

National Defense University



2016-2017 Electives Program Catalog

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National Defense University Electives General Information

Elective courses are held in the fall and spring semesters each year and convene one time a week over a 12 week period, unless otherwise stated in the course description. Elective courses will be held Tuesdays and Wednesdays each week, except for the week of Thanksgiving – elective courses will not be held during that period. Class times are based on an early and late time schedule. The early sessions run from (1330 – 1525) and late sessions run from 1535 – 1730, unless otherwise stated in the course narrative/description. Courses will switch times after the sixth session - early classes (1330 – 1525) will switch to the late time slots (1535 – 1730) and late classes (1535 – 1730) will move to the early time slots (1330 – 1525), unless otherwise stated in the course narrative.

Students will have an opportunity to obtain a better understanding of the courses being offered during the Electives Program Open House. This forum provides students the opportunity to meet professors and obtain information on their courses of interest. Two Open Houses will occur during the academic year – the fall Electives Open House will occur on August 17, 2016 and the spring Electives Open House will occur on October 5, 2016. Immediately following the Open House, the course selection process will open and students will have until Thursday evening (for fall electives) to create and submit their prioritized course list. The suspense for the spring selection process will be determined. More information regarding the Open House and electives selection process will be provided by your College Electives Directors (please see below list).

College electives points of contact are:

College of International Security Affairs (CISA)	Ms. Sheila DeTurk	(202) 685-7784
Eisenhower School (ES)	COL Sean O'Brien	(202) 685-2078 (703) 789-1489
Information Resources Management College (IRMC)	Ms. Nakia Logan	(202) 685-2110
National War College (NWC)	CAPT James Roick	(202) 685-3678
National Defense University Program Manager	Mr. Larry Johnson	(202) 685-2128

Elective courses are also used to satisfy the numerous concentrations available at the National Defense University. Some programs are restricted to specific colleges, but others are open to all. You will receive a detailed Concentration and COCOM Scholars briefing on August 11, 2016 that will answer most, if not all, of your questions and help guide you in your electives selection process.

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

AY 16-17 ELECTIVES PROGRAM CATALOG

FALL SEMESTER COURSES

CISA

CISA 6040: Special Topics: Lessons of the Iraq War, 2003-2011

The Iraq war challenged the US defense and national security institutions in their doctrine, strategy, and conduct of operations. The US military struggled to adapt to the changing circumstances of the war after the invasion of Iraq and toppling of the Saddam Hussein regime in 2003. This course examines the ways in which the US military and its way of war changed as a result of the protracted campaign in Iraq. It will analyze the reasons that the aftermath of a successful invasion gave way to a difficult insurgency and terrorist campaign, as well as the ways in which the US military responded to those new conditions – in some ways successfully, in some ways unsuccessfully. The course will also address the lessons of the Iraq war for coalition operations; security assistance for a host nation government at war; conventional and special operations forces integration; detention operations; civil-military operations and planning; and conflict resolution /war terminations.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 09/21/2016 – 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructor: COL Joel Rayburn

CISA 6041: Joint Issues and Strategic Leadership

Joint Issues and Strategic Leadership will function as a seminar designed to equip students with the tools, perspectives, and frameworks for effective strategic leadership and for developing high-impact strategies and plans within a joint, interagency, and multinational environment. The year-long course begins with theoretical approaches to the concepts of strategic leadership and proceeds to the development, practical implementation, and operationalization of strategies and strategic plans. The course complements and reinforces the Joint Professional Military Education (JPME) and leadership topics in the core curriculum. Topics include conceptual frameworks for understanding what is meant by strategic leadership in high-performing, joint, interagency, and multinational organizations, analyzing the personal and ethical dimensions of leadership, understanding the role of organizational culture, crafting strategies and strategic visions, campaign design and lines of effort, transforming organizations, implementing institutional change, national security decision making, and understanding the role of a strategic advisor.

(Class Limit 20) (2 Credit hours)

WED, 1535 – 1730, 09/21/2016 – 12/14/2016 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Herman “Skeets” Meyer

CISA 6910: Nuclear Threat and Response

This course will explore today’s nuclear threats, while providing historical perspective on how these threats have evolved. Uncertain progress in nuclear arms reductions by the United States and Russia, potential new nuclear states in volatile regions, under-secured nuclear materials that

could contribute to a “dirty bomb” or fall into the hands of terrorists, threats from North Korea and continued uncertainties over Iran’s nuclear ambitions, and the prospect of non-state actors acquiring weapons of mass destruction ensure that these issues will remain front and center. The course will also look at “over the horizon” challenges that suggest a more, not less dangerous world. Practitioners from all nations are encouraged to take this course and learn about these threats, and how they can help to address them. The course will involve in-class gaming exercises where students will apply new knowledge. This is a qualifying course of the University’s WMD Studies Concentration, and open to all students from all colleges.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 09/21/2016 – 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructor: Mr. Monte Mallin, DOE/NNSA Faculty Chair

CISA 6955: Intervention and Post-Conflict State-building: Twenty Years of War

This course examines the challenges and opportunities in rebuilding war-torn societies. Rather than assume that all post-conflict reconstruction is a moral responsibility or strategic demand of the United States, it questions the assumptions, objectives, and expected outcomes at the planning and operational levels. The course assesses key conceptual issues and theoretical debates regarding the 'new humanitarianism', the tensions and trade-offs of different post-conflict strategies and the unintended consequences of aiding post-conflict states. It will apply these debates to empirical studies in Kosovo, Afghanistan, Iraq, Libya, Mali and Syria and analyze the dilemmas of third-party interventions, success and failures of different reconstruction strategies across sectors and countries, and ways in which aid can mitigate or sustain conflict.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 09/21/2016 – 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Michael S. Bell and Dr. Denise Natali

CISA 6987: How Congress Works

The course examines the origins and evolution of the U.S. Congress in order to equip students with an understanding of how Congress functions today. A methodical examination of the actors and influences shaping the United States House of Representatives and United States Senate ultimately leads to the enduring and defining feature of Congress: the dual-role of members of Congress as local advocates and national policy makers. The gridlock persisting in Congress can be better understood by thoroughly considering the dual-role roles in the context of political parties, elections, campaign finance, local politics, and national politics.

(Class Limit 22) (2 Credit hours)

WED, 1535 – 1730, 09/21/2016 – 12/14/2016 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Chuck Cushman

CISA 6991: Intelligence and Counter Insurgency Operations

This course will provide students who are not intelligence specialists with: (1) a basic grounding in the fundamental activities of intelligence services; (2) an awareness of the nature of intelligence services' interactions with policy makers and policy implementing agencies; (3) an understanding of the roles, capabilities, and limitations of intelligence in counterinsurgency operations; (4) pointers on how (and how not) to use intelligence services in support of

counterinsurgency operations; and (5) hints on how to assess the performance of intelligence services in irregular wars. Because it is important to know how insurgents use intelligence in order to effectively use intelligence and counterintelligence capabilities in counterinsurgency operations, the course also will cover insurgent intelligence activities.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 09/21/2016 – 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Charles Cushman and Maj Gen Yossi Baidatz

ES 6011: Elections and the International Community

Elections were traditionally viewed as the prototypical internal event; there was little political expectation of or legal justification for international engagement. Yet, today the international community is heavily involved in administering, supervising, advising, observing and providing security for elections in countries around the world – think Iraq and Afghanistan, or Nigeria and Burma. How did this reality come about? This course is designed to provide an opportunity for those who have participated in election missions to reflect on their experiences, for those who might be interested in such assignments to examine the type of issues that may emerge, and for those seeking to broaden their general knowledge of how elections fit into broader international development consideration. The course will provide a basic understanding of concepts related to choice of election system, voter registration, balloting and counting processes, roles of political parties, media and civil society, and other issues related to the internal administration of election process. We will examine the specific role that the international community has played in transition elections (e.g., Philippines 1986, Burma 2015), post-conflict elections (Iraq and Afghanistan 2004-2014), and elections in conflict-prone environments (Kenya 2013 and Nigeria 2015). We will also consider how elections are evaluated by the international community and the role that various international actors have played in mediating election disputes. The final section of the course will focus on what can be done to enhance the international community’s ability to improve the quality of elections and the relationship between elections and broader concerns of democratization, good governance and economic development.

(Class Limit 18) (2 Credit Hours)

WED, 1535 – 1730, 09/21/2016 – 12/14/2016 (changes to 1330 – 1525 after 6th session)

Instructor: Larry Garber

ES 6017: Non-Lethal Weapons: Supporting the Operational Art Across the Range of Military Operations

To frame the applicability of this course to 21st century warfighting, the following excerpt from the Strategic Plan 2016-2015 Science and Technology for the Joint Non-Lethal Weapons Program is applicable:

“Individuals and groups in conflict have used non-lethal capabilities and actions throughout recorded history. Relatively simple cognitive and physical incentives designed to affect a person’s behavior without imposing permanent harm, as well as actions to preserve infrastructure assets on the battlefield, have evolved over time to be described by labels such as ‘show of force’ or ‘deterrence.’ As warfare evolved, commanders increasingly used these non-lethal instruments as an option to control the escalation-of-force through graduated measures before, or instead of, taking lethal action. As the military and other instruments of national power have become more technologically advanced, so have the suite of non-lethal capabilities between ‘shouting and shooting.’”

Today, U.S. forces are required to execute missions spanning the full range of military operations, from stability operations, disaster response and humanitarian assistance to full-scale armed combat. NLWs enable commanders to tailor their responses to targets and situations across this continuum. The current NLW inventory expands our forces options in supporting mission objectives; however, as the military looks ahead to the coming decade, the shift to new operating environments and the rapid pace of technological change will require new NLW technologies to address capability gaps and threats from technologically evolving adversaries. Advancements in NLWs through scientific research and technological developments will enable these non-lethal effects to be realized in more effective and efficient ways.”¹

This course is a combination of integrated lectures, in-class exercises and a range period that provides field commanders, staff planners and those who support the warfighter with information on the utility and limitations of NLWs to support current and future military operations. The course provides information on all NLW technologies being assessed, developed and fielded by the Department of Defense (DOD). The lectures and seminar discussions will focus on how NL technologies support commanders and staffs “...to design, strategies, campaigns and major operations and organize and employ military forces.”²

The course provides the opportunity for students to analyze NL technologies and their medical, legal, ethical, political and public perception issues. The analysis facilitates an appreciation for the planning factors that must be considered prior to employing NLWs. Subject matter experts who are NL program managers or recognized experts in their fields will support the course and provide first-hand information on NL technologies. Their expertise and experiences will stimulate student curiosity and help dispel the belief that NLWs are only tactical tools that have no impact on operational and strategic operations.

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 09/20/2016 – 12/13/2016 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Stephen Basile, Lt. Col. Ron Madrid, USMC, Ret. (Penn State)

ES 6027: Reading and Writing the Military-National Security Warrior-Writers: Reflections on the National Security Experience

Much has been written (and much remains to be written) about the experience of warfare and promoting national security. In this course, we will read various accounts (both fictional and nonfictional) of such experiences and engage in capturing our own. If you have a story (or two) to tell or wish to fabricate one, this course will provide that opportunity. Each class session will involve writing in response to specific prompts; and we will share those products as time, interest, and comfort-level allow. Writing in and of itself can be therapeutic and promote deeper levels of thought and reflection. The authors of all assigned readings will have served in some national security role. We will read and discuss their stories even as we capture and share our own, as of yet, stories untold. One possible outcome might be something publishable or the beginning of something that could be.

(Class Limit 15) (2 Credit Hours)

TUE, 1535 – 1730, 09/20/2016 - 12/13/2016 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Anthony J. DiBella

ES-6030: Alliances, Coalitions, Partnerships in the New Age of Globalization

Multi-nationalism, alliances, coalitions and strategic partnerships provide the fabric of the Age of New Globalization. They involve government-to-government arrangements, interagency (whole of government) and non-governmental organizations and, of course, military interoperability. Yet the return of nationalism, tribalism and maverick threats offers a rich new fabric for strategic and operational study. This course particularly seeks to add non-American perspective to understanding strategic issues, policy planning and implementation given Brexit, TPP, NATO and substantive problems of our era.

(Class Limit 16) (2 Credit Hours)

TUE, 1535 – 1730, 09/20/2016 - 12/13/2016 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. B. F. Cooling

ES-6037: Carnage, Cotton and Iron – The Civil War’s Relevance for the Twenty-First Century

Why study the Civil War? Isn’t it irrelevant for the twenty-first century? Not so - the foundations for modern America lie in the period that also embraces Reconstruction and the Gilded Age. From statism versus anti-statism (sectionalism, secession and war), political disintegration (old versus new party systems), modernization (agrarian versus industrial), and a “struggle for a vast future” (human rights via humane interventionism or emancipation), the Civil War continues to resonate for today. This course will view our American epic from the resourcing perspective. From the anatomy of a failed state (antebellum U.S.) to transformative experience (bathed in blood and gore en route to the reunited nation for the American Century, vision, improvisation and innovation came on the wings of technology, governmental structure and institutions, business innovation and political revolution as well as military operation. Together, we will engage them all.

(Class Limit 16) (2 credit Hours)

WED, 1535 – 1730, 09/21/2016 – 12/14/2016 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. B. F. Cooling

ES-6039: Business and the American Way of War

An American way of war has always been based on resourcing and who provides the sinews of that resourcing. Dependent upon human and material elements of power translated to instruments of power, the way of war has been determined by technology, industry, business and government within the context of time and place. This course will examine the evolution and possible future directions for the strategic and structural dimensions of the defense industrial base set in the context of evolution from traditional “military-industrial (plus political) complex” to national security state.

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1525, 09/20/2016 – 12/13/2016 (changes to 1535-1730 after 6th session)

Instructor: Dr. B. F. Cooling

ES 6048: Cybersecurity and Cyber Warfare

This course will provide a strategic-level view of cyberspace and cyber power, with an emphasis on effectively managing resources to sustain and enhance U.S. cyber power capabilities and secure our own cyber-dependent infrastructure in both government and civilian domains. State and non-state actors’ operations in cyberspace and the resulting impact

on global affairs (legal, doctrinal, and resource) will be examined in the course. This course is not intended for cyber experts – a cyber or technical background is not required. **Enrollment in this course requires a Secret security clearance.**

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1525, 09/21/2016 – 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructor: Col Paul Gillespie

ES-6082: Russia and the Greater Black Sea

This course is intended to give you an introductory understanding of the dynamics that characterize this greater Black Sea region. This course will examine Russia, as well as Bulgaria, Romania, Turkey, and the nine European formerly occupied states that emerged from the collapse of the USSR. This group includes the three Baltic states of Estonia, Latvia, and Lithuania; the South Caucasus states of Armenia, Azerbaijan, and Georgia; the western Slavic states of Ukraine and Belarus; and the Romanian-linked state of Moldova. Despite their common past political links as part of the Soviet Union, Eastern Bloc, and/or Black Sea connection, these states today are very different in terms of their development choices, foreign policy orientations, and domestic political agendas. The group includes several that have recently joined both NATO and the EU, and a founding member of NATO that is not in the EU (Turkey). At the other extreme, this group includes Belarus, home of the “last dictator in Europe.” This group includes energy states (Russia and Azerbaijan), as well as transfer states (Georgia, Ukraine and Turkey). These states also present a variety of challenges for their neighbors and partners, including serious unresolved conflicts over territory and people. This Study will offer an overview of the problems, prospects, and diverse forces that help account for the sharp divergence among these states since the collapse of the USSR in 1991. All students also will acquire some detailed knowledge about the broad variety of US interests and bilateral relationships with these countries. **Due to course travel, students cannot take another elective on the day this course is offered.**

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1730, 09/20/2016 – 12/13/2016 (Does NOT change time after 6th session)

Expanded time frame is needed to meet with senior Thank Tank officials, executives, and analysts as well as travel time.

Instructor: Dr. Seth Weissman

ES-6089: China and the International Order

The sudden and wholly unexpected rise of China is dramatically changing the world’s economic, political and military landscape. While this change is, in many ways, a restoration of the historic role that China played for thousands of years, China is now encountering a world unlike any that it has ever see. They have never encountered an established power as strong as the United States, while at the same time, its neighbors such as India, Japan, Korea, etc. are emerging as powers in their own right. Moreover, China’s prosperity is now heavily dependent on resources from countries from around the world. New rules are evolving. Clearly, one cannot understand China without understanding its neighbors, just as one cannot understand its neighbors without understanding China. The aim of this course is to examine, discuss and shed light China’s new position and place in the 21st Century.

