens of great power competition, with an emphasis on implications for U.S. national security strategy. Along with Europe as a whole, the Nordic-Baltic region has become increasingly important in U.S. national security strategy since Russia's invasion and annexation of Crimea in 2014. Since then, NATO has also paid greater attention to the Russian challenge, which also strongly affects the national security of the Nordic-Baltic countries. All the Nordic-Baltic countries are overhauling their defense policies and are seeking to further strengthen their ties to the U.S. These trends have further accelerated since Russia escalated the conflict in Ukraine in 2022, with Finland's and Sweden's NATO membership as prominent examples. The shift in these two countries' national security policies is already having profound effects on regional security. Two of the countries in

the Baltic Sea region – Germany and Poland – are also major players in European security, beyond the region.

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 influence in the Nordic-Baltic region. As of now, this influence is primarily of an economic nature, but it also has political and military implications. China's attempts to assert its great power status are reflected in its policies toward the Nordic-Baltic countries, which increasingly view China with suspicion, and China's growing power is becoming an important issue in transatlantic security relations. The course examines American, Russian, and Chinese security interests in, and strategies toward, the Nordic-Baltic region, as well as the security interests and strategies of the countries in the region – Iceland, Denmark, Norway, Sweden, Finland, Estonia, Latvia, Lithuania, Poland, and Germany. We will also examine the role of institutions – primarily NATO and the EU – in the Nordic-Baltic region.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 09/17/2024 - 12/11/2024

Instructor: Dr. Olof Kronvall

AY 24-25 ELECTIVES PROGRAM CATALOG

SPRING SEMESTER COURSES

CIC

CIC 6010: Securing Cyberspace through the whole of government

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, 01/08/2025 - 03/26/2025

Instructor: Prof. Michael Brody

CIC 6013: Risk Management and Internal Controls for Leadership

This course will provide military and civilian leaders with a strategic understanding of risk management, internal controls, and auditing and the importance of these concepts in promoting mission accomplishment and accountability within the Department of Defense and other entities. The course will examine principles from the Government Accountability Office's Standards of Internal Control in the Federal Government such as establishing appropriate 'tone at the top' and governance practices, identifying and responding to risks and changing operating environments, implementing control activities, improving internal and external information flows, and monitoring control performance and addressing material weaknesses. Responsibilities to report on the operation of internal controls as part of the agency Statement of Assurance process and prepare agency risk profiles will be explored. The course will also explore the purpose and scope of financial, performance, compliance audits, and the phases of the audit life-cycle. Other

course topics will include information technology and cybersecurity controls, integration of internal controls and enterprise risk management, and challenges associated with achievement of a “clean” audit opinion for the Department of Defense. The course will make use of practical exercises to illustrate how course concepts can best be integrated and leveraged across the enterprise to accomplish entity objectives, ensure timely and accurate reporting, and comply with applicable laws and regulations.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Prof David Harvey

CIC 6021: Cyber Warfare

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, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Prof JD Work

CIC 6022: History of Cyberspace

This course explores the history of the cybersecurity and inception the cyberspace domain. This course provides insight into the key milestones of the development, use, and transformation of the cyberspace domain and the relationship between and with the physical space domains. The course lessons are structured from a US centric historic viewpoint to development of US National Cyber Policy and Strategy as well as the creation of a US Cyber Command. Students will be asked to challenge their beliefs about cyberspace and to cultivate their own understanding of this manmade domain.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructors: Dr. Amy Hamilton and Prof Frank Nuno

CIC 6024: Hands-On Offensive and Defensive Cyber

This course studies cyber strategies and cyber operations from the lens of strategic leaders. It specifically explores the concepts and practices of offensive and defensive operations in cyberspace. It examines the relationship among cyber strategy, cyber operations, cyber warfighting, and national security. The course covers a wide range of topic areas that include but are not limited to threats, vulnerabilities, risks management, intrusion kill chain, as well as offensive operations and defensive operations in both cyber-only environments and cyber-physical environments. In addition, it scrutinizes 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, 01/07/2025 - 03/25/2025

Instructor: Dr. Jim Q. Chen

CIC 6027: Military Deception: The Dark Art of Warfare

Delve into the shadowy world of Military Deception, where cunning tactics can alter the course of history. This dynamic course explores how deception has shaped battles, campaigns, and entire wars, while probing the impact of emerging technologies on these age-old strategies. Engage in thought-provoking discussions and debates on ethics, trust, risk, and victory, honing your analytical skills through writing and presentations. With a blend of theory, historical case studies, and futuristic scenarios, you'll gain a comprehensive understanding of this intriguing aspect of warfare. Uncover the secrets of military deception and learn how it continues to evolve in the modern age.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. Andy Whiskeyman

CIC 6030: Future Disruptive Technologies

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, 01/08/2025 - 03/26/2025

Instructor: Dr. Mike Love

CIC 6037: Data Analytics for Decision Makers

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, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Prof. Linda Jantzen

~~**CIC 6046.1: Subversion, Subterfuge, Sabotage (INW)**~~

Course Will Not be Offered

~~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 25) (2 Credit Hours)

~~TUE, 1330–1525, 01/07/2025–03/25/2025—~~

~~Instructor: Dr. Howard Gambrill Clark~~

CIC 6046.2: Subversion, Subterfuge, Sabotage (INW)

Course Will Not be Offered

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 25) (2 Credit Hours)

~~WED, 1330–1525, 01/08/2025–03/26/2025—~~

~~Instructor: Dr. Howard Gambrill Clark~~

CIC 6901: Strategy and Disruptive Change: Building Understanding and Generating Options

This is an "X" Elective. What is "disruptive change"? This course will carefully explore the

concept of disruption, its implications for national security, and develop strategic options for this context. As a starting point, the course will build an understanding of the theory of disruption described by its originator, the late Clayton M. Christensen of Harvard Business School, one of the most influential strategy thinkers of the last 50 years. The course will apply the theory first to key technologies, and then extend the concept to military applications, military strategy, and national-level strategy. The course will address important questions such as:

- Which emerging technologies are disruptive and which are not?
- Is the United States (not just specific industries) being disrupted?
- Has the People's Republic of China taken a disruptive approach at the level of grand strategy?
- What does disruptive innovation theory predict for strategic competition?
- What strategic options should the United States develop to meet the challenge of disruptive change?
- What hinders the United States from developing these options, and what should be done about it?

