

# UNIVERSITY CATALOG



**National Defense  
University  
2025-2026**

# TABLE OF CONTENTS

<b>UNIVERSITY CATALOG CHANGES SUMMARY</b> .....	4
College of Information and Cyberspace.....	4
College of International Security Affairs .....	4
Dwight D. Eisenhower School for National Security and Resource Strategy .....	4
National War College .....	4
University Electives Concentrations.....	5
<b>UNIVERSITY COLLEGES OVERVIEW</b> .....	6
College of Information and Cyberspace.....	6
College of International Security Affairs .....	6
Dwight D. Eisenhower School for National Security and Resource Strategy .....	7
Joint Forces Staff College .....	7
National War College .....	7
<b>COLLEGE DEGREE PLANS AND PROGRAM REQUIREMENTS</b> .....	8
<b>COLLEGE OF INFORMATION AND CYBERSPACE</b> .....	8
Master of Science in Strategic Information and Cyberspace Studies (Full Time) .....	8
Master of Science in Strategic Information and Cyberspace Studies (Part Time) .....	9
Leadership Development Program .....	10
Chief Data Officer Certificate .....	10
Chief Financial Officer Certificate.....	10
Chief Information Officer Certificate .....	11
Chief Information Security Officer Certificate: Cyber Security .....	11
Cyber Leadership Certificate .....	12
<b>COLLEGE OF INTERNATIONAL SECURITY AFFAIRS</b> .....	13
Master of Arts in Strategic Security Studies (JPME).....	13
Master of Arts in Strategic Security Studies - Joint Special Operations Master of Arts Program (JSOMA).....	14
<b>DWIGHT D. EISENHOWER SCHOOL FOR NATIONAL SECURITY AND RESOURCE STRATEGY</b> .....	15
Master of Science in National Resource Strategy (JPME) .....	15
<b>JOINT FORCES STAFF COLLEGE</b> .....	17
Master of Science in Joint Campaign Planning (JPME) .....	17
Joint and Combined Warfighting Certificate (JPME).....	19
Joint Information School.....	19

<b>NATIONAL WAR COLLEGE</b> .....	20
Master of Science in National Security Strategy (JPME) .....	20
<b>COLLEGE COURSES AND NARRATIVES</b> .....	21
College of Information and Cyberspace.....	21
College of International Security Affairs .....	32
College of International Security Affairs Regional Defense Fellowship Program .....	32
College of International Security Affairs Joint Special Operations Master of Arts Program .....	40
Dwight D. Eisenhower School for National Security and Resource Strategy .....	45
Joint Forces Staff College .....	54
National War College .....	59
National Defense University .....	75
<b>NDU ELECTIVES CONCENTRATION INFORMATION</b> .....	84
Elective Concentrations .....	84

# UNIVERSITY CATALOG CHANGES SUMMARY

The posted University Catalog changes have been added to help identify and explain the effects the government lapse in appropriations had on individual college curriculum during Academic Year (AY) 2025-26. The University was unable to fulfill certain degree plan requirements or teach course offerings for concentrations during this timeframe. Changes are identified by red font and an “\*” in the College Degree Plans and Program Requirements and the NDU Electives Concentration areas.

## COLLEGE OF INFORMATION AND CYBERSPACE

- 31 credits total (*government lapse in appropriations change - required electives credits decreased from 6 to 4*). See page 8.

## COLLEGE OF INTERNATIONAL SECURITY AFFAIRS

### **Regional Defense Fellowship (RDF) Program**

- 30 total credits (*government lapse in appropriations change*). See page 13.
- Required electives credits decreased from 6 to 4.
- CISA-6963 requirement removed.
- CISA Curriculum Electives removed.
- CISA RDF Open Electives required equal 4 credits.

### **Joint Special Operations Master of Arts (JSOMA) Program**

- 31 total credits (*government lapse in appropriations change*). See page 14.
- CISA JSOMA Curriculum Electives decreased from 4 credits to 2 credits.

## DWIGHT D. EISENHOWER SCHOOL FOR NATIONAL SECURITY AND RESOURCE STRATEGY

- 30 total credits required (*government lapse in appropriations change*). See page 15.
- Open electives credits required equals 2 credits.

## NATIONAL WAR COLLEGE

- 30 total credits required (*government lapse in appropriations change*). See page 20.
- NWC elective credits decreased from 4 to 2.
- NWC-6150 is listed as optional because the international students only audit the course.
- NWC-6625 is only taken by US students, not international students.

## UNIVERSITY ELECTIVES CONCENTRATIONS

- American Studies (American Fellows Program) – cancelled due to government lapse in appropriations. See page 84.
- China Studies – cancelled due to government lapse in appropriations. See page 85.
- Data and Disruptive Technologies – cancelled due to government lapse in appropriations. See page 85.
- Ethics – cancelled due to government lapse in appropriations. See page 85.
- Financial Management – cancelled due to government lapse in appropriations. See page 85.
- Health Strategies. See page 85.
- Influence Warfare – cancelled due to government lapse in appropriations. See page 85.
- Intelligence Studies – cancelled due to government lapse in appropriations. See page 86.
- Irregular Warfare – cancelled due to government lapse in appropriations. See page 86.
- National Security Interagency Leadership Practicum (NSIL-P). See page 86.
- Strategic Competition – cancelled due to government lapse in appropriations. See page 86.

# 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 Strategic Information and Cyberspace Studies, an NDU CIC certificate, or a graduate level course for professional development—CIC students bring different 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 joint warfighters, civilian national security leaders, and partner nation counterparts in the theory and application of irregular warfare, building highly skilled irregular warfare strategists. CISA prepares students for high-level policy and command and staff responsibilities concerning hybrid, gray zone, and asymmetric threats and opportunities through a graduate, interagency, and joint professional military education program.

CISA is the Department of Defense flagship for education and the building of partnership capacity in irregular warfare at the strategic level. CISA collaborates with US Government departments and agencies to tailor professional graduate education development programs to equip students and practitioners 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-6159	Strategic Art for the Cyber and Information Environment	3
CIC-6164	Strategic Thinking and Communication	3
CIC-6166	Cyber and Information Effects in Military Operations	3
CIC-6170	Practicum, Experiential Learning and Capstone Exercise	3
CIC-6171	Governance, Authorities, and Ethics	3
CIC-6175	Cyber Strategy and Conflict	3
CIC-6177	Cyber Power and Technology Strategy	3
CIC-6178	Diplomacy, Information, and Cyber in the Global Environment	3
Sum of Credits, Core Curriculum		27

#### **ELECTIVES/CONCENTRATION**

**Two courses (4 elective credits)\*** selected from NDU electives catalog; maybe either **two\*** unrelated open elective courses or an NDU concentration.

International Students are required to take NDU-6049 and NDU 6100 (4 credit hours).

**(31 TOTAL CREDITS required for degree).**

**\*- Changes due to government lapse in appropriations during the fall semester. Please see explanation on Page 4.**



MASTER OF SCIENCE IN STRATEGIC INFORMATION AND CYBERSPACE STUDIES (Part Time)

Core Courses (required for all students)

<b>Course Number</b>	<b>Course Name</b>	<b>Credits</b>
CIC-6151	Information Warfare Strategy	3
CIC-6159	Strategic Art for the Cyber and Information Environment	3
CIC-6164	Strategic Thinking and Communication	3
CIC-6171	Governance, Authorities, and Ethics	3
CIC-6175	Cyber Strategy and Conflict	3
CIC-6177	Cyber Power and Technology Strategy	3
CIC-6178	Diplomacy, Information, and Cyber in the Global Environment	3
CIC-6512	Multi-Agency Information-Enabled Collaboration	3
<i>Sum of Credits, Core Curriculum</i>		24

**ELECTIVES/CONCENTRATION**

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

**(33 TOTAL CREDITS required for degree)**

## Leadership Development Program

### CHIEF DATA OFFICER CERTIFICATE

#### Required Courses

<b>Course Number</b>	<b>Course Name</b>	<b>Credits</b>
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-6422	AI Strategies for Data Leaders	3
Total credits required for certificate:		15

### CHIEF FINANCIAL OFFICER CERTIFICATE

#### Required Courses

<b>Course Number</b>	<b>Course Name</b>	<b>Credits</b>
CIC-6606	White House, Congress, and the Budget	3
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 certificate:		15
---	--	----

---

## CHIEF INFORMATION OFFICER CERTIFICATE

### Required Courses

<i>Course Number</i>	<i>Course Name</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 certificate:		15

---

## CHIEF INFORMATION SECURITY OFFICER CERTIFICATE: CYBER SECURITY

### Required Courses

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CIC-6201	Cyber for Strategic Leaders	3
CIC-6211	Cybersecurity Fundamentals	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

Total credits required for certificate:		15
---	--	----

---

CYBER LEADERSHIP CERTIFICATE

Required Courses

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
CIC-6219	Cyber Essentials for Senior Leaders	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 certificate:		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-6000	Strategic Leadership Foundations Course	3
CISA-6742	Portfolio/Thesis Preparation & Defense	1
CISA-6745	Research and Writing in Security Studies	2
CISA-6747	Portfolio Advising	2
CISA-6901	Strategic Thought	3
CISA-6920	International Security Studies	3
CISA-6929	Power, Ideology & Legitimacy	3
CISA-6959	Strategic Advising for Contemporary Challenges	2
<del>CISA-6963</del>	<del>Practitioner Engagement Course I</del>	<del>1*</del>
CISA-6964	Practitioner Engagement Course II	1
CISA-6975	Dynamics of Irregular Warfare	3
CISA-6976	Countering Irregular Warfare	3
Sum of Credits, Core Curriculum		26*

#### ELECTIVES FOR ALL RDF PROGRAM STUDENTS

- Open electives (4\* credits)
- ~~Two curriculum electives (4 credits)\*~~

**(30\* TOTAL CREDITS required for degree)**

\*- Changes due to government lapse in appropriations during the fall semester. Please see explanation on Page 4.

