Instructor Information
Professor: Dr. Brett Morris
Email: bemorris@utep.edu

Faculty Bio
I retired from the Air Force as a colonel. My last assignment was as the Director of Research and Publication at the Air Force's Air Command and Staff College with an appointment as a professor of national and international security. This was punctuated with special duty assignments to the Middle East and Central Asia. I've served in several information related roles with the military, the State Department, and the White House. I've also held several operational and support jobs in the Air Force. Later, I worked as a contractor for the Air Force and other government agencies.

I completed a PhD in Political Science with an emphasis on international relations from the University of Alabama thanks to the U.S. Air Force. I also hold an MA in political science from there. My master’s degrees include an MS in Strategic Studies from Air War College, a Master of Military Arts and Operational Sciences from ACSC, a MS in International Relations and a Master of Public Administration from Troy University (European Division). Finally, I've also completed the Air Force, Army, Navy, and Marine Command and Staff College programs and Air War College.

I’ve taught a range of courses for the following institutions: Air Command & Staff College, American University, Air War College, Lewis-Clark State College, Texas Tech University (San Angelo), The Citadel, Troy University, University of Alabama (Tuscaloosa), and the University of Texas (El Paso).

Amazingly, there was time to have a family, though the five kids are grown and gone. So, my wife and I are left with the German Shepherds and regular visits from the grandkids.

Course Description
This course focuses on learning to apply informational power to achieve the objectives of a state primarily through military and diplomatic means. Unlike previous courses in this program, this course emphasizes primarily "soft power" to achieve the objectives of the state. Students will be exposed to a range of disciplines related to information operations and the associated pursuits of strategic communications and public diplomacy.

Course Scope
This course applies both historical and theoretical lenses to understanding the creation and execution of informational. Thus, the focus is on the use of information as a powerful but
amorphous "soft power" tool for statecraft. The discussion begins with a historical overview, the introduction of soft power, and the interdisciplinary science of influencing human thinking – individually and collectively. Fundamental propaganda ideas will provide a better understanding of the work done in this and in subsequent fields like strategic communication, public diplomacy, and the many aspects of information operations.

**Learning Objectives**

- **LO-1:** Comprehend historical, philosophical, and psychological concepts that inform the practice of information operations and strategic communication/public diplomacy as they apply to national defense and statecraft.
- **LO-2:** Demonstrate an understanding of propaganda and psychological techniques related to strategic communications and information operations.
- **LO-3:** Analyze the origins and evolution of strategic communications and information operations in the context of national policy achievement.
- **LO-4:** Synthesize historical theories and contextual specifics to respond informational needs of successful policy application at the level of grand strategy.

**Course Delivery Method**

**Reading Assignments.** You can find your reading assignments in this syllabus. Much of the material comes from your assigned texts. You can find supplemental material under the Course Materials tab on the left side of your electronic classroom.

**Discussion Boards.** These questions are intended to reinforce the objectives for the weekly lesson. Please engage in thoughtful communications with your classmates and your professor. Answering that you agree or do not agree is not acceptable. You must discuss why.

**Deadlines.** Distance learning gives you the flexibility to meet your professional, personal, and academic obligations. As a student, you are expected to follow the student course guidelines and submit your assignments on time. Late submissions will detract from your grade unless you have discussed the situation with me in advance and have an approved extension. Otherwise, late submissions will not be graded.

**Major Required Readings**


In addition, further readings and material will be placed in the course reading folder by weeks.

