

Master of Strategic Studies

Air War College

Program Description. The Air War College (AWC) resident program class membership includes officers from each US military service, civilian employees of federal government agencies, and officers from the international community. All US students are dually enrolled in the AWC senior-level professional military education (PME) program and the AU master of strategic studies degree program; therefore, they must meet admission requirements for the master of strategic studies degree. The AWC PME program is accredited for joint professional military education (JPME) phase II as defined for senior level colleges in the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01E, *Officer Professional Military Education Policy*. International Fellows who qualify for entry in the AWC program are enrolled in the AWC senior level PME program and may choose to apply for admission to the Master of Strategic Studies degree program. As the senior Air Force PME school, AWC annually educates about 245 resident students from all US military services, federal agencies, and 45 nations.

Learning Outcomes. Graduates are able to

- lead successfully as senior leaders in joint, coalition, and interagency environments, exhibiting the traits essential to the profession of arms and understand the proper role and employment of airpower capabilities;
- critically analyze complex political-military issues and clearly articulate through written and oral methods solutions to influence senior level decisions;
- develop and shape military strategies, which, in concert with other instruments of national power, achieve national security strategic objectives; and
- capitalize upon diverse personal and professional relationships forged from the broader AWC educational experience.

Faculty. The AWC's unique mission requires a distinctive mix of faculty qualifications and credentials. Traditional civilian academics provide the depth and breadth of subject-matter expertise to guarantee the academic rigor of the college's offerings while simultaneously ensuring adherence to valid educational theory and practice. Military officers also contribute depth and

breadth of expertise as well as relevant, unparalleled currency in military affairs critical to the college's success.

Duration. The resident program consists of 10 months of graduate-level study.

Eligibility. Lieutenant colonels, colonels, equivalent sister-service, civil service personnel. The Central Senior Service School Selection Board, Headquarters USAF, selects Air Force active duty officers who have demonstrated an outstanding potential for senior command and staff positions to attend AWC. Additionally, US Air Force Reserve (AFRES) officers, Air National Guard (ANG) officers, officers from other US military services, officers from other nations, and US federal government civilians are selected to attend by their respective personnel systems. Reference Air Force instruction (AFI) 36- 2656, *Developmental Education* and the Education and Training Course Announcements (ETCA) website at <https://etca.randolph.af.mil> for additional information.

Degree Admission Requirements. To be admitted to the master of strategic studies degree program, individuals must (1) present proof of academic capability with a qualifying undergraduate degree from a regionally accredited college/university (US bachelor's degree or its equivalent) or by meeting academic credentials requirements through a foreign credential evaluation result equivalent to a U.S. bachelor degree or higher and (2) provide an acceptable score on the TOEFL, unless they are from an English-speaking country.

International Fellows not meeting the admissions requirements for the master's degree program will be allowed to attend AWC and will, upon completion of the resident program, receive the AWC resident diploma but will not be awarded a master's degree. Students may not opt out of the master's degree program after admission. Students in resident non-degree status cannot be considered for the degree program once admission is complete.

Graduation Requirements. Students fully admitted to the degree program must complete the AWC resident program consisting of a minimum of 34 semester hours, although the program currently consists of 35 semester hours for the core program and the Grand Strategy Concentration. The Joint Warfighting Studies Seminar requires 36 semester hours. Students must achieve a grade of "C" or higher on each academic course with an overall GPA of at least 3.00 on a 4.00 scale, achieve a "pass" in the Academic Prep course and Global Challenge Wargame, and fully participate in the National Security Forum, and Commandant's Lecture Series. International Fellows receiving

the diploma participate in core (6200-6800 series) and elective courses (6000 series), the Academic Prep course, the Global Challenge Wargame, the National Security Forum, and the Commandant's Lecture Series. Students earning the diploma may enroll in the research course. Core courses completed for the diploma are graded on a pass/fail basis; elective courses are taken in an audit status.

AWC Resident Curriculum Core Course Descriptions

The AWC resident curriculum includes core and elective courses. The core courses consist of four major areas: leadership and ethics, international security studies, national and military strategy, and joint war fighting. The curriculum consists of the following course offerings by the three Departments: Strategy; Leadership and Warfighting; and International Security Studies.

SYLLABUS

Course Number and Title	Semester Hours
PC1100 Academic Prep (P/F)	Non-credit
EL6000 Elective Term I	2
EL6000 Elective Term III	2
RE6100 Research	5
LD6200 Strategic Leadership and the Profession of Arms	3
NS6300 National Security and Decision Making	3
FS6400 Foundations of Strategy	5
WF6501 Airpower, Innovation, and the Future	2
WF6502 Theater Strategy and Campaigning	4
RS6600 Regional Security Studies	4
GS6700 Global Security	3
WG6800 Global Challenge Wargame (P/F)	2
Total	35

Note: All courses must be taken in residence at AWC. Courses taken in the distance-learning program may not be used to satisfy course requirements

of the resident master's degree or diploma.

PC1100 Academic Prep

Non-credit

The Academic Prep course is designed to review the skills essential to success in the AWC program. This short course demonstrates the strategies needed for engaging in graduate-level work in thinking, writing, and reading. By the end of the course, students will have had the opportunity to apply strategies in pursuit of synthesis and analysis of complex concepts through written and oral communication. Students will become more aware of their own ability to think, speak, and write critically in preparation for the rigors of the AWC curriculum. A follow-on writing workshop is offered for additional focused engagement.

RE6100 Research

5 Semester Hours

The research requirement is designed to allow students to perform in-depth critical analysis on a relevant topic of interest primarily from an approved sponsoring organization. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership. For successful completion of the research requirement, students must produce a professional studies paper (PSP) in accordance with college standards. Research papers will be completed as an individual effort.

LD6200 Strategic Leadership and the Profession of Arms

3 Semester Hours

The Strategic Leadership and the Professions of Arms (SLPOA) course introduces and reinforces concepts and skills required to lead large, complex organizations in a rapidly changing strategic environment with emphasis on strategic communication and influence, organizational change and transitional leadership, strategic thinking, and ethical reasoning. The SLPOA course of study facilitates these objectives through thoughtful professional reflection, critical assessment, critical and strategic thinking, and moral reasoning. At the conclusion of the SLPOA course, students will be able to lead successfully as senior leaders in joint, interagency, intergovernmental, and multicultural (JIIM) environments, exhibiting the traits essential to the profession of arms.

NS6300 National Security and Decision Making

3 Semester Hours

The National Security and Decision Making (NS-DM) course analyzes and synthesizes the context and processes for developing US security strategy and the application of the national instruments of power in order to evaluate various security strategies and policy options. The course assesses the influence of a variety of factors on the national security decision-making process, including individual psychology, bureaucratic politics, organizational culture, Congress and the presidency, interest groups, and the interagency process. The course also analyzes the politics of planning, developing, and acquiring military forces, airpower in particular, as well as other case studies in national security decision making. To enhance the practical elements of the curriculum, the course includes instructional periods that incorporate Department of State (DOS) members in the seminar and guest lectures from current or former policy makers.

FS6400 Foundations of Strategy

5 Semester Hours

Foundations of Strategy (FS) is designed to provide students with a toolkit of key strategic concepts and analytical frameworks, so they can critically evaluate how strategies have been developed, implemented, and adjusted at the national and theater level. After completing the course, students should demonstrate that they can evaluate various perspectives on the nature of war and strategy; identify the essential elements of strategy, explain how they relate to each other, and analyze the most important factors shaping strategy in a particular context; and appraise the difficulty of translating military power in general and airpower in particular into desired political outcomes. The course serves as the foundation for further study of strategy in other resident courses that examine the national security decision-making process and the application of military power as a means to attain national objectives.

WF6501 Airpower, Innovation, and the Future

2 Semester Hours

This core course focuses on assessing issues associated with the innovation and the future employment of joint airpower. The rapid pace of change occurring throughout the world compounds the uncertainty and complexity of the future operating environment. If the Air Force is to continue to succeed, we must consider both the challenges and opportunities we will face in air, space, and cyberspace. Once students have learned to anticipate challenges to future Air Force core missions, the course focuses on the integration of airpower into future joint operating concepts.

WF6502 Theater Strategy and Campaigning**4 Semester Hours**

The Theater Strategy and Campaigning course focuses on developing and shaping military strategies, which in concert with other instruments of national power, achieve national security objectives. To achieve this goal, students will learn to assess contemporary national strategic direction provided to combatant commanders and the services and its implementation through joint operations planning. Students are also expected to be conversant with issues associated with the application of military forces in a joint, interagency, and multinational environment across the range of military operations. Finally, students will demonstrate the ability to synthesize theater strategies, campaign plans, and contingency plans using operational design. The intent is to present students with an opportunity to apply the knowledge and skills derived from the strategy, leadership, and NS-DM courses in realistic planning exercises. They will use critical, creative, and systems thinking, viewed through the lens of operational design, to enhance their knowledge and develop new skills essential to functioning as a senior leader.

RS6600 Regional Security Studies**4 Semester Hours**

The Regional Security Studies (RSS) course is an integral part of the curriculum, preparing senior leaders to evaluate the economic, political, cultural, and security issues within a particular region. The RSS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 international regions and, for International Fellows and a few select US students, three US locations. The students complete 30 classroom hours of focused academic preparation, followed by regional field study that allows students to discuss security policy issues with senior political, military, cultural, and economic officials.

GS6700 Global Security**3 Semester Hours**

The Global Security (GS) course is designed to give students the ability to evaluate today's complex, interdependent, and dynamic international system and how it affects global, regional, and national security. The course uses a comparative approach to identify growing and emerging security concerns; analyze state capacity, nationalism, globalization, and great and regional power competition from a region-to-region perspective; examine the roles state and nonstate actors play in addressing key issues that shape the global environment; assess potential challenges to US security; and evaluate the relationship between economic factors and international security. The GS

course follows and is symbiotic with the RSS program. It capitalizes upon students' experience from their RSS academics and field study.

WG6800 Global Challenge Wargame

2 Semester Hours

Global Challenge is AWC's capstone exercise conducted during the last week of classes. The five-day exercise requires students to demonstrate mastery of concepts taught during the academic year. Students must critically analyze complex political-military situations and articulate recommendations at the national-strategic and theater-strategic levels of war. The aim is to present students with a complex and evolving global crisis, and require seminars to make sound, reasoned recommendations, and to defend those recommendations during rigorous questioning by a faculty panel. Senior faculty panels, assisted by seminar teaching teams, evaluate specific learning outcomes derived from each core curriculum course.