**MASTER OF ARTS IN STRATEGIC SECURITY STUDIES - JOINT SPECIAL OPERATIONS MASTER OF ARTS PROGRAM (JSOMA)**

**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 (Fall)	1
CISA-6001	Triangle Institute for Security Studies (Spring)	1
CISA-6009	Strategic Leadership Foundations and Research Methods	4
CISA-6028	Special Operations Forces and Irregular Warfare	3
CISA-6742	Portfolio/Thesis Preparation & Defense	1
CISA-6747	Portfolio Advising	2
CISA-6901	Strategic Thought	3
CISA-6920	International Security Studies	3
CISA-6929	Power, Ideology, & Legitimacy	3
CISA-6959	Strategic Advising for Contemporary Challenges	2
Sum of Credits, Core Curriculum		23

**ELECTIVES FOR ALL JSOMA STUDENTS**

- CISA JSOMA curriculum electives 1 (2\* credits)
- CISA JSOMA curriculum electives 2 (6 credits)

**(31\* TOTAL CREDITS required for degree)**

\*- Changes due to government lapse in appropriations during the fall semester. Please see explanation on Page 4.

# DWIGHT D. 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 Resourcing	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-6605	National Resourcing Exercise	1
ES-6606	Joint Warfighting Exercise	1
ES-6700	Industry Study	5
Sum of Credits, Core Curriculum		28

### ELECTIVE/CONCENTRATION OPTIONS:

(all students must complete one of the following options)

- 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:
    - ES-6102 Defense Science and Technology Acquisition
    - ES-6103 International Acquisition: Cooperation, Controls, Comparison

- ES-6104 Innovation and Entrepreneurship in Defense Acquisitions
- ES-6105 Leading Innovation in Business and Government

**2. 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

**3. Required Courses for International Students**

<i>Course Number</i>	<i>Course Name</i>	<i>Credits</i>
<del>NDU-6047</del>	<del>American Studies I – American Identity</del>	<del>4*</del>
NDU-6048	American Studies II – Institutions & Systems	4
NDU-6049	American Studies Foundations	2
NDU-6100	Introduction to Graduate Writing and Research	2

**4. Open Electives: 1\* course/2\* Credit Hours (30\* TOTAL CREDITS required to complete degree)**

\*- Changes due to government lapse in appropriations during the fall semester. Please see explanation on Page 4.



## 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	2
JAWS-6711	Modern Warfare	3
JAWS-6712	Future War	1
JAWS-6720	Strategic Foundations	4
JAWS-6721	Strategic Applications	3
JAWS-6730	Operational Design & Joint Campaign Planning	2
JAWS-6731	Joint Contingency Planning	3
JAWS-6732	Joint Crisis Planning	2
JAWS-6740	Foundations in Communications	2
JAWS-6741	Research and Communications Seminar	7
JAWS-6750	Foundations in Jointness	3
JAWS-6751	Joint Applications	4
Sum of Credits, Core Curriculum		36

**ELECTIVES CREDITS FOR ALL JAWS STUDENTS**

One course (7 credits)

**(36 TOTAL CREDITS required for degree)**

**REQUIRED COURSE FOR INTERNATIONAL STUDENTS**

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

## JOINT AND COMBINED WARFIGHTING CERTIFICATE (JPME)

Core Courses (required for all students)

<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	Crisis Action Planning	2
JCWS-6250	Focused Study Seminar (FSS)	1
Sum of Credits, Core Curriculum		9

## JOINT INFORMATION SCHOOL

Core Courses (required for all students)

<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
Sum of Credits, Core Curriculum		6

# 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-6221	Military History, Theory & Current Joint Processes	3
NWC-6222	Future Joint Warfighting & the Evolving Character of War	3
NWC-6310	Statecraft in the Modern Era	3
NWC-6400	The U.S. Domestic Context	4
NWC-6500	The Global Context	4
NWC-6620	Group Strategy Project	3
NWC-6998	Winter Orals (Pass/Fail)	0
NWC-6999	Spring Orals (Pass/Fail)	0
Sum of Credits, Core Curriculum		24

<b>Additional Courses</b>			
<b>Track 1 (US)</b>	<b>Credits</b>	<b>Track 2 (IF)</b>	<b>Credits</b>
Electives: Fall & Spring	2*	Electives: <b>NDU-6048/49*</b> ( <i>American Studies Concentration</i> )	6*
NWC 6625 Strategy Field Research	2		
NWC 6150 Regional/Functional Context	2	NWC 6150 Regional/Functional Context	Audit
	<b>6*</b>		<b>6*</b>

**(30\* TOTAL CREDITS required for degree)**

\*- Changes due to government lapse in appropriations during the fall semester. Please see explanation on Page 4.

# COLLEGE COURSES AND NARRATIVES

## COLLEGE OF INFORMATION AND CYBERSPACE

### **CIC-6004: BIG DATA TO DECISIONS**

This course explores the foundational concepts of data and artificial intelligence 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 concepts and applications relevant to big data, data analytics, artificial intelligence and enabling technologies and methodologies. Use cases from industry, government, and national security allow students to explore related issues and implementation. The course is tailored to provide senior leaders an understanding of how AI and data science are 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. **(3 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. **(3 Credit Hours)**

### **CIC-6019: SOCIAL MEDIA & BEYOND - THE INFORMATION ENVIRONMENT, EFFECTS, POLICY, ETHICS**

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. This course is included in the Influence Warfare concentration. **(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-6030: FUTURE DISRUPTIVE TECHNOLOGIES**

This course examines the core concepts of information technology and its rapidly expanding role in solving problems, influencing decision making and implementing organizational change. Students analyze how emerging technologies evolve. They evaluate the international, political, social, economic and cultural impacts of emerging technologies using qualitative and quantitative evaluation methods. Students assess emerging technologies using forecasting methodologies such as monitoring and expert opinion, examining future trends, and assessing international perspectives. Learning Outcomes: Students will be able to appraise the impact and utility of emerging technologies; project into the near future the probable progress of emerging trends; formulate policies to guide the adoption of appropriate emerging technology to enhance the workplace and meet organizational mission. **(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-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, AUTHORITIES, AND ETHICS**

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 FOR STRATEGIC 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 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)**

**CIC-6693: RESEARCH ELECTIVE**

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)**



**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-6006: STRATEGIC COMPETITION IN THE 21ST CENTURY**

What is strategic competition? How is it different from great power competition? How is it related to irregular warfare? Is war between great powers inevitable? The course will delve into these and many other questions. The course is focused on the strategic competition between the US, China, and Russia and ways this competition affects the rest of the world. Throughout the course students will have a chance to compare and contrast how different states navigate strategic competition, what it means for their national security, and how they can approach integrated deterrence. The course will start with the conceptual definitions of strategic competition. We will review historical attempts at international order and will revisit lessons from the Cold War. The course will then get into the specifics of how the US, China, and Russia compete. We will compare the different visions of international order and will analyze how democracies and autocracies differ in their approaches to strategic competition. Finally, the course will focus on some tools of strategic competition that are available to different actors. We will explore assets and vulnerabilities in strategic competition and will examine ways to enhance assets and minimize vulnerabilities. **(2 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-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-6017: CHINA'S IRREGULAR WARFARE**

The Chinese Communist Party (CCP) has claimed to make the international order for a multipolar world where China is no longer being "mistreated" and misunderstood. CCP believes that the regime has been surrounded by partners and allies of guardians of the current international order, which makes its regime insecure at home and abroad. Thus, the plan is to transform the international order to make the regime secure. CCP acknowledges that there still and will be, for some time, power disparity between China and the US and tries to seek strategies to narrow this gap. China sees unrestricted

warfare, based on the ancient Sun Zi's teaching of "Win wars without fighting," as a strategy for accomplishing its goal. Understanding China's strategy and view of the world would greatly enhance dealing with China. Throughout the syllabus, Chinese irregular warfare will be used synonymously with "unrestricted warfare" and "political warfare." **(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.