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Prof. Charles McLaughlin

CISA

CISA 6011: “We Have Good Allies”: Alliance Lessons for Strategic Competition

This course analyzes how alliances have both sparked and avoided wars, how they define relations between states and contribute to grand strategy, deterrence, and warfighting. It begins by defining alliances and distinguishing them from other relationships, such as coalitions, partnerships, and alignments. The course explores theories of alliance formation and behavior. It explores several historical cases of alliances in the context of strategic competition among great powers beginning with Sparta and Athens, but quickly moves to modern history, culminating with the creation of NATO and the Warsaw Pact. Finally, it looks at ideas of collective security in today’s world. Each topic contributes to understanding the nuanced world of alliance politics with an overarching focus on how the realignment of major powers in the context of strategic competition has historically eroded attempts at maintaining a peaceful international order. The course is designed to help students consider the purposes behind alliances, how they function in both war and peace, how alliances can support integrated deterrence, how they can also result in states being “dragged” into conflict (entrapment), and the challenges of managing alliances, including the fears of abandonment among allies. We will also use contemporary examples to analyze how states and non-state actors partner with each other and whether their relationships have dynamics similar to those of alliances before considering the future of collective security and alliances in today’s world.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. Andrew R. Novo

CISA 6015: China’s Frontiers and Territorial Disputes

Territorial disputes are often the residue of conflicts that have, otherwise, been resolved. Frequently, territorial disputes trigger armed conflict. So, understanding the nature of territorial disputes as a class of interactions and the contested history of particular places that are the subject of dispute offers insight to a central dynamic of international relations.

This course will survey China’s frontiers and the on-going territorial disputes with its neighboring states across the Indo-Pacific, attempting to understand the historical contexts for these potentially explosive controversies. The focus is primarily the People’s Republic of China, but it will also feature perspectives from other countries such as India, Russia, Japan, and Taiwan, among others. Readings will draw from conceptual literature about geography, geopolitics, cartography, sovereignty, and territorial disputes, as well as historical accounts and official statements by disputants about relevant contested territories.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructors: Dr. Geoffrey Gresh and Dr. Andrew Taffer

CISA 6016: ~~Cyber and Critical Infrastructure (C2INSR)~~ Course Will Not Be Offered

~~This course tackles the challenge of securing information within national critical infrastructure sectors from all hazards. It offers a comprehensive approach, examining real-world malicious~~

~~cyber activity as well as U.S. and international cybersecurity strategies to understand vulnerabilities and protective factors. Students delve into methods of risk assessments and management, with a focus on acquiring practical skills to analyze assets and implement countermeasures. The course equips students with the skills to develop robust security postures for critical infrastructure. This ultimately contributes to national security by mitigating the risks and effects of terrorism, violent extremist organizations, trans-national criminal organizations and all hazard threats to critical infrastructure.~~

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

~~TUE, 1330 – 1525, 01/08/2025 – 03/26/2025 —~~

~~Instructors: Antonio J. Scurlock and Col Helen M. Stewart~~

CISA 6017: China's Irregular Warfare

The Chinese Communist Party (CCP) has claimed to make the international order for a multipolar world where China is no longer being “mistreated” and misunderstood. CCP believes that the regime has been surrounded by partners and allies of guardians of the current international order, which makes its regime insecure at home and abroad. Thus, the plan is to transform the international order to make the regime secure. CCP acknowledges that there still and will be, for some time, power disparity between China and the US and tries to seek strategies to narrow this gap. China sees unrestricted warfare, based on the ancient Sun Zi's teaching of “Win wars without fighting,” as a strategy for accomplishing its goal. Understanding China's strategy and view of the world would greatly enhance dealing with China. Throughout the syllabus, Chinese irregular warfare will be used synonymously with “unrestricted warfare” and “political warfare.”

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Hayoun Ryou-Ellison

CISA 6021: Sneaky War

China, Russia, Israel, Iran...everywhere there's talk of war. Some call it the “Thucydides Trap” while others worry hotheads will suck us into World War III. Most in Washington think strategic competition will be won in big battles. DoD and think tanks constantly wargame “Large Scale Combat Operations” (LSCO) in the Strait of Taiwan, and Congress doles out billions of dollars for conventional war weapons like F-35s and Ford-Class carriers. But is this assumption about future warfare correct? Probably not. The Cold War teaches us that nuclear powers do not engage in conventional fights for fear of nuclear escalation. That's why strategic competition was and remains an irregular war fight.

Some think we are already at war with adversaries like China, do not know it, and that is by their design. Warfare is getting sneakier, and today you win by waging war but disguising it as peace to your adversaries. How can enemies defend themselves if they do not even know they are at war? That's the strategic logic of sneaky war, and China, Russia and Iran have been waging it for years, a problem F-35s cannot solve.

This course will explain how and why warfare is getting sneakier, and how to win. The good news is the U.S. and allies can fight sneaky today, and it doesn't cost billions of dollars. The bad news is there are substantial risks for democracies fighting this new type of warfare. Yet the risks may be even greater if we do not. This course will equip students with an arsenal of sneak.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr Sean McFate

CISA 6026: Information Warfare and How to Counter It

In today's world, numerous actors use information as a weapon. State actors have used information to get an edge in the global strategic competition. Non-state actors have used information to legitimize their objectives and challenge state governments. Extremist organizations have resorted to information campaigns to advance their objectives and recruit new members. Easy access to internet and social media has turned information into an attractive tool for producing leverage and building influence. Today, examples of information warfare abound.