(Class Limit 16) (2 Credit Hours)

WED, 1535 – 1730, 09/21/2016 – 12/14/2016 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Robert Bestani

ES 6091: Latin America: Partners, Contenders, Competitors

This course focuses on Latin America, recognizing that historically the region has been important to US economic, foreign, and security policies since the founding of the Republic. Even now, local events in Latin America can cause a great deal of concern in Washington due to the proximity, or perceived proximity, of the region to the US Homeland. The central purpose of this course is to provide a better understanding of the realities of US-Latin American policies including US domestic issues that relate to Latin America. In addition, events are changing in Latin America, so a secondary purpose is to provide a better appreciation of events in countries such as Brazil, Cuba, Mexico, and Venezuela. This is an introductory course on Latin America for non-specialists.

(Class Limit 20) (2 Credit Hours)

TUE, 1535 – 1730, 09/20/2016 - 12/13/2016 (changes to 1330 - 1525 after 6th session)

Instructors: Dr. Michael Ahola, Mr. Byron Hartle

ES 6094: World Oceans

While we have carved up the land we live on into sovereign states, the world ocean remains a vast common for the use of all those who can exploit its enormous potential. And those uses – and abuses – are the focus of intense international competition and conflict. Our aim in this course is to examine the grand strategic implications of the world ocean which bear on U.S. interests, objectives, and relations with other nations. The structure and flow of the course first examines the various topical subjects, then explores the various policy issues each student will have researched, and lastly brings it together in a final seminar to examine how the United States Government develops oceans policy and whether U.S. interests are adequately served by existing governmental processes, responsibilities, and relationships.

(Class Limit 20 Max) (2 Credit Hours)

TUE, 1535 - 1730, 09/20/2016 - 12/13/2016 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Paul “Mauler” Severance

ES 6308: International Law for Strategic Leaders

This elective provides senior leaders with a broad understanding of international law as it applies to strategy and strategic planning. Extending well beyond military operations and armed conflict, the course will examine the relevance and application of international law to the post-Cold War and post-September 11, 2001 environment, including; cyber operations; the law of the sea; space law; rebellion, insurrection, occupation and sovereignty; operations against transnational non-state terror networks; the development and use of modern weaponry including predator drones and autonomous systems; detainee operations and enhanced interrogation techniques; and, international tribunals and military commissions. Students will examine the impacts of counter-terror operations and military conflicts on current U.S. policies such as treaty interpretation, the role of the International Committee of the Red Cross in armed conflicts, and the application of international law under U.S. domestic law. Finally, the course will address the future of international law given the uncertain operational environments in which strategic leaders will find themselves in the future. Assessment is based on classroom contribution and a presentation on a subject related to the course.

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 09/21/2016 – 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructor: COL Martha Foss

ES 6312: Think Tanks: The Industry of Professional Policy Advisement

This elective course provides seminar participants with an understanding of the role of non-governmental professional policy advisement organizations and institutions, commonly called "Think Tanks", play in the formulating and promulgating of public policies. Think Tanks are often viewed as "governments-in-waiting" as well as professional advisory organizations. Generally there are three types of Think Tanks: universities without students (e.g., The Brookings Institute); advocacy organizations (e.g., The Heritage Foundation); and contracted organizations (e.g., the Federally Funded Research and Development Center [FFRDC] RAND Corporation). The course is principally conducted through visits with prominent senior officials, executives, and analysts with various national security focused Think Tanks in the National Capital Region. These visits enable a deeper understanding of the host Think Tank's self-identified mission, culture, and processes by which they hope to influence public policy. Students will be exposed to a range of Think Tanks with distinct organizational and administrative structures, political agendas, outreach programs, and funding mechanisms. In completing this course, students should better appreciate the nexus between policy, national security strategy, and politics; more comprehensively comprehend the intimate connection between policy and strategy; and, subsequently, be able to more acutely evaluate specific Think Tank outputs and their level of influence in formulating and implementing national security policies. **Due to course travel, students cannot take another elective on the day this course is offered.**

(Class Limit 16) (2 Credit Hours)

WED, 1330 - 1730, 09/21/2016 - 12/14/2016 (Does NOT change time after 6th session)

Expanded time frame is needed to meet with senior Think Tank officials, executives, and analysts as well as travel time.

Instructors: Prof. Byron Hartle, Col Sean O'Brien, and Dr. Tom Dimieri

~~ES 6321: Islam, Islamist Political Theory, and Militant Islamist Ideology: Understanding Nuance~~

~~-----Course Will Not Be Offered-----~~

~~The objective of this course is to make you, a future leader, conversant on Islam, Islamist Political Groups and Militant Islamist Ideology. You will be able to articulate not only the difference between Shiite and Sunni, but the nuanced differences within these two branches of Islam, and the wide spectrum of interpretations between these two groups. More importantly you will gain a comprehensive understanding of the ideological tensions Militant Islamists face within Islam.~~

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

~~TUE, 1330 - 1525, 09/20/2016 - 12/13/2016 (changes to 1535 - 1730 after 6th session)~~

~~Instructors: CDR Youssef H. Aboul-Enein, National Intelligence University~~

ES 6322: Economic Warfare

This seminar will look into the many economic levers that a country or group of countries can use to augment military action in process, or to use during times when war may be deflected. There will studies from the past and present, which include siege warfare, sanctions, strategic economic attacks, financial strategies, indirect economic pressures, cyber-actions and more. There will be discussions of the use of financial, energy, water, food, data, drugs, people smuggling and other markets by extremist groups and others -- and what might be done to thwart such actions. Countries of focus will include: China, Russia, Iran, Syria, North Korea, Libya, Cuba, The

United States and various European countries. Organizations of focus will include various organized crime groups, ISIS, Al Qaeda and others. There will be discussions of the roles of INTERPOL, the FBI, the US Treasury Department, the US State Department, DOD, various UN agencies and departments (including the new anti-terrorism center), and many others. The importance of inter-agency and international cooperation will be analyzed. The difficulties and importance of creating credible and actionable cases using economic and other data will be a main focus of the seminar. This will be a practical class focused on the real world.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1730, 09/20/2016 – 12/13/2016 (Does NOT change time after 6th session)

Instructor: Dr. Paul Sullivan

ES-6480: Defense Decision Making Under Constraints (DDMUC)

Policy makers today remember the Cold War era as a time when defense decision making was easier: There was one enemy and defense resources were abundant. While it is very likely that their reflections are more nostalgic than accurate, there is ample evidence supporting the premise that today's defense decision making is extremely challenging if not over-constrained. Defense budgets are not just shrinking, they lack the stability needed to plan multi-year investments that are crucial to supporting our long-term military strategy². Last February Director James Clapper testified that the diversity of threats to our nation and allies have been unprecedentedly broad for the last five or six years³. Fifteen years of high-demand counter insurgency operations in Iraq and Afghanistan created serious degradations in the Department's ability to generate other high-end capabilities. While the Services have invested in recovering those capabilities over the last five years, serious readiness deficiencies will likely persist into the foreseeable future⁴. At the same time, defense personnel costs continue to increase leaving less resources available to protect operational capability today and into the future⁵. Yet maintaining a healthy all-volunteer force is an essential element of our national defense and therefore must be protected and effectively managed as threats, technology and the labor market evolve⁶. Finally, defense decision making processes are complex and subject to exceedingly competing interests, bureaucratic inertia and the tides of politics^{7,8}. It might be tempting to consider efforts to succeed in this environment futile, however military members will continue to train and deploy into harm's way. The resolution of these issues are critical to their well-being and the overall effectiveness of our armed forces. Success is possible; the Department has yielded impressive and effective products that have chipped away at the challenges described above. Case in point: Last year the Department successfully modernized the military retirement system years after it was first proposed. Many individuals have thrived in this environment to the Department's benefit. Others have not. This course provides context and insight into the current defense decision making environment and detailed discussions of a series of the most pressing challenges that DOD is facing today. These include managing military readiness and a host of reforms involving military personnel management, military healthcare system management, and force modernization. Students will be introduced to concepts for shaping successful arguments for senior leaders, navigating the current decision making forums and reconciling diverging interests. **Enrollment in this course requires a Secret/US Only security clearance.**

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 09/21/2016 – 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Laura Junor and Dr. James Lapse

ES 6651: Research Elective

A student who wishes to do a serious investigation into a specified national security related issue, may choose to conduct a guided research project in lieu of one elective course during either the Fall or Spring semester only. This research project will be under the direct supervision of a Faculty Research Advisor (FRA) and guidance of the Eisenhower School's Assistant Director of Research. As a norm, this research will be a "question-based" qualitative methodology endeavor scoped on an issue of *significance* related to, but not limited to, national security. In addition to meeting rigorous academic standards, the final product will normally be between 30-40 pages in length not counting endnotes, bibliography, appendices, etc. The final product will be submitted at a specified time near the end of the Fall or Spring semester. Students who desire this research elective option, must submit a Research Proposal for review by the Assistant Director of Research prior to enrollment approval. Appendix B of the ES Research and Writing Handbook contains the necessary registration forms for selecting a research project in lieu of one elective. **Please contact Prof. Byron Hartle for more information about this elective.**

(Class Limit 99) (2 Credit Hours)

0:00-0:00

Instructors: Professor Byron Hartle and designated FRA

IRMC

IRMC 6004: Big Data to Decisions (EIT)

This course explores data management and its enabling technologies as key components for improving mission effectiveness through the development of open, enterprise wide, and state-of-the-art data architectures. It examines management issues such as the implementation of the data component of the Enterprise Architecture specified by OMB. In addition, the course covers key data management strategies, including the DoD Net-Centric Data Strategy and the Federal Enterprise Architecture (FEA) Data Reference Model and their enabling information technologies including data warehousing, electronic archiving, data mining, neural networks, and other knowledge discovery methodologies. Case studies allow students to explore data management issues and implementation. While geared for managers, the course provides sufficient insight into the underlying technologies to ensure that students can evaluate the capabilities and limitations of data management options and strategies.

(Class Limit 20) (2 Credit Hours)

WED, 1535 – 1730, 09/21/2016 – 12/14/2016 (changes to 1330 - 1525 after 6th session)

Instructor: Mr. Andrew Gravatt

IRMC 6017-1: Cyber Security in the 21st Century (CSL)

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

(Class Limit 20) (2 Credit Hours)

TUE, 1330 - 1525, 09/20/2016 – 12/13/2016 (changes to 1535 - 1730 after 6th session)

Instructor: Prof. Julie J.C.H. Ryan

IRMC 6017-2: Cyber Security in the 21st Century (CSL)

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

laws, national strategies, and public policies; and assess the strengths and weaknesses of various approaches for assuring the confidentiality, integrity, and availability of those information assets created, stored, processed, and communicated by information systems and critical information infrastructures

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 09/21/2016 - 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructor: Mr. Mark R. Duke

IRMC 6020: Enterprise Telecommunications and Mobility (EIT)

This course focuses on the management of network and telecommunications technology in a global networked enterprise. It also examines current and emerging network and telecommunications technologies, including their costs, benefits, security implications, implementation impacts, and various military and civilian net-centric applications. Selected technical and management topics are discussed to include network centric concepts, local and wide area networks and associated Internet technologies and the significance of shifts in regulatory and industry structure. Discussions, exercises, and guest speakers reinforce and provide insight into practical application of abstract concepts.

(Class Limit 20) (2 Credit Hours)

WED, 1330 - 1525, 09/21/2016 - 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Marwan M. Jamal

[The following IRMC course are Distributed Learning Courses \(3 credit hour courses\). All coursework completed entirely online via Blackboard\).](#)

IRMC 6209: Approval to Operate: Information System Certification and Accreditation

This course examines the information security certification and accreditation principles leading to final Approval to Operate (ATO) an information system. The course examines roles, responsibilities, documentation, organizational structure, directives, and reporting requirements to support the Designated Accrediting Authority (DAA) in approving the security control functionality level of an information system and granting ATO at a specified level of trust. The course provides an overview of DOD and Federal department and agency certification and accreditation processes (e.g., Defense Information Assurance Certification and Accreditation Process; NIST Certification and Accreditation Process), information assurance acquisition management, and system security architecture considerations.

Instructor: Mr. Mark Duke

Distributed Learning

NDU

NDU 6014: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Film-maker's Lens

Weapons of mass destruction (WMD) have figured prominently in U.S. foreign and national security policies for three generations. There is a rich body of academic literature, research, and official commentary addressing the WMD threat to American interests and presenting solutions to the threat. Much of the official commentary comes from the highest level of the United States Government and is meant to be a message to the American people and the world about how seriously American officials view WMD and the actions taken to deal with WMD. Weapons of mass destruction also have figured prominently in the global popular culture. For decades, WMD themes in entertainment film, fiction, and television have informed the public's perspectives on WMD issues. This course explores the contemporary challenge of nuclear, biological, and chemical weapons and the American strategic and policy responses to those dangers. The course compares and contrasts perspectives expressed by political authorities, subject matter experts, and the shapers of popular opinion. We will use film (entertainment, documentary, and propaganda) along with official policy documents and the work of subject matter experts to introduce students to the changing face of the contemporary WMD challenge. We will ask why political officials, subject matter experts, and the public often believe very different things about WMD. We will examine when conflicting perspectives between policy makers, subject matter experts, and the public are important and what can be done, if anything, to resolve discord. This course requires two short written papers, high-quality classroom participation, and energetic participation in a classroom tabletop exercise. It is also a foundation course for the University's WMD Studies Concentration open to all students from all colleges. However, be warned. If you take this course, it will change forever the way you watch film. **This (or NDU 6015) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).**

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 09/20/2016 - 12/13/2016 (changes to 1535-1730 after 6th session)

Instructor: Dr. Natasha E. Bajema

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

Countering the threat of weapons of mass destruction from hostile state and non-state actors is a national security priority. This course explores the complex dangers of nuclear, chemical, and biological weapons and the array of tools for countering them. It will address core questions such as: What incentives drive WMD proliferation and how can the United States reduce these incentives? How has the WMD threat changed traditional thinking about deterrence and can terrorist groups such as al Qaeda and ISIL be deterred? The course will also explore efforts to deter, prevent, and defeat proliferation challenges posed by current and potential WMD-armed adversaries, illicit procurement networks, and new WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student research presentations. **This (or NDU 6014) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges).**

(Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 09/21/2016 - 12/14/2016 (changes to 1535 - 1730 after 6th session)
Instructors: Dr. John Mark Mattox, Mr. Nima Gerami

NDU 6025: Ethical Challenges for Strategic Leaders

Those who go on to “strategic leadership” and “high-level policy, command, and staff responsibilities” can count on being confronted with formidable ethical challenges---it goes with the turf. Students at NDU schools should take advantage of this year to help prepare themselves for such challenges. If you aspire to such policy, command, and staff positions, this course is for you. This will be a seminar-style course built around case studies of ethical challenges encountered in military, government, and private sector organizations, supplemented by additional readings from a variety of theoretical and historical perspectives. Carefully studying the case studies assigned in the course readings, reflecting on them in the light of other course readings, and discussing all of them in class should: (a) alert you to the types of ethical challenges you can expect to face, (b) give you some insights into how others have navigated such challenges, (c) provide you a better intellectual foundation for thinking and acting ethically, and (d) help you identify and hone practical strategies, tactics, skills, and techniques for successfully, or at least more effectively, navigating such challenges over the rest of your career. In order to facilitate active participation by all students in the course, enrollment will be kept to a maximum of 10 students.

(Class Limit 10) (2 Credit Hours)

TUE, 1330 – 1525, 09/20/2016 - 12/13/2016 (changes to 1535 - 1730 after 6th session)
Instructor: Dr. Albert C. Pierce

NDU 6061: Joint Land Air Sea Strategic Special Program (JLASS-SP)

This is a National Defense University President’s Special Program open to all colleges within National Defense University. JLASS-SP is a concentration program, therefore students who enroll and are accepted into the course participate in both the Fall and Spring semester courses (NDU 6061-1 and 6062-1). During this course, NDU students will act and role play members of the National Security Council (NSC) and evaluate, analyze and create a national security strategy, defense strategic guidance, national intelligence strategy and numerous presidential policy directives. During NDU 6062-1, students will apply their National Security Strategy in a notional future security environment against willful adversaries. 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 focus of the course is on the ability of national level strategic leaders to develop strategy and make decisions during crisis. Students and faculty explore anticipated national security threats, the effects of globalization, and rise of trans-national crime across the dimensions of national power (DIME). Contingency warfighting issues, and logistics resource concerns during contingency planning and operations in a multi-theater, limited resource environment will be discussed. It is the ONLY course at National Defense University that collaborates and cooperates with all the other senior level war colleges (Air War College, Army War College, Marine War College and Naval War College), in addition to the National Intelligence University. There are no pre-requisites for this course and student backgrounds and preferences are taken into account when assigning roles. Coursework focuses on decision making for long term strategy in the midst of crisis. This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration. **(Notes: (1) On days involving local off-site visits, the class may run until 1630 to accommodate travel time; (2) The JLASS class will conduct a**

fall couplet trip to New York City 26-28 Oct 2016).