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

**This is an "X" Elective.** Strategic thinking is a core part of your profession, so have you ever repeatedly put yourself to the test against your peers? Ever read the classics like Sun Tzu and Clausewitz, and then thought there has to be a better way to access their deeper meaning? Can you explain why Thomas Schelling is one of the best theorists for all things "gray zone," GPC, or nuclear-tinged? Ever wondered if there is anything to the idea of China having a "strategic culture" informed by games like Go, as opposed to "western" attritional games like chess? Ever thought that strategy games can be a gateway to disciplined self-reflection as well as fun? If so, then please consider taking this elective! **(2 Credit Hours)**

### **CISA-6044: A SHORT HISTORY OF A LONG WAR: THE GWOT AS IRREGULAR WARFARE**

The US-led "Global War on Terror" (GWOT) sprawls across continents and decades. It is difficult to appreciate it as a strategic whole, even though most of us have had some direct experience with the war. It arguably began in 1998, with Al Qaeda's attacks on two US embassies in Africa, then after the punctuation of "9/11," went on to shift from one main theater in Afghanistan to another in Iraq - and then back again, only to splinter once more in terms of both locales and opponents with the subsequent rise of ISIS. This course gives students a chance to build their own comprehensive understanding of the larger war, as well as the opportunity to delve deeper into the aspects most relevant to them. Come wrestle with America's "longest war," and embrace the challenge of understanding a globally transformative conflict that many would now quietly forget! **(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-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 Studies. The Dean of Academics of 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-6764: THE ROMAN REPUBLIC AND THE AMERICAN FOUNDING**

This course introduces students to the major political and philosophical movements that influenced the founders of the early American republic. Moving beyond a cursory examination of the historical record, students will explore the governmental structures of ancient Greece and Rome and consider how early experiments in free government helped shape the American Constitution. By analyzing the constitutional practices and traditions of each period, students will gain insight into how flaws in ancient constitutional designs contributed to political instability and, in some cases, collapse. **(2 Credit hours)**

### **CISA-6765: WATCHING BATTLE: THE WARRIOR ETHOS AND THE PROFESSION OF ARMS IN FILM**

This is an "X" Elective. For centuries, the "warrior ethos" has been associated with "traditional" cultures and pre- and early-modern warfare but has not been part of the American military tradition; for most of American history since the Founding, professional soldiers have been the subject of suspicion and scorn. However, in 2003 the Army Chief of Staff launched the "Warrior Ethos Initiative," and since that time each of the armed services has promulgated its own "warrior ethos." In this course, we ask is there "a" or "the" warrior ethos in the American profession of arms and, if so, how would we recognize it if we saw it? A decreasing proportion of society has direct experience of military life, yet in democratic systems of governance leaders must seek public approval for the use of military force, and

public opinion can exercise powerful influence over war and war-making. What civil society knows about military culture it learns at the movies. In this course, we screen a curated set of war films from the past and present that portray key tenets of a warrior ethos across historical periods and cultures. By treating films as primary sources and critically analyzing them, students will explore the meaning of "warrior ethos," gain insights into different dimensions of warrior ethics, develop a richer understanding of society's expectations of those who wield the sword in the nation's defense, and reflect upon their own ethos as leaders entrusted to win the nation's wars. **(2 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 was throughout the elements of irregular war. Some were unique to the American experience, such as the Indian Wars, but many bear a remarkable similarity to the present and while many of the 'lessons' of those experiences may have been lost or not received sufficient attention, they shaped much of what we think and do in the world today. This course will examine some of the most salient examples of this environment and its meaning, not only in shaping the American way of war and strategy and its experience and understanding of irregular war, but how that background and experience might inform current and future ideas about what is to be done in dealing with the challenges posed by peer rivals such as China, Russia, and Iran. **(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 AND GREAT POWER COMPETITION**

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

The seminar will be divided into two parts. Part I will explore the general maritime dynamics and security threats associated with great power competition and globalization. It will also study a spectrum of specific threats from climate change and piracy to such regional maritime disputes as the South China Sea and the Strait of Hormuz. Additionally, it will examine the importance of legal doctrines and dilemmas affiliated with maritime law enforcement and port security. Part II will focus on the world's most important maritime domains and how respective regions or countries such as Europe, China, Russia, Japan, South Korea, Australia, or India are working to address and combat the security threats and dynamics addressed in Part I. During this portion of the course students will make presentations about what is being done by specific countries or regions to address or combat today's pressing maritime security challenges. Students will examine the actors and security dynamics explored across the Atlantic, Caribbean, Mediterranean, Indian Ocean, the Arabian Gulf, Red Sea, Pacific Ocean, and the Arctic. **(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-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 RDFP countries and unique concerns. **(3 Credit Hours)**

### **CISA-6998: CISA INDEPENDENT RESEARCH**

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

**(2 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-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-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-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-6028: SPECIAL OPERATIONS FORCES AND IRREGULAR WARFARE**

This course will focus on 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-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-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-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-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-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-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)**

### **ES-6003: DEMOGRAPHY: THE STUDY OF HUMAN POPULATION**

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

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

Course goal: The simple goal of this course is to enable you to 'see and think demographically.' This course will be successful if it gives you a different perspective on the world and how that world works. Specifications: Demography is the study of human population: the size, composition and geographic distribution of populations, and how those populations change over time. This introductory course will focus on the three core demographic processes: fertility, migration, and mortality. Various theories of 'demographic transition' will be studied. We will examine demographic implications for regional/global issues and national security. No heavy math, no large papers; the course will focus on reading and seminar discussion and learning. We will likely have guest speakers and short visits in the DC area. **(2 Credit Hours)**

### **ES-6014: STRATEGIC PRESENCE: LEADING WITH INFLUENCE IN NATIONAL SECURITY**

In today's complex and interconnected national security environment, leaders must do more than formulate strategy—they must communicate it with clarity, credibility, and conviction. Strategic Presence equips senior military and civilian leaders with the tools to project confidence, build trust, and lead with influence across joint, interagency, and multinational contexts. Grounded in the demands of strategic leadership and aligned with the missions of NDU and the Eisenhower School, this course blends leadership science, communication theory, and practical application. Students will develop the strategic presence required to command attention, navigate crises, and mobilize others in support of national objectives, whether in war, peace, or competition. Through interactive workshops, simulations, and feedback labs, participants will refine their ability to think critically, adapt under pressure, and communicate powerfully in diverse and disruptive environments. The course culminates in a capstone leadership presentation demonstrating strategic presence in action. **(2 Credit Hours)**

### **ES-6015: SPACE POWER IN COMPETITION AND CONFLICT**

Space is a critical domain for the nation and the joint force. Our way of life, including the way we fight our wars, relies on space systems that operate in, from, to, and through space. Leadership at the operational and strategic levels increasingly requires familiarity with space operations and the space domain. No prior experience in space operations is required for this class, which is co-taught by the NDU Space Force Chair and the INSS Senior Research Fellow for Space Strategy and Policy. The course provides a comprehensive overview of the space domain, focusing on its strategic significance and the concept of spacepower. Students will learn fundamentals of the space domain, space capabilities, and

spacepower theory. The class will explore the major actors in the United States space enterprise, including military, intelligence, civil, and commercial space sectors. The course will survey the space programs and approaches to spacepower of strategic competitors, allied nations, and emerging space powers. Students will also consider emerging challenges and future problems in space security. Classes are a mix of lecture, seminar discussion, and guest speakers. **(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-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: INTRODUCTION TO THE US INTELLIGENCE COMMUNITY**

This course introduces students to the structure, function, and operations of the US Intelligence Community (IC) through discussion of its component agencies and their functions. The course maintains a strong focus on basic skills possessed by personnel who choose careers in this important sector: research, analytic thinking, and writing to present findings and recommendations as the core communications medium used by the various agencies that comprise the IC. The course covers aspects of traditional national security intelligence, military intelligence, and intelligence used in federal law enforcement. The course focuses on intelligence and security issues, the functions of the intelligence world including intelligence collection; espionage; counterintelligence; development and execution of covert operations; and uses of intelligence in national security decision-making. The course also covers such issues as legal authorities and boundaries, and ethical challenges that intelligence professionals have faced and are likely to face in the future. In this course, students will learn about the roles and history of intelligence and will gain a better understanding for the use of intelligence to carry out national security and foreign policy objectives. "Intelligence collection" is the process by which an intelligence system acquires data, and presupposes a system that captures, identifies, and prioritizes customer intelligence requirements. Collection, which must continuously produce clear and accurate data for successful all-source analysis, is organized into five major disciplines: open source intelligence (OSINT), human intelligence (HUMINT), signals intelligence (SIGINT), geospatial intelligence (GEOINT), and measurement and signature intelligence (MASINT). This course will provide students with a solid grounding in the functions, activities, history, and organization of intelligence as conducted by the government of the United States. Students taking this course will learn the vocabulary and basic grammar of intelligence as practiced in the United States. Students will develop a familiarity with the various kinds of intelligence activities, organizations, and concepts. **(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-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. A nation's science and technology (S&T) enterprise plays a fundamental role in Great Power competition, especially for national defense. What is the role of scientists in national defense? Most scientists work in universities, not for the military. What processes does DoD have to build bridges to the S&T community? Are these processes effective? Is the American way of building bridges to scientists different than other countries, such as China or those in Europe? Can you mobilize scientists for national defense? How is transformative technology invented? Is there a specific strategy to avoid a defense technology surprise? How do scientists and engineers work together? What are the unique acquisition and program management challenges related to S&T acquisition?