In this course, we will examine a variety of ways in which states and non-state actors use information for political purposes. The course builds a conceptual foundation connecting information and influence. It then proceeds with case studies to explore how different actors have crafted information campaigns. Finally, the course delves into cutting-edge research on best practices in countering information warfare.

The course begins with a theoretical review of information and related cognitive processes. We will glean into the psychology literature to understand how information leads to influence, why biases guide our perceptions, and why information is such a powerful tool in irregular warfare. We will discuss how information can be weaponized. Students will have a chance to design their own information campaigns.

The second part of the course consists of a number of case studies exploring how states and non-state actors have weaponized information. We will zoom in on QAnon and conspiracy theories, ISIS and terrorist groups, as well as Russia's and China's ways of waging information warfare. The case studies will allow us to contextualize the conceptual foundations from this course.

Finally, the third part of the course will guide students through lessons learned and best practices in countering information warfare. We will examine how to debunk disinformation, whether counter-narratives work, and what successful strategies exist to preempt influence from malign information campaigns. The course will equip students with skills and knowledge essential for creating information campaigns and designing strategies to counter information warfare.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Elena Pokalova

CISA 6027: Advanced Strategic Theory and Applied Gaming

This is an "X" Elective. Strategic thinking is a core part of your profession, so have you ever repeatedly put yourself to the test against your peers? Ever read the classics like Sun Tzu and Clausewitz, and then thought there has to be a better way to access their deeper meaning? Can you explain why Thomas Schelling is one of the best theorists for all things "gray zone," GPC, or nuclear-tinged? Ever wondered if there is anything to the idea of China having a "strategic culture" informed by games like Go, as opposed to "western" attritional games like chess? Ever

thought that strategy games can be a gateway to disciplined self-reflection as well as fun? If so, then please consider taking this elective!

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: CDR Scott Douglas

CISA 6043: Conflict and Cooperation in Africa

Conflict and Cooperation in Africa (CISA-6043) is a survey of how states, societies, and institutions manage war, peace, governance, and development in the contemporary security environment on the African continent. The two-credit area of concentration elective consists of thematic case studies, where each class serves as a deep dive into issues affecting specific regions both within and across borders. Seminar discussion will center on historical and contemporary political alignments, environmental influencers and inhibitors, and the evolving strategic environment impacting contemporary security on the continent. Themes address state and human security, great power rivalry, resource- and identity-driven conflicts, climate change, patterns of governance, and demographic displacement. We also look at local, state, and international responses that at times encourage great power rivalry, but also greater levels of security and economic partnerships and cooperation. Students will gain a better understanding of the fundamental issues driving conflict and conflict-resolution on the African continent and identify sources of cooperation.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. Matthew Dearing

CISA 6732: Weaponized Migration: How Forced Displacement affects Security

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 12) (2 Credit hours)

TUE, 1330 – 1525, 01/07/2025 - 03/25/2025

Instructor: COL Rod Dwyer

CISA 6926: Perspectives on the American Way of War: The US 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, 01/07/2025 - 03/25/2025

Instructor: Dr. Tom Marks

CISA 6998: Independent Research

This course provides CISA students the opportunity to pursue independent research to explore projects beyond the current course offerings. The breadth of student experience and professional obligations support a wide range of research topics within the College's curriculum. Independent Study enables students to complete a thesis, coursework, follow-on assignments, personal interests, or other priorities as authorized by the College.

***CISA Students Only**

(Class Limit 18) (2 Credit hours)

MON, 1330 - 1525, 01/06/2025 - 03/26/2025

Instructor: Dr. Erica Marat

ES 6004: Competitive Strategy in a Tri-Polar World

The concept of Competitive Strategy is not new. Its application in the 1980s by the U.S. Government is recognized as a significant contributor to the West's success in the peaceful defeat & demise of America's prime challenger -- the Soviet Union -- in the fifty-year Bi-Polar arms race and competition. However, since the end of the Cold War and in the absence of a near-peer rival, Competitive Strategy was dropped from National Security Strategy & DOD lexicon between 1989 & 2018, with its "lessons learned" ignored for the next three decades. This 30-year interregnum is now over with formal recognition in the last two editions of the official United States "National Security Strategy" (NSS). This new and challenging realization of the need for a Competitive Strategy requires not only relearning the lessons learned from the earlier successful Cold War competition but recognizing that the dynamics of a Tri-Polar world add greater complexity, more risks and new dangers. The need for a Competitive Strategy has been identified, but its application in a Tri-polar world is still in a nascent stage and there is much to be done in fulfilling its potential in this new competitive environment.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Phil Karber

ES 6006: Cultivating Strategic Leadership through Executive Self-Development

This elective is designed to empower future strategic leaders with a deep understanding of their own strengths, weaknesses, mindset, and behavioral tendencies. Through the use of various personality assessment tools, students will gain valuable insights into their leadership style and learn strategies to enhance their effectiveness. This course fosters self-reflection and personal growth, providing a solid foundation for informed decision-making and impactful leadership.