(Class Limit 25) (2 Credit Hours)

WED, 1330 – 1525, 09/21/2016 – 12/14/2016 (class will NOT change after 6th session)

Instructors: Col Mark Horowitz, Dr. Andy Leith, CDR Fleming, LTC John Van Steenburgh, Mr. John Beed, Dr. William Eliason, Maj Bowman, Mr. Hyong Lee

NDU 6067: Arab-Israeli Conflict: Policy and Perspectives

This course provides students a close examination of key events and themes influencing U.S. national security priorities in Israel and the Palestinian territories: security, history, religious and ideological identity, international law and regional stability. It will expose students to major writings and schools of thought relevant to U.S. policy and strategy in the region. The goal of the course is to enable students to understand and thoughtfully participate in policy discussions or general dialogue related to Israel, Palestine, the conflict, and the peace process. Focus during the early lessons will be essential context (demography, geography, and history). Later lessons will focus on the positions, actions, and narratives of the parties to the conflict, as well as to outlines of U.S. policy.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1525, 09/20/2016 – 12/13/2016 (changes to 1535-1730 after 6th session)

Instructors: Col Kris Bauman, PhD and COL Richard Outzen

NDU 6075: Foundational Principles in Health Strategy

The Foundational Principles in Health Strategy Course is required for participation in the Health Strategy Concentration. This course and the concentration as a whole are designed to address critical gaps in the current education of rising leaders. Discussions will focus on the National Health Enterprise across DoD, Department of Health and Human Services (DHHS), Public Health Service (PHS), Department of State, and other relevant health entities across the whole of U.S. Government. Students will have the opportunity to participate in the Interagency Health Leaders Roundtable, an event co-sponsored by NDU and OASD (HA) that brings together leaders from across the health enterprise to discuss strategic health topics.

(Class Limit 15) (2 Credit Hours)

TUE, 1535 – 1730, 09/20/2016 - 12/13/2016 (changes to 1330 - 1525 after 6th session)

Instructor: Col Edwin Burkett

NDU 6080: Strategic Gaming

Recent memos promulgated by the Deputy Secretary of Defense and the Secretary of the Navy have drawn focus to war gaming efforts within DoD, but there are applications across many fields throughout the government and the private sector. Strategic Gaming is a subset of war gaming that deals with the interaction of more elements than simply military power. This course will explore the various uses of Strategic Gaming and give students the necessary background to better utilize games in their future careers.

This course will teach the basics of game design, but it will also specifically cover issues related to sponsoring, participating in, and interpreting the results of games. Even if students never find themselves in a position of needing to build a game themselves in the future, they will be well positioned to appreciate and understand the use (and occasional abuse) of games at a time when gaming is taking on a much expanded profile within DoD and elsewhere.

(Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 09/21/2016 - 12/14/2016 (changes to 1535 - 1730 after 6th session)

Instructor: Mr. Tim Wilkie

NWC

NWC 6002: The American Civil War: A Case Study in Strategy and Leadership

This course is a survey of the American Civil War from the national strategic perspective, emphasizing the relationships between politics, ideology, society, economics, war aims, diplomacy, law, strategy, operations, and tactics. It examines leadership at the strategic and operational levels; the impact of changing technology; and logistics. The course concludes by addressing the immediate and long-term consequences of the Civil War in American history generally, and specifically its impact on American strategic and military thought. The primary method of instruction is seminar discussion. Each student will select a strategic leader and complete both a paper and short classroom presentation on this leader. Learning is further augmented by optional, instructor-led battlefield “staff rides” in which students examine local campaigns in detail, on the grounds where they were fought.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 09/21/2016 - 12/14/2016; (*changes to 1535 - 1730 after 6th session)

Instructor: Col Scott J. Erickson

NWC 6004: A History of the Vietnam War

Looks briefly at Vietnam’s cultural heritage, the legacy of Chinese occupation, and the French Indochina War, then examines in depth the American experience in Vietnam. The study encompasses the diplomatic, political, cultural, informational, and military aspects of the war. The objective of the course is not only to gain insights about the nature, character, and conduct of the war, but also to develop an understanding of how national goals are formed and strategy is designed to achieve them. Students will gain an appreciation for: the difficulty of trying to achieve political ends such as “security” and “stability”; how domestic political concerns can influence a nation’s foreign policy; and how personalities can affect the design and implementation of strategy. The course will further explore how the Vietnam experience has affected current U.S. strategic endeavors, to include the on-going efforts in Syria, Iraq, and Afghanistan. An oral presentation on a particular aspect of the war, and why that aspect is worthy of examination, is required.

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 09/21/2016 - 12/14/2016; (*changes to 1330-1525 after 6th session)

Instructors: Dr. Mark Clodfelter and Col Mark Pizzo, USMC (Ret.)

NWC 6005: Cyber Operations and National Security Strategy

This course is designed to help government leaders understand how the United States and its adversaries are employing cyber technology to achieve their national security objectives. Seminars examine cyber conflict from the strategic and operational level with an emphasis on ongoing conflict (you will not need technical knowledge of computer technology to take this course). By the end of the course you will understand the strategic opportunities and dilemmas senior leaders face due to the ways state and non-state actors are employing emerging cyber technology and be better prepared to lead in a world where cyber conflict has become a component of virtually everything we do. The course is led by a team of strategists with

extensive experience teaching this subject and designing real world strategy for the military and intelligence community. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE 1330-1525, 09/20/2016 - 12/13/2016 (*changes to 1535 - 1730 after 6th session)

Instructor: Dr. Richard Andres

NWC 6008: Strategies of the Great War

As we approach the centennial of the “war to end all wars”, it is appropriate to study the strategies and contexts of the 1914-1918 conflict. In the first decade of the 20th century some, such as Norman Angell, believed that a great war between the European powers was no longer possible because of the increasing economic ties between states; others, because the industrial revolution’s new 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 will not be a military history in that it will not examine directly the operations and tactics of 1914-1918. But it will examine and explore their lessons. What went wrong, and why? And what are the lessons of this century-old conflict for today?

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 09/20/2016 - 12/13/2016 (*changes to 1535-1730 after 6th session)

Instructor: Dr. Robert Watts

NWC 6009: Nuclear Weapons and National Security in the 21st Century

Nuclear weapons have the power to change the world forever. Anyone aspiring to be a national security strategist needs a solid understanding of nuclear weapons and the many issues surrounding them today. What are they for? Why are nuclear weapon states modernizing their forces, and why are others trying to acquire them? How much is enough, can proliferation be stopped, and what about Global Zero? How do missile defenses play? This course will address these and other questions related to nuclear weapons and national security in the 21st century. The first block will cover nuclear weapon basics, the evolution of nuclear strategy, and the concept of nuclear deterrence and how it is changing. The second block will address the forces and policies of states with nuclear weapons, efforts by others to get them, different approaches to slowing proliferation, the role that arms control treaties do or do not play in cutting nuclear forces, and the relationship between nuclear deterrence and missile defense. The final block will consider prospects for further reductions in and elimination of nuclear weapons, address current issues related to US nuclear policy and force structure, and will provide an opportunity for students to present their views on how nuclear weapons fit into national security strategy in the 21st Century. Each student will be responsible for one in-class presentation, as well as a 3-page op-ed piece on a topic of interest. This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration. **This course requires Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 09/20/2016 - 12/13/2016; (*changes to 1535 - 1730 after 6th session)

Instructor: Dr. Mark Bucknam

NWC 6011: Intelligence Challenges for the 21st Century

"Intelligence Challenges for the 21st Century" is a classified elective, open to U.S. students with the proper clearances. It has two main blocks. The first half will identify the foundational elements and undercurrents beneath the oft-publicized surface of the U.S. IC. What is the role of

intelligence at the national (i.e., strategic and policy) level in the United States? What are the different components, capabilities, and current challenges within the IC? The second half of the course builds on the knowledge and analysis from the initial block to undertake an examination of some of the non-traditional challenges facing the IC in the 21st Century. Among these are intelligence to homeland security, law enforcement, domestic crises and disasters, (medical) intelligence support to public health, counter-threat finance, diplomacy efforts, arms control, and CT/COIN/IW. This course will include site visits and guest speakers from various IC agencies throughout the DC Metro area. Students will be required to read segments from Mark Lowenthal's book, *Intelligence: From Secrets to Policy* 6th Edition, other applicable articles, participate in classroom discussion, submit a final paper on a mutually agreed upon topic, and provide a 10-minute overview of their paper topic to the class. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 09/21/2016 - 12/14/2016; (*changes to 1330-1525 after 6th session)
Instructor: Ms. Lainey Mikrut

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

This course combines the basics of negotiation theory and the examination of select case studies with a series of "hands-on" negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation and implementation concepts to a wide range of negotiation challenges and (2) assessing and refining individual approaches to conflict management and negotiation performance through rigorous peer review and self critique. Students will complete the Thomas-Kilmann Conflict Mode Instrument (TKI) to assess individual tendencies in dealing with conflict. TKI is a well-established assessment tool with thirty years of proven use in measuring conflict-handling behavior. This instrument will provide students with a profile that will be used to set individual goals for developing or refining specific negotiating skills. Texts include: Roger Fisher and William Ury, *Getting to Yes*; Michael Watkins and Susan Rosegrant, *Breakthrough International Negotiation*; Dennis Ross, *Statecraft*; Robert Mnookin, *Bargaining With the Devil*; and Kenneth Thomas, *Introduction to Conflict Management*. Requirements include class discussion, participation in seven negotiation exercises, participation in self-assessment and peer review, and two written negotiation worksheets (4-7 pages each).

(Class Limit 12*) (2 Credit Hours)

TUE, 1535-1730, 09/20/2016 - 12/13/2016; (*changes to 1330-1525 after 6th session)
Instructor: Ms. Lisa Bronson

NWC 6014: Congress and National Security

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

strategy, where students will pair-up in teams of two, then provide a brief written memo and class presentation.

*Course will include offsite meetings at Capitol Hill.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 09/21/2016 - 12/14/2016; (*changes to 1535-1730 after 6th session)

Instructor: Ms. Terry Tyborowski

NWC 6015: Homeland Security

Provides an overview of homeland security issues and an analysis of current strategic approaches. The course examines the missions, organization, threats, and prevention and response capabilities needed to secure the U.S. homeland. It evaluates the current strategies of homeland security in terms of risk, threats (including WMD and cybersecurity), deterrence, prevention, protection, mitigation, response, and recovery. It explores the boundaries of the homeland security enterprise from many perspectives, including the Department of Homeland Security, Department of Defense, the Intelligence Community, Federal, State, Local, and Tribal law enforcement, and the private sector. The reading material and class discussions reflect current issues, perceptions, and thinking from 9/11 to the present. Students are expected to actively contribute to seminar discussions; produce a homeland security topic 4-6 page writing assignment such as an opinion-editorial (op-ed), blog post, or an interview with a local, state, or federal homeland security official; and completing several short (one hour) on-line FEMA introductory courses. The final class session involves students providing a 5-10 minute presentation of their written deliverable.

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 09/20/2016 - 12/13/2016; (*changes to 1330-1525 after 6th session)

Instructor: COL (ret) Bill Stevenson, DHS

NWC 6029: Strategies of World War II

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

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 09/21/2016 - 12/14/2016; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Bob Watts

NWC 6032: The Soldier and the State

The Soldier and the State. Examines the values, attitudes, and ideas at the heart of military professionalism and how they compare to the main lines of civilian thinking in the United States. Focuses on the fundamental questions at the heart of Samuel Huntington's seminal book, The Soldier and the State, which addresses the nature of civilian control, the means by which it is established and sustained, and the health of U.S. civil-military relations. The course weaves a careful, analytical examination of Huntington's argument with contemporary essays about U.S. civil-military relations, and asks students to formulate their own views on the

essence and state of current U.S. civil-military relations, as well as a sense of the direction those relations may -- or should -- take in the near future. The course is taught in seminar and requires an oral report examining some aspect of U.S. civil-military relations.

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 09/20/2016 - 12/13/2016; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Dave Tretler

NWC 6058: Innovation

This course is designed for students wanting to better understand the word “innovation” and learn more about how innovation applies to their organization, and well-suited for military and civilian students. The course provides context for understanding strategy development and includes several themes throughout the course, including drivers of innovation: leading change, societal trends, civil-military relations, technology development, organizational change, resource decisions and organizational culture. Students will study the origins of the original "military revolution" debate, seeking to understand why the "west" became so powerful militarily from 1500-1800. It then leaps forward to a momentous period between the First and Second World War when the world's greatest powers struggled to innovate and develop war-winning doctrines. Next, the course examines Cold War innovations, followed by post-Cold War lessons on the revolution in military affairs and counter-insurgency. The second half of the course focuses on “B-School” literature and considers how ideas, design, creativity, and passion influence innovation. The course concludes by looking at illusive examples of government innovation, usually involving a field trip to DARPA or other “innovative” organization.

(Class Limit 15) (2 Credit hours)

WED, 1535-1730, 09/21/2016 - 12/14/2016; (*changes to 1330-1525 after 6th session)

Instructor: Dr. Stephen J. Mariano

NWC 6065: The Art and Practice of Diplomacy

Successful strategists must be aware of the dynamics that shape events in the international arena and anticipate domestic reverberations of global developments. Through increased understanding of statecraft and the art of diplomacy, strategists can more effectively interpret international affairs and thus strengthen their advancement of U.S. policies, interests and priorities. Topics covered in this seminar include U.S. embassies operations, regional and bilateral diplomacy and the role of international bodies, multinational corporations and non-government agencies. The influence of non-state actors and foreign assistance, as well as other issues that are essential to understand in today’s globalized world, will also be discussed. Through case studies, simulations and exercises, and a review of historic decisions that altered the course of events, course participants will enhance their ability to navigate the nuances of diplomacy. Interactive seminar discussions will reflect real-world situations; written assignments will highlight practical application of diplomatic experiences and the relevancy of diplomacy. **This course is available to U.S. Students Only.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 09/20/2016 - 12/13/2016; (*changes to 1535-1730 after 6th session)

Instructors: Ms. Deborah A. Jones; Dr. Elena Kovalova

NWC 6066: Deterrence Theory & National Security

It is always cheaper to deter war than to wage war! As a practitioner of strategy in this complex world, one should understand the theory of deterrence before developing a strategy that seeks to

deter. Whether deterring hostile actions in cyberspace, dissuading states from acquiring nuclear weapons, dominating escalation, or deterring attack from states and terrorists, strategists will need to devise various and flexible approaches to deterrence across the strategic spectrum; adapting to diverse opponents, threatscape, and milieus. Today's deterrence is not a one-size-fits-all strategy and often calls for a synchronized application of both hard and soft power with influential purpose. This course explores the challenges related to deterrence and national security in the 21st century. The first block will introduce the basics of deterrence and the concept of nuclear deterrence. The second block will explore 21st century deterrence methods through the Kaleidoscope of threats and environments that include regional, cyber, space, terrorism, and rogue states, as well as the use of various instruments of power to devise and employ a strategy of deterrence and escalation control. In the final block, students will apply 21st Century deterrence theory via deterrence gaming as well as crafting and presenting a short 1500 word opinion paper regarding a topic relating to deterrence or escalation. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 09/20/2016 - 12/13/2016; (*changes to 1330-1525 after 6th session)

Instructor: Col Curtis McGiffin

NWC 6068: Islam and the West

This course examines up close the growing Islamic communities in Western Europe, and assesses their growing political dynamics. The course focuses on Islam and Muslims in the UK, France, Germany, and Holland. Turkey's relations with the EU is also covered. Students will gain a better understanding of the changing nature and character of Islam in Western Europe and its future impact on western society and culture. The course complements and reinforces recurring themes in other electives and core courses, particularly those with regional or global focus.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 09/21/2016 - 12/14/2016; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Omer Taspinar

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

This course is designed to explore the complex environment, instruments of power and strategic intelligence of the revolutionary era and the 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 acquaint 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 purpose of this course is to introduce students to the forces that influenced the strategic decisions of Washington. An overall goal is to better comprehend those drivers and conditions that Washington sought to understand through the collection of strategic intelligence. Knowing the information that 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 between two and four offsite meetings at the Mt Vernon GW Library.**

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 09/21/2016 - 12/14/2016; (*changes to 1330-1525 after 6th session)

Instructor: Dr. David Arnold

*Course will include between two and four offsite meetings at the Mt Vernon GW Library.