The Defense S&T Acquisition course explores the questions above, analyzing how nations organize an S&T enterprise to meet defense needs. The focus is on very early development, very low Technology Readiness Levels (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:

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

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

#### **ES-6110: STRATEGIC ACQUISITION: SELECT TOPICS ON FUNDAMENTAL FORCES DRIVING ACQUISITION**

This elective is part of the Senior Acquisition Course (SAC) concentration at the Eisenhower School and is only open to SAC students. This is a prescribed course for all students enrolled in SAC. The course examines select topics that highlight the fundamental forces driving defense acquisition. By understanding these forces, students are better able to fulfill their requirements as acquisition workforce professionals in a complex and dynamic environment. This course has sessions in the Fall and Spring and student contribution is graded across both sessions and published in the Spring. This course may include field study site visits to key locations that support student acquisition engagement. **(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**

Economics for Warfighters (EFW) uses economic concepts to analyze the ability of the U.S. macroeconomy to provide the resources that warfighters require in the event of conflict. EFW examines the state of the U.S. macroeconomy and the policies required to support surge, mobilization, and the capacity for innovation in the short term, medium term, and long term. Students assess U.S. economic growth, fiscal capacity, trends in industrial production, labor markets, innovation potential, and global trade and capital flows as the foundation for resourcing the warfighter. Special attention is given to strategic competition with China. A concluding wargame applies these analyses to the capacity of the U.S. macroeconomy to be used as an instrument of power. **(3 Credit Hours)**

### **ES-6125: NATIONAL SECURITY STRATEGY & POLICY**

National Security Strategy & Policy (NSSP) aims to improve students' ability to assess national security strategy and create policy options for successfully navigating a changing global order. First, it introduces core concepts and frameworks of international relations and grand strategy. Second, it reviews the U.S. national security architecture and the global security environment. Third, it applies the frameworks to key challenges, specifically strategic competition in contested spaces. The course will thereby enable students to critically evaluate and advance national security strategy and policy. **(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 research and writing conducted throughout the year, resulting in an extensive and publishable research manuscript on a relevant and approved acquisition topic. Students are encouraged to seek publication of their work through an additional assignment that explores potential publication avenues. This course has sessions in the Fall and Spring

and is graded in the Spring upon final submission of the student's manuscript. Students will be assigned a research paper faculty advisor for the research and writing program. **(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-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 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 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-6606: JOINT WARFIGHTING EXERCISE**

The Joint Warfighting Exercise (JWE) serves as a capstone course, expanding upon the National Resourcing Exercise (NRE). Building on the strategic resource planning and force structure designs developed during the NRE, students will engage in a joint staff planning exercise. This exercise includes detailed mission analysis and course of action development. Students will then simulate fighting this force in a conflict scenario, running to a logical end of hostilities within a realistic timeframe. A key purpose of the JWE is to assess the students' application of joint military planning processes in a dynamic operational environment. The exercise also evaluates the students' understanding of how strategic resource decisions, such as those examined in the NRE and the state of the defense industrial base capabilities impact the conduct and outcome of the simulated conflict. **(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 approximately 7500 words. This is a self-paced program under the mentorship of an NDU professor. **(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)**

**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. **(2 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. **(3 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. **(2 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. **(2 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. **(7 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. **(3 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 CCDR'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: CRISIS ACTION PLANNING**

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)**

#### **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)**

### **NWC-6000: INTRODUCTION TO STRATEGIC LOGIC & JOINT WARFIGHTING**

This course enables students to demonstrate an understanding of strategic logic and joint warfighting – understandings central to the students’ abilities to produce national security policy and strategy and military strategy. The course begins with an emphasis on critical and creative thinking, while at the same time introducing students to foundational concepts in joint warfighting. Next, students will learn the elements of strategic logic, starting with methods for properly assessing the strategic environment, including identification of national interests, threats and opportunities relative to those national interests, and key assumptions underpinning their understanding of the strategic environment. Students will then explore the concept of power, the sources of national power, and the instruments of national power that political leaders use to achieve objectives and ultimately attain political aims in furtherance of national interests. Students will be introduced to classic military theorists and their ideas on strategy. Emphasis will be placed on the military instrument of power and its orchestration with other instruments of power. Students will gain a working understanding of key concepts and ideas fundamental to their learning for the rest of the year, enabling them to apply, analyze, evaluate, and ultimately create national security strategies in the months ahead. **(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. In addition to their presentations, students will complete a short, open-book, take-home exam. 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 provides a historical examination of the Vietnam War, beginning with an overview of Vietnam's cultural heritage, the impact of Chinese occupation, and the French Indochina War. It then transitions to an in-depth analysis of American involvement. The curriculum integrates diplomatic, political, cultural, informational, and military dimensions of the conflict.

The primary objectives of this course are to foster a nuanced understanding of the war's nature, character, and conduct, and to illuminate the processes by which national goals are established and corresponding strategies formulated. Students will cultivate an appreciation for the inherent complexities in achieving political objectives such as security and stability, recognize the influence of domestic political concerns on foreign policy, and comprehend the significant role of individual personalities in strategic design and implementation. Furthermore, the course will explore the enduring impact of the Vietnam experience on contemporary U.S. strategic initiatives, including recent

operations in Iraq and Afghanistan. An oral presentation, focusing on a specific aspect of the war and its strategic significance, 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 requires Top Secret/SCI-Eligible clearance. Those accepted for the course will be read into SCI. (2 Credit Hours)**

#### **NWC-6007: THEMES IN MILITARY HISTORY**

“Themes in Military History” is an in-depth course on modern warfare from the Second World War to the present. Strategic decision-making, technological change, experiences of the soldier, deterrence, limited war, guerrilla warfare, and the effect of war on societies will be studied. Students will become familiar with critical texts and primary source documents. They will come away with an ability to analyze cause and effect that supports strategy formulation, an understanding of the fundamentals of writing a research paper appropriate for policy makers, and refined presentation and speaking skills. **(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 examine strategic defenses, nuclear command and control (via a visit to the Pentagon's National Military Command Center), and issues related to US nuclear policy and force structure. Each student will be expected to make a 10-minute, in-class presentation on the nuclear program of one of the nine countries possessing nuclear weapons. Each student will also be required to write a 3- to 4-page Op-Ed on a topic of his or her choosing related to nuclear weapons. Required reading averages 65 pages per week. **This course requires a Top Secret clearance and SCI eligibility. (2 Credit Hours)**

### **NWC-6011: INTELLIGENCE – INSIGHT, EFFECT, AND STRATEGY**

The course explores the organizational and functional aspects of intelligence and surveys Intelligence Community elements, capabilities, and services that support warfighters and civilian policymakers in all branches of government. It is meant to help students achieve a holistic understanding of how the IC's different parts work with each other and the challenges the IC faces in supporting strategic decision makers. It is also designed to help students think critically and strategically about the missions and roles that the IC and its elements play in the U.S. national security process. Instruction will consist of in-class or online discussion, and guest speakers

This course provides future strategists and policymakers a foundation for interacting with and leveraging the capabilities of the U.S. intelligence community in the pursuit of U.S. national security. It introduces the basic concepts of strategic intelligence collection and analysis. It offers practical insight into how to be an effective consumer of national intelligence and informed contributor to intelligence-related dialogue. It also provides insight into the limitations of intelligence that are important for decision makers to understand.