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructors: Dr. Elias Ursitti and Dr. Eric Weis

ES 6018: Propaganda Wars: Influence Campaigns and Conflict ~~Course Will Not be Offered~~

~~Information and influence campaigns have a long history of goading senior government leaders into making seemingly intuitive, yet ultimately disastrous decisions. This elective retraces the history of influence campaigning from the "Boston Massacre" in the American Revolution to the present propaganda war raging in Ukraine. It is designed to complement the focus of NDU's core curriculum in the spring on campaigning. The course will help students to evaluate historical continuities and discontinuities in influence campaigning, as well as the risks and rewards of waging such campaigns. We will focus on a wide array of impactful campaigns to understand the power and potential of propaganda to shape the outcome of wars and perceptions of peace agreements. We will discuss the fundamentals of campaigning and apply a framework for assessing campaign competence. We will investigate how hyper-connected media environments are making campaigns faster, cheaper, and more targeted. Seminars will proceed in the following three units: martyrdom myths; active measures; and post-truth propaganda. In the first unit, we will visit local historical exhibits to explore how such campaigns have shaped popular memories~~

~~of the US Civil War and the First World War. The second and third units will explore how the most effective campaigns can act as a solvent in dissolving the bonds that tie populations to their governments, to each other, and ultimately to the truth itself.~~

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

~~TUE, 1330 - 1525, 01/07/2025 - 03/25/2025~~

~~Instructor: Dr. Michael Campbell~~

ES 6019: Game Theory and the Art of Deterrence

This course educates joint warfighters and national security leaders by equipping them with analytical tools to understand and evaluate complex strategic decisions. Through rigorous examination of game theory principles, students gain insights into the dynamics of deterrence and international relations. They learn to assess adversaries' actions and devise strategic deterrent measures, enhancing their strategic leadership capabilities. Incorporating real-world scenarios and historical analyses, the course provides practical knowledge for managing resources effectively in support of strategic objectives.

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Brian Cole

ES 6029: US Wartime Grand Strategy, 1775-2021

The ES mission statement charges us to “evaluate, marshal, and manage resources.” Therefore, understanding how the United States has done this in the past, and how these resources were used – successfully and not – in wartime, and for what purposes, is critical knowledge for our students. This course will help the Eisenhower School meet its mission statement by examining the most important of U.S. wars.

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Don Stoker

ES 6056: Secrets, Satellites, and Sales: Evolution of the Remote Sensing Industry

This elective will explore the unique nexus of government needs and industry profits that created a global consumer market: remote sensing. From the military-oriented need to gather intelligence to turn-by-turn GPS devices in cars worldwide, the need for overhead imagery—whether collected by plane or satellite—has grown into a \$5 billion industry in the US alone. Students will compare the origins of modern remote sensing technology, as government-driven and often highly classified internal development from World War II through the mid-1990s, to the launch of space "reconnaissance" platforms that primarily serve retail consumer needs. Throughout the courses, students will evaluate the impact of US and foreign policy decisions on the viability of commercial endeavors, including securitization of remote sensing and import/export controls. Students will be able to extract broad lessons learned on how government-industry partnerships develop from single-source and application-specific contracting to robust commercial sectors, as well as increase their understanding of the symbiotic relationship between the two. This elective requires no prior technical knowledge of remote sensing or other space technologies.

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Mr. Robert Williams

ES 6057: Introduction to the US Intelligence Community

This course introduces students to the structure, function, and operations of the US Intelligence Community (IC) through discussion of its component agencies and their functions. The course maintains a strong focus on basic skills possessed by personnel who choose careers in this important sector: research, analytic thinking, and writing to present findings and recommendations as the core communications medium used by the various agencies that comprise the IC. The course covers aspects of traditional national security intelligence, military intelligence, and intelligence used in federal law enforcement. The course focuses on intelligence and security issues, the functions of the intelligence world including intelligence collection; espionage; counterintelligence; development and execution of covert operations; and uses of intelligence in national security decision-making. The course also covers such issues as legal authorities and boundaries, and ethical challenges that intelligence professionals have faced and are likely to face in the future. In this course, students will learn about the roles and history of intelligence and will gain a better understanding for the use of intelligence to carry out national security and foreign policy objectives. "Intelligence collection" is the process by which an intelligence system acquires data, and presupposes a system that captures, identifies, and prioritizes customer intelligence requirements. Collection, which must continuously produce clear and accurate data for successful all-source analysis, is organized into five major disciplines: open source intelligence (OSINT), human intelligence (HUMINT), signals intelligence (SIGINT), geospatial intelligence (GEOINT), and measurement and signature intelligence (MASINT). This course will provide students with a solid grounding in the functions, activities, history, and organization of intelligence as conducted by the government of the United States. Students taking this course will learn the vocabulary and basic grammar of intelligence as practiced in the United States. Students will develop a familiarity with the various kinds of intelligence activities, organizations, and concepts.

(Class Limit 25) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: James Van de Velde

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)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Ana M. Gamonal de Navarro

ES 6078: Mobilizing to Defend Taiwan

This course will carry out the mission of the Eisenhower School by... expanding upon material taught in the fall and spring courses specifically related to the requirements to mobilize relevant parts of the defense industrial base/overall industrial base IOT defend Taiwan. There would be

a focus on practical, urgent steps needed to be done in the near term to mobilize IOT serve as a deterrence. Focus would be on identifying appropriate weapons systems and other defense-related assets, determining the requirements, delineating acquisition of said systems/assets, and appropriately deploying them.

(Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. Walt Hudson

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)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructors: Mr. Michael Brody, Mr. Peter Neville, Mr. Bruce Lichtman

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 5) (2 Credit Hours)

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

Instructor: Dr. Stephen J. Dubernas

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: Select Topics on Fundamental Forces Driving Acquisition

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 research and writing conducted throughout the year resulting in an extensive and publishable research manuscript on a relevant and approved acquisition topic. Students are encouraged to seek publication of their work through an additional assignment which explores potential publication avenues. This

course has sessions in the Fall and Spring and is graded in the Spring upon final submission of the student's manuscript. Students will be assigned a research paper faculty advisor for the research and writing program.

