

Master of Strategic Studies

Air War College

Internet Address

<http://www.au.af.mil/au/awc/awchome.htm>

Mission. *Educates officers to serve as strategic national security leaders.*

The Air War College is the Air Force's senior professional military education (PME) institution. The school is also accredited by the chairman of the Joint Chiefs of Staff to provide joint professional military education phase II. The War Department established the AWC in 1946 at Maxwell Field, Alabama, and the college has operated continuously except for a six-month period during the Korean conflict. The first class to graduate from the AWC contained 71 students; 32 of those graduates went on to become general officers. The school's mission for that first class was relatively simple: "to promote sound concepts of the broad aspects of air power in order to assure the most effective development and employment of the air arm." To accomplish the AWC mission today, students demonstrate mastery of dual challenges—academic enhancement and professional development. To meet these challenges, the college develops the knowledge, skills, and attitudes in its students that are significant to the profession of arms, with emphasis on air, space, and cyberspace and its application in joint, interagency, and multinational war fighting. AWC graduates are rising strategic leaders of character who can think critically and creatively in an uncertain global environment.

Since 1946, more than 14,000 military officers and senior government civilians have graduated from the AWC resident program; of those, nearly 1,400 were officers from US friends, allies, and partners. In addition, since 1949, more than 60,000 students have graduated from the AWC Distance Learning program.

AWC is a relatively lean institution. The college is comprised of a command section, one academic directorate (Academic Affairs), and one support directorate (Student Operations). Within Academic Affairs, a single dean (DE) oversees the development, execution, and assessment of curriculum for both the residence and nonresidence (or distance learning [DL]) programs. The DE is also responsible for all aspects of faculty management, including hiring and professional development. An associate dean of resident programs and an associate of distance learning lead the faculty and assist the DE in their respective areas. The curriculum for the residence program is developed and delivered through three departments—the Department of Strategy, the Department of Leadership and Warfighting, and the Department of International Security Studies. These three departments also work together with members of the DL faculty to develop nonresidence curriculum.

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 will be dually enrolled in the AWC senior-level professional military education (PME) program and the AU master of strategic studies degree program and, therefore, 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) 1800.01D, *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.

Learning Outcomes. The AWC resident program produces graduates who are able to

- lead successfully at the strategic level in a joint and coalition environment, exhibiting the traits essential to the profession of arms and promoting the proper strategic employment of airpower;
- develop military strategies that, in concert with other instruments of national power, achieve the goals of national security strategy;
- critically analyze complex political-military situations and clearly articulate strategic thought, orally and in writing, from a joint perspective;
- capitalize, as senior leaders, upon diverse personal and professional relationships forged from the broader education.

Faculty. The Air War College'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 validated educational theory and practice. Military officers 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. As the senior Air Force PME school, AWC annually educates about 240 resident students from all US military services, federal agencies, and 45 other nations.

Eligibility. Lieutenant colonels, colonels, and the equivalent in sister-service rank or civil service grade are eligible to attend AWC. 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 AFI 36-2301, *Professional Military 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 either by holding a qualifying undergraduate degree from a regionally accredited college/university (US bachelor's degree or its equivalent) or by meeting academic credentials admission requirements through the portfolio admission process and (2) provide an acceptable score on the Test of English as a Foreign Language (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 diploma status cannot be considered for the degree once diploma status is established.

Graduation Requirements. Students fully admitted to the degree program must complete the AWC resident program depicted in the curriculum summary below. 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 war game, and fully participate in the National Security Forum and Distinguished Lecture Series.

International Fellows receiving the diploma participate in core (6200-6800 series) and elective courses (6000 series), the Global Challenge Wargame, the National Security Forum, and the Distinguished 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.

SYLLABUS

Course Number and Title	Semester Hours
EL 6000 Elective(s)	4
RE 6100 Research	5
LD 6200 Joint Strategic Leadership	3
NS 6300 National Security and Decision Making	3
FS 6400 Foundations of Strategy	5
WF 6500 Warfighting	6
RS 6600 Regional and Cultural Studies	4
GS 6700 Global Security	3
WG 6800 Global Challenge War Game (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.

Grand Strategy Program. The Grand Strategy Program (GSP) is an intense course of study for selected students seeking a deeper understanding of the development and implementation of grand strategy than is attained through the regular curriculum. The program 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 program are degree-eligible students and complete all courses required for the master of strategic studies. GSP is a volunteer program of approximately 12 students forming a separate seminar at the beginning of the academic year. Interested officers are encouraged to speak with the GSP director for additional information, 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 GSP enrollment. Course descriptions for the GSP follow the regular program course descriptions.