No prior experience with intelligence is required for this introductory course. This course focuses primarily on intelligence at the strategic level. Prior experience with tactical intelligence may be helpful but not often relevant to classroom discussions. This course is appropriate if you have had some interactions with intelligence professionals but would like to understand the “bigger picture” and strategic role of intelligence. **This course is open only to U.S. students and requires a SECRET security clearance. This course is included in the Intelligence Studies Concentration. (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-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: FINANCIAL 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 of the major campaigns of the conflict, analyzing the various reasons for success or failure. **(2 Credit Hours)**

### **NWC-6032: THE SOLDIER AND THE STATE**

The Soldier and the State elective is a study in civil-military relations. The class examines the history, tradition, and culture that have driven civil-military relations and its role in modern society. Militaries are often seen as a necessary evil. Necessary to ensure state survival, but evil as they can be a threat to other government institutions. Around the world, governments and anti-government forces have coopted the military to retain or gain power. Very few militaries have successfully navigated the pressure from state leadership. In the United States, the military has been both villainized and worshiped and is often a target for politicization. These friction points between a professional and powerful military, that is still subordinate to civilian leadership will be explored through case studies. The case studies will focus on modern events, and students will dissect the decisions made by both civilian and military leadership with an eye on how these decisions may affect the future. Lastly, students will gain an understanding of how to navigate this rapidly changing environment and help maintain the balance between a powerful, but beneficial military. **(2 Credit Hours)**

### **NWC-6035: BIOSECURITY: FROM THE BLACK PLAGUE TO ZOMBIE APOCALYPSES**

This class critically examines biosecurity through the lens of pathogens, both natural and manmade, and humanity's attempts to control them. Students will apply critical thinking approaches to disease and threat management strategies that attempt to mitigate biological threats in domestic, international, and developing contexts. They will also identify how popular culture, scientific versus non-scientific information, and the role of experts, have a powerful impact on how we make sense of biothreats. The seminar uses case studies such as the Anthrax attacks after 9-11, Ebola in the US, Covid-19, and "zombie apocalypses" to accomplish the seminar's objectives. Films, podcasts, and other sources of information are used to complement seminar texts. **(2 Credit Hours)**

### **NWC-6039: CLIMATE CHANGE: NOT A THREAT TO NATIONAL SECURITY**

The world's climate is changing rapidly, with current projections indicating the planet will be at least 3.5°F warmer by 2050 as compared to the pre-Industrial period. This course examines potential risks to U.S. and allied interests that may result from resource conflicts, mass migration, rising seas, and other possible effects of global climate change. Students will compare the cost/benefit analysis of all the potential courses of action to address climate change (nuclear power; carbon sequestration; conversion to renewable energy sources; geoengineering; do nothing and hope for a 'savior technology' to emerge, etc.). Students will debate the role that the U.S. national security establishment should play in preparing for the potential political, economic, and military threats associated with climate change, and decide if there are unique challenges that climate change poses for the Department of Defense and the national security departments and agencies. The course will also consider strategic opportunities climate change may present for the Western alliance as well as its adversaries, including with regard to energy production and new trade routes in the Arctic. Finally, the course will challenge students to develop a strategy that will be politically acceptable domestically, while achieving the global cooperation necessary (especially with India and China) to achieve the required reductions in carbon dioxide and methane emissions to make progress in slowing, and eventually stopping, temperature increases. **(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-6053: PANIC, CRISIS, DISASTER! EXISTENTIAL DREAD & NATIONAL SECURITY STRATEGY**

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

### **NWC-6054: GOERGE 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**

The United States Special Operations Command in the 21st Century Security Environment elective equips national security strategists with a foundational understanding of special operations theory, special operations force (SOF) capabilities and limitations, and their evolving role within the Department of Defense. The course examines USSOCOM's distinctive Service-like and global combatant command responsibilities, along with the unique resources and authorities that enable its operations. Students will explore how SOF achieve national objectives across the spectrum of competition and conflict—whether operating unilaterally, working by, with, and through international and interagency partners, or integrating into a larger joint/combined force. Emphasizing SOF's versatility and growing strategic relevance after two decades of almost exclusive focus on counterterrorism and counterinsurgency, the course challenges students to assess SOF's contributions to strategic competition and integrated deterrence. The course begins by tracing the history, legislation, culture, and organization of American SOF, and analyzing how they interact with general-purpose forces and other agencies. Students will then investigate SOF's core activities and examine how leaders organize, train, equip, and employ these forces to support national security objectives. The curriculum places SOF in the broader context of the Joint Force and interagency operations,

highlighting their value in addressing emerging security challenges. A contemporary case study and a wargame exercise with the Center for Applied Strategic Learning provide opportunities to apply course concepts and reinforce key themes through interactive learning. This course requires SECRET security clearance. **(2 Credit Hours)**

#### **NWC-6060: THE STRATEGIC PIRATE FROM BRONZE 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-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 Nuremberg Trials, ad hoc tribunals for the Former Yugoslavia and Rwanda, and the creation of a permanent International Criminal Court. Related to this will be a discussion on Lawfare, which encompasses the exploitation of law-of-war violations (real or not) as an asymmetric tool. Next, the elective will examine ongoing alleged war crimes, to include Chinese abuse of the Uighurs, and mistreatment of the Rohingya in Myanmar. Lastly, the course looks at the challenge of armed intervention, exploring how policy makers decide whether or not to intercede in cases of wide-scale abuse, or even genocide. In addition to active participation, students will write a short OpEd advocating for or against intervention in a recent crisis. Each student will also deliver an in-class presentation on a past war crime, exploring what led to it, the decision to (or not to) intervene, and assessing attempts at accountability. For students preparing an ISRP, the presentation may be tailored to their assigned country. **(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. Course will include offsite visits to Eisenhower National Historic Site (Encouraged), and Eisenhower Memorial Site Visit (Encouraged). **(2 Credit Hours)**

#### **NWC-6079: BLOOD AND IRON: THE HISTORICAL FOUNDATIONS OF GREAT POWER COMPETITION IN EUROPE, 1800-1945**

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, 2025? Will North Korea test another thermonuclear warhead before 2026? 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-6094: COLLIN POWELL'S AMERICAN JOURNEY IN STRATEGY AND LEADERSHIP**

Colin L. Powell was a uniquely talented leader at many levels of the military, in diplomacy, and in the halls of policy. As many in his generation were, Powell was a product of the U.S. Army in Vietnam, where he served two tours. But his rapid rise through the ranks and his proximity to the apex of American power in the White House multiple times separate him from the average military or diplomatic career. He is the only National War College graduate who served as Chairman of the Joint Chiefs of Staff and Secretary of State. This course will examine the life of this remarkable individual in the context of strategy and leadership. The course will use a variety of sources about Powell, including Powell himself. We will analyze his strengths and weaknesses and discuss how this life and its lessons can inform our own development as leaders and strategists. We will explore the significant events in Powell's career, such as his time in the Army, on the White House national security staff, and as Secretary of State, which will not be considered in isolation but as those events relate to the concepts of strategy and leadership for us all. **(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-6097: RUSSIAN AND EUROPEAN SECURITY: HISTORY, IDENTITY AND GEOSTRATEGIC CHALLENGES**

This course assesses Russia's complex relationship with the West from a historical, national identity and geostrategic perspective. Beginning with the emergence of the Cold War and the division of Europe, the course examines the transformation of Russia through the turbulent 1990s, its evolving political system, and the interplay between nationalism, imperialism, and identity in shaping modern Russian society and foreign policy. Students will investigate Russia's relationships with its post-Soviet neighbors, with particular attention to Ukraine, analyzing the origins and escalation of the ongoing war and the varied international responses. The course also evaluates Russia's use of hybrid warfare and cyber strategies that challenge European stability. By integrating historical context and national identity with current geopolitical developments, the course fosters a nuanced understanding of Russia's interactions with the West and assesses the future of European security in the aftermath of the Ukraine war. Key themes include the legacy of World War II and the Cold War in shaping modern European geopolitics, Russia's political evolution post-1991, nationalist and imperial narratives in Russian identity, geopolitical tension in the post-Soviet space, the war in Ukraine and its ramifications, hybrid warfare, and prospects for European security in a changing global order. **(2 Credit Hours)**

### **NWC-6099: EMERGING AEROSPACE TECHNOLOGIES IN WAR AND THE QUEST FOR A GOLDEN DOME**

As the United States and China posture for dominance in the Indo-Pacific and Russia fights to extend its territory in Europe, new aerospace technologies have become central to military policy and great power competition. This is evident not only in the blinding pace of technological progress in the drone-wars in Europe, but also in the competition in space and the skies above the Pacific. The winner of this technology race will likely be the winner of the contest between great powers. This TS-SCI course seeks to make sense of the role of emerging aerospace technologies in current and near-future military conflict. Topics include autonomous platforms, artificial intelligence, space-based capabilities, next generation air dominance, hypersonic weapons, electronic warfare, command and control systems, integrated air and missile defense and particularly the new Golden Dome project. Students will read about these topics and discuss them with senior military and industry leaders actively involved in their development and operational employment. This course has a practical goal, to prepare you to understand the role of emerging aerospace technologies in current and likely future wars.