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

TUE and WED, 1330 – 1525, 01/07/202 – 03/26/2025

Instructor: Mr. Jeffrey LaFleur

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 research and writing program conducted throughout the year, resulting in an extensive research manuscript on a relevant and approved acquisition topic. Students are encouraged to seek publication of their work through an additional assignment which explores potential publication avenues. This course has sessions in the Fall and Spring and is graded in the Spring upon final submission of the student's manuscript. Students will be assigned a research paper faculty advisor for the research and writing program.

(Class Limit 60 – SAC Students Only) (2 Credit Hours)

TUE and WED, 1330 – 1525, 01/07/202 – 03/26/2025

Instructor: Mr. Jeffrey LaFleur

ES 6405: Global Supply Chain and Logistics 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 and WED, 1330 – 1525, 01/07/2025 – 03/26/2025

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

Instructor: Dr. Todd McAllister

NDU

NDU 6014: Strategic Messaging, Strategic Media, and Weapons of Mass Destruction

Need a break from heavy-duty reading? How about watching movies instead? That's what we do all semester long. The movies we watch feature weapons of mass destruction (WMD) as a principal theme, and some of them, in addition to having left an indelible impression on public imagination and popular culture, *have influenced the formulation of national security policy at the highest levels of government*. We shall address the threat of WMD, and efforts to counter this threat, through the viewing, critical assessment, and discussion of films, documentaries, television programs, and advocacy media, as well as other visual content.

You'll learn about how the American people (you know—the ones you have to be able to communicate with as a strategic leader) perceive WMD and other strategic threats. You'll explore how the movies have both shaped and informed public opinion with respect WMD and how these strategic weapons have been used for decades both as propaganda and as vehicles of disinformation. You'll learn about how public is influenced by things like political cartoons and catchy newspaper headlines and how all of these media combine to produce strategic effects that you must understand how to deal with. While WMD will be the vehicle for class discussion, the principles explored, and skills developed in this course will be of immeasurable value to you for the rest of your career as a strategic leader.

This course features *no busywork, no long paper, almost no reading, and no test*. Instead, there are two really fun requirements: You'll do a short, strategic-level analysis of a popular movie and a "pitch" of your *own* idea for a movie that you would like to recommend to Hollywood for funding. (Your classmates will get to vote on which "pitch" they like best!) When will you ever have the chance to do something like this again in your professional career? (Hint: NEVER). Even so, you will learn principles about strategic communication that you will be able to apply for the rest of your life. Don't pass up the chance for an experience like this! In addition to being a fun course, it's one of NDU's most popular electives. So, if you are a glutton for punishment and enjoy being miserable (i.e., writing *another* long paper and doing tons of reading instead of watching movies) *this is not the course for you*.

Either this course or NDU 6015 is required for the University's WMD Studies Concentration but is also open to all students, whether enrolled in the concentration or not.

(Class Limit 12) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. John Mark Mattox

NDU 6029: The Strategic Leader as Ethical Leader

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

The course begins with a discussion of personal ethics and moves to lessons on the concepts of ethical leadership, organizational ethics, ethical embedding, ethical culture, ethics and social media, ethics and civil-military relations, global ethics and great power competition, and ends

with an ethical leadership practicum. By the end of the course, students will have a broad understating of ethical leadership and the requisite skills for proactively shaping or if necessary, changing ethical culture at the enterprise/executive/strategic levels.

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

(Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2025 - 03/26/2025

Instructor: COL Henry “Ari” Soussan, Ph.D. (henry.c.soussan.mil@ndu.edu)

NDU 6031: American Studies II – Institutions & 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, 01/08/2025 - 03/26/2025

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, 01/07/2025 - 03/25/2025

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, 01/08/2025 - 03/26/2025

Instructor: COL (Ret.) Michael Shrout (michael.shrout.civ@ndu.edu)

NDU 6056: Leadership Perspectives in Health Strategy: Solving Wicked 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, 01/07/2025 - 03/25/2025

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

NDU 6062: National Security Interagency Leadership - Practicum II (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 NSC & DOS 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 25 April – 2 May 2025, including 19 April as a travel day with JCLASS evening icebreaker.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Mr. Kenneth Kligge (CASL)

Mentors: BG (ret) Geoff Sheldon (CASL) and 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)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. Gregory D. Foster

NDU 6068: China and Its Military

China has an ambitious agenda for domestic revitalization and expanding regional and global influence but faces a variety of threats from state and non-state actors. The People's Liberation Army (PLA) is playing increasing roles in addressing many of these challenges, both within and beyond the Indo-Pacific. Some of the primary roles and missions for the PLA, as well as China's paramilitary forces, include preparing for a war across the Taiwan Strait, enforcing China's territorial claims, deterring regional rivals, and securing China's expanding overseas interests. Over the last two decades, the PLA has made impressive strides, emerging as a powerful warfighting force, though some significant weaknesses remain. 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 grand strategy, threat perceptions, military strategy, organization, capabilities, and operations. The course will assess each of these

topics and gives students a chance to debate U.S. and allied responses. This course counts towards the requirements for the NDU China Fellows concentration. It is open to all students at the Eisenhower School (ES), the National War College (NWC), the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructors: Dr. Joel Wuthnow and Dr. Phillip C. Saunders (CSCMA)

NDU 6071: Thinking about the “UNTHINKABLE”: Strategic Weapons, Strategic Warfare, and Enduringly Consequential Choices

This course is unlike any you have ever taken before: It is NOT about what counts as a strategy, how to make strategic decisions, or even about what counts as a strategic decision. Rather, it is a unique opportunity to think about and discuss the *enduring consequences* of strategic choices. This course uses weapons of mass destruction (WMD) as its vehicle for thinking about the “unthinkable” for two very good reasons:

