

National Defense University



**2024-2025
Catalog**

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UNIVERSITY COLLEGES OVERVIEW

The National Defense University is made up of five colleges, each with a distinct focus that provides uniquely valuable education and leader professional development opportunities. NDU's education programs offer a combination of rigorous graduate education and the ability to grant JPME II certification, a major requirement for the award of Joint Qualified Officer (JQO) status. Research and partnership programs throughout the university enhance the educational experiences of NDU's students.

College of Information and Cyberspace

The NDU College of Information and Cyberspace (CIC) educates and prepares selected military and civilian leaders and advisers to develop and implement cyberspace strategies, and to leverage information and technology to advance national and global security.

CIC offers a wide spectrum of educational activities, services, and programs to prepare information leaders to play critical roles in national security in the Information Age. Whether in pursuit of the Master of Science in Government Information Leadership, an NDU CIC certificate, or a graduate level course for professional development—CIC students bring diverse perspectives to contribute to a rich and dynamic learning environment. They are motivated to learn and share knowledge, experience, and best practices. Our students are encouraged to become better leaders and decision-makers and to master the tools of lifelong learning. Students, graduates, employers, leaders, and practitioners create a global learning community to foster innovation and creativity.

<https://cic.ndu.edu/>

College of International Security Affairs

The mission of the College of International Security Affairs (CISA) is to educate and prepare civilian and military national security professionals and future leaders from the United States and partner nations for the strategic challenges of the contemporary security environment. CISA is the Department of Defense flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level. CISA prepares students for high-level policy and command and staff responsibilities through a graduate, interagency, and joint professional military education program.

CISA collaborates with US Government departments and agencies to tailor professional graduate education development programs to equip employees with the knowledge and skills needed to meet the growing and ever-changing demands of today's complex world.

<https://cisa.ndu.edu/>

Dwight D. Eisenhower School for National Security and Resource Strategy

The Eisenhower School (ES) prepares select military officers and civilians for strategic leadership and success in developing national security strategy and in evaluating, marshaling, and managing resources in the execution of that strategy. Under the guidance of the Chairman, Joint Chiefs of

Staff, the Eisenhower School Commandant and faculty prepare senior military officers, government civilians, and selected representatives from the private sector and international officers for the national security challenges of the 21st century. The goal is to leverage technological advances, integrate new strategic and operational concepts, identify and adapt to evolving global developments, and channel the vitality and innovation of the Services, the interagency, and allies to achieve a more seamless, coherent effect when confronting new national security challenges and the battlefields of the future

<https://es.ndu.edu/>

Joint Forces Staff College

The mission of the Joint Forces Staff College (JFSC) is to educate national security professionals to plan and execute operational-level joint, multinational, and interagency operations to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. Military operations increasingly require the Armed Services to work jointly and JFSC provides students the tools to operate in a joint environment.

Seminars, led by purple cadre teams, focus on joint doctrine at the operational level employing historical case studies and computer-driven war games to create the intellectual rigor to stretch student minds. The results yield the critical thinking required to conceive and apply joint solutions on the 21st Century battlefield.

<https://jfsc.ndu.edu/>

National War College

The National War College (NWC) mission is to educate future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command and staff responsibilities by conducting a senior-level course of study in national security strategy.

The curriculum emphasizes the joint and interagency perspective. Reflecting this emphasis, 59 percent of the student body is composed of equal representation from the land, air, and sea (including Marine and Coast Guard) Services. The remaining 41 percent are drawn from the Department of State and other federal departments and agencies, and international fellows from a number of foreign countries

<https://nwc.ndu.edu/>

COLLEGE DEGREE PLANS AND PROGRAM REQUIREMENTS

College of Information and Cyberspace

Master of Science in Strategic Information and Cyberspace Studies (Full-Time)

Core Courses (required for all students)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CIC-6151	Information Warfare Strategy	3
CIC-6154	International Challenges in Cyberspace	3
CIC-6159	National Security Strategy	3
CIC-6163	Warfighting and Disruptive Technologies	3
CIC-6164	Strategic Thinking and Communication	3
CIC-6165	Foundations of the Information Environment	3
CIC-6166	Strategic Competition in the Information Environment	3
CIC-6168	Strategic Leader Foundations Course	3
CIC-6170	Practicum, Experiential Learning and Capstone Exercise	3
CIC-6171	Governance of the Global Information Environment and Cyber Domain	3
<i>Sum of Credits, Core Curriculum</i>		30

Electives/Concentration

- Three courses (6 elective credits) selected from NDU electives catalog; may be either three unrelated open elective courses or an NDU concentration. **(36 TOTAL CREDITS required for degree).**

Master of Science in Strategic Information and Cyberspace Studies (Part-Time)

Core Courses (required for all students)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CIC-6151	Information Warfare Strategy	3
CIC-6154	International Challenges in Cyberspace	3
CIC-6159	National Security Strategy	3
CIC-6164	Strategic Thinking and Communication	3
CIC-6165	Foundations of the Information Environment	3
CIC-6168	Strategic Leader Foundations Course	3
CIC-6171	Governance of the Global Information Environment and Cyber Domain	3
CIC-6443	Emerging and Disruptive Technologies	3
CIC-6612	Multi Agency Information Enabled Collaboration	3
<i>Sum of Credits, Core Curriculum</i>		27

ELECTIVES/CONCENTRATION

- Three courses (9 elective credits) selected from Electives Catalog.

Leadership Development Program

Chief Information Officer

Required Courses

<i>Course Number</i>	<i>Course Title</i>	<i>Credits</i>
CIC-6211	Cybersecurity Fundamentals	3
CIC-6303	CIO 2.0 Roles and Responsibilities	3
CIC-6328	Strategic Performance and Budget Management	3
CIC-6415	Strategic Information Technology Acquisition	3
CIC-6443	Emerging and Disruptive Technologies	3
Total credits required for degree:		15

Cyber

Required Courses

<i>Course Number</i>	<i>Course Title</i>	<i>Credits</i>
CIC-6219	Cyber Leader Essentials	3
CIC-6220	Engaging Partners and Adversaries through Diplomacy	3
CIC-6221	Cyberspace Activities and Authorities	3
CIC-6330	The National and Cyber Strategy	3
CIC-6443	Emerging and Disruptive Technologies	3
Total credits required for degree:		15

Chief Financial Officer Certificate

Required Courses

<i>Course Number</i>	<i>Course Title</i>	<i>Credits</i>
CIC-6606	White House, Congress, and the Budget	
CIC-6607	The Future of Federal Financial Information Sharing	3
CIC-6608	Risk Management, Internal Controls and Auditing for Leaders	3
CIC-6328	Strategic Performance and Budget Management	3
CIC-6414	Data Management Strategies and Technologies	3
or		
CIC-6420	Data Analytics for Leaders	3
Total credits required for degree:		15

Chief Data Officer Certificate

Required Courses

<i>Course Number</i>	<i>Course Title</i>	<i>Credits</i>
CIC-6414	Data Management Strategies and Technologies: A Managerial Perspective	3
CIC-6415	Strategic Information Technology Acquisition	3
CIC-6419	Data Strategy and Governance	3
CIC-6420	Data Analytics for Leaders	3
CIC-6443	Emerging and Disruptive Technologies	3
Total credits required for degree:		15

Chief Information Officer Certificate

Required Courses

<i>Course Number</i>	<i>Course Title</i>	<i>Credits</i>
CIC-6211	Cybersecurity Fundamentals	3
CIC-6303	CIO 2.0 Roles and Responsibilities	3
CIC-6328	Strategic Performance and Budget Management	3
CIC-6415	Strategic Information Technology Acquisition	3
CIC-6443	Emerging and Disruptive Technologies	3
<i>Total credits required for degree:</i>		15

Chief Information Security Officer Certificate

Required Courses

<i>Course Number</i>	<i>Course Title</i>	<i>Credits</i>
CIC-6211	Cybersecurity Fundamentals	3
CIC-6201	Cyber Security for Information Leaders	3
CIC-6217	Illicit Use of Cyber	3
CIC- 6218	Risk Management Framework for Strategic Leaders	3
CIC-6230	Critical Information Infrastructure Protection	3
or		
CIC-6504	Continuity of Operations	3
<i>Total credits required for degree:</i>		15

Cyber Leadership Certificate

Required Courses

<i>Course Number</i>	<i>Course Title</i>	<i>Credits</i>
CIC-6219	Cyber Leader Essentials	3
CIC-6220	Engaging Partners and Adversaries through Diplomacy	3
CIC-6221	Cyberspace Activities and Authorities	3
CIC-6330	The National and Cyber Strategy	3
CIC-6443	Emerging and Disruptive Technologies	3
<i>Total credits required for degree:</i>		15

College of International Security Affairs

Master of Arts in Strategic Security Studies (JPME)

Regional Defense Fellowship (RDF) Program

CORE COURSES (required for all students)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CISA-6151	Strategic Leadership Foundations	3
CISA-6154	Portfolio/Thesis Preparation & Defense	1
CISA-6159	Research and Writing in Security Studies	2
CISA-6163	Portfolio Advising	2
CISA-6164	Strategic Thought	3
CISA-6165	International Security Studies	3
CISA-6166	Power, Ideology & Legitimacy	3
CISA-6168	Strategic Advising for Contemporary Challenges	2
CISA-6170	Practitioner Engagement Course I	1
CISA-6171	Practitioner Engagement Course II	1
CISA-6975	Dynamics of Irregular Warfare	3
CISA-6976	Countering Irregular Warfare	3
Sum of Credits, Core Curriculum		27

ELECTIVES FOR ALL RDPF STUDENTS

- Open elective (2 credits) found in the Electives Catalog
 - Two curriculum electives (4 credits) selected from the following list:
- (33 TOTAL CREDITS required for degree)**

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CISA-6006	Strategic Competition: How to Win Without Fighting	2
CISA-6011	We Have Good Allies: Alliance Lessons for Strategic Competition	2
CISA-6014	China and the World	2
CISA-6015	China's Frontiers and Territorial Disputes	2
CISA-6016	Cyber and Critical Infrastructure	2
CISA-6017	China's Irregular Warfare	2

CISA-6021	Sneaky War	2
CISA-6025	Drone Warfare in Strategic Competition	2
CISA-6026	Information Warfare and How to Counter It	2
CISA-6027	Advanced Strategic Theory & Applied Gaming	2
CISA-6043	Conflict & Cooperation in Africa	2
CISA-6044	A Short History of a Long War: An Irregular Warfare Perspective on the “Global War on Terror”	2
CISA-6732	Weaponized Migration: How Forced Displacement Affects Security	2
CISA-6910	Nuclear Security & Evolving Unconventional Threats	2
CISA-6926	Perspectives on the American Way of War: The US Experience in Irregular Conflict	2
CISA-6947	Maritime Security & Great Power Competition	2
CISA-6978	Terrorism & Crime	2
CISA-6998	Independent Study	2

REQUIRED COURSE FOR RDFP INTERNATIONAL STUDENTS

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
NDU-6049	American Studies Foundation	2
NDU-6100	Introduction to Graduate Writing and Research	2

Master of Arts in Strategic Security Studies (JPME)

Joint Special Operations Master of Arts (JSOMA) Program

CORE COURSES (required for all students)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CISA-6001	Triangle Institute for Security Studies I & II	2
CISA-6009	Strategic Leadership Foundations and Research Methods	4
CISA-6742	Portfolio Advising	2
CISA-6747	Portfolio/Thesis Preparation & Defense	1
CISA-6901	Strategic Thought	3
CISA-6906	Themes in American Foreign Policy	3
CISA-6920	International Security Studies	3
CISA-6929	Power, Ideology, & Legitimacy	3
CISA-6959	Strategic Advising for Contemporary Challenges	2
<i>Sum of Credits, Core Curriculum</i>		23

ELECTIVES FOR ALL JSOMA STUDENTS

- Two curriculum electives (4 credits) selected from the following list:

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CISA-6034	Political Corruption	2
CISA-6036	Information, Influence, and Political Warfare	2
CISA-6043	Conflict and Cooperation in Africa	2
CISA-6731	Intelligence and Covert Action in the Cold War	2

CISA-6915	Governance, Strategy and Violence	2
CISA-6947	Maritime Security & Great Power Competition	2
CISA-6957	Joint Exercise Control Group	2
CISA-6978	Terrorism and Crime	2
CISA-6983	NATO and European Security	2
CISA-6998	Independent Study	2

- Two curriculum electives (6 credits) selected from the following list:
(33 TOTAL CREDITS required for degree)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CISA-6013	Special Operations and Irregular Warfare	3
CISA-6028	Geopolitics and War	3
CISA-6050	Russian Strategy and Empire	3
CISA-6051	China: History, Politics and Strategy	3
CISA-6750	Comparative Political Analysis	3
CISA-6751	Economic Statecraft: Political Economy for Security Practitioners	3
CISA-6756	Strategy Brand-X	3

Homeland Defense Fellowship (HDF) Certificate

Homeland Defense Fellowship (HDF) Program

Required Courses

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CISA-6740	Research, Analysis & Critical Thinking	2
CISA-6949	Law Enforcement & National Security	2
CISA-6951	Organizing for Homeland Defense	3
CISA-6954	Critical Infrastructure Protection	2
CISA-6965	Homeland Defense Practicum	1
<i>Sum of Credits, Core Curriculum</i>		10

Eisenhower School for National Security and Resource Strategy

Master of Science in National Resource Strategy (JPME)

CORE COURSES (required for all students)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
ES-6113	Strategic Acquisition and Resource Strategy	3
ES-6124	Economics of National Security	3
ES-6125	National Security Strategy & Policy	3
ES-6133	Military Strategy & Warfighting	3
ES-6134	Industrial Mobilization and Competition	3
ES-6206	Industry Analysis	3
ES-6501	Strategic Leadership	3
ES-6603	National Security Exercise	1
ES-6605	National Resourcing Exercise	1
ES-6700	Industry Study	5
<i>Sum of Credits, Core Curriculum</i>		28

Each student must complete ES-6700. Individual course offerings will reflect each Industry studied.

<i>Industry Studies</i>
Advanced Manufacturing
Aircraft
Artificial Intelligence
Biotechnology
C4ISR
Electromagnetic Warfare
Energy
Environment and Climate
Finance
Land Domain
Maritime
Microelectronics
Networking and Media
Nuclear Triad
Organic Industrial Base

Robotics and Autonomous Systems
Space
Strategic Materials
Transportation and Logistics
Weapons

ELECTIVE/CONCENTRATION OPTIONS (all students must complete one of the following options)

1. No concentration or NDU concentration (32 TOTAL CREDITS required to complete degree):

- 4 elective credits (selected from NDU electives catalog; may be either two unrelated open elective courses or an NDU concentration)

2. Senior Acquisition Course Concentration (34 TOTAL CREDITS required to complete degree):

- ES-6110 Strategic Acquisition: Select Topics on Fundamental Forces Driving Acquisition, 2 credits
- ES-6155 Acquisition Research and Writing Program, 2 credits
- One of the following electives, 2 credits:
 - o ES-6102 Defense Science and Technology Acquisition
 - o ES-6103 International Acquisition: Cooperation, Controls, Comparison
 - o ES-6104 Innovation and Entrepreneurship in Defense Acquisitions
 - o ES-6105 Leading Innovation in Business and Government
 - o ES-6109 The Role of Congress and the Interagency in Shaping the Military

3. Global Supply Chain & Logistics Strategy (34 TOTAL CREDITS required to complete degree):

- ES-6402 Global Supply Chain and Logistics Research, 2 credits
- ES-6404 Global Supply Chain and Logistics I, 2 credits
- ES-6405 Global Supply Chain and Logistics II, 2 credits

REQUIREMENTS FOR INTERNATIONAL STUDENTS

- o NDU-6049, International Fellows: American Studies Foundations, 2 credits
- o NDU-6100, International Fellows: Introduction to Graduate Writing & Research, 2 credits

Joint Forces Staff College

Master of Science in Joint Campaign Planning (JPME)

CORE COURSES (required for all students)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
JAWS-6170	Joint Transition Course for JAWS	0
JAWS-6710	Theory and Philosophy of War	1
JAWS-6711	Modern Warfare (1775-2024)	4
JAWS-6712	Future War	1
JAWS-6720	Strategic Foundations	4
JAWS-6721	Strategic Applications	3
JAWS-6730	Operational Design & Joint Campaign Planning	1
JAWS-6731	Joint Contingency Planning	3
JAWS-6732	Joint Crisis Planning	2
JAWS-6740	Foundations in Communications	1
JAWS-6741	Research and Communications Seminar	8
JAWS-6750	Foundations in Jointness	4
JAWS-6751	Joint Applications	4

Sum of Credits

36

ELECTIVES

- One course (8 credits) selected from the following list to make 36 total credits for the degree.