Deliverable: You will participate in a group research project and brief your project to the seminar.

**Prerequisite: Active Top-Secret clearance with SCI eligibility. (2 Credit Hours)**

### **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. Each seminar will focus on a

distinct country, region, or function. The material covered will diverge significantly. This course is designed to permit students to research, analyze, and write on a national security topic about aspects of their region, country, or functional. 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 6620, the Group Strategy Project (GSP), students will write a context-based research paper that will ultimately contribute to the development of a Group Strategy Paper that culminates after practicum travel. The context paper fulfills the expectation that all students will demonstrate an ability to both communicate effectively and consume information in ways that support clear, informed, and concise written military and policy recommendations. Ultimately, the context paper assesses a student's ability to analyze the strategic environment in support of developing strategic options in the spring semester. The context paper will consist of a clear, focused, usable statement of the strategic challenge (problem or opportunity) by identifying the salient characteristics of the strategic environment (e.g., the most important conditions, actors, behaviors, structures, rules, and norms contributing to current or future strategic challenges). Students must identify relevant, contextualized national interests, threats to and/or opportunities for those interests, as well as initial assumptions that underpin their analysis. Students will account for differing perspectives found in their research, including stated or unstated assumptions and motivations as well as possible biases which may underlie them. Students will also address relevant existing strategies (national, theater, etc.) which bear upon the identified strategic challenge and may require revision. The goal is to assess the strategic context in such a way the paper culminates with a contextually informed problem statement. **(2 Credit Hours)**

### **NWC-6203: AFGHANISTAN: THE LONG WAR**

As the United States and China posture for dominance in the Indo-Pacific and Russia fights to extend its territory in Europe, new aerospace technologies have become central to military policy and great power competition. This is evident not only in the blinding pace of technological progress in the drone-wars in Europe, but also in the competition in space and the skies above the Pacific. The winner of this technology race will likely be the winner of the contest between great powers. This TS-SCI course seeks to make sense of the role of emerging aerospace technologies in current and near-future military conflict. Topics include autonomous platforms, artificial intelligence, space-based capabilities, next generation air dominance, hypersonic weapons, electronic warfare, command and control systems, integrated air and missile defense and particularly the new Golden Dome project. Students will read about these topics and discuss them with senior military and industry leaders actively involved in their development and operational employment. This course has a practical goal, to prepare you to understand the role of emerging aerospace technologies in current and likely future wars.

Deliverable: You will participate in a group research project and brief your project to the seminar.

Prerequisite: Active Top-Secret clearance with SCI eligibility. **(2 Credit Hours)**

### **NWC-6221: MILITARY HISTORY, THEORY & CURRENT JOINT PROCESSES**

This course provides students with the theoretical foundations for the use of force and the military instrument of national power. It examines the enduring nature of war and the evolving character of warfare through the lens of military theory and historical case studies. Students will explore the relationship between military operations and national-level objectives, as well as current joint



processes and practices that inform force employment in today's contemporary strategic contexts. **(3 Credit Hours)**

#### **NWC-6222: FUTURE JOINT WARFIGHTING & THE EVOLVING CHARACTER OF WAR**

This course focuses on the future of warfighting in an era of rapid technological advancement and strategic competition as the character of war continues evolving. Students will analyze emerging trends, technologies, and adversary capabilities to inform future joint force development and design. Through joint campaign design and contingency planning exercises, students will develop concepts for future joint force employment. The course culminates in a peer-adversary wargame designed to stress test student-developed approaches in a complex, future-oriented operating environments. **(3 Credit Hours)**

#### **NWC-6310: STATECRAFT IN THE MODERN ERA**

This course will evaluate the utility of the military instrument of power with other instruments to address strategic national security challenges. Through the course's readings, speakers, writing assignments, seminar discussions and exercises, students will develop an understanding first of the fundamentals of each instrument of power, followed by the principles, functions, competencies, and capacities of key U.S. government departments and agencies. The students' primary focus will be on the Military Instrument of power, and its relationship with the Diplomatic, Economic, and Informational instruments. Via modern, longitudinal cases, students will analyze how strategists have assessed, orchestrated (planned), and adjusted the implementation of instruments over time to address strategic challenges and opportunities across the spectrum of cooperation, competition, and conflict. The course will examine each of the instruments in detail, as students continue their preparation to fulfill high-level policy, command and staff responsibilities. **(3 Credit Hours)**

#### **NWC-6400: THE U.S. DOMESTIC CONTEXT**

This course examines how domestic U.S. decision-making shapes national security strategy and foreign policy, focusing on the authorities, budgetary mechanisms, and interagency processes required to implement strategic objectives. Students will analyze the complex interplay of domestic actors, institutions, norms, and political incentives that influence the formation and execution of national security policy. The curriculum explores the dynamics of the U.S. separation-of-powers system, the evolution of executive and legislative authority in national security, and the many sources of information—bureaucratic, public, political, and expert—that inform high-level decisions. Incorporating key concepts from foreign policy analysis, the course equips students to assess how internal factors—such as institutional rivalries, public opinion, and electoral pressures—shape America's external behavior. Special attention is given to the civil-military relationship, exploring how military leaders and civilian policymakers negotiate roles, responsibilities, and influence in the national security arena.

By the end of the course, students will have a rigorous understanding of current national security decision-making processes and be prepared to identify and navigate domestic implementation challenges associated with strategic policy choices. **(4 Credit Hours)**

### **NWC-6500: THE GLOBAL CONTEXT**

This course provides students with a set of conceptual tools to evaluate today's complex, interdependent, and dynamic international system and analyze how it affects international, regional, and U.S. national security and future conflict. It assesses U.S. national interests across regions and analyzes how great and regional power competition, globalization, state strength, nationalism, and the rise of autocracies influence the international context on a comparative regional basis. The course consists of 27 topics organized into four blocks. Block 1 introduces the analytical concepts of great and regional power competition, globalization, state strength, nationalism, and the rise of autocracies. Block 2 provides a five-topic introduction to the People's Republic of China (PRC) to ensure students understand the PRC's interests, strategy, governance, economy, and military, and how it uses instruments of national power to pursue objectives. This block also includes an introduction to Russia and China-Russia relations. Block 3 analyzes how great and regional power competition, globalization, state strength, nationalism, and the rise of autocracies influence the international context on a comparative regional basis. Countries and regions examined in this block include Canada and Mexico; Central and South America; Northeast Asia; Southeast Asia, Australia, New Zealand, and the Pacific Island countries; South and Central Asia; Iran, Israel, and Turkey; Arab States; sub-Saharan Africa; Europe; and the Arctic, Antarctica, Deep Sea, and Space. The course concludes with a two-day exercise forecasting how great and regional power competition, globalization, state strength, nationalism, and the rise of autocracies and other global trends could impact US interests and shape the future international context and potential for conflict. **(4 Credit Hours)**

### **NWC-6620: GLOBAL STRATEGY PROJECT**

This course is integrated with NWC 6150 (Regional/Functional Context) from the first semester and NWC 6625 (Strategy Field Research) during the second semester. NWC 6620 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. 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 then travel to "the field" in NWC 6625 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. Applying strategic logic, students integrate concepts gained throughout the year to create a Group Strategy Project (GSP), the prime deliverable for the course, aimed at solving a complex national security challenge facing the U.S. **(3 Credit Hours)**

### **NWC-6625: STRATEGY FIELD RESEARCH**

The 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 takes 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 “testbed” for the synthesis of the year's 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. International Fellows travel to USPACOM while U.S. students partake in NWC 6625. **(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-6925: STRATEGIC AI AND NATIONAL SECURITY: LEADING THROUGH DISRUPTION AND OPPORTUNITY**

As the United States and China posture for dominance in the Indo-Pacific and Russia fights to extend its territory in Europe, new aerospace technologies have become central to military policy and great power competition. This is evident not only in the blinding pace of technological progress in the drone-wars in Europe, but also in the competition in space and the skies above the Pacific. The winner of this technology race will likely be the winner of the contest between great powers. This TS-SCI course seeks to make sense of the role of emerging aerospace technologies in current and near-future military conflict. Topics include autonomous platforms, artificial intelligence, space-based capabilities, next generation air dominance, hypersonic weapons, electronic warfare, command and control systems, integrated air and missile defense and particularly the new Golden Dome project. Students will read about these topics and discuss them with senior military and industry leaders actively involved in their

development and operational employment. This course has a practical goal, to prepare you to understand the role of emerging aerospace technologies in current and likely future wars. Deliverable: You will participate in a group research project and brief your project to the seminar.