- First, WMD-related decisions arguably constitute the “limit case” of strategic decision making. That is to say, they all involve enduring consequences and can be applied, by analogy, to lots of cases with less enduring consequences.
- Second, it simply makes good sense for a strategic leader to have thought about the problems explored in this course. This is true even if you are not especially interested in “unthinkable” problems like WMD—because someday, when you least expect it, “unthinkable” problems like WMD may become interested in you.
- No big paper; no test
- One very short paper and a PowerPoint presentation
- Readings (including some fun ones) you’ll be thinking about for the rest of your career
- Some heavy-duty discussions about problems you’ll hope never to face but will be really, really glad you thought about

Bottom line: A hundred years from now, only scholars and military history buffs will be interested in talking about your tactics, but everyone will still be talking about the enduringly consequential choices you made. The purpose of this course is to help ensure that you are not the strategic leader who is remembered for having thought neither about the “unthinkable” nor about the enduring (and probably irreversible) effects of what you chose to do.

(Class Limit 12) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. John Mark Mattox

NDU 6073: Colloquium on China’s Belt-Road Initiative (BRI) and Strategic Competition

This colloquium will explore China’s Belt-Road Initiative (BRI) in the context of Sino-American Strategic Competition. Using student-driven presentations, debates, and exercises, it will study global BRI economic and development programs within the larger framework of China’s foreign policy objectives as outlined by President Xi Jinping. The course will develop how BRI – along with China’s Digital Silk Road (DSR) and its Asia Infrastructure Investment Bank (AIIB) - have served as a Chinese policy “means” to enable Beijing’s broader geostrategic “ends.” The colloquium also will set BRI/DSR 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 Great Power competition between Beijing and Washington.

The course also will explore the evolving Chinese strategic concepts known as the Global Development Initiative (GDI), the Global Strategic Initiative (GSI), and the Global Civilization Initiative (GCI), assessing them against past BRI/DSR programs and asking what they mean to the future of Sino-American Strategic Competition. The course will culminate by asking students to define an appropriate U.S. policy response to China's BRI/DSR and the emerging contours of GDI/GSI/GCI.

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 at the Eisenhower School (ES), the National War College (NWC), 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, "Evolving Great Power Competition (GPC) at Mid-Decade," in Fall 2024 is desirable but not required.

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. Tom Lynch (CSR)

NDU 6076.01: 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, 01/07/2025 - 03/25/2025

Instructors: COL Jim Butcher, PhD, ABPP, PCC and Health and Fitness Staff

NDU 6076.02: 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)

WED, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructors: COL Jim Butcher, PhD, ABPP, PCC and Health and Fitness Staff

NWC

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 into 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 Iraq and Afghanistan. An oral presentation on a particular aspect of the war, and why that aspect is worthy of examination, is required.

(Class Limit 13) (2 Credit Hours)

WED, 1330 – 1525, 01/08/2025 - 03/26/2025

Instructors: CAPT Tim Brosnan, USN and COL Tom Stevenson, USA

NWC 6005: Cyber Operations and National Security Strategy

This course examines cyber conflict from the perspective of a geopolitical struggle between nations. It uses a combination of theory, history, and current events to explore how states are using their cyber capabilities as tools of national policy. The seminar begins with an overview of the nature of cyber conflict aimed at students with a background in international relations and military studies but without a grounding in cyber conflict. It then moves on to explore the specific offensive strategies various actors are currently using. The course is taught at the Top Secret level and features a combination of open-source readings and classified presentations from visiting operators and strategists from the National Security Agency and U.S. Cyber Command. Reading for the course average 70 pages per week. The course deliverable is a four-page options memo. This course counts toward the two-course requirement for the Cyber Area of Concentration. **This course requires Top Secret/SCI-Eligible clearance. Those accepted for the course will be read into SCI.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

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, 1330 - 1525, 01/07/2025 - 03/25/2025

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 examine 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 4-5 page Op-Ed piece on a topic of his or her choosing related to nuclear weapons. Required reading averages 65 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, 01/07/2025 - 03/25/2025

Instructor: Dr. Mark Bucknam

NWC 6011: Intelligence -- Insight, Effect, and Strategy

"It is only the enlightened ruler and the wise general who will use the highest intelligence of the army for the purposes of spying, and thereby they achieve great results." -Sun Tzu

Strategy requires understanding – both of the world and the strategic challenge at hand. It also requires bending the world to an identified aim – bending that is sometimes best done discreetly. This course will introduce the student to the concept of Intelligence both as element and instrument of statecraft and will proceed in three blocks. First, the course will explore the collection of raw intelligence and its analysis as practiced in the U.S. Intelligence Community. This initial block will address the traditional collection disciplines (i.e., the "-INTs") and the growing significance of open-source intelligence, big data, and machine analytics. Second, the course will explore the use of Intelligence agencies and methods to project strategic effects both through covert action and the strategic release of intelligence information. Finally, the course

will explore the interplay between Intelligence and Policy with an eye toward the role of the U.S. Intelligence Community in the interagency process. Students will read sections of Mark Lowenthal's Intelligence: From Secrets to Policy (9th edition) and other selected articles, participate in classroom discussions and practical exercises, receive presentations from intelligence practitioners, **write a three-page memo**, and give an **oral presentation**. **This course is open to US students with a SECRET clearance and is intended for those WITHOUT an extensive background in Intelligence.** Students are responsible for verifying/passing clearances with/to NDU Security.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Mr. Garrett Duarte

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, 01/07/2025 - 03/25/2025

Instructors: Mr. Peter Malnak and Ms. Abigail Trzyzewski

NWC 6014: Congress and National Security

Course Will Not be Offered

~~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, 01/08/2025 - 03/26/2025~~
~~Instructor: Dr. Colton Campbell~~