<i>Course Number</i>	
JAWS-6741 (Section 1)	The American Revolution: Operational Art and Strategic Leadership
JAWS-6741 (Section 2)	WWII: Operational Art & Strategic Leadership
JAWS-6741 (Section 3)	Recognize, Anticipate, Respond & Lead: Historical Perspectives on Security and Strategy
JAWS-6741 (Section 4)	The Modern PRC and the Chinese Way of War
JAWS-6741 (Section 5)	International Perspectives on Security and Strategy
JAWS-6741 (Section 6)	Cyberspace, Intelligence, Information and Space Considerations

JAWS-6741 (Section 7)	More than Dice: Wargame Design and Development
JAWS-6741 (Section 8)	Women, Peace and Security: A Holistic View of Global Stability and Conflict Resolution

- **International Students are required to take NDU-6100: Introduction to Graduate Writing and Research (2 Credit Hours)**

Joint and Combined Warfighting Certificate (JPME)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
JCWS-6120	Joint Transition Course for JCWS	0
JCWS-6210	Joint Force Fundamentals (JFF)	1
JCWS-6220	Strategy and Campaign Design (SCD)	2
JCWS-6230	Integrated Contingency Planning (ICP)	3
JCWS-6240	CAPSTONE (CAP)	2
JCWS-6250	Focused Study Seminar (FSS)	1
TOTAL CREDITS REQUIRED FOR CERTIFICATE:		9

Joint Information School (JIS)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
JIS-6330	Joint Information Planners Course (JIPC) Phase I	0
JIS-6340	Joint Command, Control, Communications, Computers and Intelligence/Cyber Staff and Operations Course (JC4ICSOC)	3
JIS-6350	Joint Information Planners Course (JIPC) Phase II	3
JIS-6360	Joint Military Deception Training Course (JMTC)	0
JIS-6380	Defense Operations Security Planning Course (DOPC)	0

National War College

Master of Science in National Security Strategy (JPME)

CORE COURSES (required for all students)

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
NWC-6000	Introduction to Strategic Logic & Joint Warfighting	4
NWC-6149	China Foundations	1
NWC-6150	Regional/Functional Context	2
NWC-6220	Statecraft and Evolving Character of War	5
NWC-6310	Statecraft in the Modern Era	4
NWC-6400	The U.S. Domestic Context	5
NWC-6500	The Global Context	4
NWC-6620	Group Strategy Research Project	3
NWC-6625	Strategy Field Research	2
<i>Sum of Credits, Core Curriculum</i>		30

REQUIREMENTS FOR US STUDENTS

Two courses (4 elective credits) selected from NDU electives catalog; may include an NDU Concentration (**34 TOTAL CREDITS required for degree**)

REQUIREMENTS FOR INTERNATIONAL STUDENTS

- o NDU-6047, International Fellows: American Studies I – American Identity, 4 credits
- o NDU-6048, International Fellows: American Studies II – Institutions and Systems, 4 credits
- o NDU-6049, International Fellows: American Studies Foundation, 2 credits
- o NDU-6100, International Fellows: Introduction to Graduate Writing and Research, 2 credits
- o NWC-6922, International Fellows: Individual Strategy Research Project, 3 credits
(International Fellows not taking NWC-6150 and NWC-6620).

OTHER REQUIREMENTS

NWC-6904, NDU Scholars: Scholars Research, 2 credits (replaces one open elective).

College Courses and Narratives

College of Information and Cyberspace (CIC) Courses

CIC 6004: Big Data for Decision Making

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 with an understanding of how data science is employed in the strategic decision-making process. **(2 Credit Hours)**

CIC 6010: Securing Cyberspace through the Whole 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. **(2 Credit Hours)**

CIC 6013: Framework for Risk Management and Internal Controls

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.

(2 Credit Hours)

CIC 6015: Budget 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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

CIC 6020: Cyber, Information & 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. **(2 Credit Hours)**

CIC 6021: Cyberwarfare

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 with 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. **(2 Credit Hours)**

CIC 6022: History of Cyberspace

This course explores the history of 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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

CIC 6026: Illicit Activities in Cyberspace

This course explores illicit uses of cyber (e.g., terrorism, crime, human trafficking, etc.) and the impact of these activities on national and global security. The course explores the identity of actors engaged in these activities, their motivation, techniques, and what countermeasures can be adopted to mitigate their impact. The course ranges from illicit actors and their use of

cyberspace to the government, law enforcement, and industry ability and authority to respond to illicit activities in cyberspace. **(2 Credit Hours)**

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. **(2 Credit Hours)**

CIC 6030: Future Emerging 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. **(2 Credit Hours)**

CIC 6033: Artificial Intelligence and National Security

This elective focuses on the national security implications of innovation enabled by artificial intelligence. Participants review US national strategic opportunities and threats, AI's evolution into the domains of warfighting, and the AI activities of partners and competitors. Topics include machine learning, bias, big data, and autonomous systems, all within the context of military strategy and operations. **(2 Credit Hours)**

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. **(2 Credit Hours)**

CIC 6046: Subversion, Subterfuge, and Sabotage

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. **(2 Credit Hours)**

CIC 6047: Influence Warfare

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. **(2 Credit Hours)**

CIC 6051: Information Warfare Strategy

This course provides theories, frameworks, and tools for strategic planning and strategy execution. It weds direct and indirect methods of influence. Upon successful completion, students will be able to plan and implement strategies with emphasis on the information instrument of state power in a way that is practical, actionable, and intrepid. These strategies support every warfighting function and all the instruments of state power. **(3 Credit Hours)**

CIC 6154: International Challenges in Cyberspace

This course is designed to provide students with an overview of the issues surrounding cyberspace, including global governance and policy frameworks, international investment, and other national policies relevant to cyberspace. Students will be introduced to the goals and perspectives of critical state and non- state actors as well as social, political, economic, and

cultural factors that lead to diverse international perspectives to better understand how the US and allied states should formulate strategy and policy for cyberspace. **(3 Credit Hours)**

CIC 6159: National Security Strategy

In this course, students gain understanding of the origins, formulation, and application of national security strategic logic to the cyber domain and information environment. In so doing, students comprehend their role and duty in the greater tradition of national security strategy; while gaining appreciation of the value they will bring as practitioners of national security strategy for cyber and information. Through the use of readings, case studies, exercises and writing assignments, participants will assess how strategic logic can be used to define context and desired ends, identify necessary means, design ways, and assess costs, risks and viability, with specific focus on the global cyber domain and information environment. Upon completion of NSS, students will be strongly positioned to apply discerning and incisive strategic analysis to their thesis projects, the balance of the courses they will take at CIC and NDU, and in their future careers as professional strategic analysts and leaders. **(3 Credit Hours)**

CIC 6163: Warfighting and Disruptive Technologies

This course examines technology, and how the concept of disruptive technology relates to national security and warfare. Students will investigate, ponder, argue, write, and present on key concepts: technology, disruption, emergence, revolutions in military affairs, warfare, risk, and victory. These foundational ideas will be explored using four supporting pillars: ethics, theory, history, and future casting. **(3 Credit Hours)**

CIC 6164: Strategic Thinking and Communication

This course provides students with an introduction to graduate-level research, writing, and communication, with a particular focus on the critical and creative thinking that drives strategic decision-making. In support of the NDU and CIC missions, the goal is to enrich strategic thinking and provide support throughout the program for both writing and oral communication. This is the course where students can fully synthesize what they have learned across all their courses and articulate the ideas that will help them succeed beyond CIC. **(3 Credit Hours)**

CIC 6166: Strategic Competition in the Information Environment

In this course, students will analyze how information and cyberspace operations are integrated into joint warfare and theater campaign strategies. Students will explain what is needed to operationalize information and cyber power for theater strategy and campaigning using joint planning systems and processes. Finally, students will create and propose military actions for campaigns, operations, and activities in the Information Environment and Cyberspace to achieve strategic and operational objectives. **(3 Credit Hours)**

CIC 6167: Foundations of the Information Environment

This course introduces and explores the foundational concepts of cyberspace as a component of the information environment. We first examine the information environment – the physical, virtual, and human aspects — in order to understand how and why our actions have strategic value. Then we consider the actions themselves from the technical and human perspective, with particular focus on information-related capabilities and activities in and through

cyberspace, in order to understand how to deploy them. Finally, we learn about how to generate, acquire, and manage the resources for cyber and information operations.

(3 Credit Hours)

CIC 6168: Strategic Leader Foundational Course

This course provides students with a common intellectual foundation essential for success in the College of Information and Cyberspace curriculum and longer-term success as senior leaders. The course will provide a foundation to develop the skills for creative and critical thinking; explore the concepts, principles, and skills to help understand the global security environment and address the challenges of strategic leadership; introduce students to the Joint Force and the strategic aspects of Joint Professional Military Education; and provide a foundation in cyberspace fundamentals and information theory and strategic principles.

(3 Credit Hours)

CIC 6170: Practicum, Experiential Learning, and Capstone Exercise

The Practicum, Experiential Learning and Capstone Exercise Course provides students with learning opportunities outside the normal classroom experience. Students will be exposed to senior leaders in weekly lecture series, multiple experiential events (on and off campus) multiple practicum experiences (domestic and overseas) throughout the year and a college level Capstone exercise. This course is designed to take the classroom experience and expose students to real world applications through authentic experiences and peer-to-peer learning. Students will provide two academic synthesis papers linking their education via the practicums/ experiential events with their other courses. Students will provide a memorandum outlining the strategic interests of an assigned country in preparation for the Capstone Exercise.

(3 Credit Hours)

CIC 6171: Governance of the Global Information Environment and Cyber Domain

The Governance of the Information Environment and Cyber Domain Course (Governance) provides students of national cyber and information strategy with the opportunity to comprehend how information and cyber drive and define nations, their governments, and in turn, their relations in the global context. It is essential that future national security strategists have the capacity to evaluate strategic choices in terms of global and national governance, rights, duties and obligations. Thus, Governance has been developed by crossing leading cyber and information threats, with levels of national and international governance, to identify and examine the key authorities and case studies essential for a future cyber and information strategist. By taking Governance, students will analyze how: law is both a driver and definer of national security strategy; states form and interact through the law; states and private actors use and influence law to pursue vital interests, security, rights, and order; and how future national security strategists and leaders have essential responsibilities to define, engage, and use law when developing national security strategy for cyber and information. **(3 Credit Hours)**

CIC 6201: Cyber Security for Information Leaders

This course exercises strategic leadership and critical thinking in the development and use of cybersecurity strategies, plans, policies, enabling technologies, and procedures in cyberspace. It especially explores concepts and practices of strategic thinking and decision-making in leading cyber operations. This

course explores network security, threats, vulnerabilities, and risks with the help of specific cases. It analyzes major challenges in cyberspace, assesses specific challenges for cyber leaders, and examines offensive and defensive cyber operations. It provides cyber leaders with an opportunity to explore the intersection of academic and practical, operational knowledge. **(3 Credit Hours)**

CIC 6211: Cybersecurity Fundamentals

This course provides an overview of the fundamentals of cybersecurity from the perspective of a DoD or federal agency senior leader. The course provides a foundation for analyzing the cyber and information security of information systems and critical infrastructure. Law, national strategy, public policy, and risk management methodologies are examined for assuring the confidentiality, integrity, and availability of information systems and assets.

(3 Credit Hours)

CIC 6217: Illicit Use of Cyber

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

(3 Credit Hours)

CIC 6218: Risk Management Framework

This course prepares future Chief Information Security Officers (CISO), Senior Information Security Officers (SISO) and senior staff involved in the cyberspace component of national military and economic power for their role as an overall cyber risk assessment and acceptance leader. Students explore how cyber security relates to information security, security governance, security program management, system risk assessment and authorization as well as day-to-day cyber security monitoring management. Students will explore enterprise security strategies, policies, standards, controls, programs, cyber operations, security assessment and measures/metrics, incident response, resource allocation, workforce issues, ethics, roles, and organizational structure. **(3 Credit Hours)**

CIC 6219: Cyber Leadership Essentials for Senior Leaders

This course focuses on educating senior leaders so that they can better execute the responsibilities of a board member within DOD, Federal Agencies, and international partners. Cyber leaders need both technical knowledge and leadership skills to gain the respect of technical team members, understand what technical staff are doing, and appropriately plan and manage security projects and initiatives. This course empowers the senior leader to become an effective security leader and get up to speed quickly on information security issues and terminology. The content of this is essential for a government senior leader to understand how best to work with the private sector to mitigate the risk of cybersecurity breaches. This course provides the essentials for analyzing the cyber and information security of information systems and critical infrastructures, to include the challenges with cyber legislation and governance, risk management analysis of cyber systems, understanding the cyber threat & vulnerability

environments, protecting the organizations intellectual property and financial information and budgeting process. Additionally, participants will have the chance to participate in a tabletop breach exercise and to choose from breakout tracks in healthcare, national security, government oversight, and law. **(3 Credit Hours)**

CIC 6220: Engaging Partners and Adversaries through Diplomacy

With a focus on cyberspace and its attendant challenges and opportunities, this course will examine the role of diplomacy in the national security enterprise. Both a U.S. domestic concern and a function of international engagement, diplomacy presupposes a diverse array of actors and interlocutors who may or may not share U.S. interests and values yet with whom policy practitioners must engage to advance U.S. priorities. The course will explore how diplomacy has been used to reduce risk to the US and U.S. interests, and it will consider the capacity of diplomacy to address as-yet- unseen threats to the homeland and the American people. Students will gain insight into the policy process and how the tools of diplomacy have been used bilaterally and in multilateral forums to advance policy priorities in ways that uphold U.S. principles and values, particularly as they come under threat from strategic competitors and their efforts to undermine U.S. global influence. **(3 Credit Hours)**

CIC 6221: Cyberspace Activities and Authorities

This course focuses on authorities across US Agencies and international bodies regarding cyber activities to include but not limited to: security, defense, exploitation, and attack. According to the National Cybersecurity Strategy 2023: “Our rapidly evolving world demands a more intentional, more coordinated, and more well-resourced approach to cyber defense. We face a complex threat environment, with state and non-state actors developing and executing novel campaigns to threaten our interests.” This course explores how the US to include government, law enforcement, and industry, working with allies and partners, and uses all instruments of power to disrupt and dismantle threat actors to US national security interests. **(3 Credit Hours)**

CIC 6230: Critical Information Infrastructure Protection

This course examines the security of information in computer and communications networks within infrastructure sectors critical to national security. These include banking, securities and commodities markets, industrial supply chain, electrical/smart grid, energy production, transportation systems, communications, water supply, and health. Special attention is paid to the risk management of information in critical infrastructure environments through an analysis and synthesis of assets, threats, vulnerabilities, impacts, and countermeasures. Students learn the importance of interconnection reliability and methods for observing, measuring, and testing negative impacts. Special consideration is paid to the key role of Supervisory Control and Data Acquisition (SCADA) systems in the flow of resources such as electricity, water, and fuel. Students will learn how to develop an improved security posture for a segment of the nation’s critical information infrastructure. **(3 Credit Hours)**

CIC 6232: Cyber Intelligence

This course examines the cyber leader’s role in cyber intelligence. As decision makers, cyber leaders both enable and consume cyber intelligence: as enablers, they formulate and implement intelligence policy and strategy, acquire and deliver enterprise level information

technology (“strategic IT”) systems, and plan, program, budget for, and execute intelligence programs in cyberspace; as consumers, they plan and execute intelligence activities in cyberspace or make decisions based on threats emanating in or through cyberspace. This course includes perspectives and issues applicable to the U.S. Intelligence Community (IC) in general and elements unique to cyberspace. It is not intended to impart intelligence-specific skills and tradecraft to professional intelligence officers, and no prior experience in or knowledge of intelligence is required. **(3 Credit Hours)**

CIC 6303: CIO 2.0 Roles and Responsibilities

Students in the CIO 2.0 course examine the essential analytic, relational, technological, and leadership competencies that government CIOs and their staffs need to respond to and shape the 21st Century environment. Students assess the high information and IT demands of customers; examine the potential and perils of ubiquitous technology and information saturation; and weigh the tradeoffs of resource constraints, legal and policy mandates, and security in an open environment. **(3 Credit Hours)**

CIC 6328: Strategic Performance and Budget Management

This course is an executive-level view of strategic planning, performance management, and performance budgeting in public-sector organizations. Using the Government Performance and Results Act and Kaplan & Norton’s Balanced Scorecard as frameworks, students examine the linkage of mission to strategic planning, performance management, measurement, operational strategies, initiatives, and budgets to support senior-level decision making. Emphasis is on transparency, outcomes, and linkage between organizational performance and the organization’s budget. With this critical understanding, students develop leadership strategies that shape fiscal budgets to achieve agency strategic outcomes. **(3 Credit Hours)**

CIC 6330: National Security and Cyber Strategies

The Course is a primary strategy course of the CIC Cyber Leader Development Program. Students gain understanding of the origins, formulation, and application of national security strategic logic to the cyber domain and information environment. Further, students will examine and learn the implications for subordinate organizations of the latest National Cyber Strategy. In so doing, students comprehend their role and duty in the greater tradition of national security strategy; while gaining appreciation of the value they will bring as practitioners of national security strategy for cyber and information. Participants will assess how strategic logic can be used to define context and desired ends, identify necessary means, design ways, and assess costs, risks and viability – with specific focus on the global cyber domain. **(3 Credit Hours)**

CIC 6414: Data Management Strategies and Technologies and Managerial Perspective

This course explores the concepts of data management and the data lifecycle as key components for improving mission effectiveness through the development of enterprise-wide and local data management programs and analytic solutions. It examines management issues such as data governance and organizational information behaviors and values. The course uses the data lifecycle framework to explore big data, data analytics, and enabling information

technologies and methodologies from a senior leader perspective. Case studies allow students to explore data management issues and implementation. While geared for managers, the course provides sufficient insight into the underlying technologies to ensure that students can evaluate the capabilities and limitations of data management options and strategies.