**Evaluation Procedures**

Grades for this course will be based upon interaction in the forum and completion of a final exam paper. First, students must respond to the weekly discussion questions as well as respond to the comments of others. Next, the test will cover the material from the first four weeks. Finally, a series of requirements precede the final submission of the term paper. The grading scale and due dates for each are provided below.
<table>
<thead>
<tr>
<th>Graded Instruments</th>
<th>Points</th>
<th>% of Final Grade</th>
<th>Due</th>
</tr>
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<tbody>
<tr>
<td>Introduction</td>
<td>25</td>
<td>2.5%</td>
<td>Week #1 No Later Than (NLT) 11:55 p.m., Thursday/ Responses to others NLT 11:55 p.m. Sunday</td>
</tr>
<tr>
<td>Discussions Week 1</td>
<td>25</td>
<td>2.5%</td>
<td>Main post -- NLT 11:55 p.m. Friday Responses to others – NLT 11:55 p.m. Sunday</td>
</tr>
<tr>
<td>Discussions Weeks 2-6 (100 pts/week)</td>
<td></td>
<td></td>
<td>NLT 11:55 p.m. Friday</td>
</tr>
<tr>
<td>Answer to weekly question</td>
<td>600</td>
<td>65.0%</td>
<td>NLT 11:55 p.m. Sunday</td>
</tr>
<tr>
<td>No less than two responses to others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Exam</td>
<td>350</td>
<td>30.0%</td>
<td>Week #7 NLT 11:55 p.m. Saturday</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1000</td>
<td>100.0%</td>
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(* Your participation in the forum must be substantive and timely. It is not sufficient to say you agree or disagree. Explain why. You will get full credit for thorough and supported responses to the week's question coupled with substantive interaction with your classmates on their responses to the question of the week. Points are subtracted for failure to interact with substantive comments and for less than thoughtful analysis in your own initial responses. The deadline for forum entries is midnight Friday unless otherwise stated. This allows time for response from your classmates. However, discussions should be posted throughout the week, not just the last 24 hours for the best grade results. **Late submissions will not be graded.**

**Reference Style**

You may use any major academic reference styles: APA, MLA, APSA, Chicago, or Turabian. You may use any of these, but you should use it consistently. I prefer parenthetical, in-line citations, regardless the style you choose. When grading, I mark down work that is inconsistent, so stick with what you start with in each assignment. You can change between assignments though.

**Grading Scale**

100 - 90 A
89 - 80 B
79 - 70 C
69 - 60 D
## Course Outline

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Learning Objective</th>
<th>Readings</th>
</tr>
</thead>
</table>
| 1    | Course Introduction  
      History and Theory: Soft Power, Conflict, & Information Operations | LO-1,2,3 | Week 1 Lesson  
      Nye on soft power, Gomichon  
      Gaining competitive advantage in the gray zone, Morris, et al., pp. xvii-xix, 1-12  
      Strategy for ops in info environment, DOD, pp. 3-9  
      Defense primer: IO, Theohary  
      Making old things new again, Ehlers |
| 2    | Influence, Propaganda, Disinformation, & Psychology | LO-1,2,3,4 | Week 2 Lesson  
      Influence, Cialdini, complete book  
      Heuristics & biases in military decision making, Williams  
      Ellul’s Propaganda over 50, Herrmann  
      About Propaganda, Mercer  
      Weapons of mass distraction, Nemr & Gangware, pp. 1-13 |
| 3    | Strategic Communications & Public Diplomacy | LO-1,2,3,4 | Week 3 Lesson  
      Propaganda: A Tool, Mull & Wallin  
      Strategic Communication, Paul, pp. 1-168  
      Role of public diplomacy, Freeman (skim) |
| 4    | Further into modern, IO & OPSEC | LO-1,2,3,4 | Week 4 Lesson  
      INFO OPS  
      Dominating Duffer’s Domain, pp. 3-38  
      JP 1 (2017), Ch. 1 – 1.c., 2(all), 4(all), 9.2  
      JP 3-13 (2014), Chs. 1 & 2  
      Massing effects, Metz, et al.  
      Putin’s information warfare in Ukraine, Snegovaya, 9-21  
      Telling China’s story, Diresta, et al.  
      COMSEC  
      OPSEC in the Info Age, Michnowicz  
      OPSEC Program Manual, DOD, skim |
| 5    | PSYOPS/MISO, MILDEC | LO-1,2,3,4 | Week 5 Lesson  
      Intro to deception, Ch. 2, Bennet & Waltz, 2007 |
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<tr>
<th>Week</th>
<th>Topic</th>
<th>LO</th>
<th>Comments</th>
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| 6    | EW, CNO, & Cyberwarfare | LO-1,2,3,4 | Week 6 Lesson  
Cyber readings TBD  
EW readings TBD  
JP 3-12, *Cyberspace*, 2018, Chs. I & II. Skim remainder  
Future cyber security threats, Nadeau  
| 7    | Future Challenges  
(FINAL EXAM)  
(COURSE EVALUATION) | LO-1,2,3,4 | Week 7 Lesson  
Is it time to abandon the term IO?, Paul  
Weapons of mass distraction, pp. 39-44  
*Strategic communication*, Ch. 7  
*Basics of cyber*, Ch. 8 & 9  
Deep fakes, Sayler  
Other readings may be added. |