NWC 6017: Memoirs in American Foreign Policy

"What were they really thinking? For this course, students will read and discuss the memoirs of presidents, national security advisors, secretaries of state, and other high foreign policy officials from the Nixon, Carter, Reagan, Bush 41 and Clinton Administrations. Unlike the third-person analytical pieces usually read in other courses, these classic, primary sources teach both process and substance from the authentic viewpoint of those who have "been there." First-person accounts allow students to examine the relationships, perspectives, actions, and policy decisions of strategic leaders and policy-makers over five administrations in peace and war. Class time is used exclusively for structured discussion. Paper requirements are waived in favor of a presentation and a reading load double the usual elective. Students will be asked to present one of the case studies in more depth. This course is particularly useful to supplement core courses in national security strategy and the interagency process. Note: time plays a role in adding objectivity by placing events in perspective, allowing related documents to become available, and giving historians, journalists, and participants the opportunity to research and write on the issues. For this reason, we do not study memoirs related to events from the past two decades.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Mr. Mike Peznola

NWC 6022: Winning with Foreign Aid

For the past 70 years, there have been three key rationales for U.S. foreign assistance: national security, commercial interests and humanitarian concerns. Across the world, over 700 million people live in extreme poverty and every year natural and man-made disasters (earthquakes, extreme weather conditions, wars, forced migrations) threaten human lives especially those most vulnerable. What role, if any, should the U.S. play in addressing these global challenges, and why? Andrew Natsios, a former Administrator for the United States for International Development (USAID), said: "the greatest USAID success stories during the Cold War were those directly connected to U.S. national interests. These successes certainly benefited the United States, but they also benefited developing countries as they transitioned to become advanced developing countries." In this era of Great Power Competition (GPC), how can foreign aid provide a comparative advantage for the United States? What are the U.S.'s tools for development and humanitarian assistance, their strengths/limitations? How can we use foreign aid most effectively as an instrument of our national power to win?

This course introduces concepts, frameworks, and orchestration of foreign aid broadly and how development is used more specifically as an instrument of national power, serving U.S. security and foreign policy objectives. Students will examine various models of international development and humanitarian assistance, through analyses of USAID programs, historical and present, and assess factors that make foreign aid interventions more, or less, likely to succeed. In particular, the course will introduce, via concrete case examples, the role of U.S. foreign aid in countering PRC aggressive economic coercion in developing countries, especially those with weak governance structures. At the end, students will be able to articulate how a strategist can deploy foreign aid interventions to advance national security objectives in the Great Power Competition context.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Hanh N Nguyen, JD

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, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Mr. Dylan Craig

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, 1330 - 1525, 01/08/2025 - 03/26/2025

Instructor: Dr. Bob Watts

NWC 6039: Climate Change: Not a Vital Threat to 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 resource conflicts, mass migration, rising seas, 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, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Kelly Ward

NWC 6047: U.S. Financial Sanctions and National Security Course Will Not be Offered

~~This new elective will delve into a key component of the nation's economic instrument of power—financial sanctions. Until 9/11, U.S. national security was largely regarded as the province of the military, DOD, State Department, and intelligence services. Today, no National Security Council meeting convenes without the Treasury Department's (Treasury) participation in some form. As the executing agency, Treasury has become increasingly sophisticated in the use of financial sanctions, both unilaterally and multilaterally, to disrupt the support networks of terrorist groups, transnational organized crime, and rogue regimes, to name a few. Following Russia's full-scale invasion of Ukraine, Treasury is the primary actor responsible for waging a new brand of financial pressure campaign against the Putin regime. In the absence of clear military or diplomatic solutions, U.S. policymakers will increasingly rely on the application of financial sanctions to address future national security challenges. Against this backdrop, students will examine the evolution of economic sanctions through time, global financial systems that serve as the backbone of sanctions enforcement, and major sanctions programs and their efficacy in achieving policy objectives.—~~

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

~~TUE, 1330 - 1525, 01/07/2025 - 03/25/2025—~~

~~Instructor: Mr. Glenn Baek—~~

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)

WED, 1330 - 1525, 01/08/2024 - 03/26/2024

Instructor: CAPT Jason Smith, PhD

NWC 6049: Southeast Asian Security

Course Will Not be Offered

~~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 remains 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, 01/08/2025 — 03/26/2025 —~~

~~Instructor: Dr. Zachary Abuza —~~

NWC 6053: Panic, Crises, Disaster! Existential Dread & National Security Strategy

"This class exposes students to empirical cases of societal disruptions, including natural disasters and war. These include significant natural events such as Hurricanes Katrina and Harvey and manmade disruptions such as violent extremism, civil unrest, conflict, and bioterrorism. We place heavy emphasis on how mass media and popular representations of crises and disruptions shape what people come to think about such events, the ways empirical research pushes back against fundamental assumptions about human social behavior/human nature, and how misunderstandings and mythology impact national security strategy in profound ways. The primary objectives of this course are to: 1) Analyze various case studies of social disruption, 2) compare and contrast popular narratives about these cases of crises with the body of work in interdisciplinary scientific research, and 3) Rethink pre-existing assumptions and misconceptions about human social behavior through in-depth engagement with interdisciplinary, empirical knowledge. Students will be exposed to various texts, including research articles and popular media."