SYLLABUS

Course Number and Title	Semester Hours
SA 6050 Theory and Practice of Strategy	3
PR 6051 Practicums (P/F)	1
RE 6150 Research	5
LD 6250 Functions of Senior Leadership	2
NS 6350 National Security Policy	3
EL 6401 Military Innovation	2
FS 6450 Foundations of Strategy	6
WF 6550 Campaign Design and Execution	3
RS 6600 Regional and Cultural Studies	4
GS 6750 Global Security	3
WG 6850 Wargames (P/F)	3
EX 6950 Comprehensive Oral Exam	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.

AWC Resident Curriculum Course Descriptions

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

RE 6100 Research

5 Semester Hours

The research requirement is designed to allow students to perform in-depth critical analysis on a subject of US national security interest. 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. Most research will be conducted as an individual effort, but the AWC may offer selected students the opportunity to complete this requirement via a faculty-led group research project. International Fellow resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

LD 6200 Joint Strategic Leadership

3 Semester Hours

Joint Strategic Leadership is designed to introduce and develop the concepts and skills required of professional leadership through an examination of the attributes of character at a senior level as well as responsible command, leadership, and management practices. Successful

leadership at the strategic level in today's environment calls for unique sets of knowledge, skills, and abilities. The course of study facilitates these objectives through thoughtful reflection, critical assessment, creative thinking, and consideration of the issues found in the current volatile, uncertain, complex, and ambiguous environment. At the conclusion of the course, the students will better understand the role of leaders as change agents for their organizations and the expanding challenges of leading at the strategic level. International Fellow resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

NS 6300 National Security and Decision Making

3 Semester Hours

The National Security and Decision Making course assesses the context and processes for developing US security strategy and policy as well as the use of the national instruments of power in support of that policy and strategy. The context assessment encompasses the overarching political and economic currents that influence global, regional, and national security environments. The course assesses the influence of various institutions and factors on the national security decision-making process, including individual psychology, bureaucratic politics, Congress and the presidency, interest groups, think tanks, civil-military relations, intelligence, and the interagency process. The course synthesizes context and processes by analyzing the politics of planning, developing, and acquiring military forces 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 State Department members in the seminar. International Fellow resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

FS 6400 Foundations of Strategy

5 Semester Hours

Foundations of Strategy (FS) is designed to develop senior leaders who can think incisively about, develop, and implement strategy at the highest levels of war in the context of national policy objectives and available resources; work comfortably while considering a broad range of strategic issues that constantly change depending upon a range of circumstances at the local, national, and international level; and work effectively in a joint and multinational environment. The course uses seminar discussions, readings, lectures, case studies, practical exercises, and students' written (and briefing) products to facilitate the evaluation of various themes such as the influence of politics across the full spectrum of warfare, the importance of particular circumstances, the challenges of converting military victory into political success, the contribution of airpower at the strategic and operational levels of war, the challenges of coalition warfare, and the challenges of irregular warfare. 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. International Fellow resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

WF 6500 Warfighting

6 Semester Hours

The Department of Leadership and Warfighting develops senior leaders with the skills to plan, deploy, employ, and control US and multinational forces throughout the range of military

operations with an emphasis on air, space, and cyber space forces as they contribute to joint, multinational, and interagency operations. During the Warfighting curriculum, students will synthesize and evaluate current and emerging joint war-fighting/enabling capabilities with special emphasis on the employment and sustainment of air, space, and cyberspace forces in a joint, interagency, and multinational military environment. The course analyzes how weapons of mass destruction/ effects (WMD/E); information operations (IO); cyberspace operations; security, stability, transition, and reconstitution (SSTR); joint intelligence; joint logistics; and strategic communications are integrated to support the national military and national security strategies across the spectrum of national security threats.

Additionally, students analyze the concepts of theater campaign plans, design, and the joint operation planning process, through which combatant commanders set the military conditions for attaining national and coalition objectives as both a supported and supporting instrument of power. The intent is to prepare each AWC student for agile, proactive, and future-focused national security planning. International Fellow resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

RS 6600 Regional and Cultural Studies

4 Semester Hours

The Regional and Cultural Studies (RCS) course is an integral part of the curriculum, preparing senior leaders to evaluate the socioeconomic, political, cultural, and security issues within a particular region. To meet the challenges of the air and space expeditionary force, the RCS course provides students the opportunity to evaluate an area of the world where a unified combatant commander must implement the national military strategy in support of US security policy. The RCS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 regions. During the third term, students complete 32 classroom hours (16 instructional periods) of focused academic preparation. The regional field study allows students to discuss security policy issues with senior political, military, cultural, and academic leaders. Logistics, administrative preparation, and travel planning for the regional field research are accomplished throughout the academic year. International Fellow resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

GS 6700 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 power politics from a region-to-region perspective, examine the roles nations and non-state 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 Regional and Cultural Studies program. It capitalizes upon student experience from their RCS academics and field study. International Fellow resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