Grand Strategy Concentration

Students selected to the Grand Strategy Concentration (GSC) seek a deeper understanding of the development and implementation of grand strategy than is attained through the regular curriculum. The concentration examines the historical practice of strategic art, the challenges of leadership and innovation at the strategic level, the relationship between the military instrument of power and national political objectives, and the interplay of global and regional security trends. Those selected for this concentration are degree-eligible students and complete all courses required for the master of strategic studies. The GSC is a volunteer concentration of approximately 12 students forming a separate seminar at the beginning of the academic year. As such, the GSC curriculum is tailored from the core to more deeply explore strategy and strategic leadership. However, the GSC course of study offers unique engagement opportunities with current and former military and civilian senior leaders and GSC-only field studies trips enrich student understanding of the GSC curriculum. Interested officers are encouraged to speak with faculty members associated with the program, but those officers with prior experience at strategic-level assignments, who have completed an Advanced Studies Group school and/or who have well-developed writing and critical-thinking skills are encouraged to apply. The AWC commandant will approve all selections for GSC enrollment. Course descriptions for the GSC follow the regular concentration course descriptions.

SYLLABUS

Course Number and Title	Semester Hours
PC1150 Academic Prep (P/F)	Non-credit
RE6100 Research	5
LD6250 GSS Strategic Leadership and the Profession of Arms	3
FS6450 Grand Strategy	8
FS6455 Grand Strategy Field Studies	3
WF6550 Design and Execution	6
RS6600 Regional Security Studies	4
GS6750 Global Security	3
WG6851 Anarchic Venture Exercise	2
EX6950 Comprehensive Oral Exam (letter grade)	1
Total	35

Note: All courses must be taken in residence at AWC. Courses taken in the distance-learning program may not be used to satisfy course requirements of the resident master's degree or diploma.

Grand Strategy Concentration Course Descriptions

PC1100 Academic Prep

Non-credit

The Academic Prep course is designed to frame the students' academic mind-set by preparing a foundation in the skills essential to succeed in the AWC program. It provides an opportunity to understand and apply complex concepts to written and oral communication using the broad topic of CMR, which informs all aspects of the AWC curriculum. GSC academic prep will focus more on critical analysis, problem framing and research methods to provide a better understanding of tenets of academic research, theories, and writing. By the end of the course, students should be able to evaluate their own ability to think, speak, and write critically in preparation for the rigors of the AWC curriculum.

RE6100 Research

5 Semester Hours

The research requirement is designed to allow students to perform in-depth

critical analysis on a relevant topic of interest primarily from an approved sponsoring organization. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership. For successful completion of the research requirement, students must produce a PSP in accordance with college standards. Research papers will be completed as an individual effort. Students in the Grand Strategy Concentration need get approval of their PSP topic from a member of the Grand Strategy seminar teaching team to ensure it is in keeping with the intent of the concentration. Ideally, GSC research will focus on a current, real-world issue of importance to one of the combatant commands. Their research should be sponsored by and presented to the combatant command following completion.

LD6250 GSS Strategic Leadership and the Profession of Arms

3 Semester Hours

The GSS SLPOA course introduces and reinforces concepts and skills required to lead large, complex organizations in a rapidly changing strategic environment with emphasis on strategic communication and influence, organizational change and transitional leadership, strategic thinking, and ethical reasoning. The GSS SLPOA course of study facilitates these objectives through thoughtful professional reflection, critical assessment, critical and strategic thinking, and moral reasoning. At the conclusion of the GSS SLPOA course, students will be able to lead successfully as senior leaders in JIIM environments, exhibiting the traits essential to the profession of arms. The Grand Strategy execution of this course may include additional readings and other requirements as determined by the course instructor.

FS6450 Grand Strategy

8 Semester Hours

This semester-long course consists of 40 instructional periods and immerses students in an intensive and wide-ranging study of grand strategy. In the first block of the course, students examine a series of case studies of the formulation and execution of grand strategy by rising powers, declining powers and hegemonic powers seeking to maintain their status in a variety of historical and regional contexts. The intent is to expose students to examples of the strategic art as practiced by decision makers in other states and other periods of history. This will provide students with valuable comparative context for the study of American grand strategy. It will also encourage them to consider the role of culture and historical context in shaping the strategic priorities and decisions of states and leaders. In the second block, the focus turns to American grand

strategy and US governmental decision making. This block will cover topics of importance to American grand strategy in more depth than is possible in the core curriculum. Topics include offshore balancing, liberalism, unipolarity, retrenchment, nuclear statecraft, credibility, and leaders and domestic politics. This course is only available to students in the Grand Strategy Seminar.

FS6455 Grand Strategy Field Studies

3 Semester Hours

During the course of the academic year, GSC students conduct field studies trips that draw upon material from their courses to enhance their learning. Trips to Gettysburg and Washington D.C., for example, explore strategy formulation, civil-military relations, strategic leadership, and decision-making. The final field study is a staff ride to Normandy, France. This staff ride is a capstone event designed to draw upon lessons learned across the curriculum including, senior leadership, strategy, and campaign design and execution.

WF6550 Design and Execution

6 Semester Hours

The GSC Design and execution course covers three main areas: future conflict, design theory, and theater strategy and campaigning. The future conflict course focuses on where adversaries contest and challenge our actions in all domains. In this block, students will evaluate concepts for the employment of joint airpower in the future, understand the unique characteristics and roles of Airpower (air, space, cyber), and explores how technological developments influence the character of air warfare in the future. The design theory block introduces design thinking as a foundation to operational design by enabling trans-disciplinary, systemic perspectives on organizations and complexity in conflict. The theater strategy and campaigning block puts the knowledge and thinking of the anticipated future environment and design thinking into practice to create theater strategies, campaigns, and major operations that achieve national strategic goals across the range of military operations.

RS6600 Regional Security Studies

4 Semester Hours

The RSS course is an integral part of the curriculum, preparing senior leaders to evaluate the economic, political, cultural, and security issues within a particular region. The RSS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 international regions and, for International Fellows and a few select US students, three US locations. The students complete 30 classroom hours of

focused academic preparation, followed by regional field study that allows students to discuss security policy issues with senior political, military, cultural, and economic officials

GS6750 Global Security

3 Semester Hours

The purpose of this course is to enable senior officers to master the complexity of security issues in selected regions of the world through the application of specific themes to facilitate both international relations and comparative analysis. The selected themes are: (1) Power Politics and Threats to Global Security from Strong States; (2) Weak States and Non-State Threats to Global Security; and (3) Enhancing Global Security: Globalization, Democratization and Global Governance. The course focuses on Asia and the security dilemma produced by power politics and strong states and on the Middle East, Africa, and Central America and the impact of weak states and nonstate threats. The contribution of Europe through the North Atlantic Treaty Organization (NATO) to global security is considered under the theme of enhancing global security. The three themes form the basis for grand strategy decision making and help pave the way for choices on options, costs, risks, and acceptability of particular strategic choices in different contexts. The course is designed thematically with applications, where the readings are reinforced by regional or national applications of the pertinent themes. The Global Security course follows and complements the RSS program, capitalizing upon students' experience from their field of study. The course allows students to develop an analytical framework incorporating the role that factors such as region, society, culture, and religion play in shaping the desired outcomes of policies, strategies, and campaigns.

WG6851 Anarchic Venture Exercise

2 Semester Hours

Global Challenge is GSC's capstone exercise conducted toward the end of the academic year. The three-day exercise requires students to demonstrate mastery of concepts taught during the academic year. Students must critically analyze complex political-military situations and articulate recommendations at the national-strategic and theater-strategic levels of war. The aim is to present students with a complex and evolving global crisis, and require seminars to make sound, reasoned recommendations, and to defend those recommendations during rigorous questioning by a faculty panel. Senior faculty panels, assisted by seminar teaching teams, evaluate specific learning outcomes derived from each core curriculum course. To enrich the inquire and discovery of Anarchic Venture, GSC students will conduct this

exercise with post-graduate strategy seminars from other American universities. GSC students may also conduct a real-world strategy evaluation exercise in support of combatant command ongoing operations.

EX6950 Comprehensive Oral Exam

1 Semester Hour

Comprehensive oral exams are designed to assess a student's ability to synthesize and evaluate the major bodies of evidence and theoretical propositions examined in the course of studies and across the entire GSC curriculum of instruction. A panel of three faculty members conducts an intense question-and-answer session of approximately two hours with a single GSC student. The student must demonstrate a high level of synthesis for all GSC courses and experiences and lucidly present a comprehensive vision of the development of grand strategy from a historical perspective, in contemporary America, and into the future. Comprehensive oral exams will be assessed on either a standard letter grade or similar scale. Failure results in students graduating without the GSC designation in their personnel records.

Joint Warfighting Studies Seminar

This seminar concentration educates joint leaders in national strategy and integrated joint-campaigning with a focus on contemporary near-peer and future great power environments. Through this course, students will study historical vignettes and participate in interactive-exercises and field studies that highlight the art and science of war by connecting lessons from past wars to the competition continuum and future great power conflicts. Joint Warfighting Studies Seminar graduates are able to plan, organize and lead all-domain, large-scale joint campaigns and operations, making them well-appointed to serve as future Joint Task Force Commanders and Joint Task Force Staff Officers.

SYLLABUS

Course Number and Title	Semester Hours
JW6500 Warfare Course - Strategy - Leadership - Operational Art	11
JW6600 Warfighting Course - War Application - Joint Fires - JLASS-SP Exercise	6

RS6600 Regional Security Studies	4
JW6700 European Theater of Operations Studies	3
RE6100 Research (Directed PSP)	5
NS6300 National Strategic Decision Making	3
GS6700 Global Security	3
EX6952 Comprehensive Oral Examination	1
Total	36

Note: All courses must be taken in residence at AWC. Courses taken in the distance-learning program may not be used to satisfy course requirements of the resident master's degree or diploma.

Joint Warfighting Studies Seminar Course Descriptions:

JW6500 Warfare Course

11 Semester Hours

The warfare course is built upon six modules that integrate strategy, strategic leadership, operational art, and national decision making. The first module is foundational and provides the knowledge required to progress through the next five modules: Civil War, World War I, World War II, Korea, and Iraq. This course is book-based and historically based with the intent of learning lessons from past leaders and past wars with an eye toward future war. During the civil war module faculty will lead a four-day staff-ride to the Shiloh Battlefield. This course concludes with a two-day oral examination.

JW6600 Warfighting Course

6 Semester Hours

The warfighting course contains three modules: the War Application Module, the Joint Fires Module, and the Joint Exercise module. The War Application Module focuses to operational design, joint planning, and joint doctrine. The Joint Fires Module adds lethality to the curriculum by examining current trends in planning joint fires. Finally, the Joint Exercise Module is divided into a "Distributed Phase" and the "Exercise Phase." The exercise phase is one week in length and all PME War Colleges (with the exception of the Marines) participate in a joint planning/C2 exercise at Maxwell AFB.

RS6600 Regional Security Studies

4 Semester Hours

The RSS course is an integral part of the curriculum, preparing senior leaders to evaluate the economic, political, cultural, and security issues within a particular region. The RSS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 international regions and, for International Fellows and a few select US students, three US locations. The students complete 30 classroom hours of focused academic preparation, followed by regional field study that allows students to discuss security policy issues with senior political, military, cultural, and economic officials

JW6700 European Theater of Operations Studies

3 Semester Hours

This is a companion course to RS6600 that focuses on the strategic leadership and campaigning and operational art of the European theater of operations during a WWII. The key components of this course include study of allied relationships, personalities of senior leaders, strategic decisions and operational options focusing on war conclusion and establishing conditions for the interwar period.