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Natalie Baker

NWC 6054: George Marshall as a Strategic Leader

This is a course about strategy and leadership using George Marshall's lifetime of public service as our 12-week case study. The course is designed to explore the uses of strategy during the mid-20th Century as well as Marshall's decision-making processes while Chief of Staff of the U.S. Army during World War II, U.S. envoy to China, Secretary of State during the early Cold War, and Secretary of Defense during the Korean War. With the assistance of scholars from The George C. Marshall Institute, students will participate in interactive seminars to explore both Marshall's shortcomings and his abilities as a strategic leader. The purpose of this course, therefore, is to

analyze strategy and leadership by introducing students to the forces that influenced Marshall's strategic decisions. Evaluating the influences on Marshall's decision-making will improve students' analysis of strategic leadership, understanding of the complexities of strategy, and the depth of the challenges the United States faced during World War II and at the start of the Cold War. **Course may include one offsite meeting at Marshall's estate called Dodona in Leesburg, VA.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. David Arnold

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 with 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 with 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, 01/08/2025 - 03/26/2025

Instructor: Col Mike Shreves

NWC 6060: ~~The Strategic Pirate from the Bronze Age to the Cyber Age~~ **Course will not be Offered**

~~This course conducts a broad review of the highly fluid phenomenon of piracy from the medieval to the modern. However, our goal will not be simply to memorize pirate trivia or deep-dive into individual pirates like Blackbeard or Ching I Sao. Instead, we are on the hunt for patterns or discontinuities in the pirate story throughout recorded time, in the hope that these will tell us something about general or overarching factors that also affect the modern security landscape (e.g. religion, law, economics, the environment) and the way that these enable or constrain a specific institution or practice *such as* piracy. The course is, therefore, less about becoming an expert on pirates and more about working towards seeing the world through a piratical lens, whether your future areas of interest are maritime or not.~~

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

~~WED, 1330 – 1525, 01/08/2025 – 03/26/2025~~

~~Instructor: Dr. Dylan Craig~~

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. Students will gain an 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 that face strategic leaders. **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, 01/08/2025 - 03/26/2025

Instructors: Dr. David Arnold and COL Dennis Atkins

NWC 6078: Dwight D. Eisenhower as a Strategic Leader **Course Will Not Be Offered**

~~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. **Course will include offsite visits to Eisenhower National Historic Site (Encouraged), and Eisenhower Memorial Site Visit (Encouraged).**~~

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

~~TUE, 1330 – 1525, 01/07/2025 – 03/25/2025~~

~~Instructor: COL Alicia Masson~~

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)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: CAPT Todd Glasser, USN

NWC 6081: Forecasting, Foresight, and Strategic Decision Making

Will China deploy surface-to-air missiles on contested South China Sea islands before December, 31, 2024? Will North Korea test another thermonuclear warhead before 2025? 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, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: CAPT Jason Smith, PhD

~~NWC 6084: Terrorism in the American Experience~~

Course Will Not be Offered

~~Those of us who presently engage in counterterrorism tend to think of the phenomenon as a foreign... or perhaps *transnational* phenomenon. When we do this however, we overlook the fact that rebellion, insurrection, and systematic terrorism have played defining roles in the American experience. This is not only true of major episodes of violence such as the Revolution, the Civil War, and Reconstruction, but also of pervasive but low-level violence that defined slavery (and the fight against it), the Jim Crow South, the early labor movement, and the turbulent post-1960's. At present, our domestic security landscape is dotted with a panoply of radical ideologies. This course will walk us through the history of American political violence. Students will be expected to analyze the strategic calculus of each group/era and assess the extent to which these radicals succeeded or failed to influence the political system of their day. The end~~

~~goal of the course is to gain an appreciation of the historical role of terrorism in the American experience as well as to develop analytic methodologies for assessing the strengths and weaknesses of specific groups in real time.—~~

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

~~TUE, 1330 - 1525, 01/07/2025 - 03/25/2025 —~~

~~Instructor: Dr. Bradley McAllister—~~

NWC 6085: Geopolitical Competition in the Arctic

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

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. David Auerswald

NWC 6095: Play Ball! Sports and National Security

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

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Col Erik Fisher

NWC 6097: Russia's Post-Soviet Evolution: From Aspiring Democracy to Civilizational State

After the fall of the Soviet Union, the Russian Federation experienced a variety of shocks to its economy, political system, role in the world and identity as a nation. This course will examine Russia's post-Soviet development and the evolution of Russian-Western relations until the present day. We will explore the drivers of change in Russia's foreign and domestic policy as the country veered back in an authoritarian direction. We will review the methods through which Russia exerts its foreign policy and influence regionally and globally in the information, energy, business, religious and political domains. We will analyze the root causes and consequences of the war in Ukraine and why the stakes are so high on both sides. The utility of

theories of International Relations and democratic development will be assessed throughout the course as we analyze events. After completion of the class, students will have a greater understanding of Russia's conception of self, its foreign policy objectives, its development as a state and why its relationship with the West deteriorated to the point it has today. Students will have a solid base in understanding theories of International Relations, which will be useful in any future academic or analytical endeavor.

(Class Limit 13) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructor: Dr. Suzanne Loftus

NWC 6925: Artificial Intelligence for Applied Strategy

This is an "X" Elective. This is an AI course for applied strategists, focused on building broad understanding of the history, types, current state of AI, and where AI may be going over the next 1-3 years. The course is substantially student driven with students leading the first hour of eight of the twelve topics. The elective will also rely heavily on AI to ingest information and to produce work. This is intended to provide students hands on experience partnering with AI as a tool and a co-intelligence. The intent of this hands-on focus is to drive student exploration of AI in order to become comfortable with the strengths and weaknesses of artificial intelligence while learning how to use AI without turning over creativity and critical thinking.

The Experimental Elements of the Course Are: First, can AI be leveraged effectively to increase knowledge intake speed without overly limiting depth of knowledge or injecting false or misleading information that reduces learning? Second, can students use AI to develop strategy or strategic analysis at a pace unachievable without AI and without losing quality that would be present in work done students at a traditionally paced seminar.

(Class Limit 8) (2 Credit Hours)

TUE, 1330 - 1525, 01/07/2025 - 03/25/2025

Instructors: Mr. Steve Heffington, Mr. Adam Oler, and Dr. Stephanie Zedlar