WG 6800 Global Challenge Wargame**2 Semester Hours**

AWC conducts this six-day unclassified capstone war game (set 10 years in the future) at the strategic and operational levels with full play by every student and the faculty. As a summative application of the knowledge, skills, and attributes gained during the academic year, the Global Challenge (GC) mission focuses on experiential learning versus doctrinal experimentation and research. With that mission, it challenges students to assess (critically think, creatively address, and decisively communicate) complex scenarios in a time-constrained environment, prepare and defend courses of action, and pursue national objectives using all the instruments of national power (diplomatic, informational, military, and economic while applying an understanding of regional cultural issues) as directed by the GC president (a faculty member). Faculty teams and subject-matter experts manually adjudicate game play to ensure synthesis of critical issues affecting national policy within the various regions of the world. The faculty's mission in directing game play and adjudicating student actions is to shape game inputs that realistically reinforce JPME and AWC learning objectives. As objectives are met, the game continues its spiral development by presenting continual challenges to test student critical thinking and synthesis of the instruments of national power. The war game is graded pass/fail.

Grand Strategy Program Course Descriptions**SA 6050 Theory and Practice of Strategy****3 Semester Hours**

This course provides an intensive study of strategy, rooted both in international relations theory and history. Block I consists of an overview of the security studies subfield of international relations. The overview has two goals: (1) to understand the major theoretical perspectives in security studies, and (2) to survey some of the most important debates in the field with an emphasis on recent contributions. Topics addressed include realism, liberalism, constructivism, international institutions, nuclear proliferation, counterinsurgency, and unipolarity. Block II examines a series of case studies of the formulation and execution of grand strategy by rising, declining, and hegemonic powers seeking to maintain their status in a variety of historical and regional contexts. Rather than examining American grand strategy, the intent of the block 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 subsequent study of American strategy in the GSP National Security Policy course. 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.

PR 6051 Practicums**1 Semester Hour**

The GSP curriculum incorporates certain activities outside the confines of the normal classroom that are designed to expose students to senior military decision and policy makers as well as conduct outreach to civilian academic institutions. Examples include TDYs to the national capital region to interface with Department of Defense and joint military strategic planners, senior strategy and policy planners on the National Security Council staff, and senior policy planners in the Department of State. GSP students also participate in the Hap Arnold Distinguished Lecture series, during which they present the results of their professional research

to an academic audience and conduct follow-on discussion of those results, broadly exposing civilian academia to the Air War College and educating them on its role in developing and implementing national security policy.

RE 6150 Research

5 Semester Hours

The GSP research program is designed to allow students to perform in-depth critical analysis on a focused topic of US national security interest. The research topic changes each academic year and is chosen by the GSP faculty in concert with the chief of staff of the USAF's Strategic Studies Group. The research program is focused on improving students' argumentation and expression skills while they explore relevant strategic and operational issues. Students must produce a professional studies paper (PSP) of approximately 20 pages that does not exceed 5,000 words. The chair of the Air War College Department of Strategy approves all faculty advisors for the GSP student PSPs.

LD 6250 Functions of Senior Leadership

2 Semester Hours

This course is framed around five essential functions of senior leadership: sense-making, relating, visioning, inventing, and negotiating. The premise underpinning this course of instruction is one that combines theory, relevant readings, and field study (strategic engagements) in a manner that reinforces both key principles and nuances of senior leadership.

NS 6350 National Security Policy

3 Semester Hours

This course examines the context and processes for the development of American national security strategy and policy and the use of the nation's instruments of power in support of that strategy and policy. It begins with an examination of the history of American national security strategy and contemporary debates regarding the future orientation of this strategy. It then assesses the influence of various institutions and factors, such as Congress, government agencies, interest groups, the media, and public opinion, on the national security decision-making process. To enhance the practical elements of the curriculum, the course includes a trip to Washington, DC, involving visits to government institutions and agencies as well as nongovernmental entities involved in the development of American national security policy.

EL 6401 Military Innovation

2 Semester Hours

This course is a book-based, 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. The course has a loosely chronological organization but does not seek to cover military innovation and change during all periods and places. Instead, the course seeks to evaluate military innovation and change from multiple perspectives, drawing upon key books from various disciplines to develop a broad, synergistic understanding of innovation. This course is offered to GSP students only.

FS 6450 Foundations of Strategy**6 Semester Hours**

Foundations of Strategy (FS) is designed to develop senior leaders who can think incisively about, develop, and implement strategy at the highest levels of war in the context of national policy objectives and available resources; work comfortably while considering a broad range of strategic issues that constantly change, depending upon a range of circumstances at the local, national, and international level; and work effectively in a joint and multinational environment. The course pays special attention to strategy development for the venues of air and space and to the impact of air power on national and military strategy. The course uses seminar discussions, readings, lectures, case studies, practical exercises, and students' written (and briefing) products to facilitate the evaluation of various themes such as the challenges of strategy development, implementation, and analysis; the influence of politics across the full spectrum of warfare; the importance of local circumstances; the challenges of converting military victory into political success; the challenges of coalition warfare; and the challenges of warfare in an age of information and globalization. The course also serves as the foundation for further study 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. The GSP FS course differs from the core curriculum course in that it requires additional reading, and the individual seminars are lengthened to provide more active learning time to more thoroughly examine the issues under consideration.