**Prerequisite: Active Top-Secret clearance with SCI eligibility. (2 Credit Hours)**

### **NWC-6926: ARTIFICIAL INTELLIGENCE IN STRATEGIC WARGAMING**

**This is an X Elective.** AI in Strategic Wargaming will collaboratively explore how AI/ML can transform the development and execution of grand strategy (whole-of-nation) wargaming. The course will empower students by using a Flipped Experiential Andragogy (FEA) model to drive independent exploration of AI/ML tools and platforms and collaborative learning in problem-based and applied seminars focused on questions such as,

1. How can currently available Generative AI (GenAI) applications be used to immediately improve national (grand) strategy wargaming?
2. Where are the blind spots in current strategic wargame designs that AI might help reveal or conceal?
3. What are the exquisite capabilities NDU could use internally that would rapidly advance its strategic wargaming?
4. How should NDU use AI/ML enabled wargaming to develop rising national security leaders while not sacrificing human critical and creative thinking?
5. How does the U.S. develop national strategies to best counter AI enabled enemies? **(2 Credit Hours)**

### **NWC-6998: NWC FALL ORALS**

### **NWC-6999: NWC SPRING ORALS**

### **NDU-6029: THE STRATEGIC LEADER AS ETHICAL LEADER**

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

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

In contrast to a lecture-based learning approach, this course makes use of class discussion, case studies, and the ethical leadership practicum to guide learning outcomes. Graded assignments for the course include participation in class discussion, weekly Blackboard forums posts and or blog posts, course feedback to the instructor, and the ethical leadership practicum. **(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 Concentration 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 services, agencies, and geographical upbringings 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 week-long field study 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 70 countries, and can successfully represent the United States and NDU's joint security cooperation mission.

Application Instructions: There will be a short information briefing during the American student Orientation on 5 August 2025. Representatives from ISMO will be outside the auditoriums following Orientation to answer questions. A short application is required and will be due by 1600 on August 6th via email to the Concentration Director (email below). Top applicants will be invited to attend a follow-

on interview on 7 or 8 August. To ensure all applicants are considered for other NDU electives should they not be selected for this highly competitive program, students are encouraged to attend the electives open house on August 13 and submit elective preferences per the prescribed process. **(3 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 Concentration 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 services, agencies, and geographical upbringings 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 week-long field study 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 70 countries, and can successfully represent the United States and NDU's joint security cooperation mission. **(3 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 identity, 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 American life through a focus on regional/historical differences, demographics, free-market activities 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. **(4 Credit Hours)**

### **NDU-6048: AMERICAN STUDIES II - INSTITUTIONS & SYSTEMS**

#### **Closed to Spring Enrollments**

For International Fellows (IFs) enrolled in CIC, ES, or NWC, American Studies supports and supplements the IF Field Studies Program and provides a theoretical foundation for the year in the United States. The course explores the significance of American identities, society, and institutions as well as the philosophical, historical, and contemporary American principles which contribute to U.S. strategic thinking. In the spring course, students analyze American institutions, including the free market, health and human services, and the makeup and functioning of the U.S. government and its legislative, executive, and judicial branches. The class uses a face-to-face format with a plenary lecture followed by discussion seminars led by NDU faculty members. Students draw from classroom discussion, readings, and the required field practicums to various locations around the United States. Select U.S. students are also enrolled in the course as American Fellows. IFs who complete the fall and spring courses will earn a concentration certificate at graduation. **(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. This course counts toward the three-course requirement for the Health Strategies Area of Concentration. **(2 Credit Hours)**

### **NDU-6061: NATIONAL SECURITY INTERAGENCY LEADERSHIP - PRACTICUM I**

This is a National Defense University Special Program open to all colleges within National Defense University. NSIL-P is a year-long concentration program. Therefore, students who enroll and are accepted into the course will participate in both the Fall and Spring semester courses (NDU 6061 and 6062), to include participation in the National Security Simulation Exercise for Competition, Crisis, and Conflict (NSEC3, formerly JCLASS) in the spring semester, for a total of six credit hours.

The focus of NSIL-P is on developing military and interagency leadership skills. Examples of the interactions executed by the National Security Council (NSC) are used throughout the course as they develop strategy and plans, and apply resources, and employ decision-making during crises that develop. Students and faculty explore anticipated national security threats, the effects of globalization, and strategic competition across the instruments 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, the Swedish Defence University, and others) through the NSEC3 exercise. During the NSEC3 exercise, NDU students will role play members of the National Security Council Staff as well as Cabinet and sub-Cabinet officials. NSEC3 is based on a notional world scenario set a decade in the future. NDU students will, as national level civilian leadership, evaluate, analyze, and create national policies to include a National Security Strategy (NSS), defense strategic guidance, and numerous presidential policy directives.

Students will develop a keen understanding of the processes and leadership challenges associated with planning and operating in a Joint, Interagency, Intergovernmental and Multinational (JIIM) environment. The academic year course culminates with the six-day JCLASS exercise that incorporates other participating Senior Service Colleges held at U.S. Army War College, Carlisle Barracks, PA. Students will craft national strategic policy, coordinate the interagency process, and work with the combatant commands and multinational forces as they respond to a changing world situation. Students will apply products developed and knowledge learned during the course of the year against willful adversaries (NDU 6062). There are no prerequisites for this course. However, student backgrounds and preferences are taken into account when assigning roles. (Notes: (1) Local off-site



visits will be used to achieve objectives); (2) On days involving local off-site visits, the class may run later to accommodate travel time. **(3 Credit Hours)**

### **NDU-6062: NATIONAL SECURITY INTERAGENCY LEADERSHIP - PRACTICUM II**

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 structure(s). (Note: Students enrolled in the fall semester NSIL-P course are automatically enrolled in the spring NSIL-P course. No new students will be enrolled mid-year.) Distributed game play through video teleconferences and conference calls with NSEC3 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 NSEC3 exercise at the U.S. Army War College, Carlisle Barracks, PA as the culmination of the course. NDU students play the role(s) of the NSC & DOS during this exercise. (Notes: (1) On days involving local off-site visits, the class may run later to accommodate travel time); (2) The NSEC3 Exercise will be conducted at Carlisle Barracks, PA. Students will travel on official funded orders for this exercise. The dates of the exercise are 25-30 April 2025, with 25 April being a travel day and an NSEC3 evening introduction and icebreaker. **(3 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 has an ambitious agenda for domestic revitalization and expanding regional and global influence but faces a variety of threats from state and non-state actors. The People's Liberation Army (PLA) is playing increasing roles in addressing many of these challenges, both within and beyond the Indo-Pacific. Some of the primary roles and missions for the PLA, as well as China's paramilitary forces, include preparing for a war across the Taiwan Strait, enforcing China's territorial claims, deterring regional rivals, and securing China's expanding overseas interests. Over the last two decades, the PLA has made impressive strides, emerging as a powerful warfighting force, though some significant weaknesses remain. In a time of increasing U.S. strategic attention to the Indo-Pacific region and great power competition, rising U.S. strategic leaders will benefit from a cohesive understanding of China's grand strategy, threat perceptions, military strategy, organization, capabilities, and operations. The course will assess each of these topics and gives students a chance to debate U.S. and allied responses. This course counts towards the requirements for the China Studies Concentration program. It is open

to all students at the Eisenhower School (ES), the National War College (NWC), the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU. **(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) and armed conflict between three-or-more geostrategic rivals like the United States, China, and Russia. It includes study of the historical dimensions of multi-state Great Power Competition (GPC) and war, the technological and geopolitical dimensions of past and present GPC, and the most significant evolving features of contemporary strategic competition between the modern Great Powers 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 & 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 and the potential for Great Power armed conflict. 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: CHINA'S BELT-ROAD INITIATIVE (BRI) AND STRATEGIC COMPETITION**

This elective 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 strategic objectives as outlined by President Xi Jinping including those of international political influence and global military access. 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 political and military "ends." The elective 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 strategic interests of the United States, its allies, and its 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 and the potential for armed conflict. The course will culminate by asking students to define an appropriate U.S. policy response to China's BRI/DSR and the emerging contours of GDI/GSI/GCI.

The elective contributes directly to Joint Learning Area (JLA), "The Continuum of Competition, Conflict, and War;" and CJCS Special Area of Emphasis (SAE), "Return to Great Power Competition." It is open to all students at the Eisenhower School (ES), the National War College (NWC), the College of



International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU. Prior completion of NDU 6072, “Evolving Great Power Competition (GPC) at Mid-Decade,” in Fall 2025 is desirable but not required. **(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. This course counts toward the three-course requirement for the Health Strategies Area of Concentration. **(2 Credit Hours)**

#### **NDU-6076: LEADER PEAK PERFORMANCE: “HUMAN FIRST”**

This elective explores the critical link between holistic health and sustained high performance for senior leaders. In a rapidly evolving and persistently high-pressure environment, optimizing human performance across physical, mental, emotional, spiritual, and nutritional well-being is not just beneficial, it is essential for achieving strategic objectives.