(3 Credit Hours)

CIC 6415: Strategic Information Technology Acquisition

This course is an executive-level view of strategic planning, performance management, and performance budgeting in public-sector organizations. Using the Government Performance and Results Act and Kaplan & Norton's Balanced Scorecard as frameworks, students examine the linkage of mission to strategic planning, performance management, measurement, operational strategies, initiatives, and budgets to support senior-level decision making. Emphasis is on transparency, outcomes, and linkage between organizational performance and the organization's budget. With this critical understanding, students develop leadership strategies that shape fiscal budgets to achieve agency strategic outcomes. **(3 Credit Hours)**

CIC 6419: Data Strategy and Governance

This course explores data strategy and data governance as key components for operationalizing data as a strategic asset to enable more effective and efficient organizations. It examines the principles, essential capabilities, and goals set forth in Federal agency data strategies and the governance processes necessary to achieve those goals. Case studies allow students to explore the real-world benefits of data governance policies, standards and practices and how they are implemented. The course is designed to provide leaders with the knowledge, skills, and attributes to develop and assess data strategies and governance programs for their organizations that enable data discovery and sharing and facilitate innovation. **(3 Credit Hours)**

CIC 6420: Data Analytics for Leaders

This course examines how organizations can improve mission execution by employing data analytics capabilities. Establishing and maturing these capabilities requires leadership as well as an ability to both conduct analytics and interpret analytic results. Students will apply qualitative and quantitative measures on data sets to better enable organizations to meet mission needs and organization priorities. The quality of data and the sources from which data are collected are explored. Compliance, security, and the 'ethical' use of data will also be topics of discussion within the course. **(3 Credit Hours)**

CIC 6443: Emerging and 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 will be introduced to an array of emerging technologies at various levels of maturity. Students analyze how emerging technologies using qualitative and quantitative evaluation methods. Student assess emerging technologies using forecasting methodologies such as monitoring and experts' opinion, examining future trends, and assessing international perspectives. **(3 Credit Hours)**

CIC 6504: Continuity of Operations

This course provides a broad description of the major elements involved in developing and implementing effective Continuity of Operations plans for public sector agencies. Using federal regulations and policies as a backdrop, the course examines the technological, human capital, legal, and acquisition factors involved in creating and maintaining a COOP plan. Topics include determining key assets and systems, creating and implementing emergency plans, working with the responder community, developing metrics and exercises, and restoring effective operations. **(3 Credit Hours)**

CIC 6512: Multi-Agency Information-Enabled Collaboration

This course focuses on inter-agency collaboration in national, homeland security, and national preparedness planning, decision making, and implementation. It examines current and proposed strategies, means and models for improving inter-agency collaboration at federal, state, and local levels, and beyond to include multilateral non-governmental and international organization and coalition partners. **(3 Credit Hours)**

CIC 6606: White House, Congress and the Budget

This course presents a strategic understanding of Federal budgeting and appropriations, with particular attention to the role of the White House and Congress. The course focuses on developing leadership strategies to shape the fiscal environment to achieve agency strategic outcomes, examining topics such as the impact of current fiscal issues. **(3 Credit Hours)**

CIC 6607: The Future of Federal Financial Information Sharing

This course focuses on the changing directions of financial and management reporting for Chief Financial Officers in a dynamic environment. In response to evolving citizen and shareholder expectations, financial statement reporting, budgetary reporting, and cash reporting must be accurate, transparent, and accountable, and result in “clean” audit opinions. New reporting expectations and changing accounting standards require new relationships among federal, state, and local governments, and government contractors, as well as enhanced reporting to internal constituents of the CFO, including program managers and the organizational head. Successful reporting can be facilitated by enterprise architecture, financial systems, and data management techniques. **(3 Credit Hours)**

CIC 6608: Risk Management, Internal Controls, and Auditing for Leaders

This course presents a strategic understanding of risk management, internal controls, and auditing as they relate to the functions and responsibilities within the CFO and audit communities. This course examines how effective leadership can enhance efficiency, effectiveness, accountability, and transparency of an organization to include federal, state, and local governments. The primary focus is on the importance of identifying and assessing risks, describing, and improving internal controls techniques and practices, and evaluating and recommending audit management strategies. The course includes practical discussions to illustrate how these processes can be integrated and leveraged to solve problems, make informed decisions, and minimize compliance costs. **(3 Credit Hours)**

CIC 6693: Research Elective – Cyber Warfare

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

(2 Credit Hours)

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

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? **(2 Credit Hours)**

College of International Security Affairs (CISA) Courses

CISA 6000: Strategic Leadership Foundations Course

The Strategic Leadership Foundations Course will provide students with a common intellectual foundation essential for success at NDU and CISA, and longer-term success as senior leaders. The course will provide a foundation for developing the skills for creative and critical thinking; principles, skills, and challenges of strategic leadership; and an introduction to the strategic aspects of Joint Professional Military Education. Students who complete the course should be able to demonstrate the ability to engage in creative and critical thinking, understand and apply key principles of strategic leadership involved in the conduct of national security affairs, and understand inter-service, interagency, and international policy planning, decision-making, and implementation processes. **(3 Credit Hours)**

CISA 6001: Triangle Institute for Security Studies

JSOMA students are required to attend a minimum of three Triangle Institute for Security Studies (TISS) events each semester, and complete short written reports for each one recounting the key takeaways and their own thoughts on what was discussed. TISS provides an unrivalled opportunity for Ft. Bragg Joint Special Operations Master of Arts (JSOMA) students to enrich their learning by participating in a range of events held at UNC-Chapel Hill, NC State University and Duke University. TISS provides an excellent opportunity for students to enrich their experience at Ft. Bragg, not only in terms of advancing the learning objectives of the MA program, but by encouraging rigorous academic debate through exposure to a range of research and opinion and allowing students to connect and interact with a diverse network of academic experts and practitioners. **(1 Credit Hour)**

CISA 6006: Strategic Competition: How to Win without Fighting

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. **(2 Credit Hours)**

CISA 6009: Strategic Leadership Foundations and Research Methods

This course introduces ideas and themes for research methods and the program's relationship

to strategic thinking and strategic leadership. Additionally, the course will address concepts of critical explored through examples in the contemporary security environment. Students will be expected to consider and discuss what role these concepts and methods, once applied to contemporary security issues, play in leadership and strategic planning. **(4 Credit Hours)**

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. **(2 Credit Hours)**

CISA 6013: China: History, Politics and Strategy

Despite the conflict in Ukraine, Russia's threatening posture in the EUCOM and CENTCOM AORs in general, and the role of violent extremist organizations globally, the People's Republic of China (PRC) remains America's pacing challenge and presents the greatest threat to the liberal, rules-based international order. This is not an issue that will just go away or will be easily addressed. The first step to addressing the China challenge is to gain a fundamental understanding of China, including its historical context, modern political developments, and strategic and military challenges. These topics comprise the three parts of this seminar on China. **(3 Credit Hours)**

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.
(2 Credit Hours)

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. **(2 Credit Hours)**

CISA 6016: Chinese Warfare Strategies

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. **(2 Credit Hours)**

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 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.” **(2 Credit Hours)**

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.

(2 Credit Hours)

CISA 6025: Drone Warfare in Strategic Competition

Drone Warfare in Strategic Competition aims to deliver a strategic appreciation for the role drone warfare plays in strategy, policy, international law, ethics and society in the context of strategic competition grey zone activities (current and future). **(2 Credit Hours)**

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. **(2 Credit Hours)**

CISA 6027: Advanced Strategic Theory & Applied Gaming

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. **(2 Credit Hours)**

CISA 6028: Special Operations Forces and Irregular Warfare

This course will focus primarily on the role of Special Operations Forces (SOF) in contributing to IW, but it will include a comprehensive survey of all forms of statecraft and their role in IW, including the interagency (IA) and the intelligence community (IC). **(3 Credit Hours)**

CISA 6029: Geopolitics and War

This 3-credit AOC (Area of Concentration) elective course is about the linkages between geopolitical constructs and war. It will start by exploring the causes of conflict and war from the point of view of anthropology, history, and political science. Then, it will proceed with the review of classical, critical, and new geopolitical issues. To illustrate the relevance of theoretical foundations, the third part of the course will analyze several case studies, directly relevant to the current international order. Most classes will include students’ presentations and policy-oriented activities. Students will be required to submit a 2500-3000 word research paper by the end of the semester. **(3 Credit Hours)**

CISA 6034: Political Corruption

Political Corruption has been a ubiquitous phenomenon at all times and in all political systems whether in democracies or autocracies, in liberal or illiberal regimes. Many corruption cases in recent decades have been linked to questions of party, campaign and political finance in general. Perspectives on the common good, responsive politics and constituency service are utilized to delimit the concept theoretically. This seminar will focus on political corruption from a comparative and international relations perspective. After a theoretical reflection on the phenomenon, we will explore its history, causes, effects, and efforts to combat corruption. Special attention will be given to the comparative analysis of corruption cases (mainly in western democracies). International anti- corruption policies constitute the second theme of the course with a special emphasis on the 1999 OECD convention against bribery and efforts to fight corruption in transition countries as part of global “good governance” strategies. **(2 Credit Hours)**

CISA 6036: Information, Influence, and Political Warfare

This multidisciplinary course provides students with a thorough grounding in the basics of information and the ways in which information has been employed by state and non-state actors alike to promote their interests and/or to undermine the interests of adversaries, challengers, or rivals. The course draws on 100 years of scholarly and policy-centered research from economics, diplomatic and military history, marketing, media studies, political science, psychology, public opinion, and strategic studies. Given limits of time, we exclude technology as “information” (i.e., cyber-attack, cyber defense, etc.), focusing instead on information in the Human Domain. **(2 Credit Hours)**

CISA 6043: Conflict & Cooperation in Africa

Conflict and Cooperation in Africa provides a survey and analytic approach to how states, societies, and institutions manage war and peace on the African continent. The course consists of thematic and regional case studies, where each class serves as a deep dive into the issues affecting conflict and cooperation specific to the region of focus that day. As such, classes will focus on the history, politics, and environmental factors affecting security in the past and present. Themes consist of geopolitics, resource vs. identity driven conflicts, democratization vs. centralization, socio-economic and class divisions, internal displacement, and genocide. Areas of focus include Congo, Kenya, Nigeria, Rwanda, Sierra Leone, Somalia, Sudan, and Zimbabwe. Students will use theories of comparative politics and international relations to better understand the fundamental issues driving conflict on the African continent and identify pragmatic policy solutions to steer violence towards cooperation. **(2 Credit Hours)**

CISA 6044: An Irregular Warfare Perspective on the Global War on Terror

This course provides national security professionals a holistic and multi-faceted appreciation of the roots and evolution of the “Global War on Terror” to date. Although debate will be encouraged throughout, this course is designed less to provide answers or post-mortem arguments about “what happened,” than it is to provide students with a rigorous and deep foundation for exploring their own interests, and coming to their own conclusions, about a central event. In short, this course seeks to provide the “current history” required to inform rigorous analysis and support follow-on projects in other settings. **(2 Credit Hours)**

CISA 6051: Russian Strategy and Empire

This course supports CISA’s Program Learning Outcomes by enabling student to evaluate current Russian actions in a broader context of regional dominance and global influence. It focuses primarily on the “why” of Russian strategy, thereby supporting student assessments of past and present great power approaches, including the use of irregular warfare across regions. Regional knowledge is crucial to understanding the world and developing effective strategies within complex operational environments. Therefore, students will apply critical thinking to explain continuity and change from the early Tsarist period to its quasi revival under Vladimir Putin. Through a primary focus on active learning, this course provides analytical structures focused on strategic decision making and the coordination of ways/ends/means towards strategic outcomes. **(3 Credit Hours)**

CISA 6731: Intelligence and Covert Action in the War

In this course, students will examine U.S. approaches to intelligence and covert action, the role of intelligence and covert action within U.S. grand strategy, and the changing relationship of the intelligence community with Congress and the U.S. public. While much of the subject matter is historical in nature, this will be a multi-disciplinary approach, drawing particularly on political science and media studies in addition to history. The goal of this course is to critically analyze the role which intelligence and covert action have played in national security with an emphasis on the challenges of conducting such activities in a manner consistent with a liberal social order. The course will also seek to determine what lessons from the Cold War experience can be applied to current national security challenges **(2 Credit Hours)**

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. **(2 Credit Hours)**

CISA 6740: Research, Analysis, & Critical Thinking

This course is focused on developing the research, reasoning, and presentation skills necessary for success in the policy world. The material selected for the course will encourage you to become reflective, critical consumers of knowledge and to develop the ability to carry out systematic research. You will have the chance to think deeply about your research topics, change your learning habits, select appropriate research methodology, and present your ideas to broader audiences. The course will expose you to elements of the scientific method such as variables, causation, and hypotheses. Specific exercises will help you to effectively complete written assignments for OHD, LENS, and CIKR courses. By the end of the course, you will be able to articulate research questions appropriate for scientific and policy inquiry and critically assess diverse sources to find answers. The course is highly interactive, and your participation in exercises and workshops is mandatory for successful learning. **(2 Credit Hours)**

CISA 6741: Thesis Advising

CISA 6741 is a three-credit, semester long course which guides the development of the thesis to be submitted as a partial requirement for CISA's degree "Master of Arts in Strategic Security Studies." The student and the advisor(s) design and carry out research and writing plan that includes the structure and logic of the thesis, a schedule of deadlines, and a schedule of meetings. This collaborative work must observe the academic standards for an independent study and should be informed by the general instructions included in CISA's Thesis Guidance, the Thesis Rubric, and NDU's own integrity policy. **(3 Credit Hours)**

CISA 6742: Portfolio/Thesis Preparation & Defense

This course includes an oral public presentation and defense of the thesis as a partial requirement for the degree of Master of Arts in Strategic Security Studies from the College of International Affairs. The Dean of Academics will determine the date/time of the meeting, the audience, format and length of the oral presentation. Besides the initial presentation, the student should be prepared to respond to questions or comments raised by the audience. **(1 Credit Hour)**

CISA 6745: Research and Writing in Security Studies

This Course introduces students to various methods of writing a research paper for the Capstone Portfolio. The course introduces students to writing and research techniques that help answer questions in the fields of international relations, security studies, and policy analysis. These include how to read published research; collect and analyze qualitative and quantitative data; communicate research results; distinguish between empirical, ideological, theoretical, and ethical questions, formulate research questions, and construct an argument. Students are expected to apply these techniques to all courses at CISA and use them to guide their research and writing. **(2 Credit Hours)**