WF 6550 Campaign Design and Execution**3 Semester Hours**

The Campaign Design Course evaluates the development of theater strategies, campaign plans, and their execution in the contemporary operating environment. It also assesses the integration of joint, interagency, and multinational capabilities, as well as the joint air domain, in contemporary campaign planning and execution. The course consists of in-depth case studies of Operations Enduring and Iraqi Freedom, evaluating each phase of these campaigns chronologically, including an assessment of the application of joint, service, and interagency doctrines and capabilities. Focus is placed on the strategic and operational levels of war. The course uses a book-based approach in which students will read most or all of a number of contemporary books on the wars in Iraq and Afghanistan and concludes with a student-led Afghanistan campaign assessment, based on the current situation and formulation of a campaign design that achieves US strategic objectives.

RS 6600 Regional and Cultural Studies**4 Semester Hours**

The Regional and Cultural Studies (RCS) course is an integral part of the curriculum, preparing senior leaders to evaluate the socioeconomic, political, cultural, and security issues within a particular region. To meet the challenges of the air and space expeditionary force, the RCS course provides students the opportunity to evaluate an area of the world where a unified combatant commander must implement the national military strategy in support of US security policy. The RCS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 regions. During the third term, students complete 32 classroom hours (16 instructional periods) of focused academic preparation. The regional field study allows students to discuss security policy issues with senior political, military,

cultural, and academic leaders. Logistics, administrative preparation, and travel planning for the regional field research are accomplished throughout the academic year. GSP students participate in the core RCS program with students from the rest of the AWC student body.

GS 6750 Global Security

3 Semester Hours

The Global Security course analyzes the complexity of security issues in selected regions of the world through an emphasis on particular themes, including the requisites for democracy, the relationship between democracy and internal/regional stability, models of economic development, environmental issues, internal order, civil-military relations, and the role of religion and politics. These themes allow a focus on a range of developing countries, enabling the students to analyze and interpret conditions of political, economic, and social stability in particular countries of interest. The course is designed thematically with applications, where the thematic readings are reinforced by regional or national applications of the pertinent themes. The Global Security course follows and complements the Regional and Cultural Studies Program, capitalizing upon student 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.

WG 6850 Wargames

3 Semester Hours

The Grand Strategy Program's war-gaming curriculum provides a future-oriented look at emergent defense problems. The program consists of two wargaming practicums, held either at Maxwell AFB or in one of several venues in the national capital region. In the past, GSP students participated in a war game hosted by the Office of the Secretary of Defense (OSD) Net Assessment-sponsored war game in Washington, DC. The war-gaming practicums provide an intensive three-day examination of a future operational challenge that leverages outside expertise assembled from across DOD, and the students apply the broader themes of the GSP to analyze an operational-level military problem in a joint and coalition context. Participation in these high-level war games not only provides the students with a platform to synthesize and internalize the program's themes but also presents an opportunity for them to network with active policy planners across government and key think tanks. The connections built through these networks provide a lasting avenue for students to shape debate and impact policy discussions upon graduation.

EX 6950 Comprehensive Oral Exam

1 Semester Hour

Comprehensive oral exams are designed to assess a student's synthesis of the entire GSP curriculum. A panel of three faculty members with terminal degrees conducts an intense question-and-answer session of approximately two hours with a single GSP student. The student must demonstrate a high level of synthesis for all GSP 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 a pass/fail basis.

Air War College Resident Curriculum Electives

All students within the regular curriculum must complete six 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 the international and domestic security environments. Elective course options follow.

EL 6122 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.

EL 6231 Command and Conscience

2 Semester Hours

In a prudent and practical manner, this course examines a variety of topics of immediate professional concern to the commander. How does today's leader, for example, resolve the tension inherent in the occasional clash of command responsibility and ethical imperative? To whom or to what, for instance, does the leader owe the highest loyalty? To his superior? To the Constitution? To his religious and philosophical judgments? Which has priority—mission or men? If integrity is—as it must be—the heart of the officer corps, it must first be examined before it can be assimilated. This course, then, inquires into the nature of military integrity. International Fellow resident diploma students receive audit status for this course.

EL 6232 Right, Wrong, and In-Between: Philosophy and Ethics for Senior Leaders

2 Semester Hours

This traditional liberal arts course emphasizes analysis of what is publicly advertised or socially accepted as “good.” It is a challenging examination of those “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?” International Fellow resident diploma students receive audit status for this course.