**Academic Services**
The [Online Library Resource Center](#) is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Center provides access to special learning resources, which the University has contracted to assist with your studies. Contact [libraryref@utep.edu](mailto:libraryref@utep.edu) with questions.

- **Library and Inter Library Loan:** The University maintains a special library with a limited number of supporting volumes, collection of our professors' publication, and services to search and borrow research books and articles from other libraries.
- **Electronic Books:** You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- **Electronic Journals:** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- **Turnitin** is a tool to improve student research skills that also detect plagiarism. Turnitin.com provides resources on developing topics and assignments that encourage and guide students in producing papers that are intellectually honest, original in thought, and clear in expression. This tool helps ensure a culture of adherence to the University's standards for intellectual
honesty. Turnitin.com also reviews students' papers for matches with Internet materials and with thousands of student papers in its database and returns an originality report to instructors and/or students.

For the INSS Library Guide, please go to: http://libguides.utep.edu/inss
Email: Angela Lucero, INSS Librarian ajmartinez5@utep.edu

**Tutoring and Writing Services**

The University Writing Center (UWC) provides comprehensive resources for all students. For students, this includes face-to-face and online writing consultations--from freshman to doctoral students.

The UWC can help you with the following writing issues:

- Analyze your audience;
- Understand the different types of writing;
- Decide on the appropriate form and style for your writing;
- Brainstorm ideas and assist you organize your thoughts;
- Find the right words to express yourself;
- Decide on the best ways to pre-write, write, and revise your drafts;
- Manage your grammar and mechanical issues;
- Assist with word processing software; and
- Provide instruction on documenting and citing your sources.

You may visit them in Library 227 via online consultations. For best results, it’s best to consult with them early and often.

Another excellent resource is Purdue University’s Online Writing Lab. This is especially helpful in sorting out reference style and construction issues.

**Disability Statement**

As per Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP need to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the Disabled Student Services. You may call 915-747-5148 for general information about the American with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability.

Individuals with disabilities have the right to equal access and opportunity. It is the student's responsibility to contact the instructor and Center for Accommodations and Support Services offices at The University of Texas at El Paso.

**Technical Requirements**

The University of Texas at El Paso provides free 24/7 Helpdesk support to academic students and faculty members teaching on-line through the Help Desk. The Helpdesk can provide answers
to questions about using technology and services, as well as, technical support. Please visit the technical support page for more information. Microsoft Office. If you do not have Microsoft Office, check with your University of Texas branch store for the special Microsoft Office package that includes Word, Excel, and PowerPoint.

Contact the UTEP Bookstore at (915) 747-5594 for more info. Adobe Flash: This application is for advanced multimedia presentations/interactions over the internet. You may download this player from the Adobe Download site.

Netiquette
We seek to promote the advance of knowledge through positive and constructive debate--both inside and outside the classroom. Forums on the internet, however, can occasionally degenerate into needless attacks. Such activity and the loss of good manners are not acceptable in a university setting--basic academic rules of good behavior and proper netiquette must persist. Remember that you are in a place for the fun and excitement of learning that does not include descent to personal attacks, or student attempts to stifle the discussion of others. Engage the ideas without attacking the person.

Academic Integrity and Plagiarism
Academic dishonesty is prohibited. This includes cheating, collusion, and plagiarism. The UTEP Handbook of Operating Procedures provides more details on these items, however, to put it most simply, if you're taking someone else's work and using it as your own it's wrong. This includes copying from a friend, using material from sources without attribution, and misuse or stealing of tests or other graded instruments. Any act of academic dishonesty is unacceptable and will not be tolerated. Violations will be referred to the Dean of Students Office for possible disciplinary action.

Disclaimer Statement
Course content may vary from the outline to meet the needs of specific classes.

Current as of March 13, 2023