Leader Peak Performance emphasizes that individual well-being forms the bedrock of organizational readiness and lethality. Throughout the course, you'll learn to cultivate the conditions necessary for your own peak performance and to foster a culture that optimizes human potential within your organization. By bringing mind, body, and spirit to peak condition, you'll develop the resilience and strength required to consistently perform at the highest levels and lead effectively for the long haul. This course counts toward the three-course requirement for the Health Strategies Area of Concentration. **(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-6087: DIRSUPTIVE TECHNOLOGIES AS NOVEL BIOWEAPONS**

The NDU elective, “Disruptive Technologies as Novel Bioweapons,” provides an in-depth address of current and near-term disruptive technologies that are being increasingly weaponized for use in both non-kinetic and kinetic warfare. The course will define the current palette of disruptive technologies that affect human, animal, and plant biology; and will define how these technologies are being – and can be – dually used for disruptive military and intelligence operations. Weaponized development and uses of specific neuro, nano, data, cyber, quantum, and autonomous-machine technologies will be discussed. The course will also examine regnant biological weapons conventions and treaties and address current gaps in their existing scope of regulation. It will propose risk assessment and mitigation options for realistic military readiness and appropriate responses to these weaponizable emerging technologies.

This elective is open to all students from the Eisenhower School (ES), the National War College (NWC), the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU. **(2 Credit Hours)**

### **NDU-6093: EUROPEAN SECURITY IN AN ERA OF STRATEGIC COMPETITION AND WAR**

This elective provides an in-depth understanding of the European security architecture and U.S. interests in European security, which include defending the homeland forward, projecting U.S. power globally, and deterring Russia. The elective covers the role of NATO, the European Union (EU), and individual European states. It also includes analysis of the threats and challenges associated with Russia and China, including the struggle over the European neighborhood, the ongoing war in Ukraine, Nordic-Baltic security, the European Arctic, and transnational challenges such as migration, emerging and advanced technologies, and conflict and instability in the wider European neighborhood.

This elective fulfills requirements for the NDU Strategic Competition Concentration. The Strategic Competition Concentration explores ways the U.S. and allies can successfully compete against adversaries who resort to methods that allow them to win without fighting. Completing it requires three elective courses in the Concentration.

This elective is open to all students from the Eisenhower School (ES), the National War College (NWC), the College of International Security Affairs (CISA), and the College of Information and Cyberspace (CIC) on the north campus of NDU. **(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)**

Students may choose a research project appropriate to the concerns of the Ethics Concentration in lieu of one elective. Students must coordinate enrollment with the Concentration Lead. **(2 Credit Hours)**

# NDU ELECTIVES CONCENTRATION INFORMATION

Elective courses are not only used to fulfill individual college degree requirements but also allow students to focus their studies by pursuing a concentration. NDU offers a variety of concentrations. Except for two (Senior Acquisition Course and American Studies {International Fellows}), concentration participation is completely voluntary. Students may choose to pursue a concentration for the following reasons:

- **Academic focus:** Concentrations allow students to tailor their education to a specific area of interest.
- **In-depth knowledge:** Students delve deep into a particular subject, gaining expertise and specialized skills.
- **Career preparation:** Concentrations help students develop skills relevant to their desired profession.
- **Personalized learning:** Students can customize their academic experience to align with their goals.
- **Networking opportunities:** Concentrations often involve connecting with professionals in the field.

Academic concentrations provide a focused and enriching educational experience tailored to students' interests and career aspirations. Students are required to complete six credit hours of learning from courses assigned to specific concentrations. Course selections/assignments will be made during the fall and spring electives course selection processes. **If two or more concentrations have the same course(s) listed as an optional requirement, the student can only apply that course to one concentration. “Double Dipping” courses is not authorized.** Students must identify what concentration they intend to participate in during the fall electives selection process.

## ELECTIVE CONCENTRATIONS

### American Studies (Open to International Fellows at CIC/ES/NWC)

#### Required Courses:

NDU-6047: American Studies I (International Fellows)

NDU-6048: American Studies II (International Fellows)

### ~~American Studies (American Fellows Program)\*~~

#### ~~Required Courses:~~

~~NDU-6030: American Studies I (American Fellows Program)~~

~~NDU-6031: American Studies II (American Fellows Program)~~

### **China Studies\***

#### **Students must take three from the following:**

- ~~CISA-6014: China and the World~~
- ~~CISA-6015: China's Frontiers and Territorial Disputes~~
- ~~CISA-6017: China's Irregular Warfare~~
- ~~NDU-6068: China and its Military~~

### **Data and Disruptive Technologies\***

#### **Required Courses:**

- ~~CIC-6004: Big Data to Decisions (DDT)~~
- ~~CIC-6030: Future Disruptive Technologies (DDT)~~
- ~~CIC-6037: Data Analytics for Decision Making (DDT)~~
- ~~NWC-6081: Forecasting, Foresight, and Strategic Decision Making~~
- ~~NWC-6925: Strategic AI and National Security: Leading Through Disruption and Opportunity~~

### **Ethics\***

#### **Students must take three from the following:**

- ~~NDU-6029: The Strategic Leader as Ethical Leader~~
- ~~NDU-6034: U.S. Civil-Military Relations and Professionalism~~
- ~~NDU-6063: Ethics and Statecraft: The Strategic Imperative~~
- ~~ES-6651: Research Elective (ethics-specific topic to be approved and overseen by Dr. Foster)~~

### **Financial Management\***

#### **Required Courses:**

- ~~CIC-6013: Risk Management and Internal Controls for Leadership~~
- ~~CIC-6015: Budgeting for National Security~~

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

#### **Required Courses:**

- ES-6402: Global Supply Chain and Logistics Research
- ES-6404: Global Supply Chain and Logistics I
- ES-6405: Global Supply Chain and Logistics II

### **Health Strategies\***

#### **Required Courses:**

- NDU-6056: Leadership Perspectives in Health Strategy: Solving Wicked Health Problems
- NDU-6075: Health Strategy as a Foundation for National and Global Security
- NDU-6076: Leader Peak Performance: "Human First"

### **Influence Warfare\***

#### **Required Courses:**

- ~~CIC-6019: Social Media & Beyond—The Information Environment, Effects, Policy, Ethics~~
- ~~CIC-6046: Subversion, Subterfuge, Sabotage~~
- ~~CIC-6047: Influence Warfare~~

### **Intelligence Studies\***

#### **Students must take three of the following:**

- ~~ES-6056: Secrets, Satellites, and Sales: Evolution of the Remote Sensing Industry~~
- ~~ES-6057: Introduction to the US Intelligence Community~~
- ~~ES-6651: Research Elective (Intelligence specific topic approved and overseen by Dr. Williams)~~
- ~~NDU-6080: Strategic Wargaming~~
- ~~NWC-6011: Intelligence—Insight, Effect, and Strategy~~
- ~~NWC-6076: George Washington: Strategy, Intelligence, and Revolution~~
- ~~NWC-6081: Forecasting, Foresight, and Strategic Decision Making~~

### **Irregular Warfare\***

#### **Students must take three of the following:**

- ~~CISA-6021: Sneaky War~~
- ~~CISA-6027: Advanced Strategic Theory & Applied Gaming~~
- ~~CISA-6732: Weaponized Migration: How Forced Displacement Affects Security~~
- ~~CISA-6044: A Short History of a Long War: The GWOT as Irregular Warfare~~
- ~~CISA-6926: Perspectives on the American Way of War: The US Experience in Irregular Conflict~~

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

#### **Required Courses:**

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

### **Senior Acquisition Course (ES ONLY)**

#### **Required Courses:**

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

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

- ES-6102: Defense Science and Technology Acquisition
- ES-6103: International Acquisition: Cooperation, Controls, Comparison
- ES-6104: Innovation and Entrepreneurship in Defense Acquisitions
- ES-6105: Leading Innovation in Business and Government

### **Strategic Competition\***

#### **Students must take three of the following:**

- ~~CISA-6006: Strategic Competition in the 21st Century~~
- ~~CISA-6011: “We Have Good Allies”: Alliance Lessons for Strategic Competition~~
- ~~CISA-6947: Maritime Security and Great Power Competition~~
- ~~NDU-6073: China’s Belt and Road Initiative (BRI) and Strategic Competition~~
- ~~NDU-6093: European Security in an Era of Strategic Competition and War~~

\*- Cancellations due to government lapse in appropriations in the fall semester. See explanations on Page 5.