EL 6234 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. International Fellow resident diploma students receive audit status for this course.

EL 6235 Operations Law for Commanders**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 frame-work 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. International Fellow resident diploma students receive audit status for this course.

**EL 6236 Communicating for Effect:
Global Media Engagement Battle Space****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. International Fellow resident diploma students receive audit status for this course.

EL 6238 Negotiation Theory and Application**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 your negotiation and mediation skills but also improves your 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. International Fellow resident diploma students receive audit status for this course.

EL 6239 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. International Fellow resident diploma students receive audit status for this course.

**EL 6240 Overcoming the Fog of Culture:
Tools for the Senior Warfighter****2 Semester Hours**

From Bagram to the Horn of Africa and Incirlik to Yokota, today's senior military leaders operate in culturally complex environments, working daily with host nation counterparts, nongovernmental organizations, international organizations, and civil society. A slew of recent guidance documents makes 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. International Fellow resident diploma students receive audit status for this course.

**EL 6241 Just War: Classical Wisdom and
Contemporary Conflict****2 Semester Hours**

Despite Clausewitz's famous dictum that "war is an act of force that can theoretically have no limits," political, military, religious, and social leaders do seek to restrain both the occasions for war and the means of fighting. Just war theory is useful for structuring the terms of debate about the justice and injustice of particular wars and tactics. Any question of significance to students (regarding ethics and war) will be fair game in this seminar. International Fellow resident diploma students receive audit status for this course.

**EL 6244 From Good to Great—Continuous
Process Improvement for Strategic Leaders****2 Semester Hours**

This course is designed for highly motivated students who see the need to improve military processes but question the direct applicability of business practices to the military environment. The course focuses on continuous process improvement (CPI) in a military context while avoiding a litany of Japanese terms (*gemba*, *andon*, *kaizen*, *heijunka*, *kanban*, etc.) or hours spent perfecting Balanced Scorecard PowerPoint briefings. 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 written by some of the most respected authors in the field, guest speakers, visual media, site visits, and classroom discussion, students will gain a practical understanding of CPI. International Fellow resident diploma students receive audit status for this course.

EL 6310 Guns and Butter:

International Economics and National Security

2 Semester Hours

Economic factors are of great importance to the foreign and domestic policies of the United States and other countries. What are the United States' economic interests? Does the international economic system make the United States more or less secure? Will the economic growth of China, India, and other developing countries undermine the existing system of international economic management that was, in large measure, created by the United States? Are the political structures that regulate world financial and trading markets sufficient to manage crises, or are fundamental reforms required to provide sustained stability in international economic relations? This course examines the evolution and functioning of the major countries, institutions, and issues in the international economic system as a way of analyzing the relationship between international politics and international economics. The purpose of the course is to critically evaluate the current structure of the world economy and analyze whether it contributes to or undermines the long-term interests of the United States. International Fellow resident diploma students receive audit status for this course.

EL 6321 Psychology of Decision Making

2 Semester Hours

How do people make decisions? What mistakes do decision makers often commit? How can the decisions of others, including potential allies and enemies, be better understood? What can I do to become a better decision maker? The purpose of this course is to explore how psychologists answer these questions and what they have to offer to the strategic decision maker in the field of national security. The course will examine such questions as the following: How should one deal with the overwhelming amount of information that inevitably confronts the strategic decision maker? What are the promises and perils of using the lessons of history or intuition in the strategic decision-making process? How should the issue of risk taking be addressed? How can emotions, stress, culture, and personality affect the decision-making process? What is the best way to manage decision-making groups? We will examine these questions in each class by looking at specific cases of decision making in the realm of national security. Throughout the course, our focus will be on how a psychological perspective may help us become better decision makers at the strategic level. International Fellow resident diploma students receive audit status for this course.

EL 6322 US Grand Strategy

2 Semester Hours

As the United States enters the twenty-first century, how should it use the resources at its disposal to preserve and enhance its long-term interests? What is America's role in the world? In other words, what should America's grand strategy be? This course tackles this question by analyzing and evaluating the different ways the United States has conceived of and implemented

its grand strategic designs since it emerged as a world power at the start of the twentieth century. The purpose of the course is to critically examine the fundamental ideas that have underpinned America's attempts to make itself more secure in order to better understand what the United States' grand strategy should be today and in the future. International Fellow resident diploma students receive audit status for this course.

EL 6323 Peace and Stability Operations

2 Semester Hours

This course focuses on the problems of planning, deploying, sustaining, and reconstituting forces in peace and stability operations, including stabilization/reconstruction/phase IV operations. In doing so, it examines the most important peace and stability operations of the past 15 years and the roles played by the military. The course addresses the strategic and operational

decision-making and planning processes of the United Nations, the US DOD, regional organizations (including the North Atlantic Treaty Organization [NATO]), and coalition partners. The course also analyzes the force structure requirements, capabilities, and limitations of multinational, coalition, and joint forces in meeting security objectives, especially in the execution of peace and stability operations and postwar reconstruction. International Fellow resident diploma students receive audit status for this course.