RE6100 Research

5 Semester Hours

The research requirement is designed to allow students to perform in-depth critical analysis on a relevant topic of interest primarily from an approved sponsoring organization. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership. For successful completion of the research requirement, students must produce a professional studies paper (PSP) in accordance with college standards. Research papers will be completed as an individual effort.

NS6300 National Security and Decision Making

3 Semester Hours

The National Security and Decision Making (NS-DM) course analyzes and synthesizes the context and processes for developing US security strategy and the application of the national instruments of power in order to evaluate various security strategies and policy options. The course assesses the influence of a variety of factors on the national security decision-making process, including individual psychology, bureaucratic politics, organizational culture, Congress and the presidency, interest groups, and the interagency process. The course also analyzes the politics of planning, developing, and acquiring military forces,

airpower in particular, as well as other case studies in national security decision making. To enhance the practical elements of the curriculum, the course includes instructional periods that incorporate Department of State (DOS) members in the seminar and guest lectures from current or former policy makers.

GS6700 Global Security

3 Semester Hours

The Global Security (GS) course is designed to give students the ability to evaluate today's complex, interdependent, and dynamic international system and how it affects global, regional, and national security. The course uses a comparative approach to identify growing and emerging security concerns; analyze state capacity, nationalism, globalization, and great and regional power competition from a region-to-region perspective; examine the roles state and nonstate actors play in addressing key issues that shape the global environment; assess potential challenges to US security; and evaluate the relationship between economic factors and international security. The GS course follows and is symbiotic with the RSS program. It capitalizes upon students' experience from their RSS academics and field study.

EX6951 Comprehensive Oral Examination

1 Semester Hour

Comprehensive oral exams are designed to assess a student's ability to synthesize and evaluate the major bodies of evidence and theoretical propositions examined in the course of studies and across the entire JWSS curriculum of instruction. A panel of three faculty members conducts an intense question-and-answer session of approximately two hours with a single JWSS student. The student must demonstrate a high level of synthesis for all JWSS courses and experiences and lucidly present a comprehensive vision of the development of joint warfare, in contemporary America, and into the future. Comprehensive oral exams will be assessed on either a standard letter grade or similar scale.

Air War College Resident Curriculum Electives

All students within the regular curriculum must complete four semester hours in the electives program. Electives enhance and complement the core curriculum by providing students with opportunities to achieve greater depth and breadth of understanding in issues of special interest and provide the AWC curriculum with the flexibility to adapt quickly to changes in international and domestic security environments. Some of these electives, along with some of

the electives offered by ACSC, will be opened up to allow for participation from students both from AWC and ACSC.

EL6122 Directed Study

2 Semester Hours

Students interested in intensive work on a particular topic can develop, with a faculty member, a resource proposal and reading list designed to give them in-depth understanding of the subject. Enrollment is limited and requires approval of the assistant dean of resident programs. Not available as an audit status course.

EL6209 Creative Thinking

2 Semester Hours

Students will compare creative thinking strategies with critical thinking strategies, explore multiple opportunities to think “outside the box,” will write extensively about their experiences, and how to translate what they learn about creative thinking into their leadership and mentoring philosophies. The written and oral deliverables of this course will enable students to practice communicate to multiple audiences using multiple media.

EL6211 Resurgence of the Far Right in Europe

2 Semester Hours

Recent electoral successes of far right candidates throughout Europe mark a significant shift in post-World War II European politics, bringing into question the future of existing economic and strategic partnerships. How does this New Right resemble or differ from the old right and from the radical left? In order to better understand the forces currently at play, this elective will survey the landscape of far right politics in Europe and its evolution since the defeat of fascism. The course will pay particular attention to the resurgence of right-wing movements in the 1980s and 1990s and the rise of populist parties since 2008, examining their appeal within the context of broader European developments.

EL6213 Life Under the Mushroom Cloud

2 Semester Hours

This elective focuses on the relationship between war and society in the United States since 1945, with a particular focus on two core themes: 1) the relationship between the military and society in a post-war environment and, 2) the relationship of the military to social change. Both of these are of immediate concern to the US military as it disengages from wars in Iraq and Afghanistan and confronts serious choices about personnel policies around

issues of gender and sexual orientation among other things. Students will engage in seminar discussions and will conduct supplementary research on topics related to the class. Collectively, students will compile an annotated reading list on these broad and important topics.

EL6232 Right, Wrong, and In-Between: Philosophy and Ethics for Senior Leaders

2 Semester Hours

This is a professionally and personally rewarding survey of macroethics and introductory philosophy. Classics from Western philosophy, literature, and film provide the basis for the course material. The course examines what is publicly advertised or socially accepted as “good and right.” We will also explore “core values” which have, over the centuries, been the answers to the questions: What is the best way to live? and What is the best way to lead? The course surveys the “permanent things”—the ostensibly eternal concepts of righteousness, classical notions of virtue, and eminent ideas of value—with particular emphasis upon moral reasoning and analysis. But all this assumes that there are permanent things. Suppose there aren’t. Maybe everything depends upon time or place or who actually has the power to define core values or what is good.

EL6234 Expeditionary Leadership in World War II

2 Semester Hours

Eric Larrabee’s *Commander in Chief* is as good a case study file of biographies of World War II leaders as appears anywhere. This course dissects Larrabee’s biographies and looks at James Stokesbury’s short history of the war to provide reference points and target sets.

EL6235 Law at the Strategic Level

2 Semester Hours

This elective is an evaluative seminar covering key legal topics for DoD, U.S. government, and partner nation strategic leaders. The emphasis is not on routine legal matters such as executing military justice actions or resolving common government ethics issues. Instead, this elective focuses on how law, policy, and military operations interact at the strategic level. A current or retired Judge Advocate will lead each session. Students will have assigned readings prior to each meeting and will be ready to discuss and evaluate the applicable legal issues arising in each topic. In conjunction with instructor guidance, each student will also write an evaluative paper and deliver an oral presentation on that paper to his or her classmates

EL6236 Select Issues in National Security Law**2 Semester Hours**

This seminar will address select topics in the National Security Law arena. We will explore the national security law framework and process at the strategic level, focusing on selected topics including: the use of military force, law of armed conflict and the use of RPAs on the battlefield, economics and national security, cyber law, intelligence oversight, and domestic operations. Students will read selected texts and articles prior to each session and will be ready to discuss and evaluate the strategic impact of these areas within the national security framework. This is not a legal survey course; it is targeted at the highest visibility, highest risk legal issues facing senior commanders.

EL6238 Adaptive Conflict Management**2 Semester Hours**

This interactive course develops a critical understanding of and ability to apply a set of essential conflict management tools. This course not only develops negotiation and mediation skills but also improves one's ability to critically think about the processes that people, groups, and even nation-states go through to successfully resolve conflict. Consideration is given to cross-cultural factors, time constraints, negotiation styles and strategies, and assessment of involved parties. Topics include logical analysis, group problem solving, conflict management, and methods of persuasion. This course is built around faculty and guest presentations, mini lectures, research, application and assessment exercises, and seminar discussion.

EL6239 Cross-Cultural Perspectives in Negotiations**2 Semester Hours**

This course develops the understanding and skills needed to better negotiate conflict resolution between parties with cultural and/or organizational differences in their approach to negotiations and/or conflict management. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and use the concepts, processes, and intended results of a negotiation. This course is built around faculty and guest presentations, mini-lectures, application and assessment exercises, and seminar discussion.

EL6240 Overcoming the Fog of Culture: Tools for the Senior Warfighter**2 Semester Hours**

From Bagram, Iraq, to the Horn of Africa and from Incirlik, Turkey, to Yokota,

Japan, today's senior military leaders operate in culturally complex environments, working daily with host nation counterparts, nongovernmental organizations (NGO), international organizations, and civil society. A slew of recent guidance documents make it clear that culture is now a core war-fighting competency in the DOD. This places enormous expectations on senior officers to adapt their leadership and strategic skills. However, most force development efforts to date have focused on junior personnel and tactical/operational requirements. This elective helps fill this void, providing a concrete set of tools and perspectives to help senior officers provide the nation with effective global vigilance, reach, and power. Specific topics include the cultural observe, orient, decide, and act (OODA) loop; culture and strategic communication; working through interpreters; protecting cultural property; and more.

EL6241 Great Captains: Timeless Leadership Lessons from Military Commanders

2 Semester Hours

This course is designed to examine the lessons offered by the greatest military commanders in history. We will analyze their experiences for common elements and discuss how their extremely effective leadership demonstrations can be applied to modern military command experiences.

EL6242 Civil-Military Relations and Senior Leadership

2 Semester Hours

This course examines the concept of civil-military relations as expressed in the relations between senior civilian and military leaders. Is there a clear distinction between the roles & responsibilities of senior civilian and military leaders? Are officers professionals in whose realm civilians are ill-equipped and ill-advised to meddle? Does military professionalism extend to the strategic realm of policy? These questions are theoretically examined, through case studies and historical examination.

EL6243 Leaders by Design

2 Semester Hours

The concept of Leaders by Design is simply to be intentional and deliberate in how we develop ourselves as leaders. The military has many leadership programs—but until we take responsibility to develop ourselves—we will fail to meet the leadership challenges of the future.

EL6244 Leading Change—Continuous Process Improvement for Strategic Leaders

2 Semester Hours

This course is designed for highly motivated students who see the need for change in military organizations but question the direct applicability of business practices to the military context. In a leadership environment characterized by decreasing budgets, personnel shortages, and aging equipment, pressure to find efficiencies while improving effectiveness will only grow. Through the study of books and articles written by some of the most respected authors in the field, visual media, site visits, case studies, and classroom discussion, students will gain a practical understanding of techniques for successfully leading change. The course introduces the concepts of continuous process improvement while avoiding a litany of Japanese terms (*gemba, andon, kaizen, heijunka, kanban*, and so forth) or hours spent perfecting Balanced Scorecard PowerPoint briefings. International Fellow resident diploma students receive audit status for this course.

EL6261 Commanders and the Law**2 Semester Hours**

The increasing deployment operational tempo and the issues arising during Operations Enduring Freedom, Iraqi Freedom/New Dawn, and Noble Eagle have caused the US armed forces to carefully examine the legal framework within which military forces operate, whether domestically or during international operations. The military's role in homeland security and defense, resulting in closer cooperation with and support of civilian law enforcement and disaster relief authorities, has intensified the complex role of commanders and senior military leaders. At the same time, US forces deployed throughout the world are encountering a host of novel or unanticipated operational/legal considerations. This seminar will analyze the evolving responsibilities of commanders as the US military continues to conduct its worldwide missions. It will focus on the interface of commanders with operations law, international law, and expeditionary legal issues.