CISA 6747: Portfolio Advising

This course guides the development of the portfolio to be submitted as a partial requirement for the CISA graduate degree. The student and the advisor design and carry out a research and writing plan that includes the structure and logic of the portfolio, a schedule of deadlines, and a schedule of meetings. This collaborative work must observe the academic standards for an independent study and should be informed by the general instructions included in CISA's Portfolio Guidance, the Portfolio Rubric, and NDU's academic integrity policy. **(2 Credit Hours)**

CISA 6749: Law Enforcement & National Security

This course is designed to critically examine the use of law enforcement, at all levels of government, to address terrorism and other national security threats. Students will gain an in-depth understanding of the fundamental capabilities and limitations of civilian and military law enforcement approaches and the necessary elements for a successful law enforcement strategy. The course will involve a critical examination of how law enforcement agencies investigate and prosecute terrorists, how law enforcement can prevent terrorist attacks, and the complexities of using criminal and civil laws to protect against terrorist violence. In addition, the course will briefly examine how the military uses its law enforcement capabilities under the laws of war and how it employs law enforcement concepts in counterinsurgency and stabilization operations. Policing in South Asia, Middle East and Latin America will also be studied, besides an analysis of relevance of United Nations Peace keeping operations to global counterterrorism efforts. **(2 Credit Hours)**

CISA 6750: Comparative Political Analysis

This course introduces students to fundamental concepts and processes necessary to understand comparisons of political systems. Regime type, transition, and consolidation are often treated as assumptions in other courses, along with key terms such as democracy, nationalism, development, governance, and corruption. For example, democratization is

portrayed as a solution to social grievances, but often without serious study of the preconditions necessary for stable democracy. Corruption is often seen as a key problem in the developing world, but without considering the reasons why it exists and the benefits that appear to justify it. Regional knowledge is crucial to understanding the world, yet that knowledge only becomes useful when organized by concepts, analytical frameworks, and theories that define what should be examined and how. This course provides the intellectual structure necessary to make sense of politics in its complexity and diversity around the world. Through a primary focus on active learning, it also teaches and uses practical analysis of the kinds of decision-making and policy implementation that students encounter in their careers. **(3 Credit Hours)**

CISA 6751: Economic Statecraft: Political Economy for Security Practitioners

This course introduces you to the Economic Statecraft of Great Powers or “Geoeconomics.” It builds on foundations you developed in the Fall semester core courses American Foreign Relations, Introduction to Security Studies, and Power, Ideology, and Legitimacy and complements several AOC and elective courses, including Origins of Conflict, Maritime Security, Terrorism and Crime, and Political Corruption. After reviewing key theoretical terms and concepts and exploring the “Geoeconomics” field, we turn to “practical” issues of political economy and security, thinking about the different ways all nation-states, but especially Great Powers, can (or can try to) use economic instruments of power to advance their strategic goals. In each session, we will be particularly interested in discussing the politics of economic instruments of power. The goal in this class is to better comprehend, analyze, and synthesize the relationship of military and grand strategy to economic strategy; to assess the ways rising (or “revisionist”) powers like China and Russia can use economic power as a proxy or substitute for military power and as means of offsetting their military asymmetries vis-à-vis the United States; to understand the potential and, more importantly, the limitations of economic coercion (such as embargos against North Korea and Iran); and to prepare strategic thinkers to be more effective members of interagency strategy planning teams and task forces. **(3 Credit Hours)**

CISA 6756: Strategy Brand-X

This course looks at some varied and perhaps unfamiliar ideas about how the world really works. It emphasizes the “hard” parts of strategy—so much so that it may often appear to suggest that our concept of strategy is a meaningless delusion—and asks why is it hard? What is the nature of the difficulties? And we mean the word “Nature” quite literally. We see a great deal of pattern, design, and what certainly looks like “planning” and “strategy” in nature, including events we instinctively label “success” and “failure.” Nature is presumably unconscious and thus cannot be “strategic” in the sense that we usually mean that term. Nonetheless, it seems reasonable to apply the “if it looks like a duck, etc.,” approach. That is, it seems reasonable to suggest that if something looks like strategy, then maybe it can teach us something about strategy. **(3 Credit Hours)**

CISA 6901: Strategic Thought

Strategic Thought is designed to teach students to think strategically. It is a course for practitioners, which asks students to think in a disciplined, critical, and creative manner about

the geopolitical environment, a range of potential strategies, and their potential intended and unintended outcomes. It focuses on key points in the evolution of strategic thinking in both theoretical and practical terms. **(3 Credit Hours)**

CISA 6906: Themes in American Foreign Relations

This seminar focuses on the history of American foreign relations with a view to informing critical analysis of current foreign policy dilemmas. The key ideas behind American “grand strategy” – the driving logic behind U.S. foreign policy -- will shape much of the discussion. The course explores the United States’ many interactions with countries around the world, from the end of the 19th Century through the First World War, the Cold War through to the debate on the future direction of U.S. foreign policy. Using primary documents, essays and articles highlighting central themes in American foreign relations, the seminar explores the ongoing debates amongst historians about how to understand the exponential growth of American influence outside the United States’ own borders as well as key challenges the U.S. has faced in its foreign relations, as well as the intersection between the domestic and the international. The course will explore whether the U.S. is somehow “exceptional” in the international system and the characteristics of the so-called “American century.” We will consider competing rationales for American engagement around the globe, and how the United States has planned for both war and peace. **(3 Credit Hours)**

CISA 6910: Nuclear Security & Evolving Unconventional Threats

Nuclear weapons proliferation and related security issues impact global and regional stability, security strategies, and diplomatic relations worldwide, as well as the use of scarce resources. How can the United States (U.S.) and the international community (IC) counter North Korea’s burgeoning nuclear weapons program? What does the future hold preventing Iran from becoming a nuclear power? Russian aggression in Ukraine has resurrected both conventional and strategic unconventional threats in Europe and beyond – how can the U.S. and the IC manage these threats going forward? Cyber-attacks pose a prominent threat to domestic and international energy security, and foreign actors have already “mapped” U.S. critical infrastructure in preparation for future hybrid warfare. How can we assure warfighter missions in the face of attacks affecting communications, transportation, electricity, etc.? This course will equip practitioners with an understanding of nuclear security and proliferation challenges, as well as the increasing threats to related infrastructure posed by state and non-state cyber malign activities. We will explore the tools we use now and need in the future to mitigate these threats. **(2 Credit Hours)**

CISA 6915: Governance, Strategy and Violence

This course examines the coercive strategies and interactions of armed groups -- such as gangs, criminal syndicates, militias, terrorist bands, web hackers, and pirates -- with other actors and environments. It explores the policy implications as traditional social and political institutions deal with these violent entities. We further explore what happens when individuals and traditional communities, desiring stable rule of law, find themselves confronted with the consequences of anarchic, fragmented, and adaptive social arrangements. Cases from Latin America, the Caribbean region, and other countries and dimensions illustrate conceptual discussions and policy implications. **(2 Credit Hours)**

CISA 6920: International Security Studies

Two major puzzles sit at the core of global politics and security: Why do actors fight, and why do they cooperate? Other key questions include, but are not limited to, what do we mean by security, what counts as a security threat, and what makes strategy to counter threats successful? A range of theoretical approaches help us to investigate such puzzles and questions, with each approach, or lens, prioritizing certain assumptions over others. Some view conflict as ordinary in global affairs, presenting its supporters with the task of explaining why so much cooperation exists. Others characterize cooperation as the norm, posing a dilemma for its supporters to account for the violence in world affairs. Understanding and explaining cause and effect in a complex, interconnected world is a difficult challenge. International Security Studies is designed to help you in deepening your understanding and explanation by critically analyzing dimensions of the contemporary security environment and major issues facing national security decision-makers. One cannot form effective policies and strategies without first better understanding the dynamics interweaving politics, societies, structures, and orders. By combining theory, evidence, and explanation in our analysis of themes such as power, agency, sovereignty, violence, and interdependence, we will assess the utility of force in countering challenges in the international system of the 21st century. A variety of topics have been selected for a thematic course organization, specific cases and regions will act as illustrative examples across and between topics.

(3 Credit Hours)

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 were 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.

(2 Credit Hours)

CISA 6929: Power, Ideology & Legitimacy

Power, Ideology, and Legitimacy (PIL) is a core course in the Master of Arts in Strategic Security Studies program. Since antiquity, philosophers have been concerned with questions that are as relevant to world affairs today as they were in ancient times: What is power? How is it used?

How do we define “justice?” What is the proper relationship of those who govern to those they govern? What are the goals of government: control, order, justice, the good? What qualities make for a wise or just ruler? What is the proper source of power and authority: constitutions, social values, a god or gods? What impact do beliefs, cultures, ideas, and religious traditions have on the exercising of power? This course provides an overview into how philosophers and scholars have looked at these questions. The course begins by looking at the four core concepts, defining power, ideology, and legitimacy, and analyzing how they affect our understanding of the political world. Students will build a vocabulary and toolkit for critically analyzing contemporary ideological and political challenges. The course then traces different interpretations of these concepts from Classical Antiquity to the modern world. The course then moves on to examine how power, ideology, and legitimacy have shaped the landscapes of the contemporary world of politics. The final portion of the course is dedicated to the role of force. **(3 Credit Hours)**

CISA 6947: Maritime Security & Great Power Competition

The world’s oceans cover over 70% of the planet’s surface area. Global shipping carries at least 80% of the world’s traded goods. Offshore oil and gas account for more than one-third of world energy production. With the maritime domain so important and influential to the world’s history, politics, and economy, this course endeavors to examine this essential saltwater perspective. This course will focus on understanding the ocean as source, avenue, and arena: a source of food and energy; an avenue for the flow of goods, people and ideas; and an arena for struggle, warfare, and Great Power competition. The seminar will be divided into two parts. Part I will explore the general maritime dynamics and security threats associated with great power competition and globalization. It will study a spectrum of specific threats from maritime terrorism and piracy to such regional maritime disputes as the South China Sea and the Strait of Hormuz. Additionally, it will study the importance of legal doctrines and dilemmas affiliated with maritime law enforcement and port security. Part I will also examine strategies and preventive security measures that can be used to deter terrorism, piracy, and criminal activities affecting vessels and port facilities. Part II will focus on the world’s most important maritime domains and how respective regions or countries such as China, Russia, or India are working to address and combat the security threats and dynamics addressed in Part I. During this portion of the course students will make presentations about what is being done by specific countries or regions to address or combat today’s pressing maritime security challenges. Students will examine the actors and security dynamics explored across the Atlantic, Caribbean, Mediterranean, Indian Ocean, the Arabian Gulf, Red Sea, Asia Pacific, and the Arctic.

(2 Credit Hours)

CISA 6949: Law Enforcement & National Security

This course is designed to critically examine the use of law enforcement, at all levels of government, to address terrorism and other national security threats. Students will gain an in-depth understanding of the fundamental capabilities and limitations of civilian and military law enforcement approaches and the necessary elements for a successful law enforcement strategy. The course will involve a critical examination of how law enforcement agencies investigate and prosecute terrorists, how law enforcement can prevent terrorist attacks, and

the complexities of using criminal and civil laws to protect against terrorist violence. In addition, the course will briefly examine how the military uses its law enforcement capabilities under the laws of war and how it employs law enforcement concepts in counterinsurgency and stabilization operations. Policing in South Asia, Middle East and Latin America will also be studied, besides an analysis of relevance of United Nations Peace keeping operations to global counterterrorism efforts. **(2 Credit Hours)**

CISA 6951: Organizing for Homeland Defense

Many have stated that the al Qaeda attacks against the United States on September 11th, 2001, changed the world. One of the obvious consequences of the mass-murder committed in Washington, New York, and Pennsylvania was the comprehensive and wide-ranging reform of the way the American government provides for national security. From the Patriot Act to the creation of a Department of Homeland Security, together these changes mark the greatest restructuring of American national security architecture since the National Security Act of 1947. As the core course of the Homeland Defense Fellowship (HDF) program, Organizing for Homeland Defense provides the essential knowledge enabling our HD Fellows to navigate these changes, understand the lessons learned and deduce the applicability or unique sui generis aspects of approaches deployed since September 11th, 2001. **(3 Credit Hours)**

CISA 6954: Critical Infrastructure Protection

Al Qaeda and other terrorist organizations believe they can cause nations to change their policies by inflicting physical, economic, and psychological damage through terrorist attacks. Denying terrorist success requires, in part, that countries construct effective defenses to protect vital assets, whether they are critical infrastructure, iconic landmarks, or the nation's population. While "hardening" targets will not deter all attacks, the protection of critical infrastructure and key resources (CI/KR) can change the dynamics of an attack and prevent death, destruction, or disruption of a critical system. In addition, it may demonstrate to enemies that a nation has the collective resilience necessary for it and its people to absorb, rebuild, and recover from a catastrophic event. In a number of policy statements, national strategies, and legislation, the United States has set forth its position on the need to protect critical infrastructure and key resources. In addition, the Department of Homeland Security has made the development of resilience a key component of its strategy to protect the nation from terrorist attacks and to quickly respond and recover from natural disasters, pandemics, and other catastrophes. **(2 Credit Hours)**

CISA 6957: Joint Exercise Control Group

This course is intended to help students research, develop, design, and execute a strategic level exercise that evaluates in context the theoretical frameworks established during the preceding academic year. Most JSOMA students have a firm grasp of tactical and operational maneuvers, and many have significant experience operating in a strategically significant environment, but few have engaged in strategic multinational level decisions and negotiations. Much of the JSOMA curriculum focuses on developing a deeper understanding of this environment and each course offering is a component of developing a holistic mindset thereof. The exercise is an opportunity to put into notional practice the theoretical

components of the curriculum. The students are responsible for the entirety of the exercise from the task organization and scenario development through product development, logistic coordination, and exercise execution. **(2 Credit Hours)**

CISA 6959: Strategic Advising for Contemporary Challenges

Strategic Advising in Contemporary Challenges (SACC) is a required Phase III course in the Regional Defense Fellowship Program (RDFPP). This course is designed to strengthen the ability of students to advise their principals and think creatively in their assessment and evaluation of complex challenges to counter violent non-state actors. It teaches students to understand the role of an adviser while using various analytical approaches such as gaming and other methodologies to test assumptions, assess risk, and consider new ways of looking at a complex problem. As part of this course, RDFP students (combined with members of the South and Central Asia Program) will end the academic year with a “Breakout Exercise” simulation that will use a realistic, scenario-based case study on transnational threats across the entire globe. Students will offer policy recommendations to senior officials and experts that are involved with the topic of the game. Students are evaluated on the quality of their interaction with group members, the work accomplished during the exercise, and their policy recommendations regarding the various functional threats within the exercise scenario posed. **(2 Credit Hours)**

CISA 6963: Practitioner Engagement Course I

The program of orientation and visits provides a practical foundation for how the U.S. Government employs and synchronizes various instruments of power such as Diplomacy, Information, Military, Economic, Finance, Intelligence, and Law enforcement (DIMEFIL). This course gives students an understanding of horizontal integration across government agencies in the implementation of counterterrorism and security policies in general. **(1 Credit Hour)**

CISA 6964: Practitioner Course II

Practitioner Engagement Course II is a required two semester course worth 1 credit hour each semester. The program of orientation and visits provides a practical foundation for how the U.S. Government employs and synchronizes various instruments of power such as Diplomacy, Information, Military, Economic, Finance, Intelligence, and Law enforcement (DIMEFIL). This course gives students an understanding of horizontal integration across government agencies in the implementation of counterterrorism and security policies in general. **(1 Credit Hour)**

CISA 6965: Homeland Defense Practicum

Homeland Defense Practicum is designed as a practical supplement to the academic syllabus: CISA 6951 - Organizing for Homeland Defense, the foundation of the CISA’s Homeland Defense Fellowship Program. The Practicum consists of field visits to key US agencies and departments. Each visit builds upon the themes and materials covered in CISA 6951 and CISA 6954 affords the HD Fellows a direct opportunity to meet with and engage officials who deal with the policy and operational aspects of protecting the American homeland. Each visit will provisionally be held on the Monday indicated on the Practicum schedule. (Exact timings will be provided by the program director). Prior to each on-site visit, the course director or another member of the faculty will provide a brief presentation on that particular agency. Readings for each agency

visit follow and build upon those utilized in CISA 6951 & CISA 6954. **(1 Credit Hour)**