**EL 6331 Central Intelligence Agency (CIA) Roles, Missions, and Military Support
(Classified, US Personnel)**

2 Semester Hours

To successfully craft national security policy, the US government requires intelligence—accurate, timely, relevant information and analysis—about current or projected threats to US national interests. The CIA's primary mission is to support the White House by collecting, processing, analyzing, and disseminating strategic intelligence to support the policy process. The CIA supports other agencies and departments, including the Department of Defense, across the spectrum of conflict. As the United States seeks to better integrate all elements of its national power, successful military leaders will need to understand the capabilities and limitations of intelligence to effectively use it in the planning and execution of joint, interagency, and coalition operations.

EL 6341 Diplomacy and Breakthrough Negotiations

2 Semester Hours

This course will provide students in-depth and first-hand insights into the role of diplomacy in international relations, with emphasis on breakthrough negotiations. Cases covered will be mostly those in which negotiations were either a consequence of war or were connected to significant military deployments. The interplay between military and civilian roles and objectives will be a recurring theme—especially in these in-depth studies: (1) The Dayton Accords; (2) the Panama Canal Treaties; and (3) The US/Egypt/Israel Camp David Accords.

**EL 6455 Group Research:
Blue Horizons (Classified, US Personnel)**

4 Semester Hours

The chief of staff of the Air Force has directed that the Center for Strategy and Technology (CSAT) Blue Horizon study for the 2012–13 academic year will focus on the required unique capabilities to be viable in 2035. Blue Horizons will conduct an in-depth examination of two alternate futures contained in the Air Force Strategic Environmental Assessment to identify unique requirements or capabilities required to deal with these futures, explore technologies and concept of operations that improve Air Force readiness to respond to the challenges they present, and assess the degree of risk if these challenges cannot be overcome. This study will directly inform the congressionally mandated Futures Capabilities Game and guide the Air Force's program submission.

**EL 6459 Why Can't We All Just Get Along?
Debating the Big Questions about War and Peace**

2 Semester Hours

Policy makers frequently complain that the academic study of international relations (IR) has produced little in the way of useful knowledge. The reigning perception is that most IR scholarship is either irrelevant or inaccessible. In this course, we bridge the theory-policy divide by an overview of some important contributions IR scholars have made to the study of international security. The overarching goal is to assess what, if anything, the military profession can learn from the security studies literature. International Fellow resident diploma students receive audit status for this course.

EL 6462 Why Insurgencies Win (and Lose)

2 Semester Hours

This course assesses the phenomenon of materially weak insurgent victories over far more powerful states by examining the relatively small literature on this timely subject. Explanations of insurgent victories include superior political will and readiness to sacrifice blood and treasure, superior strategy, nature of the enemy regime, and the availability of foreign assistance. International Fellow resident diploma students receive audit status for this course.

**EL 6467 The Vietnam War:
What Happened and Does It Matter?**

2 Semester Hours

This course addresses the causes, characters, consequences, and lessons of the Vietnam War (1945–75) for the purpose of facilitating an informed understanding of the challenges the United States faces in Iraq today. It focuses on both the foreign policy context of US intervention in Vietnam and the conduct of US military and other operations during the war. The course is organized into four major sections: (1) an overview of the Vietnam War and its associated issues, (2) an examination of the foundations of post-World War II US foreign policy—and domestic political considerations—that propelled the United States into the Vietnam War, (3) an assessment of America's conduct of the war and the reasons for its defeat, and (4) an analysis of the differences and similarities between the Vietnam and Iraq wars. International Fellow resident diploma students receive audit status for this course.

**EL 6469 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. International Fellow resident diploma students receive audit status for this course.

EL 6471 Development of Expeditionary Airpower

2 Semester Hours

The United States Air Force and a number of its closely allied airpower partners have considerable experience in the employment of air, and later air and space, power in an expeditionary role. Understanding through evaluation of how the operational and strategic concepts of employment developed is the focus of this course. International Fellow resident diploma students receive audit status for this course.

EL 6475 Strategic Dilemmas

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 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. International Fellow resident diploma students receive audit status for this course.

**EL 6515 Defense Acquisition:
Providing Military Capability to the Warfighter**

2 Semester Hours

Defense acquisition is a political and administrative process by which the department converts material resources into military capabilities. This course will examine the basics of acquisition, including research, development, test, and evaluation (RDT&E), procurement, and life cycle support. It also will examine the intersection with the user community, as well as with industry and foreign states. As the acquisition system evolves continually, the course will study some of

the internally and externally driven changes affecting the current process. International Fellow resident diploma students receive audit status for this course.