EL6262 North Star Leadership**2 Semester Hours**

This course begins with an introduction of full range leadership development (FRLD) and describes the importance of relating this model to our everyday challenges (demographics, technology, geopolitical changes, generational differences, organizational, and environmental forces). Next, a short review of salient leadership theories will provide you with a background before you begin an introspective examination of your leadership tendencies. The components of FRLD (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, and management by

exception) will be the main focus of this course. The final sections will examine how FRLD affects team performance and the relevance to strategic, social, and environmental initiatives. Short case studies will be assigned throughout the course to augment FRLD concepts.

EL6310 Cyber Economics, Acquisition, Sociology and Ethics

2 Semester Hours

This elective is designed to examine the phenomena we see in the cyber environment today through the lens of human behavior. The course will take an interdisciplinary approach with psychology/sociology forming the initial basis for action or inaction and then with economics providing explanations for market phenomena. The purpose of this course will be to explain the role sociology and economics plays on the human side of securing modern networks and systems with particular emphasis on defense applications. Students will leave this course with a clearer understanding of various core topics of modern psychology, sociology, and economics to include common market failures, behavioral economics, and the development and evaluation of cybersecurity metrics.

EL6314 Increasing Lethality: Joint Fires and Targeting; Spanning the Spectrum of Conflict

2 Semester Hours

Multi-Domain warfare conducted by the joint force and or coalition is inextricably linked to the topic of joint firepower. Up to this point in time, the kinetic effects provided by Airpower and Surface to Surface Fires, have been tasked with the heavy lifting for shaping the battlespace for maneuver (infantry, armor, and SF). Moving forward our nation and coalition partners will continue to grow partnered force capabilities as a model for warfare, heavily supported by the “Fires” joint function. At the low to medium range of the warfighting spectrum, organizations, such as the Army SFABs (Security Force Assistance Brigades) and special operations task forces, will depend heavily on joint fires to set conditions and reinforce their efforts on the ground across the globe. At the high end of the warfighting spectrum, joint fires, properly synchronized, will set conditions for successful large scale maneuver operations against near peer or peer threats. Most recently, in Iraq and Syria, joint fires underwrote the success of every operation conducted by either Iraqi forces or Syrian Democratic Forces (SDF). Those lethal fires allowed our partners to fight with less force and achieve their ends - the defeat of Daesh/ISIL. In wars of the future, operations which have been predominantly supported by traditional lethal fires, will include increasingly more cyber and space capabilities. The goal is to place these offensive tools in the joint force

commander's hands, down to the tactical level with the full authorities to use them. Considering the complexity of the environment and the array of capabilities in hand, the joint force must adapt as a team to be fully capable of synchronizing joint fires across the range of military operations...ultimately to be more lethal and win.

EL6321 Military Power, Military Effectiveness and Elusive Victories

2 Semester Hours

In international relations theory, military power is often argued to be the primary determinant of international outcomes. But what is military power? Traditional realist theory treats it as an aggregation of material resources and population size. Other realist theories add factors such as the offense-defense balance, determined by variables like military technology and geography. Military history is replete, however, with examples of materially weaker combatants defeating stronger adversaries on the battlefield. To this point, the victor in insurgency wars has reversed over time—from the stronger side winning approximately 90 percent of the time in the mid-nineteenth century, to the stronger combatant failing to prevail 75 percent of the time since 1975. To challenge Napoleon, victory does *not* always go to the side with bigger battalions.

EL6323 Peace and Stability Operations

2 Semester Hours

This course focuses on the challenges of Peace and Stability Operations (P&S Ops), Phase IV operations, and stabilizing war-torn countries. It examines the most important recent ops and the roles played by the United Nations, US and regional organizations as well as by militaries and civilians. The course addresses these themes: 1) the decision-making and implementation processes of the UN, US Government, and regional organizations; 2) providing authorization and appropriate mandates with the aim of resolving complex conflicts; 3) the capabilities and limitations of multinational/coalition forces and civilians in attempting to meet difficult security objectives; and 4) the problems of deploying and sustaining military forces and civilians in challenging circumstances in order to bring a lasting peace to war-torn countries.

EL6324 Power, Identity and Security in the African Post-Colony

2 Semester Hours

The US Africa Command promotes a “by, with, and through” approach to security, enabling “African solutions to African problems.” Military personnel

operating under this strategy require deeper understanding of the sociocultural dynamics and diverse political configurations on the continent—and how they came into being—in order to engage African partners more effectively. This course then provides an intensive introduction to the study of Africa. The overall aim of the course is to introduce students to the major themes and debates that have dominated interdisciplinary scholarship on the region; to complicate any simple assumptions made about Africa; and to develop a more comprehensive perspective on the provision of human security in this region.

EL6325 Military History of Post-Colonial Africa

2 Semester Hours

The history of Africa is not a widely studied subject and the military history of the continent even less so. However, given the increasing global profile of the continent and its conflicts in the twenty-first century, it is increasingly vital that students and scholars understand the wars that have shaped the continent and its history. This course, while by no means exhaustive, will cover the conflicts that raged across the continent from the first currents of decolonization following the Second World War to the conclusion of the Second Congo War. The course will take the form of in-depth case studies that will examine a particular example of violent conflict and the political, social, and cultural context which shaped it. The ultimate goal will be to expand the relevant body of knowledge on the topic of warfare in Africa and to produce scholars and officers that have a deeper understanding of the dynamics of conflict on the continent.

EL6331 Central Intelligence Agency (CIA) Roles, Missions, and Military Support (TS/SCI required, US Personnel)

2 Semester Hours

To successfully craft and implement national security policy the United States Government requires intelligence—accurate, timely, and relevant information and analysis—about current or projected threats to US national interests. The Central Intelligence Agency (CIA) is the lead US intelligence agency in espionage and covert action and one of three agencies or departments responsible for all-source analysis in support of policy and policymaking by senior officials, particularly the president. Since the administration of President William J. Clinton, supporting the warfighter across the full spectrum of conflict is also mission of the CIA. This course introduces students to the Agency's means of operations and analysis so military leaders better understand the capabilities and limitations of CIA in order to effectively use it and its products in the planning and execution of joint, interagency, and coalition operations. The course will also consider the ethical challenges that

accompany the CIA's collection and covert action missions

EL6332 Vigilance Horizons—ISR Research Task Force

4 Semester Hours

Air Force Intelligence, Surveillance and Reconnaissance (ISR) and the Department of Defense are at a strategic turning point where we've begun the transition from today's wars and are preparing for future conflicts. As one of the Air Force's five enduring core missions, the challenge is to maintain AF ISR's current tactical and operational competencies, while rebuilding the capability and capacity to conduct full-spectrum multi-domain operations in complex and ambiguous environments around the globe. It is imperative senior leaders fully leverage the vast array of national capabilities along with those of the Total Force, our Sister Services, the Intelligence Community (IC), and our international partners. Vigilance Horizons—the ISR RTF elective is a two-part, 20 Instructional Period (IP) seminar sponsored by the Air War College (AWC), Air Command and Staff College (ACSC), and the LeMay Center Directorate of Intelligence (LeMay/IN). The elective provides focused study and development of research projects that supports student Professional Studies Papers (PSP) for AWC. AWC PSPs will be scoped to deliver proposals and recommendations to HAF/A2D that can improve ISR for the AF, IC, and joint warfighter.

EL6333 Essentials of Cyber Power

2 Semester Hours

This joint AWC/ACSC elective is one of the courses offered by the Air University Cyber College and will investigate the utility of cyberspace as an instrument of national power. Its focus is at the policy and strategy levels and the course is designed to be as non-technical as possible. The emphasis of the inquiry is on the policy questions that senior leaders and policy-makers need to address in order to make strategic sense of the emerging field of cyber. To the extent that it is possible to investigate cyber operations at the UNCLASSIFIED level, the elective will question the value derived from cyber activity and place its utility and the challenges of exploiting these technologies in a national power context.

EL6351 Challenges to the Global Order

2 Semester Hours

Strategists and policymakers often refer to global order without giving much thought to its historical origins or the broader shifts that occurred since its nominal foundation following the end of the Second World War. This course

looks at the creation of an American-led global order and myriad challenges that the United States faced in maintaining that order since 1945.

EL6416 Great Power Rivalries, Faulty Assumptions, and Strategic Dilemmas: Reexamining the First World War at Its Centenary

2 Semester Hours

The First World War offer a fascinating tableau of great power rivalries, alliance dynamics, and the drive toward escalation, coupled with a desperate search for new strategic and operational concepts once initial war plans failed disastrously. Focusing on strategic decision making, this elective will examine great power rivalries and the causes of war; the perils of inflexible war plans based on faulty assumptions; the expansion, intensification, and escalation of war; the search for strategic alternatives (Gallipoli, unrestricted submarine warfare); frontline morale, mutiny, and the home front; the final offensives; and war termination. Drawing upon core concepts from the FS course, the elective will analyze the difficulties of devising and implementing strategic concepts, the challenges of alliance and coalition warfare, and the difficulty of building a lasting peace once the fighting ends.

EL6425 The Modern Middle East: Transitions and Conflicts

2 Semester Hours

The upheavals in the Middle East and North Africa in 2011 have led to civil wars in Syria and Yemen, as well as the high levels of violence and a de facto division of Libya between East and West. The horrendous human costs, and the severe disruption of US security relations and alliances in the region, deserve intensive analysis. This class provides a strong foundation of regional knowledge as a basis for policy-oriented research—to guide future strategies affecting specific countries and the region as a whole. This course will examine the domestic conditions in individual Middle East and North African (MENA) countries in light of the popular protests and uprisings that began in 2011. Students will conduct research to evaluate the prospects for changes in regime type, governance, stability, and alliances. Student research will empower examination of a broad range of issues relevant to United States security policy; US defense cooperation; and US Air Force activity in the region. Students will use this knowledge to write a research paper and then summarize their findings in a fifteen-minute presentation.

EL6426 Group Research: Airpower Studies (Classified, US Personnel)

4 Semester Hours

This is a two-part seminar consisting of 20 instructional periods and will

include students from AWC and ACSC. The first phase focuses broadly on readings, doctrine and discussions of airpower, national security, and military operations. The second phase continues with a more focused study and the development of research projects that meet the requirements of this research seminar, support the student's PSP for AWC, and assist larger USAF requirements.

EL6427 The Evolution of Airpower

2 Semester Hours

World War I was the first use of airpower, en masse, in war. This course will outline the significance of the birth of airpower to modern war, and the importance of the technological revolution. Over the course of this elective, we will discuss the technological revolution that airpower brought to war, the changing dynamic of fighting (warfare), and the leadership conundrum of dealing with a revolutionary technology as military minds attempted to find ways to use the new domain for strategic, operational, and tactical advantage. This class will consider the technology as a main focus, but delve into the leadership and doctrine challenges presented by the new weapon.