CISA 6975: Dynamics of Irregular Warfare

Dynamics of Irregular Warfare examines IW as a contextual phenomenon produced as a result of how individuals, organizations, and the state are situated within larger surroundings. We will examine different expressions of IW, ranging from terrorism, insurgency, political warfare (also known as “gray zone”) and hybrid warfare. A dominant theme across these categories is the use of violent political communication whereby state or sub-state political actors blend licit and illicit methods, including violence and other lines of effort, to accrue legitimacy and influence. Case studies and conceptual materials are used to explore the different forms of and motives for irregular warfare. Students examine origins of violence in the breaking away of splinters from larger upheavals (or social movements) driven by economic, social, and political grievances, hopes, and aspirations; followed by the strategic and operational choices faced by the violent actors and their members. These culminate in the contextualizing of violence within broader strategies and framing techniques. As a culminating effort, students develop final projects appropriate to individual IW concerns. **(3 Credit Hours)**

CISA 6976: Countering Irregular Warfare

Countering of Irregular Warfare examines responses to irregular warfare at the strategic and campaign (operational art) levels. Case studies and use of theoretical materials allow students to explore the multiple forms of (and motives for) political violence, and consequent appropriate and comprehensive responses. Students analyze strategic responses by assessing the relevant campaigns as implemented through lines of effort directed to neutralization of the threat and its components— countering Roots, Frame and Narrative, and Threat Strategy. As a culminating deliverable, national strategic plans are executed as appropriate to individual RDPF countries and unique concerns. **(3 Credit Hours)**

CISA 6978: Terrorism & Crime

This course examines forms of irregular warfare, including insurgency and terrorism, and its nexus with crime and corruption, which increasingly poses a national security threat to countries around the world in what has been termed “deviant globalization.” Central to the nexus of irregular warfare and criminal activity is the role of the state, both as participant in criminal activity and as the main line of defense against such activity. Both aspects will be examined. We will begin the course with the definitions of terrorism, insurgency, and transnational crime as well as a historic overview of these phenomena. This course will especially focus on terrorist activity, though other forms of irregular warfare will be examined in depth as well. We will analyze how terrorists, insurgents, and crime syndicates leverage their activities to promote their mutual and respective interests. Irregular warfare and crime will be briefly examined independently before the nexus between the two is discussed. Additionally, organizational structures of irregular warfare and criminal groups— namely hierarchical and network structures—will be examined both in how they facilitate illicit activity and in opportunities combating those activities. Finally, we will then examine the effects of the nexus of irregular warfare and criminal activity. Most lessons throughout the course will include illustrative case studies. Additionally, counterinsurgency and counter-criminal policies, policy analysis will also be embedded in each of the course topics. **(2 Credit Hours)**

CISA 6983: NATO and European Security

This elective focuses on the European Union and the North Atlantic Treaty Organization (NATO). The instructor will use the evolution of the transatlantic relationship to provoke discussion on the challenges and opportunities of formal alliance arrangements both in terms of NATO and the European Union's security architecture. Why has NATO been in a perpetual state of crisis and yet outlasted the demise of the Soviet Union? What form will security cooperation between the United States and Europe take in the future? Themes include the opportunity and challenges that multilateral security relationships provide, with specific topics including the founding vision of NATO, the transformation of transatlantic relations in the 1960s, NATO enlargement and relations with Russia, the impact of 9/11, the war in Iraq and ISAF in Afghanistan. Each student will prepare a short policy brief that would be appropriate for decision makers at the 2018 NATO Summit in Istanbul. **(2 Credit Hours)**

CISA 6998: Independent Study

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 **(2 Credit Hours)**

Eisenhower School for National Security and Resource Strategy (ES) Courses

ES 6000: Strategic Leader Foundations Course

The Strategic Leader Foundations Course (SLFC) course is an introduction to national security issues and to the roles and responsibilities of military and civilian senior leaders who must function effectively in complex strategic environments. The course is interdisciplinary, using critical and design leadership concepts, ethical decision-making models, policy entrepreneurship ideas, as well as case studies, practical exercises, and guest speakers. **(3 Credit Hours)**

ES 6003: Demography: The Study of Human Population

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

ES 6018: Propaganda Wars: Influence Campaigns and Conflict

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

ES 6025: Fundamentals of Economics for Strategists

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 macroeconomies 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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

ES 6057: Intro to the US Intelligence Community: Intelligence Collection and Analysis

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

ES 6077: China's Economic Statecraft

This course will focus on three main areas of Chinese Economic Statecraft: (1) Belt and Road, (2) Economic Incentives given to Latin American countries to no longer recognize Taiwan, and (3) China's attempt to weaponize trade. China is the US's number one strategic threat and, thus, is important to the overall national security strategy. Therefore, it is imperative that future leaders understand a significant aspect of that threat, which is the way China uses economic statecraft to further its political goals and expand its influence in the global system. **(2 Credit Hours)**

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. **(2 Credit Hours)**

ES 6102: Defense Science and Technology Acquisition

This elective is part of the Senior Acquisition Course (SAC) concentration at the Eisenhower School and is only open to SAC students. 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. **(2 Credit Hours)**

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: 1) Export Controls, 2) Cooperative International Acquisition Programs, 3) International Defense Markets and U.S. Defense Exports, and 4) 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. **(2 Credit Hours)**

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 Boston, MA, to explore government and industry innovation ecosystems. **(2 Credit Hours)**

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 only open to SAC students. With the recent interest in bridging the gap between the U.S. military and cutting-edge companies in Silicon Valley, the DoD has come to recognize the value of leaders that can consistently create the conditions for innovation in organizations across a broad spectrum, from technology development to leadership of large military units. As such, this seminar begins to study how to lead innovation by investigating the topic through the lens of business theory, to include the writings of Harvard Business School Professor Clayton Christensen and other prominent authors and through the discussion of key case studies. Seminar members then apply this theory as they meet with business and government leaders from such organizations as the Defense Advanced Research Projects Agency (DARPA), In-Q-Tel, XPRIZE, Sirius XM, and Innovation Works to observe and discuss innovative business concepts and public sector acquisition policies and practices. Field studies are planned for the Pittsburgh, PA, robotics, and autonomous systems innovation ecosystem. **(2 Credit Hours)**

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). **(2 Credit Hours)**

ES 6110: Strategic Acquisition

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. **(2 Credit Hours)**

ES 6113: Strategic Acquisition and Resourcing

The Strategic Acquisition and Resourcing (SAR) course focuses on evaluating and managing resources to execute the National Defense Strategy to include the establishment of capability requirements, the acquisition and sustainment of defense systems, management of defense industrial base capabilities, investment in the development of technologies for future capabilities, and innovation in support of national defense. The course examines the inherently political and economic nature of defense acquisition processes, the forums in which resourcing decisions are made, and the stakeholder interactions involved in the government using markets, organic enterprises, and domestic and foreign industrial capabilities to develop, produce and sustain military capabilities. **(3 Credit Hours)**

ES 6124: Economics of National Security

The Economics of National Security (ENS) is an applied course on domestic and international economics. It emphasizes the importance of country wealth and economic growth as a basis of national power. ENS examines the macroeconomies and growth dynamics of the United States, China, Russia, and other important economies, and links them to U.S. national security. The ENS course covers economic topics such as economic growth, budget trends, international trade and capital flows, macroeconomic factors impacting industrial productive capacity, and technological innovations that affect national defense resourcing in the United States, China, and Russia. **(3 Credit Hours)**

ES 6125: National Security Strategy & Policy

National Security Strategy & Policy (NSP) aims to improve students' understanding of the concept of strategy, the context that informs strategies, and the security challenges that the U.S. faces in the 21st century. First, it introduces core concepts and the U.S. national security architecture. Second, it assesses the global security environment. Third, it applies the concepts to key challenges, specifically strategic competitors and transnational threats. The course will thereby enable students to critically evaluate and advance national security strategy. **(3 Credit Hours)**

ES 6133: Military Strategy & Warfighting

Military Strategy & Warfighting (MSW) examines the use of the military instrument of power at the strategic level in both peace and war and at the operational level in joint warfighting. It examines use of the military instrument in relation to other instruments of national power and how together these are used to achieve political aims. This course is designed to broaden

intellectual foundations and encourage critical thinking in the application of military power and reasoned questioning of theoretical and doctrinal ideas. **(3 Credit Hours)**

ES 6134: Industrial Mobilization and Competition

Industrial Mobilization and Competition (IMC) explores two capabilities required of the national security innovation and industrial base: (1) Mobilization in production to in response to conflict or national crisis (“sprint”) and (2) competition in innovation to outpace and deter strategic rivals over the long-term (“marathon”). IMC investigates mobilization through explorations of history, modern challenges, and current policies and procedures. The course investigates competition by comparing innovation investment incentives and patterns relative to rival nations and evaluating the costs and benefits of active innovation policy. IMC further supports these investigations by examining the challenges, trends, and management of global supply chains. **(3 Credit Hours)**

ES 6155: Acquisition Research and Writing Program

This elective is part of the Senior Acquisition Course (SAC) concentration at the Eisenhower School and is only open to SAC students. This SAC elective entails a research program conducted throughout the year, resulting in a research paper on a relevant acquisition topic. This course has sessions in the fall and spring and is graded in the spring. The student’s SAC elective instructor is the student’s research paper advisor for the research and writing program. **(2 Credit Hours)**

ES 6206: Industry Analysis

The Industry Analysis (IA) course provides students with tools, frameworks, and vocabulary to understand firm behavior through the lens of firm leadership. By focusing on leadership incentives, the course identifies policy implications for government action – or non-action – in improving the ability of the related industry to meet national innovation and defense industrial base requirements in the context of strategic competition. These implications then support the student’s Industry Study in developing policies to help industry improve or sustain its ability to meet U.S. national security requirements in the context of the 2021 Interim National Security Strategic Guidance and 2022 National Defense Strategy. **(3 Credit Hours)**

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.

(2 Credit Hours)

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

ES 6404: Global Supply Chain and Logistics Strategy I

This elective is part of the Global Supply Chain & Logistics (GSL) concentration and is only open to GSL students from the Eisenhower School. This program provides students with a strategic-level understanding of integrated supply chains and logistics systems and prepares students to apply these concepts and practices across the entire enterprise of companies and organizations that make up the Global Supply & Logistics ecosystem. This unique concentration prepares graduates for the most challenging senior positions within the government and the private sector. This is the first course in the GSL concentration. **(2 Credit Hours)**

ES 6405: Global Supply Chain and Logistics Strategy II

This elective is part of the Global Supply Chain & Logistics (GSL) concentration and is only open to GSL students from the Eisenhower School. Supply Chain Management is a driving force behind America's economic growth and prosperity. It is important to understand the critical role supply chains play in supporting American industry and national security and how every element of the DoD and the world's economy is affected by supply chains. This is the second course in the GSL concentration. ES 6404 is a prerequisite. **(2 Credit Hours)**

ES 6501: Strategic Leadership

This course is an introduction to strategic leadership and its associated roles and responsibilities of military and civilian senior leaders who are expected to play an immediate, critical advisory role in their follow-on strategic assignments. The course is designed for practitioners with facilitated classroom discussion focused on application of course materials. It is interdisciplinary in nature, using ethically based concepts focused on critical thinking, interpersonal engagement, and leading at the enterprise level. **(3 Credit Hours)**

ES 6603: National Security Exercise

Using Eisenhower curriculum delivered via the first three courses, students will assess and evaluate U.S. policy toward Taiwan and determine if it advances our national security interests. Students will identify strengths and risks associated with current policy; students will then recommend alternative courses of action if necessary. Designed to provide minimal prescription in terms of how to accomplish its goals and objectives this exercise is intended to raise the overall quality of the students' learning experience and output during group taskings in the form of a briefing; grading is based on a one-page written deliverable and observed contribution to the final briefing product. **(1 Credit Hour)**

ES 6605: National Resourcing Exercise

National Resourcing Exercise (NRE) serves as a capstone event for the Military Strategy and Warfighting (MSW) and Strategic Resourcing and Acquisition (SAR) and Courses. The NRE evaluates student mastery of strategy and resource allocation relationships. Students will analyze and evaluate the alignment between the National Defense Strategy (NDS) and the Department of Defense's (DoD's) future resourcing plan. Students will develop policy recommendations in support of evaluating and managing resources to meet national security objectives. **(1 Credit Hour)**

ES 6651: Research Elective

A student may choose a research project appropriate to the concerns of the Eisenhower mission in lieu of one elective. The project should be of such scope that it can be researched and written in one semester. It is anticipated that such a project will normally be 25-35 pages. **(2 Credit Hours)**

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. **(2 Credit Hours)**

ES 6700: Industry Study

This course provides an in-depth study of the national and global industrial and innovation bases. Upon completion of the program, students are expected to: be knowledgeable of U.S. and global private sector firm and industry strategies, practices, capabilities, and limitations; be comfortable working the government-private sector interface; assess private sector decision-

making and constraints; and, have the ability to evaluate and make resourced policy recommendations to improve the role of industry in support of 21st century mobilization preparedness, the 2021 Interim National Security Strategic Guidance, and the 2022 National Defense Strategy Fact Sheet guidance. **(5 Credit Hours)**

ES 6991: 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 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. **(4 Credit Hours)**

Joint Forces Staff College (JFSC) Courses

JAWS 6170: Joint Transition Course for JAWS

Course prepares students without JPME-I certification for participation in JPME-II instruction by introducing students to US strategic planning organizations and activities, US operational planning concepts, and US military capabilities and limitations. **(Non-Credit)**

JAWS 6710: Theory & Philosophy of War

Course develops students' ability to contextualize war and warfare by introducing students to a framework of essential texts, authors, and ideas related to common theories and philosophies of war and warfare, including their contemporary historical context. **(1 Credit Hour)**

JAWS 6711: Modern Warfare

Course develops students' ability to contextualize the operational level of war as it relates to the U.S. military past and present, including changes in the character of war over time and the influences of policy and strategy on operational concepts. **(4 Credit Hours)**

JAWS 6712: Future War

Course develops students' ability to contextualize changes in war and warfare as they relate to emerging trends and historical norms, including concepts such as adaptation in the face of rapidly developing technologies, globalization, and New War Theory. **(1 Credit Hour)**

JAWS 6720: Strategic Foundations

Course develops students' ability to propose military strategy by introducing students to a framework of essential texts, organizations, and ideas related U.S. military strategy development, including critical analysis of strategic ends, ways, and means. **(4 Credit Hours)**

JAWS 6721: Strategic Applications

Course develops students' ability to propose military strategy in concert with other instruments of power through repeated practical application of the JAWS Strategy Development Framework during multiple authentic planning scenarios. **(3 Credit Hours)**

JAWS 6730: Operational Design & Joint Campaign Planning

Course develops students' ability to produce military plans in volatile, uncertain, complex, and ambiguous environments by introducing students to the joint operational design and campaign planning frameworks. **(1 Credit Hour)**

JAWS 6731: Joint Contingency Planning

Course develops students' ability to produce military plans for anticipated contingency operations through repeated practical application of the JPP framework, with a particular focus on wargaming, during an authentic planning scenario. **(3 Credit Hours)**

JAWS 6732: Joint Crisis Planning

Course develops students' ability to modify the JPP framework in support of military plans production under time-constrained conditions, with a particular focus on options development and embassy crisis operations, during an authentic planning scenario.

(2 Credit Hours)

JAWS 6740: Foundations in Communications

Course develops students' ability to communicate effectively by introducing them to key aspects of writing and research, public speaking and presentation, body language and presence.

(1 Credit Hour)

JAWS 6741: Research & Communications Seminar

Course further develops students' ability to communicate effectively through specialized research, writing, and presentation on focused topics that vary by section. **(8 Credit Hours)**

JAWS 6750: Foundations in Jointness

Course develops students' ability to represent the value of jointness by introducing students to a framework of joint competence, joint character, and joint commitment. **(4 Credit Hours)**

JAWS 6751: Joint Applications

Course develops students' ability to represent the value of jointness through repeated practical application of the joint competence, joint character, and joint commitment framework.