*In collaboration with: [Douglas Bradburn, PhD, Founding Director and Sean Thomas, Director of Leadership Research at The Fred W. Smith National Library for the Study of George Washington at Mount Vernon.](#)

NWC 6082: National Security Law: Legal & Ethical Issues for National Security Strategists

This course will examine the legal framework and background of National and Homeland Security Law, with an emphasis on U.S. law relevant to the maintenance of national security while adequately protecting fundamental constitutional rights and ethical considerations. While the course will cover in a general sense the broader topic of national security law, particular attention will focus on two aspects – (1) the intersection between surveillance and constitutional protections of privacy, and (2) the requirements of due process as it applies in the context of both the law enforcement and armed conflict paradigms for the use of force. In addition, the course will examine the effect of ongoing developments in the field of national and homeland security and of associated threats and responses to those threats have on the applicable law. The course will analyze issues covered in readings (and occasional videos) through group discussion. Student presentations, guest lectures, as well as visual graphics, handouts, and video clips as appropriate will augment the discussion on occasion; the goal is an unconstrained environment that will foster insightful analysis of the current problems confronting policymakers and will develop an appreciation of the domestic and foreign legal minefields lurking on the horizon in the arena of national security. Since these are ongoing and current issues some cases and materials will be added throughout the course.

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 09/20/2016 - 12/13/2016; (*changes to 1330-1525 after 6th session)

Instructor: Dr. Jaimie Orr

NWC 6084: Terrorism as a Strategy

The purpose of this course is to explore the use of terrorism not as an abstract construct, but as a coherent and multi-faceted political strategy employed by non-state actors. The end goal of the course will be for students to understand how terrorists view the battlespace, marshal resources, and compete against both the state as well as rival organizations. Special attention will be paid to the ends of terrorism and how terrorists match ways and means to achieve those ends. The course will delve into the military tactics of terrorism such as assassination, suicide bombings, etc., but will also look at how diplomatic, informational, and economic tactics come together to form a holistic strategy of terrorism. Students will be expected to become experts in the history and trajectory a particular terrorist organization, the strategy(ies) employed by that organization, and whether or not that strategy was successful. For the final paper, the students will compose a strategy for their group, taking into account the goals of the organization, the opposition the organization faces, and the resources available to the group.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 09/21/2016 – 12/14/2016 (*changes to 1330 – 1525 after 6th session)

Instructor: Dr. Bradley J. McAllister

NWC 6085: Arctic Security in the European and Atlantic Theater

The Arctic contains three sub-regions, corresponding to the North American, Russian, and Northern European / North Atlantic areas. Elective course **** assesses the security environment within the European and North Atlantic portion of the Arctic and develops policy recommendations based on that assessment. The course will review the strategies and capabilities of the major regional powers operating in the sub-region, the transnational issues that are affecting the region, international institutions that operate within the region, and recent events in the Arctic and in the Eurasian continent more broadly that have shaped Arctic relations in the European and North Atlantic sub-region. Student deliverables include: a written assessment of a country or issue affecting the sub-region, to include policy recommendations for the U.S. based on that assessment; red-teaming other students' written work; participation in seminar discussions and in-class, table-top wargames/simulations; and participation in a longer wargame in conjunction with the RAND Corporation. ***Open to US students with a minimum Secret clearance. This course requires Secret clearance.***

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 09/21/2016 - 12/14/2016; (*changes to 1535-1730 after 6th session)

Instructor: Dr. David P. Auerswald

AY 16-17 ELECTIVES PROGRAM CATALOG

SPRING SEMESTER

CISA

CISA 6012: Religion and Politics in Muslim Countries: An Exploration Through Film

This course provides an introduction to government and politics in five Muslim countries and uses film to examine how these countries--or certain groups within them--define and debate issues of religion in the public sphere. Students will compare and contrast how selected Muslim countries address issues such as individual liberty, secularism, gender, and freedom of expression--in law as well as in practice. We focus on two main goals: understanding the wide variety of outcomes in the Muslim world on these issues, and exploring the societal, grassroots changes that are underway. We will use film and readings to examine the intersection of religion, politics and society in Iran, Saudi Arabia, Pakistan, Egypt and Turkey.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 01/11/2017 - 03/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Rameez Abbas

CISA 6023: After Terrorism: Disengagement, Demobilization and Decriminalization

What comes after terrorism? Who wins? How do you ensure victory is final? How do you de-radicalize former militants and extremists? How do you reintegrate former militants back into the society and promote reconciliation? This course will target these and many other questions concerned with issues that arise once victory over terrorists is announced. The course is structured around two parts. The first part is concerned with broader issues of disengagement, decommissioning, demobilization, de-radicalization, decriminalization, and reintegration and reconciliation. We will examine the politics of removing terrorists from designation lists and will analyze the processes of transformations from terrorists to regular citizens. The second part of the course is dedicated to case studies that will illustrate the above mentioned principles in more depth. Here we will explore a number of new terrorist organizations and reexamine the classic ones such as the IRA or LTTE in order to understand how to achieve success in efforts to reintegrate factions in the society after one of them becomes decriminalized. During this course students will gain insights into best practices of dealing with former terrorists and will have an opportunity to work on policy-relevant projects that will be useful for their future careers.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Elena Pokalova

CISA 6037: Russia and Post-Communist Challenges

In 2016 the Pentagon placed Russia at the top of its list of national security threats. Russia's involvement in Ukraine and Syria have made many international actors uneasy of its intentions. While the level of concern is growing, many myths persist regarding Russia's standing in the contemporary world. This course will delve into Russia's domestic politics and foreign policy with the intention to gain solid understanding of the rationale behind Russia's decision-making processes. We will explore challenges arising from Russia and its post-Communist counterparts, and will investigate opportunities for cooperation. We will revisit the lessons from the Cold War and will analyze developments in Russia since the collapse of the Soviet Union. Part of the course will be dedicated to regional and global dynamics involving Russia. Further, we will turn to the challenges of global politics involving Russia such as the conflict in Syria, Russo-Georgian war, crisis in Ukraine, and the NATO expansion. Upon completion of the course students will develop an understanding of Russia's contemporary security environment and will develop their own approaches to dealing with Russia and post-Communist challenges. (2 credits)

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 01/11/2017 – 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Elena Pokalova

CISA 6039: Strategic Thinking and Leadership

Strategic Thinking and Leadership functions as a seminar designed to equip students with the tools, perspectives, and framework for effective strategic leadership and for developing high-impact strategies and plans within a joint, interagency, inter-governmental and multinational (JIM) environment. The course highlights concepts of strategic leadership, beginning with Leadership and Thinking, and then Personal Dimensions of Leadership, Generalship and Strategic Leadership, Critical and Creative Thinking, Systems Thinking, Ethical Thinking in Culture and Strategic Intuition and Resilience, a close look at the Life and Leadership of Colin Powell, and ending with Putting Your Best Frame Forward By Delivering a Convincing Argument in Six Minutes or Less.

The course complements and reinforces Joint Professional Military Education (JPME) and prepares students after graduation to step into strategic leadership roles with confidence. The course is part of the NDU Strategic Leadership Certificate (along with Phase I and CISA 6041).

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 01/11/2017 – 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Herman "Skeets" Meyer

CISA 6042: Building Narratives for Countering Violent Extremism

Violent extremist groups often deploy complex religious justifications for their political goals, and for the brutal means they advocate for achieving those goals. This course helps students better understand extremist narratives and develop the subject-matter expertise and analytical skills needed for building the new narratives that can discredit and counter extremist ideas. Students will analyze the extremist narratives of multiple religious traditions, with a special focus on the extremist movements that have the most relevance for current global security challenges. As such, we will delve into the propaganda and narratives of groups such as ISIS, al-

Qaeda, the Taliban, Hizb-ut-Tahrir, and the Islamic Movement of Uzbekistan, among others. Using historical as well as present-day examples, we will analyze how various extremists theologians deploy religion-based frames to achieve political goals, and the reasons why their narratives have resonated with their target audiences. Finally, we ask, what are the features of a counter narrative, and how can better narratives be framed, developed and projected? We identify tools for building new narratives to defeat extremist ideas in the arenas where they are most likely to thrive. We focus on both content and delivery, asking what new frameworks might offer compelling counter narratives and what venues-- like educational institutions, media, social media, or social networks-- can credibly deliver an alternate message. Required readings include works of Lesley Hazleton, Roger Hardy, Tahir Ul Qadri, Richard Bonney, Karen Armstrong & Hossein Nasr.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 01/11/2017 – 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Hassan Abbas & MAJ Kelly Gleason

CISA 6910: Nuclear Threat and Response

This course will explore today's nuclear threats, while providing historical perspective on how these threats have evolved. Uncertain progress in nuclear arms reductions by the United States and Russia, potential new nuclear states in volatile regions, under-secured nuclear materials that could contribute to a "dirty bomb" or fall into the hands of terrorists, threats from North Korea and continued uncertainties over Iran's nuclear ambitions, and the prospect of non-state actors acquiring weapons of mass destruction ensure that these issues will remain front and center. The course will also look at "over the horizon" challenges that suggest a more, not less dangerous world. Practitioners from all nations are encouraged to take this course and learn about these threats, and how they can help to address them. The course will involve in-class gaming exercises where students will apply new knowledge. This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration, and open to all students from all colleges.

(Class Limit 20) (2 Credit hours)

WED, 1330 - 1525, 01/11/2017 – 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Mr. Monte Mallin, DOE/NNSA Faculty Chair

CISA 6916: Rule of Law: Policing and National Security

An internal conflict often arises from a State's incapacity to protect rights of its citizens and failure to provide justice. Corruption and abuse of power by law enforcement officials fuel and exacerbate conflicts and make it even harder to achieve reconciliation after the conflict. Once a state or any part of it slides into lawlessness and chaos, violence becomes a norm. This course focuses on 'Rule of Law' framework as a recipe for preventing and managing internal conflicts. In terms of tools that empower a state to effectively tackle insurgency, terrorism and criminal networks, the dynamics and potential of a law enforcement model are studied. The course also looks at intelligence sharing arrangements and cooperation between law enforcement organizations for dealing with organized crime, which is a growing global menace. Lastly, various case studies, ranging from South Asia and Middle East to Latin America, are incorporated in the course to understand different approaches to tackle law

enforcement and justice related problems. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Hassan Abbas

CISA 6926: Perspectives on the American Way of War

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. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Michael Bell and Mr. Ted Larsen

CISA 6947: Maritime Security and Globalization

The world's oceans cover over 70% of the planet's surface area. Global shipping carries at least 80% of the world's traded goods. Offshore oil and gas account for more than one-third of world energy production. With the maritime domain so important and influential to the world's history, politics and economy, this course endeavors to examine this essential saltwater perspective. This course will focus on understanding the ocean as source, avenue, and arena: a source of food and energy; an avenue for the flow of goods, people and ideas; and an arena for struggle and warfare. This course will use an interdisciplinary approach—integrating diplomatic, economic, environmental, geographic, and strategic perspectives—to explore the challenges presented by contemporary maritime issues around the world. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Geoffrey Gresh

CISA 6953: Principles of Homeland Security

Many have stated that the al Qaeda attacks against the United States on September 11th 2001 changed the world. One of the obvious consequences of the mass-murder committed in Washington, New York and Pennsylvania, was the comprehensive and wide-ranging reform of the way the American government provides for national security. From the Patriot Act to the creation of a Department of Homeland Security, together these changes mark the greatest restructuring of American national security architecture since the National Security Act of 1947. Principles of Homeland Security provides essential knowledge enabling students to navigate these changes, understand the lessons learned and deduce the applicability or unique sui generis aspects of approaches deployed since September 11, 2001. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructor: TBD

~~CISA 6933: Science, Technology and War -----Course Will Not Be Offered-----~~

~~This elective course is designed to enable students to investigate evolving problems in the science and technology enterprise as it relates to war, diplomacy and the projection of power at the both the domestic and international levels. Developments in both science (knowledge) and technology (engineering), affect all aspects of human existence to include many critical aspects of international statecraft. Science, it can be argued, is the most comprehensive and successful human invention to date that is used to aid humans, and their political inventions (states and governments), to define and achieve their societal goals. However, this "human" activity has both positive and negative affects upon society: positive in terms of advancements in health, communications, material wealth, and the quality of life, yet, negative in that science (as it is used by humans) is also responsible for the increasing destruction of the environment, the creation of weapons of mass destruction, and the erosion of individual privacy and safety, in addition to many other social and individual ills. The seminar will also study in part the evolution of emerging science and technology in the context of revolution in military affairs (RMA) and the Pentagon's focus on "Force of the Future." (2 credits)ISA 6933~~

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

~~WED, 1330 - 1525, 01/11/2017 - 3/29/2017 (changes to 1535 - 1730 after 6th session)~~

~~Instructor: Dr. R.E. Burnett~~

CISA 6978 -1/2: Terrorism and Crime

This course examines the growing national security threat posed by the relationship between terrorism and crime. The unprecedented pace of globalization and technological advance in the post-9/11 world has enhanced the effectiveness of terrorist groups and criminal organizations, allowing each to benefit from the strengths of the other. Drawing on a series of case studies, Terrorism and Crime analyzes how terrorists and crime syndicates leverage criminal activities (e.g., drug trafficking, money laundering, arms trafficking, human smuggling, counterfeiting,

and cybercrimes) to promote their mutual and respective interests. The course concludes with an evaluation of strategies that address these terrorist and transnational criminal threats at both the national and international level. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. Erica Marat and Dr. Jodi Vittori

CISA 6993: Political Economy for Security Practitioners

This course focuses on the ramifications of the interplay between politics and economics in the contemporary security environment. It begins with an introduction to the basic concepts of political economy and relates how the concepts are useful for understanding the challenges that both state and non-state actors face. Next, students will examine the tools of economic statecraft—their strengths and weaknesses—with an emphasis on their interplay with the security environment. The basics of economic development and how conflict impacts state success and failure is explored. Finally, students will apply the core concepts from the beginning of the course to the political economy of various illicit actors, including terrorists, insurgents, criminals, warlords, and pirates. This course is one of the designated CISA Area of Concentration (AOC) elective (CISA students must choose one AOC elective), but is open to all NDU students.

(Class Limit 16) (2 Credit hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructor: TBD

ES 6017: Non-Lethal Weapons: Supporting the Operational Art Across the Range of Military Operations

To frame the applicability of this course to 21st century warfighting, the following excerpt from the Strategic Plan 2016-2015 Science and Technology for the Joint Non-Lethal Weapons Program is applicable:

“Individuals and groups in conflict have used non-lethal capabilities and actions throughout recorded history. Relatively simple cognitive and physical incentives designed to affect a person’s behavior without imposing permanent harm, as well as actions to preserve infrastructure assets on the battlefield, have evolved over time to be described by labels such as ‘show of force’ or ‘deterrence.’ As warfare evolved, commanders increasingly used these non-lethal instruments as an option to control the escalation-of-force through graduated measures before, or instead of, taking lethal action. As the military and other instruments of national power have become more technologically advanced, so have the suite of non-lethal capabilities between ‘shouting and shooting.’

Today, U.S. forces are required to execute missions spanning the full range of military operations, from stability operations, disaster response and humanitarian assistance to full-scale armed combat. NLWs enable commanders to tailor their responses to targets and situations across this continuum. The current NLW inventory expands our forces options in supporting mission objectives; however, as the military looks ahead to the coming decade, the shift to new operating environments and the rapid pace of technological change will require new NLW technologies to address capability gaps and threats from technologically evolving adversaries. Advancements in NLWs through scientific research and technological developments will enable these non-lethal effects to be realized in more effective and efficient ways.”¹

This course is a combination of integrated lectures, in-class exercises and a range period that provides field commanders, staff planners and those who support the warfighter with information on the utility and limitations of NLWs to support current and future military operations. The course provides information on all NLW technologies being assessed, developed and fielded by the Department of Defense (DOD). The lectures and seminar discussions will focus on how NL technologies support commanders and staffs “...to design, strategies, campaigns and major operations and organize and employ military forces.”²

The course provides the opportunity for students to analyze NL technologies and their medical, legal, ethical, political and public perception issues. The analysis facilitates an appreciation for the planning factors that must be considered prior to employing NLWs. Subject matter experts who are NL program managers or recognized experts in their fields will support the course and provide first-hand information on NL technologies. Their expertise and experiences will stimulate student curiosity and help dispel the belief that NLWs are only tactical tools that have no impact on operational and strategic operations.