EL6430 The Thucydides Trap: Great Power Rivalries, Power Transitions and War

2 Semester Hours

Since the 1980s, there has been an outpouring of literature predicting the emergence of a new global distribution of power where the United States' international dominance is challenged by other emerging great powers. Robert Gilpin, a Princeton scholar of international political economy, drew upon history, sociology, and economics to analyze hegemonic shifts in his influential War and Change in World Politics (1983), with Paul Kennedy, a Yale historian, reaching an even wider audience with his widely read study The Rise and Fall of the Great Powers (1989). More recently, dozens of books have appeared questioning whether the United States is in decline, whether and when China will overtake the United States economically, and whether the combination of a great power in relative decline and a new power in relative ascendency inevitably leads to conflict. This course will examine the dynamics and implications of power redistribution from both a theoretical and an historical perspective, providing students with the tools to assess ongoing trends and analyze power transitions from antiquity to the present. The course will commence with an examination of Gilpin's influential monograph (lessons 1 & 2), and then focus on three case studies frequently referenced in "Rise and Fall" realism: Athens & Sparta in antiquity (lessons 3 & 4); the Habsburgs and their opponents in the Early Modern era (lesson 5),

and the British Empire in the 19th and 20th centuries (lessons 6-7). The final portion of the course (lessons 8-10) will turn to contemporary debates about power transitions, with particular emphasis on debates related to American power, the rise of China, and Great Power competition in the 21st Century.

EL6443 Putin's Russia & the Airman

2 Semester Hours

This class surveys the contemporary state of Russia politics and the processes, forces, and actors that created it. Elements of the class include the origins of the Russian Revolution, the rise, functionality, and demise of the Soviet System, the current characteristics of Russian politics, and the security challenges associated with Russia today.

EL6444 Russia, Its Military, and the Use of Armed Force

2 Semester Hours

The course will analyze and assess patterns of change and continuity in the organization, leadership, doctrine, and capabilities of the Russian military establishment; the dynamics of civil-military relations; and the evolution of Russian national security objectives, grand strategies, and national military strategies, both in war and in times of peace. In doing so, the course will frame its analysis and assessment within the broader context of the politico-economic-societal transformation of Russia, as well as Russia's role as a great power within the international arena.

EL6462 Thinking Irregular War

2 Semester Hours

Called by many names – partisan war, insurgency, low-intensity conflict, terrorism, counter-terrorism, revolutionary war, subversive war, dirty war, et al. – this notion of some genre (or collected genres) of “irregular” conflict has proven a remarkably persistent and nettlesome problem for Western militaries, the U.S. being no exception. The word conjures the specter of civil war, of colonial war, of intimate violence and the profound inability to separate the military from the political, the usual haven of the professional soldier. Though the arc of history seemed for a time to bend toward industrial-scale, mechanized state-on-state confrontation of ever-increasing intensity, since the crescendo of World War II it has been “irregular war” that has carried the tune of human conflict in minor, but unyielding key. The French military theorist Jacques Hogard argued once that “we generally refuse to recognize the fact that revolutionary war dominates our entire epoch, because we recoil from its inevitable consequences.”

EL6463 The Korean War as Coalition Conflict**2 Semester Hours**

The North Korean invasion of South Korea in June 1950 expanded a simmering civil war between the two Koreas into a limited regional war fought between two coalitions. The United Nations (UN) Command primarily consisted of South Korean and United States forces though over a dozen nations contributed combat formations to the Command. The North Korean military secured direct support from the Chinese People's Liberation Army (PLA) and both armies relied on weapons provided by the Soviet Union. Many observers at the time recognized that the Korean War represented a new way of warfare, specifically marked by large coalitions fighting in support of international objectives. This seminar will explore and analyze the formation and operation of coalitions during the Korean War, examining both the Communist and UN coalitions. This course uses a wargame to explore the challenges of command: employing limited resources to meet military objectives. The game models the course of events in the war while allowing players to deviate from the historical record. Thus, the game highlights the contingency of military operations and choices.

EL6469 Ethics and the Legitimate Use of Military Force**2 Semester Hours**

Values and perspectives help determine normative standards of human behavior, and these, in part, serve to influence individual and collective behavior. The course will examine a variety of ideological and philosophical perspectives and certain non-Western perspectives, including Islamic, Hindu, and classical Chinese perspectives concerning the legitimate use of armed force. Finally, these various perspectives concerning the legitimate use of armed force will be used as a basis for formulating individual beliefs and approaches about the decision to use armed force and the degree to which force should be limited in its application.

EL6471 Strategy and Multi-Domain Operations in World War II**2 Semester Hours**

Contemporary U.S. military doctrine emphasizes the benefits of integrating military operations in various domains in support of national objectives. During World War II military leaders grappled with coordinating operations across multiple domains. This course examines a series of case studies during the Second World War to analyze the link between military strategy and cross-domain operations (land, air, maritime, cyber). The course will focus on how various combatants sought to integrate combat power from multiple domains to achieve their strategic objectives in specific geographic regions. Throughout

the war nations employed a variety of command and control approaches that were shaped by their own national context, thus providing a wealth of examples to compare and contrast. This course concludes with a wargame that explores the strategic challenge of the major powers in Europe in World War II.

**EL6472 Communicating for Effect: Global Media Engagement Battlespace
2 Semester Hours**

Senior military leaders must understand the information environment; how it can be exploited for military gain; the statutory and policy limitations our government places on the exploitation of information and the mass communication mediums it passes through; what effects various public affairs actions, integrated into information operations, can generate on US citizens, allies, and adversaries; what measures must be taken to safeguard information and communication mediums; and how the evolving opportunities and challenges in the information environment affect military decision making. This elective provides a broad-brush approach to how military public communication—in particular, global media engagement—contributes to the exploitation of the information environment. This approach explains how the unique capabilities of joint public affairs operations contribute to achieving effects to ensure successful joint force employment.

**EL6475 The Cuban Missile Crisis: A Decision Making Simulation
2 Semester Hours**

The course will analyze and assess a series of case studies focusing on difficult strategic dilemmas that have confronted a variety of policy makers and military strategists as they attempted to formulate grand strategy, national military strategy, and theater strategy in pursuit of their respective national objectives. As such, the course will explore a series of historical examples in which there are arguably several viable courses of action, each of which carries with it both the potential for success, but also significant problems, drawbacks, costs, and risks that must be taken into account. It will review the impact of the personalities involved in the decision making processes, consider context in which decisions were made, analyze the intelligence that was available to decision makers at the time that the decision was taken, assess the options available, analyze the considerations that led to the adoption of the particular course of action, and evaluate the outcome based upon the option selected. Not only will students gain a deeper familiarity with the complexity involved in the strategy formulation process, they will also expand their appreciation for the importance of strategic leadership and the role of ethics in the formulation of grand strategy, national military strategy, and theater military strategy.

EL6476 “How to Rule the World”: The British Imperial Experience and Lessons in Global Power**2 Semester Hours**

Prior to the Second World War the British Government in London had either direct or indirect control over at least one quarter of the earth's surface and one quarter of the earth's population. British economic and cultural influence extended this dominance even further; through language, ideas about governance and law, its industrial and financial might and even its games, Britain maintained sway over an informal empire which in many ways is still with us today. Through the power of the Royal Navy and later the Royal Air Force, Britain similarly exercised a dominion over the global commons which had been unmatched and unchallenged by any nation since the battle of Trafalgar in 1805. Simply put, never before in modern human history has such a small nation had this kind of enormous and lasting influence on such a vast number of people and places. This Empire and the global power Britain exercised through its institutions holds a great number of lessons for us today, as the United States is not only the inheritor of many of Britain's traditions and institutions, but also its security roles and commitments.

EL6477 The Arab-Israeli Conflict**2 Semester Hours**

The Arab-Israeli conflict is one of the most well-known and longest running conflicts in the world. It is at once a political, religious, nationalist, regional, and global conflict whose roots can be traced back at least a hundred years. Events connected to the end of the Cold War and the first Gulf War rejuvenated an Arab-Israeli peace process which sputtered along in fits and starts for a decade. The Oslo Peace Process died in 2000 and since then half-hearted negotiations have been replaced by sporadic but oftentimes intense violence between Israel and Lebanon, Israel and the Palestinians, and amongst Palestinians themselves. While Uncle Sam is by no means the all-powerful puppet master of the Middle East, US interests in the region run wide and deep and there is no denying America's central role in this ongoing saga.

EL6487 Strategy, Technology, and War**2 Semester Hours**

War is both a profoundly human and technological phenomenon. Innovations in weapon technology and employment can change the conduct and outcome of battle, with tremendous consequences for societies. At the same time, cultural, industrial, and bureaucratic factors in society shape the form and function of military technology. Consequently, the course is a

focused study of the drivers of military innovation and change. The course analyzes the process of innovation and change at multiple levels: conceptual, societal, resource driven, organizational, and individual. While following a loosely chronological organization, the course will not cover military innovation and change during all periods and places. Instead it incorporates 10 key books providing different perspectives and approaches to understanding military innovation as well as its intersection with national power and strategy.

EL6489 Contending with Cultures of Corruption

2 Semester Hours

In this course, we will analyze the phenomenon of corruption from three primary perspectives: corruption as an economic problem, a political problem, and a sociocultural problem. Through this approach, we will highlight multiple academic and policy perspectives in order to offer students a multidisciplinary analytical toolkit to take into their future work. We will also apply these perspectives to obstacles faced during military planning and operations.

EL6492 Traditional and Tribal Cultures in the Twenty-First Century

2 Semester Hours

In this class, we will use historical and contemporary examples to come to an understanding of the core nature of tribal and traditional communities. We will use multiple examples from the United States and around the world, to not just ask “why failure and conflict” but also “what have we learned?” and “what could have been done differently?” Students will be able to recognize the nature of traditional societies, the challenges these societies face in adapting to the modern context, and the ways these cultures change through the forces of globalization.

EL6493 The American Civil War: Campaign Analysis

2 Semester Hours

Generations of military officers have used campaign analysis as one of their primary methods for professional growth. This course follows this time-honored practice in examining, understanding, critiquing, and deriving applicable lessons from Civil War campaigns. The intent is to help students become thoughtful critics of military operations, past and present—“wise forever” rather than merely “clever for the next time.” The method employed blends classical military theory, traditional campaign analysis concepts, and current service and joint doctrine. By “reverse engineering” Civil War campaigns, midcareer professionals will have a deeper appreciation of the

subtleties and difficulties of planning and executing twenty-first century military operations.

EL6494 The History and Theory of Sea Power Since 1815

2 Semester Hours

The primary purpose of the course is to provide a basis for further study of naval affairs. For most of recorded human history, sea power allowed nation-states to project power beyond their borders, often granting them increased wealth through the development of imperial possessions and also conferring strategic advantages over their enemies in times of war. Unlike traditional warfare on land, sea power has traditionally been under-examined by theorists and strategists. The course will examine sea power theory and examine the peacetime and wartime development of sea powers since 1815. Of particular interest to the course are conflicts pitting a traditional land power against a sea power.