**EL 6517 Mass Media and the
Culture of American Warfighting**

2 Semester Hours

This elective examines the significant influence of written, spoken, and visual mediums in reflecting and shaping the US military's national and global public image, as well as its strategy, doctrine, and war-fighting policies. Moreover, students will review, analyze, and synthesize textual and mass media (motion pictures, television, and radio) examples and case studies affecting the perceptions and realities of American war-fighting culture. These examples and case studies will come from World War I, the interwar years, World War II, the Cold War years, and the twenty-first century. International Fellow resident diploma students receive audit status for this course.

**EL 6540 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 how mobility resources and capabilities evolved, future directions in air mobility, and the impact on our current and future national security and military strategies. International Fellow resident diploma students receive audit status for this course.

**EL 6541 Navy and Marine Corps
Expeditionary Forces**

2 Semester Hours

This course is designed to give students a comprehensive introduction into Naval Expeditionary Warfare. It covers current Navy and Marine Corps strategy and doctrine, emphasizing Navy/Marine Corps force planning, forces and capabilities, and military operations. Students will be given comprehensive briefings on US Navy and Marine Corps operations in support of joint strategy, will participate in panel discussions and case studies, and will travel on field trips for hands-on reinforcement of lessons. International Fellow resident diploma students receive audit status for this course.

**EL 6542 Command and Control of
Air and Space Power**

2 Semester Hours

This course is designed as a base-level introduction of past, current, and future issues concerning the joint force air component commander (JFACC). It is specifically intended for operators who may be assigned to a JFACC or joint air operations center (JAOC) staff. This course addresses the roles, operations, command relationships, and responsibilities of the JFACC in support of a joint force commander. It is not intended for experienced JFACC or JAOC

staff officers. A blue-ribbon panel of retired general officers whose expertise is in command and control and the application of air and space power will mentor students in this course. International Fellow resident diploma students receive audit status for this course.

EL 6543 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 course thoroughly explores the Army, with a strong emphasis on how history and heritage influence current force and doctrine. Students will gain a comprehensive awareness of Army culture and develop an appreciation for what the Army can provide to a regional combatant commander or joint task force commander. This course builds a solid foundation of knowledge about the Army, including the US Army's force structure and capabilities, doctrine, terminologies, and idiosyncrasies. Students analyze and evaluate Army doctrine relative to their own service and the joint community. The goal is to ensure that students understand what it looks, feels, and smells like to be a Soldier. The class culminates with a three-day practical/ map exercise to validate classroom instruction. International Fellow resident diploma students receive audit status for this course.

EL 6544 Intelligence, Surveillance, and Reconnaissance for the Warfighter (Classified, US Personnel)

2 Semester Hours

The national intelligence community and the Department of Defense 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 global war, it is imperative that senior leaders have a clear understanding of how to effectively leverage national and DOD intelligence capabilities. The course focuses on Air Force and joint ISR capabilities at the operational strategic level 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 synthesize ISR capabilities from the war fighter's perspective.

EL 6545 Special Operations (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.

EL 6546 Total Force**2 Semester Hours**

From the initial vantage point of a historical review of the Air National Guard and Air Force Reserve, students engage in discussions surrounding the compelling issues affecting the total force today and through the next decade. Some suggest that we will transition to a militia nation once again. What is the right force mix for the active and reserve components? The course will include a sprinkling of outside speakers, field visits, and teleconferences with the top leaders of the Air Reserve components. It will give students the opportunity to establish multidimensional views on the issues at hand. International Fellow resident diploma students receive audit status for this course.

EL 6547 Logistics of Waging War**2 Semester Hours**

Forming the bridge between the nation's economic resources and its war fighting forces, Department of Defense logistics is "the process of planning and executing the projection, movement and sustainment, reconstitution, and redeployment of operating forces in the execution of national security policy." The purpose of logistics is to create, sustain, and deliver support for combat power. The challenge is to create the maximum combat effectiveness within the constraints imposed by our nation's resources. This elective examines lean thinking processes and logistics issues including acquisition, sustainment, and movement of forces that affect military, especially air, space, and cyberspace, combat power.

**EL 6548 Intelligence, Surveillance and
Reconnaissance Requirements for
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.

**EL 6551 Group Research:
Nuclear Issues (Classified, US Personnel)****4 Semester Hours**

This course examines the strategic, technical, and policy dynamics of nuclear weapons. Over two terms, we will explore four core issues: first, nuclear deterrence in concept and in application during the Cold War, post-Cold War, and post-9/11 periods; second, the US nuclear enterprise (i.e., the components, organizations, and rules related to maintaining the competence and reliability of the US arsenal); third, the global nuclear landscape (i.e., competing explanations of proliferation, how proliferation affects international stability, and the threat posed by nuclear terrorism); fourth, the arms control and counterproliferation tools available to the United States.