(Class Limit 18) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)
Instructors: Dr. Stephen Basile and LtCol Ron Madrid, USMC, Ret (Penn State)

ES 6027: Reading and Writing the Military-National Security Warrior-Writers: Reflections on the National Security Experience

Much has been written (and much remains to be written) about the experience of warfare and promoting national security. In this course, we will read various accounts (both fictional and nonfictional) of such experiences and engage in capturing our own. If you have a story (or two) to tell or wish to fabricate one, this course will provide that opportunity. Each class session will involve writing in response to specific prompts; and we will share those products as time, interest, and comfort-level allow. Writing in and of itself can be therapeutic and promote deeper levels of thought and reflection. The authors of all assigned readings will have served in some national security role. We will read and discuss their stories even as we capture and share our own, as of yet, stories untold. One possible outcome might be something publishable or the beginning of something that could be.

(Class Limit 15) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Anthony J. DiBella

~~**ES-6030: Alliances, Coalitions, Partnerships in the New Age of Globalization**~~

~~-----Course Will Not Be Offered-----~~

~~Multi-nationalism, alliances, coalitions and strategic partnerships provide the fabric of the Age of New Globalization. They involve government-to-government arrangements, interagency (whole of government) and non-governmental organizations and, of course, military interoperability. Yet the return of nationalism, tribalism and maverick threats offers a rich new fabric for strategic and operational study. This course particularly seeks to add non-American perspective to understanding strategic issues, policy planning and implementation given Brexit, TPP, NATO and substantive problems of our era.~~

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

~~TUE, 1535-1730, 01/10/2017 - 03/28/2017 (changes to 1330 - 1525 after 6th session)~~

~~Instructor: Dr. B. F. Cooling~~

~~**ES-6037: Carnage, Cotton and Iron – The Civil War’s Relevance for the Twenty-First Century**~~

~~-----Course Will Not Be Offered-----~~

~~Why study the Civil War? Isn't it irrelevant for the twenty-first century? Not so – the foundations for modern America lie in the period that also embraces Reconstruction and the Gilded Age. From statism versus anti-statism (sectionalism, secession and war), political disintegration (old versus new party systems), modernization (agrarian versus industrial), and a “struggle for a vast future” (human rights via humane interventionism or emancipation), the Civil War continues to resonate for today. This course will view our American epic from the resourcing perspective. From the anatomy of a failed state (antebellum U.S.) to transformative experience (bathed in blood and gore en route to the reunited nation for the American Century, vision, improvisation and innovation came on the wings of technology, governmental structure and institutions, business innovation and political revolution as well as military operation. Together, we will engage them all.~~

~~**(Class Limit 16) (2 credit Hours)**~~

~~WED, 1535 - 1730, 01/11/2017 - 03/29/2017 (changes to 1330 - 1525 after 6th session)~~

~~Instructor: Dr. B. F. Cooling~~

~~ES-6039: Business and the American Way of War~~ -----Course Will Not Be Offered-----

~~An American way of war has always been based on resourcing and who provides the sinews of that resourcing. Dependent upon human and material elements of power translated to instruments of power, the way of war has been determined by technology, industry, business and government within the context of time and place. This course will examine the evolution and possible future directions for the strategic and structural dimensions of the defense industrial base set in the context of evolution from traditional “military-industrial (plus political) complex” to national security state.~~

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

~~TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)~~

~~Instructor: Dr. B. F. Cooling~~

ES-6046: Geography and Warfighting

The Geography and Warfighting course seeks to explore the impact physical and cultural geographic factors and their influence on the planning, resourcing and conduct of military operations at the strategic and operational levels of war. Using mini-exercises, we examine enduring strategic and operational principles, concepts and theories, such as strategic and operational reach, centers of gravity and lines of communication, through a geographic lens. Other analytic “carrier waves” for our enquiry include lines of operations and strategic endurance. Our analyses also extend to the tactical and operational impact of geography on the Joint Functions (formerly Battlefield Operating System (e.g. maneuver, fires, logistics, protection, etc.)). Finally, the course will examine the geographic dimensions of insurgency/irregular warfare, revolutionary war, and Military Operations in Urban Terrain (MOUT).

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Paul “Mauler” Severance

ES-6069: Developing ECQs, Reflecting Leadership Experience using CCAR Essays

This course guides students in developing ten essays that reflect leadership experiences in Executive Core Qualification (ECQ) format. The course will provide structure, templates, and writing workshops that enable students to compose ten essays on strategic leadership experience. Writing workshops will be conducted weekly to brainstorm, share, critique, and review writing assignments. Expert GS-15 and SES faculty will present OPM frameworks used in SES applications and facilitate group exercises to develop your personal ECQ based executive portfolio. Your comprehensive SES application portfolio will serve as your final written course assessment.

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2017 - 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. J. D. Garvin

ES-6082: Russia and the Greater Black Sea

This course is intended to give you an introductory understanding of the dynamics that characterize this greater Black Sea region. This course will examine Russia, as well as Bulgaria,

Romania, Turkey, and the nine European formerly occupied states that emerged from the collapse of the USSR. This group includes the three Baltic states of Estonia, Latvia, and Lithuania; the South Caucasus states of Armenia, Azerbaijan, and Georgia; the western Slavic states of Ukraine and Belarus; and the Romanian-linked state of Moldova. Despite their common past political links as part of the Soviet Union, Eastern Bloc, and/or Black Sea connection, these states today are very different in terms of their development choices, foreign policy orientations, and domestic political agendas. The group includes several that have recently joined both NATO and the EU, and a founding member of NATO that is not in the EU (Turkey). At the other extreme, this group includes Belarus, home of the “last dictator in Europe.” This group includes energy states (Russia and Azerbaijan), as well as transfer states (Georgia, Ukraine and Turkey). These states also present a variety of challenges for their neighbors and partners, including serious unresolved conflicts over territory and people. This Study will offer an overview of the problems, prospects, and diverse forces that help account for the sharp divergence among these states since the collapse of the USSR in 1991. All students also will acquire some detailed knowledge about the broad variety of US interests and bilateral relationships with these countries. Expanded time frame is needed to meet with senior Thank Tank officials, executives, and analysts as well as travel time. **Due to course travel, students cannot take another elective on the day this course is offered.**

(Class Limit 16) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (class will **NOT** change after 6th session)

Instructor: Dr. Seth Weissman

ES-6084: Africa

The Africa Regional Studies elective will address “why Africa matters” to grand strategists and policymakers alike. We will begin with a review of African history to help us understand Africa’s remarkable diversity and its contemporary political, economic and social dynamics. We will examine both the “Africa rising” and “Africa falling” schools of thought about Africa’s trajectory and the implications of each for policymakers and investors. We will look carefully at the roles played by African and international institutions in the development of individual countries, specific regions and the continent as a whole.

(Class Limit 16) (2 Credit Hours)

WED, 1535 - 1730, 01/11/2017 - 03/29/2017 (changes to 1330 – 1525 after 6th session)

Instructor: Dr. Todd McAllister

~~**ES-6085 – Middle East/N. Africa OR ES-6018: Natural Resources and International Security: Energy, Water and Food**~~ -----**Course Will Not Be Offered**-----

~~Dr. Sullivan will announce which course will be taught in time for the Spring Electives Open House~~

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

~~TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535 - 1730 after 6th session)~~

~~Instructor: Dr. Paul Sullivan~~

ES-6089: China and the International Order

The sudden and wholly unexpected rise of China is dramatically changing the world’s economic, political and military landscape. While this change is, in many ways, a restoration of the historic

role that China played for thousands of years, China is now encountering a world unlike any that it has ever see. They have never encountered an established power as strong as the United States, while at the same time, its neighbors such as India, Japan, Korea, etc. are emerging as powers in their own right. Moreover, China's prosperity is now heavily dependent on resources from countries from around the world. New rules are evolving. Clearly, one cannot understand China without understanding its neighbors, just as one cannot understand its neighbors without understanding China. The aim of this course is to examine, discuss and shed light China's new position and place in the 21st Century.

(Class Limit 16) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Robert Bestani

ES 6096: Trans-Regional Security Seminar – South Asia & Its Critical Neighbors

India, Pakistan and China – three neighboring states with growing nuclear weapons arsenals, simmering territorial disputes, economic interconnection & rivalry, terrorism and political radicalism, and grave strategic uncertainty. These three states – their security interactions, their relationships within South Asia and across other parts of the world, and the implications for US. Foreign and security policy - are at the heart of *ES 6096-1, Trans-Regional Security Seminar – South Asia and Its Critical Neighbors*.

Featuring multiple guest speaker experts and interactive student participation, the seminar will explore: South Asian legacies of Colonialism and independence; emerging economic strengths and weaknesses; religious tolerance and intolerance; political and economic competition vs cooperation; the multilateral interplay of India, Pakistan and China; the influence of Iran and the Middle East, as well as China, Myanmar and the western Pacific on South Asia; nuclear weapons and power; and radicalism, terrorism and interstate conflict.

It is open to all students of the Eisenhower School (ES). National War College (NWC) and the College of International Security Affairs (CISA) and one of three courses required for students enrolled in the Trans-Regional Approaches to National Security Challenges concentration area (formerly AFPAK Hands).

It will be taught by Dr. Tom Lynch of NDU's research center, INSS. Dr. Lynch has published widely on the politics and security of South Asia and the Near East, including articles in *Orbis*, *The American Interest*, *The Washington Quarterly*; book chapters in publications by NDU Press and Johns Hopkins University Press; and feature monographs with the New America Foundation, the Wilson Center for International Scholars, the Combating Terrorism Center at West Point and multiple international publishers.

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2017 – 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Tom Lynch

ES-6205: Finance as an Instrument of National Power

This course will draw upon both applicable concepts in finance and economics and actual practice to provide students with the tools to formulate policy as it pertains to the effective design, selection, timing, and implementation of financial instruments of national power. The objective of this course is to build and convey domain awareness in finance by identifying and assessing the means by which the "F" in "DIME-FIL" has come to be used effectively in statecraft as an additional policy channel for the exercise of national power. Attaining domain

awareness in finance encompasses an understanding of:

- 1) Global financial markets, services, and instruments of power -- the structure and operations of the global financial markets, the nature and scope of the financial services required to support normal functioning of the global financial system in today's highly interconnected world, and the design objectives of effective financial instruments
- 2) Case studies – lessons learned from both successes and failures in the exercise of national power through finance in actual practice, through studying notable historical cases and recent experiences, and
- 3) U.S. interagency operations – the jurisdictions and joint initiatives of U.S. and allied government agencies and departments.

(Class Limit 16) (2 Credit Hours)

Special Considerations:

TUE, 1330 - 1525, 01/10/2017 – 3/28/2017 (changes to 1535-1730 after 6th session)

Instructor: Dr. Steven Bloom

ES 6305: The CIA: Organizations, Functions, and Capabilities

This course is designed to provide future commanders and staff officers with an appreciation of the origins, organizations, functions, and capabilities of the Central Intelligence Agency (CIA) and its place in the US Intelligence Community and the US National Security establishment.

Initial classes will focus on the origins, history, and structure of the CIA and its place within the US Intelligence Community. Subsequent sessions will examine in detail key missions of the Agency; clandestine intelligence collection, analysis, covert action, counterintelligence and support to the military. The case study method will be used to evaluate CIA successes and failures and highlight ongoing challenges to the Agency. Major intelligence threats to the CIA and US national security will be examined. Course instruction will be supplemented with guest speakers from the CIA and other IC agencies. While the majority of readings will be drawn from unclassified literature, these readings will be supplemented by classified discussions and material. **Therefore, the course will be taught at the Top Secret/SCI level.**

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2017 – 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructors: Professor Michael J. Ahola

ES 6308: International Law for Strategic Leaders

This elective provides senior leaders with a broad understanding of international law as it applies to strategy and strategic planning. Extending well beyond military operations and armed conflict, the course will examine the relevance and application of international law to the post-Cold War and post-September 11, 2001 environment, including; cyber operations; the law of the sea; space law; rebellion, insurrection, occupation and sovereignty; operations against transnational non-state terror networks; the development and use of modern weaponry including predator drones and autonomous systems; detainee operations and enhanced interrogation techniques; and, international tribunals and military commissions. Students will examine the impacts of counter-terror operations and military conflicts on current U.S. policies such as treaty interpretation, the role of the International Committee of the Red Cross in armed conflicts, and the application of international law under U.S. domestic law. Finally, the course will address the future of international law given the uncertain operational environments in which strategic leaders will find themselves in the future.

Assessment is based on classroom contribution and a presentation on a subject related to the course.

(Class Limit 18) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2017 - 3/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: COL Martha Foss

ES 6312: Think Tanks: The Industry of Professional Policy Advisement

~~-----Course Will Not Be Offered-----~~

~~This elective course provides seminar participants with an understanding of the role of non-governmental professional policy advisement organizations and institutions, commonly called "Think Tanks", play in the formulating and promulgating of public policies. Think Tanks are often viewed as "governments-in-waiting" as well as professional advisory organizations. Generally there are three types of Think Tanks: universities without students (e.g., The Brookings Institute); advocacy organizations (e.g., The Heritage Foundation); and contracted organizations (e.g., the Federally Funded Research and Development Center [FFRDC] RAND Corporation). The course is principally conducted through visits with prominent senior officials, executives, and analysts with various national security focused Think Tanks in the National Capital Region. These visits enable a deeper understanding of the host Think Tank's self-identified mission, culture, and processes by which they hope to influence public policy. Students will be exposed to a range of Think Tanks with distinct organizational and administrative structures, political agendas, outreach programs, and funding mechanisms. In completing this course, students should better appreciate the nexus between policy, national security strategy, and politics; more comprehensively comprehend the intimate connection between policy and strategy; and, subsequently, be able to more acutely evaluate specific Think Tank outputs and their level of influence in formulating and implementing national security policies. Expanded time frame is needed to meet with senior Think Tank officials, executives, and analysts as well as travel time. **Due to course travel, students cannot take another elective on the day this course is offered.**~~

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

~~WED, 1330 - 1730, 01/11/2017 - 03/29/2017 (Does NOT change time after 6th session)~~

~~**Expanded time frame is needed to meet with senior Think Tank officials, executives, and analysts as well as travel time.**~~

~~Instructors: Prof. Byron Hartle, Col Sean O'Brien, and Dr. Tom Dimieri~~

ES 6322: Economic Warfare

This seminar will look into the many economic levers that a country or group of countries can use to augment military action in process, or to use during times when war may be deflected. There will studies from the past and present, which include siege warfare, sanctions, strategic economic attacks, financial strategies, indirect economic pressures, cyber-actions and more. There will be discussions of the use of financial, energy, water, food, data, drugs, people smuggling and other markets by extremist groups and others -- and what might be done to thwart such actions. Countries of focus will include: China, Russia, Iran, Syria, North Korea, Libya, Cuba, The United States and various European countries. Organizations of focus will include various organized crime groups, ISIS, Al Qaeda and others. There will be discussions of the roles of INTERPOL, the FBI, the US Treasury Department, the US State Department, DOD, various UN agencies and departments (including the new anti-terrorism center), and many others. The importance of inter-agency and international cooperation will be analyzed. The

difficulties and importance of creating credible and actionable cases using economic and other data will be a main focus of the seminar. This will be a practical class focused on the real world.
(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1730, 01/10/2017 – 3/28/2017 (Does NOT change time after 6th session)

Instructor: Dr. Paul Sullivan

ES 6651: Research Elective

A student who wishes to do a serious investigation into a specified national security related issue, may choose conduct a guided research project in lieu of one elective course during either the Fall or Spring semester only. This research project will be under the direct supervision of a Faculty Research Advisor (FRA) and guidance of the Eisenhower School's Assistant Director of Research. As a norm, this research will be a "question-based" qualitative methodology endeavor scoped on an issue of *significance* related to, but not limited to, national security. In addition to meeting rigorous academic standards, the final product will normally between 30-40 pages in length not counting endnotes, bibliography, appendices, etc. The final product will be submitted at a specified time near the end of the Fall or Spring semester. Students who desire this research elective option, must submit a Research Proposal for review by the Assistant Director of Research prior to enrolment approval. Appendix B of the ES Research and Writing Handbook contains the necessary registration forms for selecting a research project in lieu of one elective. **Please contact Prof. Byron Hartle for more information about this elective.**

(Class Limit 99) (2 Credit Hours)

0:00-0:00

Instructors: Professor Byron Hartle and designated FRA

IRMC

IRMC 6017: Cyber Security in the 21st Century (CSL)

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

(Class Limit 20) (2 Credit Hours)

WED, 1330 – 1525, 01/11/2017 - 03/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Mr. Mark R. Duke

IRMC 6018: Protecting Critical Infrastructures

This course examines the security of information in computer and communications networks within infrastructure sectors critical to national security. These include the sectors of 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 & synthesis of assets, threats, vulnerabilities, impacts, and countermeasures. Students learn the importance of interconnection reliability and methods for observing, measuring, and testing negative impacts. Critical 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 learn how to develop an improved security posture for a segment of the nation's critical information infrastructure.