(4 Credit Hours)

JCWS 6120: Joint Transition Course for JCWS

The JTC is a necessary building block for students who have not completed JPME I as the goal of the Phase II program at JCWS is to build upon the foundation established by the institutions teaching JPME Phase I. The JPME Phase I mission is to expand student understanding of Joint Matters from a Service component perspective at the operational and tactical levels of war. The objective of JTC then is for each student to gain awareness of the organizations, agencies, and processes associated with the United States strategic planning environment and to gain familiarity with basic concepts of planning at the operational level of war. This course familiarizes students with (JPME I) curriculum in which they have not previously been formally instructed and prepares them for participation in their Joint and Combined Warfighting School (JCWS) seminar at the Joint Forces Staff College JPME Phase II course of instruction.

(Non- Credit)

JCWS 6210: Joint Force Fundamentals (JFF)

This is a foundational course that introduces and focuses on the concepts of Unified Action, Global Integration, and Great Power Competition as derived from strategic guidance and direction. The students will also understand the Chairman's role in translating strategic guidance from the President and Secretary of Defense and the process by which the Chairman translates that guidance into actionable direction to combatant commands. From the Joint perspective, students will examine the integration of joint functions using historical case studies and anecdotal examples to more fully develop their understandings of these concepts.

Students will begin to develop competencies through comprehension and discussion of policy, strategy, and doctrine underpinning national interests. Also, in JFF, students will begin an acculturation process through a series of interactive lessons and group events including a short Homeland Security/Homeland Defense exercise in which students will problem-solve collaboratively to address challenges in a series of uncertain and ambiguous scenarios based within the United States. JCWS faculty serve as exercise controllers, observers, trainers, and facilitators aiding students to problem solve and evaluate potential solutions. Visiting Subject Matter Experts (SME) will provide key observations, recommendations, and support to students' understanding of, and responses to, scenarios. **(1 Credit Hour)**

JCWS 6220: Strategy and Campaign Design (SCD)

This course directs students to apply strategic thinking, operational art, and operational design in the development of a notional Combatant Commander Campaign Plan (CCP). Students utilize critical and creative thinking skills within analytical frameworks to comprehend the unique aspects of campaign planning and its relationship to national security interests. Students analyze the complex relationships among ends, ways, means, and risk from the combatant command perspective while considering Great Power Competition and Globally Integrated Operations. Students are required to demonstrate the necessity of a whole-of-government approach to solve complex problems combined with the importance of unity of effort across the Joint Force, the Interagency, Intergovernmental organizations, and Multinational partners (JIIM). Working within a notional Joint Planning Group assigned to USAFRICOM, students will utilize a combination of lectures, guided discussions, and practical exercises to develop the CDR's Initial Planning Guidance for the CCP as outlined in JP 5-0, Chapter IV. **(2 Credit Hours)**

JCWS 6230: Integrated Contingency Planning (ICP)

The Integrated Contingency Planning (ICP) course is designed to familiarize students with the processes for developing a globally integrated combatant command (CCMD) contingency plan. Following SCD, this course is the logical extension of prior learning through the application of the joint planning process (JPP). This course focuses students at the operational-strategic nexus, linking strategic understanding with operational solutions for complex problems, requiring them to develop a contingency plan by discerning the relationship between ends, ways, means, and risk. Student seminars form into CCMD joint planning groups (JPGs) to apply design and the JPP to analyze relevant national and theater strategic guidance and the operational environment before synthesizing courses of action to address a potential / fictional interstate conflict. Through deliberate wargaming, students analyze their options against an adaptive adversary to create a more synchronized, refined, and flexible plan. Finally, students will apply everything they have learned throughout the course to evaluate the efforts of others, identifying both advantages and disadvantages while providing recommendations for improvement. **(3 Credit Hours)**

JCWS 6240: CAPSTONE (CAP)

This is the culminating course for the JCWS program and provides an opportunity for students to apply and reflect upon concepts presented throughout the JCWS experience. In this module, students evaluate global national security challenges through the lens of great power competition to include historic, current, and emerging challenges across the spectrum of

conflict. Students evaluate these challenges with an eye toward the future and joint force operations involving multinational, interagency, and civil/private sectors. Students leverage their work from SCD and ICP to consider the application of their contingency plan to an emerging crisis across a strategic problem set. The structure of the last week of the course provides the students with opportunities to reflect on the educational opportunities provided and their value to their future as professional officers. Students have the opportunity to interact with experienced senior officers (retired FOGOs) to gain insight into the future of the Joint Force. Additionally, the students evaluate a historical campaign and participate in a staff ride addressing global integration and great power competition. Students gain an appreciation for the value of the joint force and assess its applicability to their future roles as joint officers, before culminating with a graduation ceremony. **(2 Credit Hours)**

JCWS 6250: Focused Study Seminar (FSS)

This course enables the assessment and evaluation of student teams for research skills, writing abilities, and verbal briefing skills. Under the supervision of a faculty advisor, student teams collaboratively develop a publishable research paper that addresses a contemporary issue relevant to the joint force. To successfully complete the APE course a team of students from two or more Services must collaborate to develop a research question to a contemporary issue or a historical campaign that will inform current joint force thinking. Teams will develop supported arguments that reflect graduate-level research, critical thought, and analysis of current joint, multinational, or interagency issues leading to the development of appropriate recommendations. The resulting paper must be suitable for publication in an appropriate professional journal. Upon completion, student teams will present their research findings and recommendations and are eligible to compete for several writing awards presented to outstanding research papers during each class. **(1 Credit Hour)**

JCWS 6260: Focused Study Seminar (FSS)

The Focus Study Seminar course aligns faculty, student, and Joint Force research interests to advance the Joint Force Development and Design efforts. Focus Study Seminars also allow JCWS to achieve the Chairman's goal of increasing classified research by providing a mechanism for sorting students eligible for such projects. These Focused Study Seminars (FSS) support and link to the Academic Publishable Essay (APE) course. FSS helps students develop a more detailed understanding of their APE topic through rigorous academic readings, critical thinking, and intellectual discourse in a graduate-level discussion seminar format. FSS runs concurrently with APE, supports more focused and efficient student research efforts, develops detailed knowledge depth and critical thinking and analytical skills. This course sets the foundational requirements and expectations for research and writing. **(Non-Credit)**

JIS-6330: Joint Information Planners Course (JIPC) Phase I

The Joint Information Planners Course (JIPC) Phase I is a four (4) week asynchronous distance learning course offered through Blackboard at the UNCLASSIFIED level, with invitations extended to International Fellows from Australia, Canada, Great Britain, and New Zealand. The course introduces and educates U.S. and Allied commissioned officers in grades O-4 through O-9, noncommissioned officers (NCOs) in grades E-6 through E-9, as well as DoD civilians on information in joint operations. Emphasis is placed on the information joint function, information capabilities and activities, and operations in the information environment (OIE)

Graduates of JIPC Phase I will have a common foundation upon which to develop information planning skills and the ability to integrate and synchronize information capabilities and activities within the Joint Staff, CCMD, or JTF/JFC headquarters staff in support of an operational-level Joint Planning Group. JIPC Phase I was formerly named the Joint Information Operations Orientation Course (JIOOC) but was renamed to better align with JP 3-04, Information in Joint Operations. Completion of this course is a pre-requisite for all personnel attending the JIPC Phase II. **(Non-Credit)**

JIS 6340: Joint Command, Control, Communications, Computers and Intelligence/Cyber Staff and Operations Course (JC4ICSOC)

The Joint C4I/Cyber Staff and Operations Course's mission is to educate students in communications systems doctrine and concepts in the joint/interagency/multinational environment, DoD's organization and how it supports the communications systems process, and the management and operation of joint communications systems and operational level procedures associated with both strategic and theater and tactical level systems. JC4ICSOC's core competencies include Command and Control, Communications and Computer Systems, Network Operations, Intelligence, Information Operations, Cyberspace Operations, Space Operations Support, Interoperability, and Joint Communications Systems Planning.

(3 Credit Hours)

JIS 6350: Joint Information Planners Course (JPIC) Phase II

The Joint Information Planners Course (JIPC) Phase II is a four (4) week in residence course designed to educate and train US and allied partner mid-grade officers and US Department of Defense Civilian equivalents, to plan, integrate, and synchronize Information Related Capabilities (IRC) into joint operational-level plans and orders. The course is taught at the TS/SCI level. It provides students with a comprehensive understanding of the Information Environment, IRCs, and IRC synchronization and integration into an operational level planning effort within the framework of the Joint Planning Process (JPP). The course accomplishes this through six modules delivered via in-residence class presentations, guest lectures, case studies, and practical exercises in a joint seminar environment. The Joint Information Planners Course Phase I is a prerequisite for this course. **(3 Credit Hours)**

JIS 6360: Joint Military Deception Training Course

(U/FOUO) The Joint MILDEC Training Course (JMTC) is a two (2) week course designed to educate and train military students between the grades of E-6 to E-9 and O-3 through O-6, Department of Defense (DoD) civilian equivalents, and designated contractors assigned to plan, execute or support Joint MILDEC. Course graduates will demonstrate basic-level proficiency in planning, conducting and assessing Joint MILDEC and Deception in Support of Operations Security (DISO), across the range of military operations, in accordance with applicable doctrine, policy and authorities. **(Non-Credit)**

JIS 6380: Defense Operations Security Planning Course

The Defense Operations Security Planners Course is a one-week course focused on the Operational application of OPSEC designed to educate and train select military students between the grade of E-6 to E-9 and O-3 through O-6, Department of Defense (DoD) civilian

equivalents, and designated contractors assigned as Operations Security (OPSEC) planners, J5/Joint Planning Group (JPG) planners, and OPSEC Program Managers. Course graduates will be able to effectively plan, integrate, conduct, and assess Joint OPSEC at the joint/operational level, across the operations continuum, in accordance with applicable doctrine, policy and authorities, as well as to enhance corporate knowledge of vulnerabilities associated with operations and plans for the joint warfighter. **(Non-Credit)**

National War College (NWC) Courses

NWC 6000: Introduction to Strategic Logic & Joint Warfighting

The goal of this course is to provide the students at the National War College with an introduction to strategic leadership. This means not just understanding aspects of leadership and elements of strategy respectively, but also how to build, assess, and implement strategy as a leader. The Course is laid out in four sections. First, we will work to acquaint ourselves with the concepts of leadership and strategy and look at the numerous cognitive biases that hinder strategic thought. Second, we will explore methods for properly assessing our operating environment as well as that of our friends and enemies. Third, we will look at the concept of power, the sources of national power, the instruments through which power is manifested, the ways in which we wield power, as well as the institutions which are responsible for exercising the instruments (don't worry, it sounds complicated, but it will make sense shortly). Finally, we will work on the implementation of strategy, to include assessing the viability of strategy and controlling for the costs and risks of strategy.

(4 Credit Hours)

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

This elective is designed for students to examine one of the most formative periods in U.S. history through the lens of strategic logic. To be certain, the military instrument of power was key to Union victory. The course—primarily through student in-class presentations—will examine this aspect of the war closely. However, to appreciate the Civil War's lessons from a strategic perspective, this course digs deeper. Using the NWC Primer as the foundation, the readings and seminar discussions will analyze the utility of the economic, informational, and diplomatic instruments of power, as employed by both the North and South. Analysis of the evolving strategic context—domestic and international—will be central to the elective as well. The final portion of this course will examine Reconstruction, the failure of which continues to impact American society in profound ways. In addition to their presentations, students will deliver a strategic framework based on the situation Lincoln confronted in the summer of 1862. The American Civil War through the Lens of Strategic Logic is designed for students with very limited to highly extensive knowledge of the conflict. **(2 Credit Hours)**

NWC 6004: A History of the Vietnam War

This course looks briefly at Vietnam's cultural heritage, the legacy of Chinese occupation, and the French Indochina War, then examines in depth the American experience in Vietnam. The study encompasses the diplomatic, political, cultural, informational, and military aspects of the war. The objective of the course is to gain insights about the nature, character, and conduct of the war, as well as, to develop an understanding of how national goals are formed and strategies are designed to achieve them. Students will gain an appreciation for: the difficulty of trying to achieve political ends such as security and stability; how domestic political concerns can influence a nation's foreign policy; and how personalities can affect the design and implementation of strategy. The course will further explore how the Vietnam experience has affected current U.S. strategic endeavors, to include recent efforts in Syria, Iraq, and Afghanistan. An oral presentation on a particular aspect of the war, and why that

aspect is worthy of examination, is required. **(2 Credit Hours)**

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. (2 Credit Hours)**

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. **(2 Credit Hours)**

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 be strategic defenses, nuclear command and control (via a visit to the Pentagon’s National Military Command Center), and issues related to US nuclear policy and force

structure. Each student will be expected to make a 10-minute, in-class presentation on the nuclear program of one of the nine countries possessing nuclear weapons. Each student will also be required to write a 3-4 page Op-Ed piece on a topic of his or her choosing related to nuclear weapons. Required reading averages 60 pages per week. This course requires Top Secret clearance. **(2 Credit Hours)**

NWC 6011: Intelligence - Insight, Effect, and Strategy

This classified course is intended for those without extensive backgrounds in intelligence. It will start by looking at and beyond the US Intelligence Community's (IC) public surface to identify the foundational elements and undercurrents, such as the role of US intelligence at the national level, and the IC's different components, capabilities, and current challenges. It will then examine some of the IC's non-traditional challenges and roles, such as support to homeland security, law enforcement, domestic crises and disasters, public health, counter-threat finance, diplomacy efforts, arms control, and CT/COIN/IW. It will finish by focusing on broader structural, legal, and ethical constraints, in addition to ways to think about intelligence as a core key element of any long-term strategic approach to national security. The course will include one or more site visits to local IC organizations and meetings with IC expert guest speakers. Students will read sections of Mark Lowenthal's book, *Intelligence: From Secrets to Policy* (7th edition) and other selected articles, participate in classroom discussions, write a three-page memo, and give an oral presentation. This course is open to US students with a SECRET clearance. **(2 Credit Hours)**

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). **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NWC 6022: Winning with Foreign Aid

This course examines the role of development assistance as an instrument of national power, serving national security and foreign policy objectives. While development is traditionally conceptualized as part of the Economic Instrument of Power, the course will additionally explore the diplomatic and information aspects of development as a foreign policy tool. This course provides a useful amplification of core course consideration of the instruments of power. The course will be taught from a practical, rather than theoretical, perspective, with the needs of the national security strategist in mind. Emphasis will be on interactive discussion. By the end of the course, students will understand what development is, who the major actors in the development space are, how development differs from other types of assistance such as humanitarian, how it is designed and implemented, and how its effectiveness can be measured. Students will also be able to assess the factors in the operating environment that make a development intervention more, or less, likely to succeed. Most importantly, students will understand how the strategist can deploy development interventions to advance larger foreign policy and security objectives. **(2 Credit Hours)**

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

High level exploration of United States Joint Warfighting history, contemporary strategic

guidance, multi-level war plan development, and exposure to select historical case studies. Analyze emerging concepts and multi-domain 21st century conflicts facing the joint warfighter. Students will also engage in dynamic discussions and wargaming to probe current war planning and strategies towards US allies and adversaries. This elective falls under the war studies concentration at the National War College. By the end of the course, students will know the capabilities and limitations of the Joint Force to support the Nation's interests. **(2 Credit Hours)**

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.

(2 Credit Hours)

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.

(2 Credit Hours)

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 the major campaigns of the conflict, analyzing the various reasons for success or failure. **(2 Credit Hours)**

NWC 6032: Soldier and 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. **(2 Credit Hours)**

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

This course provides national security strategists and policymakers with a foundation for participating constructively in government responses to the current and future pandemics. In the first block, the course begins with an overview of the basic biology and epidemiology of disease followed by an introduction to the strategies and methods used in public health. The second block then presents case studies of diseases—plague, smallpox, cholera, malaria, HIV/AIDS, Ebola, Zika, influenza (SARS, H1N1, COVID-19, etc.)—to develop analytic skills for understanding the full range of technical, political, economic, social, and ethical issues that policy strategists must consider when responding to pandemics. The third block then presents behavioral science, economic, security, and organizational/agency perspectives as a basis for classroom discussion of the concepts and tools available for strategy design and implementation. The course takes a broad view of health and disease, comparing the interplay of politics and medical culture in different countries and the global context. It considers a wide variety of interrelated health challenges and policies associated with, for example, sanitation, maternal health, nutrition, working conditions, ecology, poverty, climate, agricultural practices, pollution, misinformation, religious practices, and conflict. By the end of the course, students will be expected to define best practices and develop frameworks for harmonizing political and technical strategies in response to pandemics. Class grades will be based on seminar contributions and two deliverables. The first deliverable will be a 3-page memo assessing a past case of disease response to inform COVID-19 strategy for senior policymakers. The second deliverable will be an in-class briefing—presented in the final session—that applies insights from the course to assesses an agency's or organization's performance thus far in responding to COVID-19.