EL6516 Politics of Nuclear Weapons

2 Semester Hours

This course investigates a series of key questions about the “number one priority” of the USAF and DOD – nuclear deterrence. How might one go about deterring and compelling an adversary? Why do countries pursue the bomb? What are the consequences of nuclear proliferation? What is ethical and unethical in regard to the bomb? What should the United States and other actors do to discourage and to prevent proliferation? How healthy is the nuclear nonproliferation regime, and how can it be strengthened? How safe are U.S. command and control procedures? What should be done to prevent nuclear accidents? And, how should the U.S. nuclear force posture change? Even the most casual observer of international politics recognizes the importance of such questions. Beyond addressing important questions, the course helps students to prepare for future assignments by improving their ability to communicate orally and in writing. The class draws on readings from a wide variety of approaches. Students will analyze scholarship by political scientists, historians, economists, journalists, government officials, and think tank analysts. This class is not designed to give you an in-depth understanding of any one particular case or to make you an expert in a specific area relevant to nuclear weapons. Rather, the intent is to introduce you to a broad range of evidence, ideas, and approaches relevant to major policy debates about the bomb. Novices and seasoned practitioners alike will learn a great deal from reviewing the classic texts, as well as newly published research, covered in this seminar.

EL6517 The Air Force in Fact, Fiction, and Film**2 Semester Hours**

Throughout the century of manned flight in the United States, a rich body of notable and critically acclaimed literature and film regarding the US Air Force has accumulated. In many cases, these literary and cinematic portrayals reflect the strong efforts by the Air Force as an institution to get its strategic message out to the wider public. In other cases, these works accurately reflect the challenges of leadership, command, technical competence, and the pressure of combat upon airmen and leaders. And in still other films and books, the Air Force and its culture are either reflective of the Air Force experience or presage the stereotypes of behavior and attitudes of Airmen.

EL6518 Military and Society in Latin America**2 Semester Hours**

The seminar works from three assumptions: First, Latin American armed forces will persist, and as one of the most effective institutions will be called on to help confront (and define) security threats. Second, future military-to-military collaboration will benefit from the US understanding the regions' armed forces in their own context. Finally, to understand Latin America's armed forces, we must also comprehend the societies from which they are drawn and whom they serve.

EL6538 The US Marine Corps and the Development of Expeditionary Maneuver Warfare**2 Semester Hours**

This course is designed for non-Marine students desiring a greater understanding of expeditionary operations of the Marine Corps. The course will explore the historic (maritime) roots of the Marine Corps doctrine and its evolution into the modern concepts of expeditionary maneuver warfare, seabasing, operational maneuver from the sea, ship to objective maneuver, and sustained operations ashore. The course will cover current service organization, structure, and Marine Air-Ground Task Force operations and conclude with future operating concepts, focusing on the emerging antiaccess/area denial (A2/AD) threat.

EL6540 Air Mobility and the Defense Transportation System**2 Semester Hours**

This elective provides students a better understanding of the current and evolving capabilities of mobility and the critical role it plays and will continue to play during peace, war, and operations other than war. During

the course, class members will draw from historical references, student case study presentations, classroom discussion, and guest speakers to gain a better understanding of the evolution of mobility resources and capabilities, future directions in air mobility, and the impact on our current and future national security and military strategies.

EL6541 Sea Power Until 1815

2 Semester Hours

By using naval wars from Antiquity and the Age of Sail as case studies, this course will examine core concepts of war and sea power. In addition to Clausewitz's *On War*, the works of naval theorists Alfred Thayer Mahan and Sir Julian Corbett will serve as the foundation of this analysis.

EL6542 The Revolutions of 1989

2 Semester Hours

This course is an investigation of the fall of Communism, the transition to democracy and market economies, and war in the Balkans. It is principally a discussion of politics, both domestic and international. The course is organized as a graduate colloquium revolving around discussion of common readings. The objective is to familiarize military professionals and government servants with the main patterns of politics and foreign relations as well as economics and society in this important region. Readings and discussion cover the period from 1989 to the present. The course addresses events in East Germany, Poland, Hungary, Czechoslovakia, Yugoslavia, Bulgaria, Albania, Romania and Ukraine. Course themes include: the overthrow of Communist rule, re-unification of Germany, nationalist politics, and regional conflict. This course will better prepare USAF and sister service officers to respond to developments in the European and Eurasian world regions as well as international security and statecraft issues in general.

EL6543 America's Army

2 Semester Hours

This course is specifically designed for non-Army students who want to gain greater understanding about the Army. The Army as an institution is explored with emphasis on organization, training, operations, and future challenges. Students will gain an awareness of Army culture and an appreciation for what the Army can provide to a regional combatant or joint task force commander. Lessons will cover Army force structure, capabilities, limitations, training, doctrine, operations, and future challenges. The course will have a field studies trip to Fort Benning, Georgia, where students will observe the Army's training organizations and discuss the effects as the

Army transitions. The course culminates with a guest lecturer that will offer his or her perspective on organizational issues confronting today's Army and provide a distinctive view of leadership and training challenges.

**EL6544 Intelligence, Surveillance, and Reconnaissance Operations
(Classified, US Personnel)**

2 Semester Hours

The national intelligence community and the DOD have embraced a transformation strategy that rests on a foundation of modern high-performance intelligence, surveillance, and reconnaissance (ISR) capabilities. With the continuing challenges of worldwide operations, it is imperative that senior leaders have a clear understanding of how to effectively leverage national and DOD intelligence capabilities. The course focuses on ISR capabilities at the operational and strategic levels by critically examining what to expect and what not to expect from intelligence. Against the backdrop of ISR transformation, this course enhances senior-level leaders' decision-making abilities to critically analyze and integrate ISR capabilities for maximum impact.

EL6545 Special Operations 101 (Classified, US Personnel)

2 Semester Hours

This course provides an understanding of the organization, capabilities, and missions of US special operations forces (SOF) with particular focus on their support to the combatant commanders. It provides an awareness of the roles of the assistant secretary of defense for special operations and low-intensity conflict and the Joint Staff J-3 Special Operations Division. The course analyzes the integration of joint SOF capabilities with conventional forces; looks at SOF equipment, training, and support; and considers mission employment, civil affairs, and psychological operations.

EL6546 The All-Volunteer Force

2 Semester Hours

Senior DoD leaders need a fundamental knowledge of the entire force known as the "All Volunteer Force" (AVF). Since 9/11, the Reserve Component (RC) has shifted from a strategic force, used mainly in extremis, to an operational force. Additionally, there has been an increased reliance on DoD civilians and expanded roles for government contractors. Now that DoD has come to rely on the full participation of the AVF across the spectrum of operations and training...are you prepared to command it? What will the Force of the Future look like & how will access to the RC fit into this force structure? This course

will provide both critical baseline knowledge and operational considerations for operating with & commanding total force organizations by reviewing the historical context and evolution of the AVF, discussing access to the RC, and by exploring policy issues with respect to the AVF.

EL6547 Using Airpower to Counter WMD

2 Semester Hours

Given the threatened adversarial use of nuclear, biological, and chemical (NBC) weapons and chemical, biological, and radiological (CBR) hazards against U.S. national security interests, the Air Force must be prepared to prevent, protect against, and respond to this use of unconventional weapons in the context of contemporary military operations. To be successful, the Department of Defense and the Air Force must deliberately develop strategies that will enable the successful alignment of resources, personnel, and priorities to achieve U.S. policy goals to counter both nation-state and sub-state use of these unconventional weapons. This course will review and critique the process by which the DoD and Air Force develops, implements, and evaluates counter-WMD policy and strategy to meet national guidance. It will be particularly useful for personnel going to the Air Staff, Defense Threat Reduction Agency, or U.S. Strategic Command.

EL6548 Intelligence, Surveillance, and Reconnaissance and Cyberspace (Classified, US Personnel)

2 Semester Hours

Access to cyberspace is increasingly critical to meet joint and allied requirements for freedom of maneuver in all domains. Evolving information systems technology has turned the cyber arena into a multidimensional attack space that extends the conventional landscape to a virtual domain where key economic and national security assets are exposed to significant threats. This course examines the role of ISR in cyberspace. It begins with an overview of ISR at the strategic level of war and an examination of the cyber threat dynamic the environment, the threat, and the convergence of the effects of the cyberspace environment and the threat. It then discusses the legal issues associated with the cyber domain and concludes with an in-depth examination of the three pillars of cyber operations: exploitation, defense, and attack.

EL6549 Introduction to the US Intelligence Community

2 Semester Hours

Intelligence reporting from the US intelligence community (IC) informs and often drives US policy. The information provided by the IC provides the

factual context for the US National Security Strategy and heavily influences government strategies, policies and decisions across the full spectrums of diplomacy, information, defense and economics. This course first establishes the global threat environment, integrating and synthesizing the instruction received during core curriculum. Students will then be exposed to the structure and functions of the IC components an intelligence cycle, the Office of the Director of National Intelligence's strategy for mission integration, intelligence enablers and oversight, ethical consideration in intelligence, and intelligence collaboration.

EL6550 Developing Counter-WMD Policy and Strategy (SECRET—US Only)

2 Semester Hours

This elective is a companion-piece to the Arms Control and Non- Proliferation course. Given the threatened use of nuclear, biological, and chemical (NBC) weapons and chemical, biological, and radiological (CBR) hazards, the US government must articulate its policies to allow the deliberate development of strategies that will enable the successful alignment of resources, personnel, and priorities to achieve its policy goals. The DOD, and as a result, the Air Force, must understand the “whole of government” approach to countering the adversarial efforts by nation-states that have offensive weapons of mass destruction (WMD) programs and substate groups that seek out CBR hazards for use against unprotected civilians. This course will outline the general process by which the DOD and Air Force develop, implement, and evaluate counter-WMD policy and strategy to meet national guidance. It will be particularly useful for personnel going to the Air Staff, Defense Threat Reduction Agency, or US Strategic Command.

EL6551 Advanced Deterrence Concepts

4 Semester Hours

This is a two-term, joint elective for students from both the Air War College and the Air Command and Staff College. Students will examine strategic deterrence concepts, evaluate the impact of nuclear weapons on international relations, and apply those concepts to addressing contemporary policy issues. Students will gain advanced knowledge of deterrence theory and related concepts such as assurance, compellence, and coercion, and how they have affected US strategy, policy, and operations. The course has an implicit focus on nuclear deterrence, but other forms of deterrence, such as cyber, space, and conventional, will also be discussed. Students will engage these topics through classroom discussions of relevant academic material, two field-study trips (Los Alamos/Sandia National Labs and Washington, DC), student presentations,

and the production of an original research paper. Most course deliverables will be related to the research paper, and instructors will guide student research throughout the academic year. This course is open to all degree candidates at AWC and ACSC, including international officers who are degree candidates. A TS/SCI/CNWDI security clearance is required for portions of the field study trips, but accommodations or alternative activities for students without TS/SCI/CNWDI can be made.