(Class Limit 20) (2 Credit Hours)

Wednesday, 1535 - 1730, 01/9/2017 – 03/29/2017 (changes to 1330 – 1525 after 6th session)

Instructor: Prof. Roxanne Everetts

IRMC 6024: Cyber Security Awareness (CSL)

This course explores concepts and practices of defending the modern net-centric computer and communications environment. The course covers the 10 domains of the Certified Information System Security Professional (CISSP®) Common Body of Knowledge (CBK®). In addition, the course covers a wide range of technical issues and current topics including basics of network security; threats, vulnerabilities, and risks; network vulnerability assessment; firewalls and intrusion detection; transmission security and TEMPEST; operating system security; web security; encryption and key management; physical and personnel security; incident handling and forensics; authentication, access control, and biometrics; wireless security; virtual/3D

Worlds; and emerging network security technologies such as radio frequency identification (RFID) and supervisory control and data acquisition (SCADA) security. The course also defines the role of all personnel in promoting security awareness

(Class Limit 20) (2 Credit Hours)

WED, 1330 – 1525, 01/11/2017 - 03/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. Jim Q. Chen

IRMC 6025: Infrastructures and Information Operations (CSL)

Prerequisite: Top Secret/ SCI clearance is required. This course will be limited to U.S. citizens. This course examines the potential strategic consequences of attacks, using cyber and information operations approaches, as well as other means, on national critical infrastructures, a concept the course describes as “Information and Infrastructure Operations” (I2O). The course explores the national security concept of “strategic fragility” and modern society’s growing reliance on inter-connected, complex, and potentially fragile critical infrastructures. The course covers issues such as the role of the information infrastructure as a control mechanism, sources of vulnerability, and examples of infrastructure attacks and their consequences. The course also examines current roles and missions of various U.S. government entities and military commands and the capabilities resident in the Department of Defense. Learning Outcomes: Students will be able to analyze the national security impact of society’s dependence on interconnected critical infrastructures and to develop effective strategies to protect those fragile critical infrastructures. Information Operations Concentration Program approved course. **This course requires TS/SCI clearance.**

(Class Limit 16) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2017 – 03/28/2017 (changes to 1330 - 1525 after 6th session)

Instructor: Mr. James F. Churbuck

IRMC 6026: Cyber Terrorism and Cyber Crime (CSL)

This course explores the nature of conflict in the cyber realm by focusing on two major Internet-based threats to U.S. national security: cyber terrorism and cybercrime. The course examines who is undertaking these cyber activities, what techniques they use, and what countermeasures can be adopted to mitigate their impact. The course also provides a risk management framework to help information leaders leverage the benefits of Internet technologies while minimizing the risks that such technologies pose to their organizations.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 – 1525, 01/10/2017 - 03/28/2017 (changes to 1535-1730 after 6th session)

Instructor: TBD

IRMC 6030: Future Emerging Technologies

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

to enhance the workplace and meet organizational mission.

(Class Limit 20) (2 Credit Hours)

TUE, 1330 – 1525, 01/10/2017 - 03/28/2017 (changes to 1535-1730 after 6th session)

Instructor: Ms. Vern Wendt

IRMC 6037: Data Analytics for Decision Makers

This course provides an overview of data analytics with a focus on some of the key challenges and benefits in working with data on different scales. Students will analyze and evaluate qualitative and quantitative data sets to better enable senior leaders to meet mission needs and business priorities. Students will explore the application domain and the big picture of a complex system to track how data moves around among the relevant systems and stakeholders. Students will focus on data representation, transformation, and analysis and how information can be used to enhance the achievement of desired outcomes. Attention will be given to visualization, presentation, and the quality of data and the sources from which data are collected. Compliance, security, and “ethical” use of data will be topics of discussion within the course. **Prerequisites: IRMC 6004, Big Data to Decisions**

(Class Limit 20) (2 Credit Hours)

WED, 1330 – 1525, 01/11/2017 - 03/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Dr. John Hurley

NDU

NDU 6001: Science and Technology for National Security

This course will focus on key technologies and scientific research that will shape military operations in the coming decades. Technologies covered will include topics such as robotics and unmanned vehicles, biotechnology and bio-inspired innovation, nanotechnology, advanced sensors, nuclear and conventional explosives detection, directed energy, and information systems. The topic of the potential impact on DOD of developments in energy technology will be discussed. The course will also discuss how some of the major military technologies of the past (e.g. radar and solid state electronics) came to be. The course will be taught by experienced scientists and engineers working at NDU's Center for Technology and National Security Policy as well as by external experts. Students will visit sites in the area such as the Naval Research Laboratory. Those enrolled in the course will be asked to prepare a presentation on one area of technology and the implications of that technology area for national security.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 – 1525, 01/10/2017 - 03/28/2017 (changes to 1535-1730 after 6th session)

Instructors: Dr John Montgomery, Dr. Joseph P. Lawrence III

NDU 6003: Wicked Problems in Complex, Chaotic National Security Environments

The course examines the kind of “wicked” national security problems that will be part of a complex, surprised-filled future, as well as ways for coalitions of business, government (civil and military) and civil society to tackle them. “Wicked” problems are hard or impossible to solve due to requirements that are contradictory, incomplete and changing, and often hard to recognize. The course begins with an examination of paradigm shifts and past innovations/transformations that have had major effects on national security environments. It explores why most national security problems are inherently wicked. It also examines changes in people, processes, organizations and technologies that will be needed to face challenges across the full spectrum of national security concerns. Classes explore opportunities involving cutting edge technologies and new organizational concepts while remaining grounded in fundamental human aspects of warfare. Future trends are examined, as well as policy-making and long-range planning in whole-of-government contexts. The course will use lectures, outside guest speakers, experiential learning events, and seminar discussions. Students will write a 10-12-page paper on a key aspect of a “wicked” national security problem of their choosing and contribute to a briefing on the plan of action developed during the experiential learning part of the course.

(Class Limit 15) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2017 – 03/28/2017 (changes to 1330 - 1525 after 6th session)

Instructors: Dr. Linton Wells, Dr. Thomas X. Hammes

NDU 6014: Contemporary Issues in Combating Weapons of Mass Destruction: Through the Film-maker's Lens

Weapons of mass destruction (WMD) have figured prominently in U.S. foreign and national security policies for three generations. There is a rich body of academic literature, research, and official commentary addressing the WMD threat to American interests and presenting solutions

to the threat. Much of the official commentary comes from the highest level of the United States Government and is meant to be a message to the American people and the world about how seriously American officials view WMD and the actions taken to deal with WMD. Weapons of mass destruction also have figured prominently in the global popular culture. For decades, WMD themes in entertainment film, fiction, and television have informed the public's perspectives on WMD issues. This course explores the contemporary challenge of nuclear, biological, and chemical weapons and the American strategic and policy responses to those dangers. The course compares and contrasts perspectives expressed by political authorities, subject matter experts, and the shapers of popular opinion. We will use film (entertainment, documentary, and propaganda) along with official policy documents and the work of subject matter experts to introduce students to the changing face of the contemporary WMD challenge. We will ask why political officials, subject matter experts, and the public often believe very different things about WMD. We will examine when conflicting perspectives between policy makers, subject matter experts, and the public are important and what can be done, if anything, to resolve discord. This course requires two short written papers, high-quality classroom participation, and energetic participation in a classroom tabletop exercise. It is also a foundation course for the University's WMD Studies Concentration open to all students from all colleges. However, be warned. If you take this course, it will change forever the way you watch film. **This (or NDU 6015) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges.**

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 01/10/2017 - 03/28/2017 (changes to 1535-1730 after 6th session)

Instructor: Dr. Natasha E. Bajema

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

Countering the threat of weapons of mass destruction from hostile state and non-state actors is a national security priority. This course explores the complex dangers of nuclear, chemical, and biological weapons and the array of tools for countering them. It will address core questions such as: What incentives drive WMD proliferation and how can the United States reduce these incentives? How has the WMD threat changed traditional thinking about deterrence and can terrorist groups such as al Qaeda and ISIL be deterred? The course will also explore efforts to deter, prevent, and defeat proliferation challenges posed by current and potential WMD-armed adversaries, illicit procurement networks, and new WMD technologies. Classes include lectures from experts, seminar discussions, in-classroom exercises, and student research presentations. **This (or NDU 6014) is a required course for the University's WMD Studies Concentration and is open to all students from all colleges.**

(Class Limit 12) (2 Credit Hours)

WED, 1330 – 1525, 01/11/2017 - 03/29/2017 (changes to 1535 - 1730 after 6th session)

Instructors: Dr. John Mark Mattox, Mr. Nima Gerami

NDU 6016: Consequence Management: Responding to Catastrophic Events

This elective explores how to prepare for and respond to catastrophic incidents such as those involving weapons of mass destruction (WMD) or a large scale natural disaster. The course focuses on the policy, organizational, and operational issues confronting local, state, and federal personnel and agencies in responding to catastrophic events both at home and abroad. Particular focus is placed on the role of the Department of Defense (DOD) and the U.S. military.

Subject matter experts including senior U.S. government officials involved in policy formulation and implementation will introduce and discuss key selected topics. Students will study a broad array of response issues, including: incident command; multifunctional, multidisciplinary, and cross-governmental cooperation; structures for domestic/foreign response; dynamics between state and federal components; public and legal affairs; strategic communications; and policy formulation in a rapidly changing strategic environment. This elective will consider the following questions: Is the Interagency effectively organized to respond to a catastrophic incident? What are the main challenges in managing a terrorist and/or WMD attack? How can federal, state, and local entities properly be integrated for an effective response? What role should the military have in response operations at home or abroad? What priority should be given to consequence management in USG and DOD planning? This course will focus on several case studies, including the current humanitarian crisis arising from the Syria civil war and the refugee crisis in Europe; the 9/11 terrorist attacks; the 1995 Aum Shinrikyo subway attacks in Tokyo; Hurricane Katrina; the 2004 Asian Tsunami; the Japan nuclear crisis at Fukushima, and other current humanitarian crises to highlight key issues. The course includes one in-class WMD tabletop exercise. It is also a qualifying course for the University's WMD Studies Concentration open to all students from all colleges. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**
(Class Limit 15) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2017 - 03/28/2017 (changes to 1330 - 1525 after 6th session)
Instructors: COL (Ret) Pat Terrell

NDU 6019: Social Media – Legal, Policy & Ethical Issues

Are you a Facebook, Twitter, Instagram, Snapchat or YouTube user? Ever wonder about it? For each platform that you know or use, there are probably a dozen that might be new to you. For better or worse, social media is intertwined into the daily lives of people around the world, including the majority of Americans. How does this impact national security? The course explores the important issues surrounding the use of social media as a source of information for the Department of Defense. During the November 2015 Paris attacks and the June 2016 Orlando shooting, social media again demonstrated its ability to spread information in real time about ongoing crises. There are serious questions to be considered. For example, should you exploit the data just because you can? During this elective, the implications will be addressed by a series of subject matter experts from government and beyond. 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.

(Class Limit 12) (2 Credit Hours)

TUE, 1330 – 1525, 01/10/2017 - 03/28/2017 (changes to 1535-1730 after 6th session)
Instructors: Mr. Philip Stockdale, Mr. Andrew Gravatt, Ms. Veronica Wendt

NDU 6025: Ethical Challenges for Strategic Leaders

Those who go on to “strategic leadership” and “high-level policy, command, and staff responsibilities” can count on being confronted with formidable ethical challenges---it goes with the turf. Students at NDU schools should take advantage of this year to help prepare themselves for such challenges. If you aspire to such policy, command, and staff positions, this course is for you. This will be a seminar-style course built around case studies of ethical challenges encountered in military, government, and private sector organizations, supplemented by additional readings from a variety of theoretical and historical perspectives.

Carefully studying the case studies assigned in the course readings, reflecting on them in the light of other course readings, and discussing all of them in class should: (a) alert you to the types of ethical challenges you can expect to face, (b) give you some insights into how others have navigated such challenges, (c) provide you a better intellectual foundation for thinking and acting ethically, and (d) help you identify and hone practical strategies, tactics, skills, and techniques for successfully, or at least more effectively, navigating such challenges over the rest of your career. Given the different backgrounds of the two instructors (one a former CJCS, the other a long-time professor of professional ethics), the students will be exposed to both military and civilian perspectives, as well as those of the practitioner and of the academic. In order to facilitate active participation by all students in the course, enrollment will be kept to a maximum of 10 students. This course will be required for students in the Ethics Concentration, who will be given priority for enrollment.

(Class Limit 10) (2 Credit Hours)

TUE, 1330 – 1525, 01/10/2017 - 03/28/2017 (changes to 1535-1730 after 6th session)

Instructors: GEN (Ret) Richard B. Myers, Dr. Albert C. Pierce

~~NDU 6027: Ethics and the Profession of Arms~~ -----Course Will Not Be Offered-----

~~On his first day as Chairman of the Joint Chiefs of Staff, General Martin E. Dempsey wrote a letter to the Joint Force laying out his priorities as CJCS, one of which is: “We must renew our commitment to the Profession of Arms. We're not a profession simply because we say we're a profession. We must continue to learn, to understand, and to promote the knowledge, skills, attributes, and behaviors that define us as a profession.” This course will explore the nature, content, and applications of Ethics and the Profession of Arms. While it will have special resonance for military members, it will be relevant for anyone interested in the military profession, for citizens who are the beneficiaries of the service of those who wear the cloth of the nation, and in particular for those civilian officials who work with military members. For military members, it will be an exercise in introspection and self-reflection; for civilians, it will be a serious venture into cultural anthropology. For all, it will be a probing examination of one of the most important institutions in the United States. Over the semester we will read classic and contemporary pieces on the Profession of Arms, and we will probe various case studies that illustrate ethical challenges to military professionalism. The course will bridge the realms of practice and theory. The instructors will be a distinguished retired military officer (a former Chief of Staff of the United States Army) and a long-time NDU professor who specializes in professional military ethics. In order to facilitate active participation by all students in the course, enrollment will be kept to a maximum of 10 students.–~~

~~(Class Limit 10) (2 Credit Hours)~~

~~WED, 1330 – 1525, 01/11/2017 - 03/29/2017 (changes to 1535 - 1730 after 6th session)~~

~~Instructors: GEN (Ret) George W. Casey Jr., Dr. Albert C. Pierce~~

NDU 6028: Strategic Ethical Issues in Just and Unjust Wars

This course will equip national security professionals to apply the Just War tradition and the Law of Armed Conflict in the current global environment. In applying ethical theory to real world scenarios, students will use case studies, supplemental readings, Michael Walzer's Just and Unjust Wars, and John Philpot's Just and Unjust Peace to analyze the complex relationship between professional ethics and national security policy. Through guided discussion and student-led presentations, the course will explore various aspects of just war theory from a

variety of perspectives, preparing students to wrestle with ethical dilemmas of strategic decision making. Instructors for the seminar are two experienced practitioners.

(Class Limit 15) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2017 - 03/28/2016; (changes to 1330 - 1525 after 6th session)

Instructors: CDR Mike Adams, a military judge advocate, and Chaplain (COL) Ken Williams, a military chaplain

NDU 6056: Leadership Perspectives in Health Strategy

The Leadership Perspectives in Health Strategy Course is a course in the Health Strategy Concentration. This course covers the National Health Enterprise, Health Strategy, and National Security through the perspectives of senior leaders from DoD, DHHS, business, NGOs, philanthropist organizations, and other relevant health entities. Senior strategic leaders in health and in areas that impact health and national security will share some of their most interesting problems and challenges that they faced and how they addressed the issue utilizing leadership principles, organizational culture, or business practices. The textbook for the spring semester will be Tackling Wicked Government Problems.