(2 Credit Hours)

NWC 6039: Global Climate Change and its Implications for National Security

The world's climate is changing rapidly, with current projections indicating the planet will be at least 3.5°F warmer by 2050 as compared to the pre-Industrial period. This course examines potential risks to U.S. and allied interests that may result from rising seas, resource conflicts, mass migration, and other possible effects of global climate change. Students will compare the cost/benefit analysis of all the potential courses of action to address climate change (nuclear power; carbon sequestration; conversion to renewable energy sources; geoengineering; do nothing and hope for a 'savior technology' to emerge, etc.). Students will debate the role that the U.S. national security establishment should play in preparing for the potential political, economic, and military threats associated with climate change, and decide if there are unique challenges that climate change poses for the Department of Defense and the national security departments and agencies. The course will also consider strategic opportunities climate change may present, for the Western alliance as well as its adversaries, including with regard to energy production and new trade routes in the Arctic. Finally, the course will challenge students to develop a strategy that will be politically acceptable domestically, while achieving the global cooperation necessary (especially with India and China) to achieve the required reductions in carbon dioxide and methane emissions to make progress in slowing, and eventually stopping, temperature increases. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NWC 6053: How Existential Threats Shape National Security Strategy

Entering the third decade of the 21st century, United States Special Operations Command (USSOCOM) has its largest force structure and its largest budget since its inception in 1987. After two decades of an almost myopic focus on counter-terrorism, what is the role of Special Operations Forces (SOF) in light of a renewed focus on great power competition? What is the strategic utility of special operations? What ways and means do special operations bring to a practitioner of national security strategy? Given the dynamic nature of the 21st century security environment, SOF – with their ability to operate unilaterally, by with and through international partners, in conjunction with interagency partners, or as part of operations involving larger general-purpose forces – are likely to remain a frequently preferred “go-to” option. This course seeks to provide the national security strategist a baseline understanding of SOF structure, capabilities, and limitations along with perspective on key issues shaping the force for the future. Additionally, the course will look at USSOCOM as both a global combatant command and

service-like organization. It will also address the sometimes-misunderstood aspects of the resources and authorities that go along with its uniqueness in the Department of Defense. The knowledge gained from this course should provide the national security strategist options to consider when searching for opportunities to achieve objectives across the range of conflicts. This course requires a SECRET clearance. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NWC 6072: Grand Strategy in the 21st Century

Grand strategy remains a highly debated concept among academics and practitioners alike. While some consider it the pinnacle of statecraft, others view it far less favorably, even questioning its very existence. Another group would further argue that, while grand strategy is a valuable concept, today's security environment precludes any meaningful effort to develop and implement a grand strategy for the United States. This course commences on the premise that grand strategy is a useful framework both for orchestrating foreign, defense, and even economic policy and for understanding our competitor's strategic frameworks as well. It proceeds in two parts. The first half of the course examines the definition of grand strategy—what it is and what it is not—and explores fundamental principles for its formulation. It does so by presenting theoretical concepts, illuminated, and reinforced by historical examples. The second half of the course applies these fundamentals to the consideration of grand strategies in the era of great power competition. In so doing, it not only explores U.S. options for a future grand strategy but lends consideration to Chinese and Russian strategies as well. The world of the future will be wrought, in large part, by the interaction of great powers as they pursue national objectives in an uncertain and ever-changing global environment. This course will help prepare strategists and strategic leaders for the intellectual and practical challenges to come. **(2 Credit Hours)**

NWC 6073: War Crimes and Strategy

Although war crimes have always been a tragic characteristic of war itself, the proliferation of social media has profoundly increased their potential for strategic impact. Media-saturated images of civilian casualties, wanton destruction, prisoner abuse, and even torture shape public perceptions of legitimacy, while raising tough questions about the utility of force. This course examines the subject of war crimes in depth, concentrating on their growing significance to strategists and policy makers. It first examines the human dimension; specifically, what leads seemingly decent individuals to commit atrocities. Because war crimes at an organization's lowest level can lead to strategic defeat (Abu Ghraib is but one example), senior leaders will benefit from a better understanding of why they occur - and how they can be prevented. After examining war crimes in a historical context, and looking at state-sponsored genocide in particular, the course next scrutinizes efforts at perpetrator accountability. The evolution of legal regimes will be considered, to include the Nuremburg Trials, ad hoc tribunals for the Former Yugoslavia and Rwanda, and the creation of a permanent International Criminal Court. Related to this will be a discussion on Lawfare, which encompasses the exploitation of law-of-war violations (real or not) as an asymmetric tool. Next, the elective will examine the Bosnian Civil War through the lens of Strategic Logic and the NWC Primer. Lastly, the course looks at the

challenge of armed intervention, exploring how policy makers decide whether to intercede in cases of wide-scale abuse, or even genocide. An in-class exercise will examine the connection between targeting, operational success, and the impact of social media. In addition to active participation, students will write a short Op-Ed advocating for or against intervention in a recent crisis. Each student will also deliver an in-class presentation on a past war crime, exploring what led to it, the decision to (or not to) intervene, and assessing attempts at accountability. For students preparing an ISRP, the presentation may be tailored to their assigned country. Course will include one offsite to the United States Holocaust Memorial Museum. **(2 Credit Hours)**

NWC 6075: Public Diplomacy and National Security

International relations depend upon communication. Whatever it is called – rhetoric, propaganda, public diplomacy, or strategic communication – actors use actions, language, and images as instruments of political power to inform and influence audiences in support of national security and foreign policy objectives. Designed for all national security practitioners, this course focuses on enhancing students’ understanding of information/public diplomacy instruments and students’ ability to employ them effectively, as part of a comprehensive competitive, strategic communications strategy. We examine basic communication concepts, critical issues within today’s competitive information environment, and contemporary instruments and practices employed across multiple USG departments and agencies and the private sector. The course also incorporates a comparative perspective by examining how other state and non-state actors use information / public diplomacy instruments to compete in the 21st century. By the end of the course, students will be able to: develop a focused and realistic competitive communication strategy to advance a national security policy/issue; analyze audiences, including formal and informal information sources that influence public opinion; consider ways to measure impact; and evaluate the role of information instruments / public diplomacy in advancing national security and foreign policy objectives. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NWC 6078: Dwight D. Eisenhower as a Strategic Leader

President Dwight D. Eisenhower led the United States during two of the most challenging periods in its history – World War II and the Cold War. As supreme commander of the allied invasion of Europe, he successfully led the campaign that brought an end to the Nazi regime. Upon return to the United States, he served as the Army Chief of Staff and briefly served as President of Columbia University before taking over as Supreme Commander Allied Forces Europe. Eisenhower was the last president born in the nineteenth century and served two terms which saw successes and failures at home and abroad – all while facing an historically unprecedented Cold War with the U.S.S.R. This course will examine the life of this remarkable individual in the context of Strategic Leadership, a term that can be defined as “the process of aligning people, systems, and resources to achieve a vision for the enterprise while enabling an adaptive and innovative culture necessary to gain an advantage in a competitive environment.” The course will use a variety of sources on President Eisenhower and on the subject of leadership in a critical analysis of Ike’s strengths and weaknesses, and how this life and its lessons can inform our own development as leaders. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NWC 6081: Forecasting, Foresight, and Strategic Decision Making

Will China deploy surface-to-air missiles on contested South China Sea islands before December, 31, 2022? Will North Korea test another thermonuclear warhead before 2023? All of our judgments and any decisions stemming from these questions involve forecasts, even if the forecasts are made implicitly. As you have learned during your careers, the national security field is replete with forecasts. Along very different time horizons, how would you make decisions about the national security implications of nano-technology in a world where state monopoly on the exercise of violence breaks down by 2050? To address questions about the disruptive effects of technologies and other far future events, decision makers use a different approach: The practice of foresight. As you will learn in this course, foresight is very different than forecasting, yet many analysts and decision makers fail to understand the distinctions. This course aims to introduce you to forecasting and foresight in national security and international relations. We will start by discussing issues regarding forecasting geopolitical

events such as interstate and intrastate conflict, international crises, political violence, protests, terror attacks, political instability, leadership changes, international negotiations, etc. Later, we will turn to the practice of foresight and consider its practice in several areas, including geopolitics, demographics, and technology. You will participate in a practical, hands-on exercise by participating in a forecasting tournament administered on-line; the tournament will run for the duration of the elective. The forecasting approach used in the tournament is the same approach described in the book *Superforecasting*; it's a method that produces predictive accuracy that far exceeded analytic judgments of experienced intelligence analysts. Of note, you will be evaluated based on your participation, not performance, and you will receive expert feedback at the end of the course on your skills as a forecaster. By course end you will have received a reasonable introduction to the forecasting and foresight literatures, and you will be prepared to read and think more broadly on the various topics pertaining to forecasting and foresight and how they apply to national security and foreign policy decision making.

(2 Credit Hours)

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-1960s. 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. **(2 Credit Hours)**

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.

(2 Credit Hours)

NWC 6090: Essential Theories and Strategies of War

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

(2 Credit Hours)

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 Tribunate 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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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. Along with Europe as a whole, the region has become more prominent in U.S. national security thinking and strategy since Russia's invasion and annexation of Crimea in 2014. Since then, NATO has also re-focused on the Russian challenge, which also strongly affects the national security of the Nordic-Baltic countries. These trends have further accelerated as Russia escalated the conflict in Ukraine in 2022. In addition to the region's proximity to Russia, all the Nordic countries are considered Arctic states, which makes them relevant to the growing tensions between the U.S., Russia, and China in the Arctic. Furthermore, China wields considerable economic influence in the Nordic-Baltic region. China's attempts to assert its great power status are also reflected in its policies toward the Nordic-Baltic countries, which increasingly view China with suspicion. The course examines American, Russian, and Chinese security interests in, and strategies toward, the region, as well as the security interests and strategies of the countries in the region – Iceland, Norway, Denmark, Sweden, Finland, Estonia, Latvia, and Lithuania. We will also examine the role of institutions – primarily NATO and the EU – in the Nordic-Baltic region. **(2 Credit Hours)**

NWC 6149: China Foundations

This course provides students with a common, basic level understanding of the People's Republic of China (PRC)'s interests, strategy, governance, economy, and military, and how it uses instruments of national power to pursue objectives. It aims to provide students with a foundational understanding of the PRC to leverage throughout the rest of the NWC curriculum. The course starts with an overview of the PRC's worldview, interests, objectives, and strategy. Next, it explores the PRC's governance, ideology, domestic politics, and political economy (domestic and international), and introduces the People's Liberation Army (PLA). Students are then provided an overview of the PRC's sovereignty and territorial disputes, as well as United States policy toward the PRC. Finally, the course examines examples of how the PRC is leveraging its diplomatic, information, military, and economic instruments of power to pursue its strategic objectives. **(1 Credit Hour)**

NWC 6150: Regional/Functional Context

The National Security Strategy Primer defines the word "context" as "[a]ny factor(s), international, regional, or domestic, that affect the development or implementation of a national security strategy. Context can include political matters; historic events; cultural, religious, ethnic, or tribal factors; societal norms and structures—almost anything that could influence the strategist's work." The Regional/Functional Context Course (RFCC) uses this broad definition. Divided into sixteen seminars, each seminar will focus on a distinct country, region, or function. The material covered will diverge significantly, as will the content of course deliverables. This course is designed to permit students to research, analyze, and write on a national security topic about which they may have particular interest. For this reason, Faculty Seminar Leaders and students will meet individually, early in the semester, to choose a topic. Because student work performed in the RFCC also informs Course 6610, the Group Strategy Research Project (GSRP), students should choose a topic that may help them contribute to the GSRP's final product – a national security strategy. All students are required

to demonstrate their ability to communicate effectively to provide clear and concise written military and policy recommendations. To assess their ability to do so, U.S. students are required to submit a thorough, well-researched, graduate-level term paper. The paper will be supplemented with a separate, one-page executive summary, suitable for presentation to a Combatant Commander or senior policy official. **(2 Credit Hours)**

NWC 6220: Statecraft & the Evolving Character of War

This course provides students with some of the theoretical foundations of the use of force, the military instrument, the enduring nature of war, and the changing character of war. The course will focus on four countries and issues prioritized in the National Defense Strategy, China, Russia, Iran, and violent extremist organizations. Each of the four blocks will be seven classes and will provide students with two case studies of the application of force in history, and three cases of how the character of war is evolving with each adversary. Block One - Russia will build on Clausewitz and cover nuclear deterrence and the evolution of nuclear weapons technology, NATO, Russian strategic culture, developments in asymmetric warfare (mercenaries, frozen conflicts tactical nukes and hypersonics), and active measures/cyber warfare. Block Two - China will build on Sun Tzu and modern tacticians (Mao, Vo) and begin with a study of Chinese strategic culture and application of force, before delving into the Three Warfares, Chinese operations in the South China Sea, and concluding with space, AI and quantum computing. Block Three - Iran, will build on Thucydides, and then delve into the Iran-Iraq war, the Iranian use of proxies/state sponsorship of terrorism, Iran's nuclear program and the JCPOA, a case study of Israel's attempt to counter Iran in the grey zone, and finally Iran's use of robotics and drones. Block Four - violent extremist organizations, will build on a range of theoretical writings on revolutionary warfare. It will cover Colombia's success in combating the FARC in Plan Colombia, and then look at Honduras as a case study of state capture by transnational criminal enterprises. We will analyze the evolution of Islamist terrorism, from Al Qaeda to the Islamic State, and discuss the future of counterinsurgency, before concluding with a study of the growing nexus between transnational and domestic terrorism.

(5 Credit Hours)

NWC 6310: Statecraft in the Modern Era

This course is about the instruments of power with guiding central question of: how do strategists orchestrate instruments of power to strategic/operational effect? In earlier courses, we have highlighted DIME as an analytical framework for understanding instruments of power. Within this course, we expand these categories to MIDFIELD which stands for: Military, Information, Diplomacy, Finance, Intelligence, Economics, Legal, and Development. The MIDFIELD construct builds upon DIME, conveying the broader array of specific instruments / tools currently available to policymakers and strategists. We examine how strategists have employed such instruments to address strategic challenges, threats and opportunities, impacting national interests, whether in times characterized by cooperation, strategic competition, conflict or war. Our focus is primarily on modern, longitudinal cases that bring us to the contemporary strategic environment and represent the types of challenges and opportunities that today's students may encounter during their professional careers including managing regional evolving regional security challenges; expanding liberal institutions, norms, and values; and engaging in Great Power Competition. Additionally, this course asks students to contemplate how America's use of specific instruments of power over time, and others' subsequent assessments, have contributed to the character of today's Great Power

Competition. **(4 Credit Hours)**

NWC 6400: The U.S. Domestic Context

This course explores the internal decision-making that determines national security strategy and policy as well as the authorities, budgetary requirements, and processes needed to implement national strategies. The overall aim of this course is to analyze the interplay of domestic U.S. actors, structures, rules, and norms that affect U.S. national security formation and implementation. The course explores the formal separation of powers system of government and the accrued powers of government entities within that system, the wide variety of informational inputs that affect government decisions, and how all this comes together in national security decisions and behavior. By the end of the course, students should have a well-developed understanding of current national security processes and authorities and be able to anticipate domestic implementation challenges associated with national strategies.

(5 Credit Hours)

NWC 6500: The Global Context

This course provides students with a set of analytical tools for examining the key trends, dynamics, and continuities that define the relevant international context for a national security strategist. It emphasizes the assumptions and worldviews held by various actors of world politics, including those nations considered as challenges to U.S. national interests. The course consists of 27 topics organized into four blocks. Block I “World Order in 2021: Mapping the U.S. Global Context” is comprised of a series of topics assessing the fundamentals of Liberal International Order (LIO), a framework of assumptions and visions of the world that guided U.S. foreign policy and strategy since the end of WWII, and assumptions of Great Power Competition. Block II “Global Strategic Context as Viewed from Beijing, Moscow, Tehran, and Pyongyang” will focus on the worldviews, perceptions of the strategic environment, and strategies of states and non-state actors that are defined as challenges to the U.S. national interests in the 2017 NSS (China, Russia, Iran, and North Korea). Block III “Mapping Strategic Challenges and Opportunities Below the Threshold of “Great Power Competition”: Regional Quagmires, Middle Powers, and Failed States” will address a range of regional issues - power competition in the Middle East, Asia Pacific, and Latin America, challenges to law enforcement in Central America, and others. Block IV “Transnational Developments That Will Affect the Future Global Security Landscape,” in turn, will look into the future to assess the implications of a number of trends or drivers that are likely to transform the global landscape as we know it (technology, natural resources, demographics, global health, and climate change). Together, these four blocks address the historical precursors to our contemporary thinking about the global context, contemporary challenges, and future trends, in conjunction with the assessment of how other actors assess threats and opportunities to their own national interests.