EL6554 Space Operations (Classified, US Personnel)

2 Semester Hours

This course is for students with a minimal knowledge of space operations. It will address space issues from the perspective of all services as well as an international view. We will discuss the capabilities, limitations, vulnerabilities, and dependencies of all space systems and then analyze the command and control of space forces. We will assess how space systems affect US freedom of action in joint war fighting, including the integration of space in the domains of land, sea, air, and cyber. Students will assess current and future space systems.

EL6560 Homeland Security and Defense (Secret)

2 Semester Hours

We are now in an era when mass casualty weapons make it possible for individuals or small groups to inflict the kind of damage on societies that was once only within the capabilities of nation states. Natural and technological disasters have become more devastating both in human casualties and property costs. This elective examines how the evolving global environment with its complexities and interconnected critical infrastructures has become susceptible to the perturbing forces such as Black Swans and unprecedented events--Disasters (Natural/Tech), WMD, Terrorism, and Cyber Threats—and how this has led to the rise of U.S. Homeland Security Enterprise, National Preparedness, and Homeland Defense activities. It also highlights the need for strategic leaders to understand Crisis/Meta-Leadership skills to better address response and recovery operations after perturbing events.

EL6561 Wargaming Classical Strategy

2 Semester Hours

This elective introduces the concept of wargaming from the perspective of design. This course will explore the unique capability of wargames to function as a research methodology by using player participation to generate data for subsequent analysis. This course will examine wargaming from its

historical roots through current uses. It will cover game design including not only developing the issue to be wargamed, but also issues in scenario drivers, methodology selection, as well as in capturing and analyzing data. The course will also cover after action reporting. Finally, the course will require the students (working in groups) to develop and defend a wargame design

EL6562 Nuclear Wargaming

2 Semester Hours

This elective will examine the employment of nuclear weapons in both strategic and operational military operations. Using three case studies, students will examine nuclear weapons employment concepts and identify relevancy of nuclear weapons to contemporary strategy discussions. This elective will use three commercial wargames to illustrate these concepts – a strategic Cold War nuclear exchange between the United States and Soviet Union, an operational nuclear scenario between Pakistan and India, and a conventional military scenario against a nuclear-armed Iran.

EL6563 Arms Control and Non-Proliferation

2 Semester Hours

With the continuous threat from the proliferation of WMD technologies and weapons this course is designed to educate civilian and military members on Arms Control and Nonproliferation (NP) activities. The lessons are intended to enhance each participant's knowledge of the development, production, stockpiling, proliferation, and usage of Nuclear, Chemical, and Biological weapons, and Arms control and NP programs and treaties designed to stop proliferation.

EL6564 Modern Global Terrorism

2 Semester Hours

Easier access to and the use of more lethal forms of terrorism threaten the ability of nations to maintain the secure, stable environment essential to ensuring the well-being of their citizens. This course, sponsored by the Combating Terrorism Fellowship Program and the Joint Special Operations University, uses visiting faculty who are leading global experts in the field of combating terrorism and is primarily targeted to the international officers attending AWC. The course examines the causes and contributing factors of terrorism by individuals and groups and the impact governmental structure and methods of governance within a country have on the use of terrorism. It also provides a framework within which a whole-of-government approach can be developed to improve a country's capability to combat terrorism.

EL6573 “Just War” or is it just war: The Ethics of Warfare**2 Semester Hours**

This course will be an exploration of various views of war throughout Western history and the related moral frameworks that define the purposes and ethics of warfare. War is a common human activity that occurs in all human communities. What is unique, historically speaking, is how we have understood the purpose of that activity. Is it a theatre in which to exhibit the virtues? Is it a lamentable necessity? Is it just a fact of life with little moral import? Or is it simply immoral? Views about the moral meaning and purpose of warfare are diverse and complex. We will explore the ethics of warfare through sampling important texts throughout history – from the *Iliad* to the Enlightenment philosopher, Immanuel Kant - that distill important moments in the ethics of warfare. Through reading, reflecting, and discussing these texts we will discover moral perspectives that have informed thinking about warfare and how those perspectives still can apply to our thinking today.

EL6596 Group Research: Cyberspace (Classified, US Personnel)**4 Semester Hours**

Information-Age Warfare, Cyberspace and operations in, through and by means of the cyber domain are relatively new concepts and thinking, whether in doctrine or actual field operations, is in continuous evolution. The mutual influence of strategic, operational and tactical effects of operations in the cyber domain creates a continuing requirement for focused, future oriented and innovative thinking. This research seminar takes on that challenge by evaluating what the USAF must be able to do in, through and by means of the cyber domain to support US National Security, Joint Force or Functional Component Commanders.

EL 6619 Napoleonic Warfare**2 Semester Hours**

Revered for his military genius, Napoléon Bonaparte ushered in the birth of modern operational art. Using Clausewitz's model for historical analysis, this class will examine in detail his campaigns to understand the keys to his success and well as his eventual downfall. By using his campaigns as case studies, this course will examine a variety of relevant topics such as joint ops, the connection between policy and military strategy, civil-military relations, just war theory, counterinsurgency, stability operations, the Western way of war, and so forth. No prior knowledge of Napoleonic history is required as the course is designed for non-historians.

EL6621 Understanding Clausewitz**2 Semester Hours**

The subject of this course is Clausewitz's *On War*, often identified as the most important book written about military conflict. But despite its reputation, *On War* is seldom read in its entirety, is more often than not quoted out of context, and is generally not very well understood. It can be difficult to read and has been characterized as poorly organized, elusive, incomplete, and obsolete. The overall objective of this course is to make *On War* understandable as a whole work and to equip you to analyze and evaluate the efficacy of Clausewitz's thought. The course combines a number of different approaches to understanding *On War* pioneered by scholars to include Hew Strachan, Peter Paret, Jon Sumida, and others. Such approaches will include examining the purpose and nature of the work, Clausewitz's ideas on strategy and victory, the dialectic in *On War* and several others. But first and foremost the course is about reading and engaging with *On War* itself. Note: Though the reading load each week in this course is not excessive, the course will require significant intellectual effort to get the most out of the course readings and class discussions.

EL6625 The Quest for a Hypersonic Weapon System**2 Semester Hours**

Since the development of the B-17 in the 1930s, two primary reasons existed for replacing a current weapon system: to increase range and to decrease vulnerability. Yet, even with jet engines, the conventional aircraft of 1952 could not fly nonstop from the American to the Soviet heartlands. Even with aerial refueling--a capability still in development in 1952--it would still take the B-52, the most advanced bomber in the Department of Defense (DoD) pipeline, more than 10 hours to reach Moscow from Omaha. Whatever the range, studies also suggested the B-52 and its follow-on, the B-58 and B-70 bombers, would not be able to strike their Soviet targets without the use of decoys and electronic countermeasures by 1965. Thus, in the early months of 1952, the Bell Aircraft Company wanted the Air Force to consider the development of a hypersonic boost-glider to extend the service's existing capabilities into space by developing a vehicle to fly much faster, higher, and farther than any existing intercontinental jet bomber (or guided missile) and deliver an atomic bomb to a Soviet target. In 2002, the Air Force considered a similar paradigm consisting of a system-of-systems approach containing the current X-37B Orbital Test Vehicle.

EL6627 Dilemmas of Global Basing**2 Semester Hours**

Since the conclusion of the Second World War, U.S. bases overseas have been a defining feature of the American presence in the world. Barring a major shift in global power relations, both domestic and foreign American bases are here to stay. They will continue to be the source of debates as people question their true nature—are they a source of security, opportunity, danger? This course assesses scholarship about nations and territories hosting U.S. bases to consider concerns they share in common. It is divided into three segments, including an introduction, a look at case studies illustrating common challenges, and a final segment on strategy and lessons learned. Readings and discussions will encompass the politics of base establishment, maintenance, and relocation/closure, while also considering the most significant social, economic, and environmental challenges facing base-adjacent communities.

EL6628: Russian Foreign Policy

2 Semester Hours

This course examines Russian foreign policy since the end of the Cold War. As such, it evaluates how Russia views the current world order, what are its national interests, as well as how the Russian world view differs from Western conceptualization of the world system. We will start with discussing the theoretical framework of the course, which will be followed by a brief introduction to Russian history and the transitional period after the collapse of the Soviet Union. Next, we will analyze Russia's relations with the United States and Europe in detail. After that, Russian foreign policy in the Middle East and China will be examined. Finally, relations with the Near Abroad and compatriot policies of Russian minorities will close this course.

EL6629 Contemporary Issues in U.S. Civil-Military Relations

2 Semester Hours

Civil-Military relations in the United States have changed significantly since Samuel Huntington wrote his important piece, *The Soldier and the State*. New debates have emerged about the composition of the military, the effect of the all-volunteer force, the role of the military as a political actor, and the civil-military gap. These debates have both threatened the legitimacy of the military as an apolitical profession and led to concerns about effectiveness on the battlefield. This course asks students to look at today's military and its relationship with political leaders and society. In particular, we focus on how traditional tensions, changing norms, the all-volunteer force, and an evolving society affect civil-military relations today. The course finally explores the causes and consequences of the civil-military gap. Students will end the course with a better understanding of why good civil-military relations are important

to American democracy, good decision-making, and effectiveness, and be able to understand why and how contemporary debates in civil-military relations are important for future military leaders.

EL6740 Chinese Aerospace Power and Regional Security

2 Semester Hours

China's leaders and strategists believe aerospace development should proceed in keeping with their nation's growing comprehensive national power. China's aerospace development, while still uneven, has been comprehensive in nature since the end of the Cold War. It is proceeding at a scale matched by no other developing country and at a pace matched by no other great power. Aerospace capabilities already undergird China's antiaccess strategy, which would challenge US presence and allies' security in the region. At the same time, Washington and Beijing share many common interests, including the desire to avoid war and promote domestic economic growth. For all these reasons, it is critical to US national security interests to understand the goals and trajectory of Chinese aerospace development. This elective will enable students to better understand the development of Chinese aerospace power in order to make the best policies toward constructive relations with China, if possible, and to safeguard US interests.

EL6743 Globalization

2 Semester Hours

This course will familiarize the student with the different trends that are under way in the globalization process and the ways they impact US grand strategy and national security interests. It examines globalization in several parts. First, it attempts to identify the scope of globalization. Second, it looks at specific trends in the globalization process—how the world is getting economically, technologically, and demographically integrated. Third, it examines the cultural impact of globalization. Lastly, it discusses the security implications of globalization for state actors.

EL6747 Cultures of Violence

2 Semester Hours

This course examines areas and activities around the world where chronic violence has created ungoverned spaces and anarchic behavior. The course examines weak states and the violence that can erupt in poorly governed spaces—for example, militia warfare, organized criminal groups, and traditional armed groups such as the pastoral warrior societies of East Africa. The seminar will also consider activities that flow from and to the cultures of violence, such as arms trafficking, resource theft, conduct of refugee

communities, child soldiers, and trafficking in humans and drugs. The course will cover, among other topics, urban gangs in Latin America and Papua New Guinea; militias in Africa; tribal and ethnic groups in Yemen, Somalia, and Pakistan; violence in Colombia; and organized crime in the Caribbean and Europe. This course is concerned with behavior, activities, and other areas that fall through the cracks when studying more formal state-on-state conflict. This seminar will investigate the messy and dangerous world where violence is endemic and has created its own environment of power politics, control structures, and aberrant economic activity.