(Class Limit 15) (2 Credit Hours)

TUE, 1330 - 1525, 01/10/2017 - 03/28/2017 (changes to 1535-1730 after 6th session)

Instructor: Col Edwin Burkett

NDU 6062: Joint Land Air Sea Strategic Special Program (JLASS-SP)

As a continuation of NDU 6061-1, students will continue their focus on strategic leadership and developing a keen understanding of the processes and players within the National Security Council. **(Note: Students enrolled in the Fall semester JLASS-SP course will automatically be enrolled in the spring JLASS-SP course. No new students will be enrolled).** Distributed game play through video teleconferences and conference calls with JLASS students at the other senior service war colleges occur occasionally in the spring as a lead in to the actual war-game. In the latter part of the Spring Semester, JLASS-SP students will participate in an exercise at Maxwell Air Force Base as the culmination of the course. NDU students play the role of the National Security Council during this exercise. **(Notes: (1) On days involving local off-site visits, the class may run until 1630 to accommodate travel time); (2) The JLASS Exercise will be conducted from 25-31 March 2017 at Maxwell Air Force Base. Students will travel on official funded orders for this exercise.)**

(Class Limit 25) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2017 - 03/29/2017 (class will **NOT** change after 6th session)

Instructors: Col Mark Horowitz, Dr. Andy Leith, CDR Fleming, LTC John Van Steenburgh, Mr. John Beed, Dr. William Eliason, Maj Bowman, Mr. Hyong Lee

NDU 6070: Biosecurity and Emerging Biotechnology

This course will equip national security professionals to understand the fundamentals of emerging biotechnologies and their implications for biodefense, and more broadly, National Security Strategy. Students will use case studies and supplemental readings, to analyze the complex dual use issues surrounding biotechnologies and strategic use of policy and governance in the context of national security.

In the past 20 years, the field of biology as a discipline has been revolutionized by our ability to harness genetics and genomics to elucidate biological pathways. We are increasingly able to modify organisms in complex and targeted ways - to holistically engineer biology for a variety

of purposes. This new approach to engineer biology for specific purposes has been referred to as “synthetic biology”.

The US Department of Defense has already initiated programs to accelerate DOD’s knowledge base in biotech to leverage future innovations for benefits to national security. Production of specialty materials and sensing tools can be advanced through synthetic biology, for example. With the emergence of this technology also comes risk – past programs to create bioweapons could be revived with today’s biotechnology tools, or completely novel bioweapons could be created. DOD will need to utilize the same emerging technology to mitigate these threats. A bio-based economy will also present novel economic threats which threaten national security and stability. *Within 5-10 years, biotechnology will touch every warfighter in some aspect of health, equipment, tools, materials, or performance.* **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 15) (2 Credit Hours)

WED, 1535 - 1730, 01/11/2017 - 03/29/2017 (changes to 1330 - 1525 after 6th session)

Instructor: Dr. Diane DiEuliis, Ph.D.

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

This course is unlike any you have ever taken before: It is NOT about what counts as a strategic decision or even about how to make strategic decisions. Rather, it is a unique opportunity to think about and discuss *the enduring consequences of strategic choices*.

This course uses weapons of mass destruction (WMD) as its vehicle for thinking about the “unthinkable” for two very good reasons:

- First, WMD-related decisions arguably constitute the “limit case” of strategic decision making. That is to say, they all involve enduring consequences and can be applied, by analogy, to lots of cases with less enduring consequences.
- Second, it simply makes good sense for a strategic leader to have thought about the problems this course tackles. This is true even if you are not especially interested in “unthinkable” problems like WMD—because someday, when you least expect it, “unthinkable” problems like WMD may become interested in you.

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

(Class Limit 15) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2017 - 03/28/2016; (changes to 1330 - 1525 after 6th session)

Instructor: Dr. John Mark Mattox

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

Women, Peace and Security (WPS) is a global, cross-cutting policy issue with international and interagency reach. Since 2000, beginning with Resolution 1325 (S /RES/1325 (2000)), the UN Security Council adopted a set of seven resolutions in what is now referred to as its “Women, Peace and Security Agenda.” Binding on UN member states, the Security Council resolutions address a significant gap—that of the perspective that can be gained from taking a gender lens

to matters of global peace and security. Gender is a concept that captures and explains the ways that our societies construct ideas of being masculine and feminine, and the ways that power is associated with resulting gender identities, norms, and values. The resolutions recognize that, as a result of these gender norms, insecurity, conflict and violence are experienced differently by men, women, boys, and girls, and that there is need to overcome the ways that the concerns, interests, and needs of women and girls have been excluded from issues of international peace and security. The resolutions call for increased participation of women in peace and security related initiatives, such as women's participation in conflict resolution and peacebuilding; they emphasize the active role women play in conflict prevention and the need for support of these, and make provision for the protection of women and girls from violence during and after conflict. States are implementing these women, peace, and security resolutions around the globe through their domestic, security, military, and foreign policies. This course will provide an overview of the resolutions, their significance for approaches to global peace and security, and current approaches to their implementation. Two DoD outcomes of particular interest to joint military operations will also be explored:

- Enhancing staff capacity for applying a gender-sensitive approach to defense in conflict-affected environments.
- Ensuring conflict early warning and response systems include gender-specific data and are responsive to sexual gender-based violence, and that women participate in early warning, preparedness, and response initiatives.

As part of the course requirement students will be expected to submit a paper for the NDU Women, Peace & Security writing award. Students will also be asked to develop plans on how gender perspective might be applied to their current and/or follow on jobs.

(Class Limit: 12) (2 Credit Hours)

WED, 1330 - 1525, 01/11/2017 - 03/29/2017 (changes to 1535 - 1730 after 6th session)

Instructor: Neyla Arnas, Senior Research Fellow, CASL with Expert Guest Lecturers

NWC

NWC 6002: The American Civil War: A Case Study in Strategy and Leadership

This course is a survey of the American Civil War from the national strategic perspective, emphasizing the relationships between politics, ideology, society, economics, war aims, diplomacy, law, strategy, operations, and tactics. It examines leadership at the strategic and operational levels; the impact of changing technology; and logistics. The course concludes by addressing the immediate and long-term consequences of the Civil War in American history generally, and its impact on American strategic and military thought specifically. The primary method of instruction is seminar discussion. Each student will select a strategic leader and complete both a paper and short classroom presentation on this leader. Learning is further augmented by optional, instructor-led battlefield “staff rides” in which students examine local campaigns in detail, on the grounds where they were fought.

(Class Limit 13) (2 Credit Hours)

TUE 1330-1525, 01/10/2017 - 03/29/2017; (*changes to 1535 - 1730 after 6th session)

Instructor: Col Adam Oler

NWC 6006: Beyond Rhetoric: Special Operations and 21st Century National Security

Special operations forces have found themselves increasingly in the spotlight over the past 15 years, with tactical narrative often taking the place of understanding with respect to the utility that special operations has in achieving national objectives and securing national interests. This elective seeks to move beyond the rhetoric and engage students to consider the strategic effect that special operations can have in addressing 21st century security challenges. In order to build towards this objective, the course will begin by addressing the evolution of US special operations forces through history, its sometimes tenuous relationship with conventional forces, and the cycles of growth and decay that were eventually halted through legislation. With this as a departure point, the seminar will probe “the undiscovered country” of special operations theory and consider how such theories should shape the employment of special operations forces in the future. Finally, through a series of case studies, we will assess the roles that special operations may play in the evolving global security environment. Course requirements include a 6-8 page paper. ***Open to US students with a minimum Secret clearance. This course requires Secret clearance.***

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017; (*changes to 1330-1525 after 6th session)

Instructor: Col Eric Espino

NWC 6007: Themes in Military History

This course examines key turning points and transformations in military history. In particular the course examines how social norms, cultural traditions, political organization, and technology have affected the character and conduct of military operations. The course examines various historical periods, including cases drawn from ancient Rome, the campaigns of steppe nomads such as the Huns and Mongols, military transformation in early modern Europe and Shogunate

Japan, and the role of ideology in Nazi Germany's armed forces. We will then apply the lessons learned to an analysis of 20th century developments and the current international situation.

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 01/10/2017 - 03/28/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Bernard I. Finel

NWC 6008: Strategies of the Great War

As we approach the centennial of the “war to end all wars”, it is appropriate to study the strategies and contexts of the 1914-1918 conflict. In the first decade of the 20th century some, such as Norman Angell, believed that a great war between the European powers was no longer possible because of the increasing economic ties between states; others, because the industrial revolution’s new 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 will not be a military history in that it will not examine directly the operations and tactics of 1914-1918. But it will examine and explore their lessons. What went wrong, and why? And what are the lessons of this century-old conflict for today?

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 01/10/2017 - 03/28/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Robert Watts

NWC 6009: Nuclear Weapons and National Security in the 21st Century

Nuclear weapons have the power to change the world forever. Anyone aspiring to be a national security strategist needs a solid understanding of nuclear weapons and the many issues surrounding them today. What are they for? Why are nuclear weapon states modernizing their forces, and why are others trying to acquire them? How much is enough, can proliferation be stopped, and what about Global Zero? How do missile defenses play? This course will address these and other questions related to nuclear weapons and national security in the 21st century. The first block will cover nuclear weapon basics, the evolution of nuclear strategy, and the concept of nuclear deterrence and how it is changing. The second block will address the forces and policies of states with nuclear weapons, efforts by others to get them, different approaches to slowing proliferation, the role that arms control treaties do or do not play in cutting nuclear forces, and the relationship between nuclear deterrence and missile defense. The final block will consider prospects for further reductions in and elimination of nuclear weapons, address current issues related to US nuclear policy and force structure, and will provide an opportunity for students to present their views on how nuclear weapons fit into national security strategy in the 21st Century. Each student will be responsible for one in-class presentation, as well as a 3-page op-ed piece on a topic of interest. This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration. **This course requires Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 01/10/2017 - 03/28/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Mark Bucknam

NWC 6011: Intelligence Challenges for the 21st Century

"Intelligence Challenges for the 21st Century" is a classified elective, open to U.S. students with the proper clearances. It has two main blocks. The first half will identify the foundational elements and undercurrents beneath the oft-publicized surface of the U.S. IC. What is the role of intelligence at the national (i.e., strategic and policy) level in the United States? What are the

different components, capabilities, and current challenges within the IC? The second half of the course builds on the knowledge and analysis from the initial block to undertake an examination of some of the non-traditional challenges facing the IC in the 21st Century. Among these are intelligence to homeland security, law enforcement, domestic crises and disasters, (medical) intelligence support to public health, counter-threat finance, diplomacy efforts, arms control, and CT/COIN/IW. This course will include site visits and guest speakers from various IC agencies throughout the DC Metro area. Students will be required to read segments from Mark Lowenthal's book, *Intelligence: From Secrets to Policy* 6th Edition, other applicable articles, participate in classroom discussion, submit a five-page final paper on a mutually agreed upon topic, and provide a 10-minute overview of their paper topic to the class. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 01/10/2017 - 03/28/2017; (*changes to 1535-1730 after 6th session)

Instructor: Mr. Dan Daley

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

This course combines the basics of negotiation theory and the examination of select case studies with a series of "hands-on" negotiation exercises. The objective of this course is to develop and refine individual negotiation skills by: (1) applying key negotiation preparation and implementation concepts to a wide range of negotiation challenges and (2) assessing and refining individual approaches to conflict management and negotiation performance through rigorous peer review and self critique. Students will complete the Thomas-Kilmann Conflict Mode Instrument (TKI) to assess individual tendencies in dealing with conflict. TKI is a well-established assessment tool with thirty years of proven use in measuring conflict-handling behavior. This instrument will provide students with a profile that will be used to set individual goals for developing or refining specific negotiating skills. Texts include: Roger Fisher and William Ury, *Getting to Yes*; Michael Watkins and Susan Rosegrant, *Breakthrough International Negotiation*; Dennis Ross, *Statecraft*; Robert Mnookin, *Bargaining With the Devil*; and Kenneth Thomas, *Introduction to Conflict Management*. Requirements include class discussion, participation in seven negotiation exercises, participation in self-assessment and peer review, and two written negotiation worksheets (4-7 pages each).

(*Class Limit 12) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017; (*changes to 1330-1525 after 6th session)

Instructor: Ms. Lisa Bronson

NWC 6015: Homeland Security

This course provides an overview of homeland security and an analysis of its national security role in the 21st Century. The course examines the missions, organization, threats, and prevention and response capabilities needed to secure the U.S. homeland. It evaluates the current strategy of homeland security in terms of threats (including WMD and cybersecurity), deterrence, prevention, protection, response, and recovery. It explores the boundaries of the homeland security enterprise from many perspectives, including the Department of Homeland Security, Northern Command, NORAD, the Intelligence Community and Federal, State, Local, and Tribal law enforcement, and the private sector. The reading material and class discussions reflect current issues, perceptions, and thinking from 9/11 to the present. Students are expected to actively contribute to seminar discussions; produce a homeland security topic 4-6 page writing assignment such as an opinion-editorial (op-ed), blog post, or an interview with a local, state, or

federal homeland security official; and complete short (one hour) on-line FEMA introductory courses. The final class session involves students providing a 5-10 minute presentations of their written deliverable.

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 01/10/2017 - 03/28/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Laura M. Johnson

NWC 6017: Memoirs in American Foreign Policy

This course provides the opportunity to 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 core and elective courses, these are classic primary sources that teach both process and substance from the authentic viewpoint of those who have “been there.” This first person account allows students to examine the relationships, perspectives, and actions of strategic leaders and policy makers over five administrations in peace and war. Class time is used exclusively for structured discussion, and paper requirements are waived in favor of a reading load half again as much as the usual elective; class presentations will be required. This course is particularly useful to supplement core courses in national security strategy and the interagency process.

(Class Limit 14) (2 Credit Hours)

WED, 1330-1525, 01/11/2017 - 03/29/2017; (*changes to 1535-1730 after 6th session)

Instructors: Dr. Mark Bucknam/Ambassador Piper Campbell

NWC 6019: Scenario Planning for Strategists

This course examines and applies the concepts of scenario planning analysis (SPA) based on a multi-step process including: defining the problem, identifying the driving forces, identifying critical uncertainties, structuring alternative scenarios of the future, assessing the implications of each scenario, generating options for each scenario which address the implications, systematically evaluating options against alternative scenarios, developing a “robust” strategy that accounts for all scenarios, Identifying Early Indicators for each scenario, recommending strategic actions to prevent or resolve a crisis, and evaluating the effectiveness of the recommendations. Scenarios are stories about how the future might unfold. Scenarios are not predictions. Rather, they are provocative and plausible accounts of how relevant external forces such as the future political environment, scientific and technological developments, social dynamics, and economic conditions that might interact and evolve, providing different challenges and opportunities. Course structure will be to practice using this process-model by means of examining case studies and current events. Requirements for the course include preparing several 1-2 page papers through the course and developing and delivering several 5-10 minute presentations. Students will become familiar with SPA by means of readings and seminar discussions, then use the tools to build narrative descriptions of different scenarios and ultimately to develop and present strategic options for further discussion.

(*Class Limit 12) (2 Credit Hours)

WED, 1535-1730, 01/11/2017 - 03/29/2017; (*changes to 1330-1525 after 6th session)

Instructor: Ms. Lisa Bronson

NWC 6024: Air Power and Modern War

Analyzes air power's effectiveness as an instrument of state policy in selected limited wars since

1945. Students will develop a framework for examining air power, and will use that framework to evaluate air power's effectiveness in helping to achieve war aims of various belligerents. Those conflicts include: the Korean War, the Vietnam War, the Arab-Israeli Wars (1967, 1973, 1982, 2006 vs. Hamas/Hezbollah), the Falklands War, the Russians in Afghanistan and against the Chechens, the Iran-Iraq War, the 1991 Persian Gulf War, conflicts in Bosnia (1995) and Kosovo (1999), and Operations Enduring Freedom, Iraqi Freedom, and Inherent Resolve. The course will also probe whether the air weapon has "revolutionized" the character of warfare, and will analyze the air power notions of Robert Pape and John Warden. Methodology will include seminar, guest lecturers, and a field trip to the F-22/F-35 flight simulator in Crystal City. An oral presentation will be required.