(4 Credit Hours)

NWC 6600: National Security Strategy Practicum

In this course, students assess a specific region of the world (or issue affecting a region), a country/countries in that region (or affected by that issue), and U.S. policy relevant to that region and country, issue or functional area. In addition, this course provides the opportunity to go to “the field” to do research and discuss pertinent policy issues with political, military,

business, media, religious, and academic leaders that affect both the security of visited nations as well as the security of the United States. NWC 6600 concludes with each student completing an Individual Strategy Research Paper that analyzes a selected security challenge, develops a national security strategy to deal with that challenge, and presents that strategy in a paper integrating the themes from all the core courses. Core Course 6600 provides each student the opportunity to demonstrate the College's fundamental purpose - to graduate military and civilian national security professionals who can analyze a given security challenge and develop a strategy to deal with that challenge. **(6 Credit Hours)**

NWC 6610: Group Strategy Research Project

This course is integrated with NWC 6150 (Regional Functional Context) from the first semester and NWC 6615 (Strategy Field Research) during the second semester. NWC 6610 is a five-month course which builds upon the rest of the NWC curriculum in general, and NWC 6150 specifically, and assesses student's critical thinking and strategy development skills. Students remain assigned to the same partner country or function (practicum) from NWC 6150, which plays a significant role in U.S. Strategic Competition and Integrated Deterrence. Applying strategic logic, students will integrate concepts gained throughout the year to create a Group Strategy Research Paper (GSRP) aimed at solving complex national security challenges facing the U.S. This course capitalizes on context assessment gained through seminar discussion in NWC 6150, then develops strategic ways/means through continued individual/group research and engagement with relevant Washington, D.C. organizations. Students will then travel to "the field" in NWC 6615 to refine research and assess their proposals via policy discussion with political, military, business, media, and academic leaders, which affect both the security of visited nations as well as the security of the U.S. NWC 6610 concludes with "putting theory into practice," students will give oral presentations, field questions from "real world" officials and produce written options memoranda designed for senior decision makers culminating in a comprehensive Group Strategy Research Paper. **(3 Credit Hours)**

NWC 6615: Strategy Field Research

NWC curriculum focuses on strategy at the national level, to include the integration of all elements of national power. It addresses national security policy, strategic leadership, the evolving character of war, joint and combined warfighting and contemporary military strategy. In turn, the policy and strategy process take place in specific political, military, economic social, geographical and governmental contexts. Understanding the formulation and implementation of policy and strategy requires in-depth knowledge of the current and prospective foreign policy situations in nations affected by U.S. policies and even more importantly in understanding how such strategic judgments are formulated. The field research program is designed to integrate all the themes of the core course and meet NWC/JPME objectives by offering a "test-bed" for the synthesis of the years entire curriculum. These studies provide opportunities for NWC students and faculty to discuss strategy and policy issues with political, military, business, media, civil-society, and academic leaders of other nations which affect their national and regional security as well as U.S. security. This interaction moves the NWC strategic education from the theoretical world to the world of reality. There is no classroom exchange substitute for the intensive learning which comes from face-to-face exchanges and individual experiences gained

through discussions, forums and activities overseas. **(2 Credit Hours)**

NWC 6710: Strategy and Development Implementation

This course serves as a capstone exercise for the yearlong NWC curriculum. It provides an opportunity for the students to apply strategic logic, employ frameworks, and utilize skills necessary to succeed in the joint, interagency, intergovernmental, and multinational (JIIM) environment. Students will demonstrate their mastery key learning outcomes through a student-led, scenario-based simulation that requires consideration of existing strategy and development of implementation plans to viably address national security challenges.

(2 Credit Hours)

NWC 6901: Independent Research

During this course, each student works with his/her Faculty Research Sponsor to develop fully the idea for a project and provide a substantive written product. To undertake NWC 6901, students must have the support of their Faculty Advisor, secure a faculty sponsor to advise and evaluate their work, and gain approval from the Director of Research and Writing. The research should entail a workload equivalent to that of a 12-week elective course. This is a graded course. **(2 Credit Hours)**

NWC 6904: Scholars Research

During this course, each student works with his/her NDU liaison to the Research Sponsor to develop fully the idea for a project and provide a substantive written product. To undertake NWC 6904, students must have the support of her/his Faculty Advisor, gain approval from the Director of Research and Writing and the NWC Faculty Research Panel, and be approved by NDU for the NDU Scholars Program. The research should entail a workload equivalent to that of a 12-week elective course. NDU Scholars take this course as their elective in the Fall term. With permission from the Director of Research and Writing, this course may be taken a second time, during the Spring term, to fulfill one of the electives. Taking this course for a second time increases the word count of the final product. This is a pass/fail course. **(2 Credit Hours)**

NWC 6910: Research Fellow Advanced Studies I

In this course, a Research Fellow begins to work with his/her Faculty Research Sponsor to develop fully the idea for the project. The Research Fellow begins to conduct research and writing. This course is pass/fail. **(2 Credit Hours)**

NWC 6911: Research Fellow Advanced Studies II

In this course, a Research Fellow continues to work with his/her Faculty Research Sponsor to produce a scholarly paper as stipulated in the Research Fellow policy memo. This course is pass/fail. **(2 Credit Hours)**

NWC 6922: International Fellows: Individual Strategy Research Project

This course is a one-on-one tutorial for NWC international fellows to work on their ISRP. Students meet with their Faculty Advisor on a regular basis and complete assignments. This is a graded course. **(2 Credit Hours)**

NWC 6925: Artificial Intelligence for Applied Strategy

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. **(2 Credit Hours)**

NWC 6998: NWC Fall Orals (Non-Credit)**NWC 6999: NWC Spring Orals (Non-Credit)**

National Defense University (NDU) Courses

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

Across the spectrum of visual media, filmmakers have repeatedly turned the camera lens to issues and stories featuring weapons of mass destruction (WMD). The risks of potential use, the costs of actual employment, and the significant ethical, scientific, and strategic questions posed by WMD - together with the dramatic tension, pathos, and horror conjured up by these weapons - have proven fertile ground for important and influential works of fiction and non-fiction in film and television. WMD has also proven an irresistible “MacGuffin” - an object of great importance that motivates the actions of key characters, but the exact nature of which does not actually matter to the story - to many screenwriters and directors of great (and not-so-great) popcorn flicks and television programs that have left their own indelible impression on public imagination and popular culture, some of which have influenced the formulation of national security policy at the highest levels of government. The present Information Age has given both new life and expanded audiences to past works and also provided new tools and platforms for filmmakers to generate, broadcast, and share visual content that features WMD. The broad reach and potential influence of visual media, however, has also led potential adversaries to redouble efforts to manipulate and exploit the information domain, to include with regard to WMD - and to deny, obfuscate, and attack films and footage they do not like. We shall address the threat of WMD (defined as nuclear, biological, chemical, and radiological weapons), and efforts to counter this threat, through the viewing, critical assessment, and discussion of dynamic visual media, to include films, documentaries, television programs, advocacy media, as well as other visual content. We shall also explore how WMD media serve both strategic propaganda and messaging purposes; and we shall address the role visual media plays in shaping opinion and informing action. While WMD will be the vehicle for 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. **(2 Credit Hours)**

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

This course is a graduate introduction to countering WMD at the strategic 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. **(2 Credit Hours)**

NDU 6019: Social Media as a Source of Information - Legal, Policy & Ethical Issues

This course will explore the important issues surrounding the use of social media as a source of information for the Department of Defense. For example, should you exploit the information just because you can? Can you trust it? Are you allowed to use it? If you don't use it, what are you missing? Students will consider the potential uses of information extracted from social media and evaluate the legal and policy requirements that restrict DOD access to much of that information. Course Objectives: Students will be able to: 1) identify and differentiate the overlaps between traditional news media and news derived from social media; 2) develop strategies for applying information from social media to support a diverse mission set; and 3) evaluate the relevant legal, policy and ethical implications. Learning outcomes will be assessed through class participation, a digital deployment exercise, and an 800-1200 word paper. **(2 Credit Hours)**

NDU 6028: The Future, Technology, and Ethics

Seismic shifts are taking place in the world today, impacting the way we live, work, play, and even how we fight wars. Many of the seismic shifts involve the application of technology. Both the seismic shifts and technology influence the changing character of war. These factors also directly impact the strategic leader, national security strategy and policy and the application of ethics. This course is designed to address these challenges. Lessons in the course include an overview of the ethical frameworks, future trends, AI and ethics, cyber and ethics, space and ethics, medical technology and ethics, social media and ethics, and a facilitated case study on applying course learning objectives. In contrast to a lecture-based learning approach, this course will make use of class discussion, case studies, and a facilitated end of course exercise driving learning outcomes. Graded assignments for the course include class discussion, Blackboard forums posts, an ethics position paper, and the end of course practicum. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NDU 6030: American Studies I - Identity

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. **(2 Credit Hours)**

NDU 6031: American Studies II – Institutions & Systems

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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NDU 6047: American Studies I - American Identity

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.

(4 Credit Hours)

NDU 6048: American Studies II - Institutions & Systems

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. **(4 Credit Hours)**

NDU 6049: American Studies Foundations

The International Fellows (IF) American Studies Foundations Course (NDU6049) provides a historical and theoretical foundation for the year in the United States and prepares students for participation in the American and Field Studies programs and their core courses throughout the academic year. The curriculum includes a focus on American History from the colonization of America to the adoption of the U.S. Constitution, including U.S. Government structure, federalism, republicanism, and personal property rights. Themes in the readings, discussions in the lecture hall, and informal learning between sessions work together with first-hand observations of America on field study practicums. The learning outcomes for the summer term will be referred to over and over during the fall and spring terms. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NDU 6061: Joint Land Air Sea Strategic Special Program

The focus of NSIL-P is on developing military and interagency leadership skills. Examples of the interactions executed by the National Security Council (NSC) are used throughout the course as they develop strategy and plans, and apply resources, and employ decision making during crises that develop. Students and faculty explore anticipated national security threats, the effects of globalization, and great power competition across the dimensions of national power. Contingency warfighting issues, logistical resource concerns during contingency planning and operations in a multi-theater, resource constrained environment will be discussed. NSIL-P is the ONLY course at National Defense University that collaborates and cooperates with other senior level war colleges (Air War College, Army War College, Naval War College, and the Swedish Defence University) through the JCLASS-SP exercise. During the JCLASS exercise, NDU students will role play members of the National Security Council (NSC), to include the White House Chief of Staff, National Security Advisor (NSA), and Cabinet Secretaries (SECSTATE, DNI, DOJ, DOE, etc.). JCLASS is based on a notional world scenario set a decade in the future. NSC players will, as national level civilian leadership, evaluate, analyze and create national policies to include a National Security Strategy (NSS), defense strategic guidance, national intelligence strategy and numerous presidential policy directives. Students will develop a keen understanding of the processes and leadership challenges associated with planning and operating in a Joint, Interagency, Intergovernmental and Multinational (JIIM)

environment. The academic year course culminates with the six-day JCLASS exercise that incorporates other participating Senior Service Colleges held at U.S. Army War College, Carlisle Barracks, PA. Students will craft national strategic policy, coordinate the interagency process, and work with the combatant commands and multinational forces as they respond to a changing world situation. Students will apply products developed and knowledge learned during the course of the year against willful adversaries (NDU 6062). **(2 Credit Hours)**

NDU 6062: Joint Land Air Sea Strategic Special Program Exercise

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. Distributed game play through video teleconferences and conference calls with JCLASS students at the other senior service war colleges occur occasionally in the spring as a lead into the actual wargame. In the latter part of the Spring Semester, NDU's NSIL-P students will participate in the week-long JCLASS exercise at the U.S. Army War College, Carlisle Barracks, PA as the culmination of the course. NDU students play the role(s) of the National Security Council during this exercise. **(2 Credit Hours)**

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.

(2 Credit Hours)

NDU 6068: China and Its Military

China's armed forces are a key tool that the Chinese Communist Party employs to advance its strategic goals within, and increasingly beyond, the Indo-Pacific region. In a time of increasing U.S. strategic attention to the Indo-Pacific region and great power competition, rising U.S. strategic leaders will benefit from a cohesive understanding of China's military strategy, organization, capabilities, and operations, and more in-depth consideration of how U.S. strategy should respond to these developments. This elective explores China's military from several perspectives: strategic and political drivers of modernization, resourcing and technology, human capital, modernization across the domains, operational activities, future trends, and U.S. responses. Classes include lectures from NDU experts, student discussions and presentations, and a short (5-7 page) research paper. **(2 Credit Hours)**

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. 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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NDU 6073: Colloquium on China’s Belt-Road Initiative 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. **(2 Credit Hours)**

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. **(2 Credit Hours)**

NDU 6076: Leader Peak Performance: "Human First"

If there is a quality that Senior Leaders seek for themselves and their subordinates, it is sustained high performance in the face of ever-increasing pressure and change. Humans are the heart of our efforts in this elective, understanding that human performance must be optimized and sustained to maintain effective and successful senior leaders over the long haul. Sustained high performance requires optimal physical, emotional, mental and spiritual strength. This course is designed to bring mind, body and spirit to peak condition to perform consistently at high levels in a world that is changing at warp speed. **(2 Credit Hours)**

NDU 6079: Women, Peace, and Security: Sex Perspective in National Security

This course is designed to illuminate the multiple and complex intersections of women, peace, and security that are recognized as well as omitted in national and international legislation, policies, and practice. The course advances and critically assesses three related themes. First, the sex lens is essential to understanding security itself, and central issues of security, to include war and peace and their relation to women. Second, sex is indispensable to explaining the complex cause and effect relationships over a range of security issues. And third, sex is important from the policy standpoint for devising sustainable and effective approaches for making the world a more secure place for everyone regardless their social identity. Focusing on these themes, the course proceeds through a series of topics applying a sex lens to different security issues - inter- and intra-state conflicts, terrorism and counterterrorism, peacekeeping and conflict resolution, women in the military in combat roles and leadership positions, foreign policy and security sector reforms, and intersectionality of sex with other social markers, such as race and social class. Jointly, the topics of the course offer a tactical/operational as well as strategic perspective on women, sex, and security, and consider a range of women's roles and perspectives – as victims, perpetrators, and leaders – and impacts of security challenges on women. **(2 Credit Hours)**

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. **(2 Credit Hours)**

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

This course provides an in-depth understanding of the European security environment and the United States' enduring interests in European security. It focuses on the role of NATO and the European Union as defense and security actors and geopolitical powers, as well as individual European states. It assesses various European conceptions of national security and defense and traces historical efforts to deepen or challenge defense and security cooperation in Europe. It also covers a range of threats and challenges to European security, including Russian revanchism and the struggle over the European "neighborhood," of which the ongoing war in Ukraine is one manifestation. The elective also covers China's relations with Europe, the role of Turkey in Europe, Black Sea security, instability along Europe's southern periphery, and transnational challenges associated with climate change, migration, and emerging and disruptive technologies. **(2 Credit Hours)**

NDU 6100: Introduction to Graduate Writing and Research

This course is specifically designed to enhance the English academic writing skills of non-native students. The course concentrates on American academic writing process, focus, ISRP and organization, common complex writing structures, research strategies and documentation and conventions of American academic writing. The course also looks at reading skills and its connection to written skills. Reading strategies are discussed and practiced through authentic text: articles or journals. The course includes Critical Reading, a higher-level reading approach essential in analyzing and responding to the content. This critical-thinking approach leads into the writing process, the methodology used to prepare academic documents.

(2 Credit Hours)

NDU 6900: Research Fellow (Independent Research Study) (2 Credit Hours)

University Electives

National Defense University (NDU) Electives Catalog

Electives Catalog Link: [Incoming Student Information \(ndu.edu\)](https://www.ndu.edu/incoming-student-information)