EL6748 Genocide, Ethnic Cleansing, and Mass Killings

2 Semester Hours

Genocide has been a part of human experience since the early moments of recorded history. The concept is overused, misunderstood, ignored, or even worse, denied. Since the experience of the Holocaust, the West has struggled with how to address the morally reprehensible physical acts of states and their leaders, as well as societal beliefs and political policies that precipitate and accompany genocide. This elective introduces students to the concept of genocide. We will examine the reoccurring phenomenon of genocide and investigate whether and how the United States, its allies, and international organizations might have better responded before, during, and after outbreaks of mass killings. Because US military and civilian agencies participate in the protection of human security based on stated and implied US foreign policy objectives, it is imperative that members of the government tasked with ensuring human security learn how to identify early signs of societal pathology that indicate the potential threat to populations. It is also necessary to consider alternative responses to situations in which genocide or atrocities are unfolding or ongoing.

EL6749 China's Use of Force: Past, Present, and Future

2 Semester Hours

This course examines the ways China might use force to advance or protect its interests. It analyzes the logic of Chinese threat perception in the light of calculation or miscalculation of consequences, with particular attention given to the Taiwan situation.

EL6750 Chinese Domestic Politics

2 Semester Hours

This course provides students with an in-depth understanding of China's domestic politics and political economy and the current and potential future

impact of domestic factors on China's foreign policy and international relations. Although the course primarily examines Chinese domestic politics since reform and opening in 1978, some historical content from 1949 to 1978 is explored. Topics analyzed in the course include domestic political institutions, political history, ideology, elite politics, political economy, society, politics of the periphery, and politics of reform.

EL6947 Surgeon General's Research Task Force (2 term)

4 Semester Hours

This two-semester course will offer students multiple options for exploring mental and physical health aspects of leadership through community engagement. The focus of student research will be on vital topics determined to be key to the Air Force Surgeon General's focus for the present and future.

EL6948 Surgeon General's Research Task Force (1 term)

2 Semester Hours

This one-semester course allows students flexibility to engage in mental and/or physical health initiatives deemed vital to strategic leadership by the Air Force Surgeon General's Chair.

EL6973 The Third Option: History and Fundamentals of Covert Action as an Instrument of Power

2 Semester Hours

When it was established by the National Security Act of 1947, the Central Intelligence Agency (CIA) was charged with several core functions for national security that have evolved through implementation and statute to the following: 1) collect intelligence through human sources and other appropriate means; 2) correlate, evaluate, and disseminate intelligence; 3) provide overall direction for and coordination of human intelligence collection operations; and, 4) "perform such other functions and duties related to intelligence affecting the national security as the President or the Director of National Intelligence may direct." This last function is colloquially known as "covert action," which was defined in statute in 1991 as "an activity or activities of the United States Government to influence political, economic or military conditions abroad, where it is intended the role of the United States Government will not be apparent or acknowledged." While historically the CIA is the lead US Government agency for covert action, there has been a noticeable increased overlap with US Military clandestine operations since 9/11. This course introduces Air War College students to the concept of covert action as a means of advancing national security objectives in addition to traditional instruments of power so military leaders better understand the capabilities and limitations of the CIA and the US Government in order to effectively consider the role of covert action

in the planning and execution of joint, interagency, and coalition operations. This course will delineate the distinctions between Title 10 clandestine and Title 50 covert action operations and will also consider the ethical challenges that accompany covert action operations.

EL6981 Partners, Allies, and International Relations

2 Semester Hours

This elective is designed to give specially selected US participants a greater understanding of US security relationships in particular global regions, build stronger ties to International Fellows at the Air War College, and expose US students to the International Fellows engagement/dialogue while conducting Field Studies inside the US.

EL6991 Sectarian and Minority Identities in the Contemporary Middle East

2 Semester Hours

For many students today, the Arab world or, more broadly, the Middle East has been in near constant conflict. As a result, the many and diverse populations of the region are often misunderstood and oversimplified. Since 2003, the question of sub-state identities in the Middle East has been disproportionately associated with the Sunni-Shi'a divide under the problematic label of 'sectarianism', yet viewing sectarian identity as any one thing (a religious identity *or* a social identity *or* a political construct etc.) is inherently flawed in that it insists on framing intrinsically multi-layered phenomena (sectarian identity and sectarian relations) in monochrome terms. In order to move beyond this unhelpful one-size-fits-all, this course will explore religious and sectarian, ethnic and cultural, tribal, and generational sameness and difference to build a broader understanding of the region with attention to how this diversity impacts current security challenges, relates to the narratives of VEOs, and what it means for US security interests in the region. The first half of the course focuses on the origins and formations of Middle East and Arab nation-states following Ottoman, colonial, and post-colonial times and explores how multi-ethnic, polyglot empires became modern nation-states struggling to define the nation's identity. In order to understand the religious and sectarian conflicts in the modern era, we will explore both the traditional Islamic texts and lived experiences of historical sectarian and minority groups. The second half of the course focuses on post-Ottoman nation states and how these identities impact recent and ongoing conflicts in the region. In particular, we will delve into Iraq, Yemen, Syria, and the Gulf states to identify sectarian, ethnic, tribal, etc. factors. From the vast diversity among the so-called Arab world, who is an Arab and what does it mean for contemporary geo-politics and US security interests therein?

EL6992 “Close Talkers,” “Silly Walkers,” and More: Communication, Culture, & Conflict in Cross-Cultural Contexts

2 Semester Hours

Communication always occurs in a context. From American to Afghan, Asian to African, Arabic to Indian cultural contexts, this course examines how worldviews, values, and assumptions are reflected in our verbal and nonverbal communication patterns. We examine culture from a communication perspective because communication is the means through which all human interaction is conducted, and relationships formed, negotiated, maintained, and dissolved. Communication is therefore much more than simply a vehicle for transmitting information; it shapes how we construct meaning, create shared communal practices, negotiate social reality, and develop our understanding of ourselves and our place in the world. And the world we live in today is one with borders that are increasingly porous, in which cybercrime, conflict, global disease, natural disasters, and humanitarian crises don't necessarily recognize boundary lines drawn on a map. In today's globally connected world, it is important to recognize how the underlying values and beliefs of different cultural groups – allies and adversaries -- shape their worldviews, decision-making strategies, conflict management approaches, and communication styles. Armed with such knowledge, we can cultivate the frameworks and skillsets essential to successful communication in 21st-century intercultural contexts.

EL6993 Strategic Communication and Strategic Leadership

2 Semester Hours

In this elective students will explore and create models of written, textual, oral, aural, and digital communication. Students will create communication texts in multiple genres particular to a variety of audiences. The content of this course will partly draw content for communication from the theories and applications of core courses and other electives.

EL6994: The Constitution and the Strategic Leader

2 Semester Hours

This elective is an evaluative seminar covering the history, structure, and application of the U.S. Constitution for DoD, U.S. government, and partner nation strategic leaders. The course will cover aspects of the U.S. Constitution that strategic leaders should be familiar with, such as the history of the Constitution, its structure, federalism, separation of powers, checks and balances, equal protection, due process, control of the military, and guarantees

of individual rights. A faculty member from the Air Force Judge Advocate General's School will lead each session. Students will have assigned readings prior to each meeting and will be ready to discuss and evaluate the applicable issues arising in each topic. However, readings and pre-class preparation will be kept to a minimum.

EL6995: Leadership Theory: OK, Now How Do I Apply It?

2 Semester Hours

This course provides a follow-on to the Air War College (AWC)-required *Strategic Leadership and the Profession of Arms* (SLPOA) course in that its focus is on application. The course is intended for lieutenant colonels, colonels, equivalent sister-service officers, civil service personnel currently enrolled in the AWC, and international students enrolled in AWC. Students will review the popular leadership theories of Kouzes and Posner (Leadership Challenge), Warren Bennis (Four Strategies), John Maxwell (360^o Leadership), and Peter Senge (Five Disciplines), but the central focus of the course will be on application to realistic leadership scenarios. The course will also look at followership. In each case, we will discuss how students can apply the leadership concepts to their current or recent position. Classroom discussions will be supplemented with case studies.

Additional Events and Programs

National Security Forum.

The National Security Forum (NSF) is an event sponsored by the secretary of the Air Force and hosted by AWC during the week before graduation. It is the capstone event of AWC's academic year. The NSF brings together approximately 125 civilian leaders with diverse backgrounds from locations around the United States to join with the AWC class. The primary objective of the NSF is a frank and candid exchange of views on national security matters among our invited guests, AWC students, and senior military and civilian leaders. The week is devoted to exploring the many issues that affect the current and future security of our country, focusing heavily on the role of air and space power as an instrument of national security. The forum's distinguished speakers, seminars, and social functions serve to broaden and solidify the participants' understanding of air and space power and national security issues.

Commandant's Lecture Series.

The Commandant's Lecture Series generally includes two types of invited speakers: (1) senior governmental civilians (DOD, DOS, Department of Homeland Security, and so forth) and general/flag officers from the US government and allied countries; and (2) respected and recognized individuals from across society including such professions as industry, media, politics, entertainment, and sports. Senior governmental civilians and general/flag officers will engage students on some of the most challenging topics they will face as senior leaders, generally relating to their own current and previous governmental positions and leadership experiences. These senior officers will also often include specific discussions about their expectations of new senior leaders. This second category of speakers is designed to broaden students' experiences, exposing them to diversity of thought and providing additional tools for tackling the complex challenges of their future leadership roles. Speakers may engage the students on topics ranging from motivational stories of inspiration and perseverance to civilian organizational leadership, business success/failure, and stories of innovation.

Executive Leadership Feedback Program.

The Executive Leadership Feedback Program (ELFP) offers a unique state-of-the-art program that uses a 360-degree multi-rater assessment (self-ratings compared to ratings by superiors, subordinates, and peers) and allows a comparison of how individual ratings measure up to those of other senior service college students. The ELFP also combines a detailed assessment of personality attributes arrayed with relevance toward strategic leader competencies (e.g., personality attributes related to negotiation, interpersonal leadership), as well as an assessment of team roles, and offers raters the opportunity to provide text comments for developmental purposes. An individualized, 104-page leadership assessment portfolio report is generated for each student, and one-on-one feedback is provided by a member of the ELFP who is certified to provide the feedback. The results are presented with the intent of enhancing self-awareness to focus and accelerate leader development in our students.

Language Programs.

International Officer School (IOS) provides intensive English as a Second Language (ESL) instruction during an 8-week preparatory course prior to Air War College to help international military students develop successful strategies for communicative, cultural, and informational challenges.

US and international students may participate in foreign language courses taught by the Defense Language Institute. These noncredit, nongraded courses are optional and not at the graduate level and therefore do not count

toward the master's degree or AWC graduation requirements.