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 1/11/2017 - 3/29/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Mark A. Clodfelter

NWC 6029: Strategies of World War II

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

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 01/11/2017 - 03/29/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Bob Watts

NWC 6066: Deterrence Theory & National Security

It is always cheaper to deter war than to wage war! As a practitioner of strategy in this complex world, one should understand the theory of deterrence before developing a strategy that seeks to deter. Whether deterring hostile actions in cyberspace, dissuading states from acquiring nuclear weapons, dominating escalation, or deterring attack from states and terrorists, strategists will need to devise various and flexible approaches to deterrence across the strategic spectrum; adapting to diverse opponents, threats, and milieus. Today's deterrence is not a one-size-fits-all strategy and often calls for a synchronized application of both hard and soft power with influential purpose. This course explores the challenges related to deterrence and national security in the 21st century. The first block will introduce the basics of deterrence and the concept of nuclear deterrence. The second block will explore 21st century deterrence methods through the Kaleidoscope of threats and environments that include regional, cyber, space, terrorism, and rogue states, as well as the use of various instruments of power to devise and employ a strategy of deterrence and escalation control. In the final block, students will apply 21st Century deterrence theory via deterrence gaming as well as crafting and presenting a short 1500 word opinion paper regarding a topic relating to deterrence or escalation. **This course counts toward the two-course requirement for the Weapons of Mass Destruction Area of Concentration.**

(Class Limit 13) (2 Credit Hours)

TUE, 1535 - 1730, 01/10/2017 - 03/28/2017; (*changes to 1330 - 1525 after 6th session)

Instructor: Col Curtis McGiffin

NWC 6067: Fragile States, Development and National Security

This course examines how development assistance can serve national interests and help achieve U.S. foreign policy objectives. The course examines how USAID works and how it uses development assistance to address the challenges of fragile and failing states, to prevent crises from becoming conflicts, to respond to pandemics and human and natural disasters, and to promote nation building by promoting the Rule of Law, democracy, education, economic growth, and health. The course delves into the relationship between USAID and the U.S. military in areas such as nation-building, transition, and humanitarian assistance.

This course explores how development assistance promotes change and achievement of U.S. foreign policy objectives. We will look at fragile states, the causes of fragility and the players - bilateral and international donors, philanthropic institutions and non-government organizations involved in trying to address their particular challenges. We will examine efforts at nation-building, in conflict, non-conflict, non-permissive (broadly defined) and 'normal' development contexts, and how to measure the effectiveness of these efforts in each of these contexts. The course will also review approaches to development and the use of aid for humanitarian assistance, economic growth, health and education, global climate change, conflict and post-conflict stabilization, recovery and nation building. Areas where the planning and delivery of development assistance is coordinated with the U.S. military and the State Department will be highlighted.

The course will provide an overview of major opportunities and challenges involved in development, the roots causes of development challenges and the implications for US interests, both short and long term. It will look at a range of approaches, bilateral and multilateral, and the organizations, agencies, and institutions that deliver development assistance. Students will research topics for short presentations in class and will prepare a five-page paper critiquing past aid efforts, theories or approaches and providing recommendations for future programs. The course will include presentations, guest speakers, seminar discussion, and readings. Texts will include USAID policy documents, examples of USAID country strategies and recent books and articles on fragile states, countering violent extremism, nation-building and the effectiveness of development and humanitarian assistance.

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017; (*changes to 1330-1525 after 6th session)

Instructor: Mr. Tom Staal, Ms. Alexi Panehal

NWC 6068: Islam and the West

This course examines up close the growing Islamic communities in Western Europe, and assesses their growing political dynamics. The course focuses on Islam and Muslims in the UK, France, Germany, and Holland. Turkey's relations with the EU is also covered. Students will gain a better understanding of the changing nature and character of Islam in Western Europe and its future impact on western society and culture. The course complements and reinforces recurring themes in other electives and core courses, particularly those with regional or global focus.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 01/11/2017 - 03/29/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Omer Taspinar

NWC 6072: Grand Strategy for the 21st Century

(This course builds on National War College (NWC) core curriculum. As a result is only available to NWC students.)

Described favorably by some as the pinnacle of statecraft and skeptically by others as an illusion, grand strategy is a much-discussed concept that deserves the attention of future strategic leaders. Since the collapse of the bipolar Cold War international system, statesmen and scholars alike, faced with complexity and considerable change, have articulated a variety of strategic approaches to succeed the grand strategy of containment. To date, none has captured the imagination, nor garnered the political support necessary to assume a place as an enduring U.S. grand strategy. To better understand where we are and where we may be going with regards to grand strategy this elective will focus on three essential elements: a clear identification of what grand strategy is, and what it isn't; a review of select historical case studies, and an assessment of current grand strategic thinking in the U.S., China and Russia. Many leaders, including former Chairman of the Joint Chiefs of Staff, General Dempsey, have characterized the current world situation as more complex and challenging than any we have faced in the modern era. To secure America's national interests in this rapidly-changing world, an understanding of grand strategy is essential. The world of the future will be wrought, in large part, by the interaction of great powers as they pursue national objectives in an uncertain and ever-changing global environment. This course; a survey of grand strategy in theory and practice, will help prepare strategists and strategic leaders for the intellectual and practical challenges to come.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 1/11/2017 - 3/29/2017; (*changes to 15:35-17:30 after 6th session)

Instructor: Dr. Jim MacDougall

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 some of the complications senior leaders face in establishing rules of engagement, especially tensions between international humanitarian law and policy agendas. This is a particularly vexing problem as they balance questions of legitimacy, effectiveness, evolving norms, and the inherent right of self-defense. Lastly, the course looks at the challenge of armed intervention, exploring how policy makers decide whether or not to intercede in cases of wide-scale abuse, or even genocide. In addition to active participation, students will write a short OpEd advocating for or against intervention in a recent crisis. Each student will also deliver an in-class presentation on a

past war crime, exploring what led to it, the decision to (or not to) intervene, and assessing attempts at accountability. For students preparing an ISRP, the presentation may be tailored to their assigned country.

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 01/11/2017 - 03/29/2017; (*changes to 1330-15:25 after 6th session)

Instructor: Col Adam Oler

NWC 6074: Future Technology to Support National Security

This course will review technological advancements to support the domestic, medical, military, and industrial environments. From robotic and autonomous systems to medical and nanotechnological breakthroughs. Through readings, videos, guest speakers and site visits, students will learn about state of the art technology and how we can use these sources to meet our national security interests today and in the future. Seminar participation, one final 8 to 10-page paper, and in class presentation of paper topic are required for this elective. **This course requires Top Secret clearance.**

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 01/11/2017 - 03/29/2017; (*changes to 1330-1525 after 6th session)

Instructors: COL Eva Jenkins and Ms. Allene Mikrut

NWC 6075: Public Diplomacy and National Security

This course examines the role of public diplomacy in the formulation and implementation of U.S. national security policy, looking at concepts, practice, institutions, and critical issues. We will focus on understanding a strategic instrument that is relevant to all elements of power and executed at the highest levels of government, by the Department of Defense and the Department State, by combatant commanders, and by other actors in government and civil society. The course will also look at public diplomacy as an instrument used to understand cultures, attitudes and behavior; build and manage relationships; and influence thoughts and actions to advance their interests and values. Finally, we will debate the meaning and characteristics of public diplomacy and strategic communications in the context of today's information environment and changes in the conduct of diplomacy and armed conflict.

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 01/11/2017 - 03/29/2017; (*changes to 1330-1525 after 6th session)

Instructor: Dr. Vivian Walker and Dr. Sonya Finley

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

This course is designed to explore the complex environment, instruments of power and strategic intelligence of the revolutionary era and the 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 purpose of this course is to introduce students to the forces that influenced the strategic decisions of Washington. An overall goal is to better comprehend those drivers and conditions that Washington sought to understand through the collection of strategic intelligence. Knowing

the information that 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 between two and four offsite meetings at the Mt Vernon GW Library.**

(Class Limit 13) (2 Credit Hours)

WED, 1535-1730, 01/11/2017 - 03/29/2017; (*changes to 1330-1525 after 6th session)

Instructor: Dr. David Arnold

*In collaboration with: Douglas Bradburn, PhD, Founding Director and Sean Thomas, Director of Leadership Research at The Fred W. Smith National Library for the Study of George Washington at Mount Vernon.

NWC 6080: Putin's Russia

This is a survey course on contemporary Russia. The objective of the course is to provide students with a thorough understanding of domestic, security, and foreign policy developments in Russia in a broad Eurasian context. After a brief introduction to the Russian and Soviet historical background and cultural heritage, the course will focus on the post-Soviet period in the twentieth and twenty-first centuries. Topics to be examined will include domestic political and economic developments in Russia since 1991, major themes and trends in Russian foreign and security policy, Russia's perception and responses to EU and NATO enlargement, fluctuations in U.S.-Russian relations, and Russia's policies and actions in its so-called "near abroad," including its actions in the ongoing crisis in Ukraine.

The course consists of twelve weekly two hour seminars designed for maximum student participation and interaction after preparation through targeted readings.

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017; (*changes to 1330-1525 after 6th session)

Instructor: Dr. William Hill

NWC 6082: National Security Law: Legal & Ethical Issues for National Security Strategists

How do we balance protecting of individual privacy and ensuring security? When does the consideration to use force shift from a law enforcement paradigm to a military one – and who makes that decision? This course will examine the legal framework and background of National and Homeland Security Law, focusing on how U.S. law affects national security decision making while protecting fundamental constitutional rights and ethical considerations. While the course will cover the broader topic of national security law, specific attention will focus on two aspects – (1) the intersection between surveillance and constitutional protections of privacy, and (2) the requirements of due process as it applies in the context of both the law enforcement and armed conflict paradigms for the use of force. The course will analyze issues covered in readings (and occasional videos) through group discussion, and will culminate in a table-top exercise developed by CASL. The goal is for the members of the class to engage in insightful analysis of the current problems confronting policymakers and strategic planners, developing an appreciation of the domestic and foreign legal minefields lurking on the horizon in the arena of national security. Since these are ongoing and current issues some cases and materials will be added throughout the course.

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017; (*changes to 1330-1525 after 6th session)

Instructor: Dr. Jaimie Orr

NWC 6084: Terrorism as a Strategy

The purpose of this course is to explore the use of terrorism not as an abstract construct, but as a coherent and multi-faceted political strategy employed by non-state actors. The end goal of the course will be for students to understand how terrorists view the battlespace, marshal resources, and compete against both the state as well as rival organizations. Special attention will be paid to the ends of terrorism and how terrorists match ways and means to achieve those ends. The course will delve into the military tactics of terrorism such as assassination, suicide bombings, etc., but will also look at how diplomatic, informational, and economic tactics come together to form a holistic strategy of terrorism. Students will be expected to become experts in the history and trajectory a particular terrorist organization, the strategy(ies) employed by that organization, and whether or not that strategy was successful. For the final paper, the students will compose a strategy for their group, taking into account the goals of the organization, the opposition the organization faces, and the resources available to the group.

(Class Limit 13) (2 Credit Hours)

WED, 1535 - 1730, 01/11/2017 - 03/29/2017 (*changes to 1330 - 1525 after 6th session)

Instructor: Dr. Bradley J. McAllister

NWC 6085: Arctic Security in the European and Atlantic Theater

This elective discusses the interplay between Arctic security and security issues in the Nordic, Baltic, and North Atlantic regions. The Arctic contains three sub-regions, corresponding to the North American, Russian, and Northern European / North Atlantic areas. Elective course 6085 assesses the security environment within the European and North Atlantic portion of the Arctic and develops policy recommendations based on that assessment. The course will review the strategies and capabilities of the major regional powers operating in the sub-region, the transnational issues that are affecting the region, international institutions that operate within the region, and recent events in the Arctic and in the Eurasian continent more broadly that have shaped Arctic relations in the European and North Atlantic sub-region. Student deliverables include: a written assessment of a country or issue affecting the sub-region, to include policy recommendations for the U.S. based on that assessment; red-teaming other students' written work; participation in seminar discussions and in-class, table-top wargames/simulations; and participation in a longer wargame in conjunction with the RAND Corporation. ***Open to US students with a minimum Secret clearance. This course requires Secret clearance.***

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 01/11/2017 - 03/29/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. David P. Auerswald

NWC 6087: Strategic Approaches: A Deep Dive on Ways

This course will focus on improving comprehension of the major strategic Approaches, and evaluating their effectiveness and efficiency in the way they achieve strategic ends. We will first study **Accommodation, Engagement and Positive Inducements**—where an “Initiating Actor” incentivizes a “Target Actor” to change its behavior or do nothing if persuaded or given an appropriate benefit. Next we will look at the more “muscular” approaches of **Prevention, Deterrence, Compellance, and Containment**—where the Initiating Actor threatens to cause or causes the Target Actor pain to convince it to behave as the Initiating Actor chooses. Finally, we will look at **Force** that leaves no room for a Target Actor to decide anything but submission. The

reading material and class discussions will focus on the effectiveness and cost efficiencies of the various approaches under different circumstances. Students will develop two (2), 1-page, graphic, strategic frameworks for the same national security problem that show two different approaches to achieve the strategic end; the accompanying four-page paper will evaluate the relative effectiveness and efficiency of the two approaches with a recommendation for which is best. When students complete this course, they will be better able to select effective and efficient Strategic Approaches based on their understanding of the Target Actor as a Strategic Way to achieve United States Strategic Ends.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 01/11/2017 - 03/29/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Laura M. Johnson

NWC 6088: Insurgency and Terrorism in the Asia-Pacific

The Cold War was anything but cold in the Asia Pacific, with long running insurgencies and proxy wars. But even since the end of the Cold War, the Asia Pacific region has been confronted with long running insurgencies and terrorism. While there have been some exogenous factors at play, such as the rise of Al Qaeda and the Islamic State, most of the political violence has been home grown. This course will examine the range of contemporary insurgent movements and terrorist groups, from ethno-nationalist to Marxist to Islamist. Case studies will include, the Tamil Tigers of Sri Lanka, the Naxalites in India, the Rohingya and Kachin in Myanmar, the Malay in southern Thailand, the various Moro rebellions in the Philippines, the Free Aceh Movement and the Free Papua Movement in Indonesia, the Uighurs in China, as well as the Al Qaeda and Islamic-state affiliated groups. In addition to focusing on the insurgencies, their origin, growth, organization, ideology, strategy and tactics, the course will also focus on how insurgencies end.

(Class Limit 13) (2 Credit Hours)

TUE, 1330-1525, 01/10/2017 - 03/28/2017; (*changes to 1535-1730 after 6th session)

Instructor: Dr. Zach Abuza

NWC 6089: Strategy: Brand X

Examines the “generic” nature of strategy by going outside the familiar realm of political-military events. While it has explicitly military roots, the word “strategy,” fundamentally definable as “the process of interrelating ends and means,” pervades all of human life – indeed, all of life: Viruses, after all, have strategies – which often triumph over our best efforts to resist. We will look both at broad scientific concepts that seem to have fundamental relevance to strategy (e.g., decision-making theory, chaos and complexity science, game theory, evolutionary theory) and at other environments that might be analogous to those of the national strategist. Such environments might include big business or major-league sports, crime control in a major city, and the building of non-state institutions – say, an organized crime cartel or a religion. Throughout the course, we will carry on a “strategic conversation” that consistently interrelates the diverse subject matter to our core interest in national strategic issues. Students are expected to participate energetically in seminar debate and to produce a short paper or presentation. Link to online

Syllabus: <http://www.clausewitz.com/courses/6089R/index.htm>

USERNAME: nwcuser PASSWORD: nwc1234A

(Class Limit 13) (2 Credit Hours)

TUE, 1535-1730, 01/10/2017 - 03/28/2017; (*changes to 1330-1525 after 6th session)

Instructor: CAPT Douglas Reckamp and Brig Gen Darren Hartford

NWC 6090: Fundamentals of Building Partner Capacity (BPC)

This course is designed to provide students with a fundamental learning experience in capacity building and security cooperation. The course will focus on how the military instrument of power is used in support of a comprehensive USG approach to BPC. Students will look at the implementation and outcomes of BPC, which include comprehensive inter-organizational activities, programs, and engagements that enhance the ability of partners for security, governance, economic development, essential services, rule of law, and critical government functions for the mutual benefit of the U.S. and the partner nation(s). At the end of this course, students with even limited experience and education in security cooperation efforts will be conversant in the lexicon of BPC, and be better prepared to serve at the strategic/operational level in an effective manner.

(Class Limit 13) (2 Credit Hours)

WED, 1330-1525, 01/11/2017 - 03/29/2017; (*changes to 1535-1730 after 6th session)

Instructor: Col Tim Mitchell