Students will engage these topics through classroom discussions of relevant academic material, a field study trip in which they directly interact with national experts and policy makers, and numerous roundtable reviews of individual PSP research on nuclear-related topics.

EL 6554 Space Operations

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. International Fellow resident diploma students receive audit status for this course.

EL 6560 Homeland Security and Defense

(Classified, US Personnel)

2 Semester Hours

This course examines the threats to and vulnerabilities of the US homeland and the actors, organizational structures, plans, policies, programs, and resources required to secure and defend the country. During the Cold War era, only sovereign nations had the ability to create mass casualty and society destroying events. Today, we are in an era when individuals and small groups can inflict this type of misery. Likewise, natural and technological disasters have become more devastating both in human casualties and property costs. Homeland security and defense is the nation's top priority to secure our homeland and protect the American people from terrorist attacks and natural/ man-made disasters.

EL 6564 Combating Terrorism:

A Whole of Government Approach

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 Air War College. 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. International Fellow resident diploma students receive audit status for this course.

EL 6582 Non-Lethal Weapons: Support to 21st Century Warfare and Homeland Defense

2 Semester Hours

This course is a combination of integrated lectures, in-class exercises and a range period that provides field commanders, staff planners and those who support the warfighter with information on the utility and limitations of NLWs. It covers all NLW technologies being

assessed, developed and fielded by the Department of Defense (DOD). Additionally, the medical, legal, ethical, political and public perception issues are analyzed to provide students an appreciation for the planning factors that must be considered prior to employing NLWs.

**EL 6590 Joint Land, Aerospace, and Sea Simulation
(Classified, US Personnel)**

4 Semester Hours

Joint Land, Aerospace, and Sea Simulation (JLASS) focuses on the strategic and operational levels and is played by students from all senior-level colleges (SLC). JLASS follows the latest planning procedures using the full range of military operations set in the western Pacific, northern Africa, Southwest Asia, and the US homeland in the year 2021. In the distributed planning phase, students play from their own schools and develop options in response to multiple regional crises. They prepare campaign plans in coordination with other SLCs to support combatant commander objectives in the event of a major operation/campaign. JLASS culminates with a war-fighting exercise that brings SLC teams together at Maxwell AFB, AL.

**EL 6596 Group Research: Cyberspace
(Classified, US Personnel)**

4 Semester Hours

The purpose of this seminar is to focus on the integration of information operations (electronic warfare, network warfare, and especially influence operations) supporting a joint force commander. A variety of issues will be discussed, including technical, scientific, ethical, and legal. Students write their professional studies paper on an information operations topic related to research projects from Cyber Command, Eighth Air Force, and other organizations.

**EL 6741 The Asian Century:
What Do We Do about It?**

2 Semester Hours

This elective examines contemporary relations between the United States and the countries of East Asia (including Northeast and Southeast Asia but not South Asia). This course will cover the military and economic dimensions of US-East Asia relations, Sino-American relations, and nontraditional security issues as well as the connections between Northeast and Southeast Asia. International Fellow resident diploma students receive audit status for this course.

EL 6743 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. International Fellow resident diploma students receive audit status for this course.

EL 6747 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 looks at such phenomena as “hypergangs,” 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; 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. International Fellow resident diploma students receive audit status for this course.

EL 6749 China’s Use of Force: A Case Study of a Nonwestern Approach to Warfare**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. International Fellow resident diploma students receive audit status for this course.

**EL 6758 International Rivals
(Classified, US Personnel)****2 Semester Hours**

This course looks at the leaders and strategic cultures of countries and groups of concern to US national security. The political-psychological profiles of the leaders of Iran, Syria, China, Russia, North Korea, and various terrorist organizations like the Kurdistan Workers Party, Islamic Jihad, Hezbollah, and Osama bin Laden’s organization will be addressed. Who are these leaders, and what formed their worldview? What values and ideas do they espouse, and how can they be influenced? Who in their regime or group makes what kinds of national security decisions and why? How can they be deterred from war or escalation? What is their military doctrine, and what are their military capabilities? How have they used force in the past, and what is their relationship to other states in their region and to the United States?

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.

Distinguished Lecture Series. The Distinguished Lecture Series (DLS) consists of approximately 25 distinguished speakers who address the class throughout the academic year. Speakers come from the highest levels of government, military services, the press, nongovernmental organizations, and industry. They are also selected based on their stature (former prisoners of war or Medal of Honor recipients) or for their expertise on current issues.

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, etc.) 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 program 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. English as a second language (ESL) is taught by the International Officer School for selected international officers only and provides intensive work in the English language. US and international students may participate in language courses taught by the Defense Language Institute (DLI). These non-credit, non-graded courses are Arabic, Chinese, Dari, French, German, Russian, Spanish, and Swahili. Because these language courses are optional and not graduate level, they do not count toward the master's degree or AWC graduation requirements.