Instructor Information

Professor: Col. Brett Morris, PhD (USAF - Retired)

Email: bemorris@utep.edu

Faculty Bio: I recently 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.

I hold a PhD in Political Science (international relations) from the University of Alabama. I also hold an MA in political science from this institution as well as an MS in Strategic Studies from Air War College, a Master of Military Arts and Operational Sciences from ACSC, as well as a MS in International Relations and a Master's of Public Administration from Troy University (European Division). You might get the idea that I'm a bit addicted to school. You'd be right! ;) But wait there's more! I've also completed Air Force, Army, Navy, and Marine Command and Staff College programs.

Amazingly, I did find time to have a family, though they're mostly grown and gone, so I'm largely left with the menagerie that went with that. It's mostly American Quarter horses, German Shepherds, and rescued cats.

Course Description

This course focuses on learning to apply power for a state through grand strategy as informed by theory and history. The primary focus is the use of military power, but three other primary instruments of power are discussed and applied: political, economic, and informational. The use of hard versus soft power is one key area of distinction. This course also looks at major challenges that impact the making of strategy: nuclear warfare, asymmetric warfare, and changing political environments across the domains of land, sea, air, space, and cyberspace.

(Current as of Mar. 13, 2023)
Course Scope

This course applies both historical and theoretical lenses to understanding the creation and execution of grand strategy in the execution of statecraft. The history largely begins with the changing nature of statecraft and warfare after the Peace of Westphalia and with the rise of Napoleon. It continues into the 21st Century. The theory largely focuses on conventional warfare, but it does commit considerable time to examining the dramatic effects of nuclear warfare and insurgencies. A third component that undergirds each is also examined—culture. This primarily focuses on the culture surrounding the “Western Way of Warfare” and U.S. military and political culture. It concludes with projections for future changes and challenges in the remainder of the 21st Century.

Learning Objectives

• Comprehend strategy as it applies to national defense and statecraft.
• Demonstrate an understanding of service and combat medium specifics as they relate to warfare.
• Analyze the origins and evolution of the theory of strategy, particularly military strategy.
• Synthesize historical theories and contextual specifics to respond to contemporary conflict at the level of grand strategy.

Required Textbooks


Course Delivery Method

Reading Assignments. You will find your reading assignments in this syllabus. Much of the material comes from your assigned texts. You can find supplemental material under the Readings folder.

Discussion Boards. These questions are intended to reinforce the objectives for the weekly lesson. Please engage in thoughtful communications with your (Current as of Mar. 13, 2023)
classmates and your professor. Answering that you agree or do not agree is not acceptable. You must discuss why.

**Quizzes:** These cover the primary text by Rumelt. The Wednesday due date is designed to spur early completion of this reading to then help understanding of other readings each week.

**Required Readings**

These readings and/or their replacements will be found in the Course Readings folder, unless otherwise indicated. [NOTE: Significant things are afoot in space strategy and in cyberspace to a lesser degree. Some of the readings for chapter four will change.]


(Current as of Mar. 13, 2023)


• Current/recent national security/military strategy documents

• There you’ll see a folder for Air, Space, and Cyber, respectively.

**Evaluation Procedures**

Grades for this course will be based upon interaction in the discussion boards and weekly quizzes. The points for each, the grading scale and due dates for each of the evaluation are provided below.

<table>
<thead>
<tr>
<th>Graded Instruments</th>
<th>Points</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction with responses (50 points)</td>
<td>50</td>
<td>Week #1 before midnight Friday</td>
</tr>
<tr>
<td>Discussions (100 pts per week*)</td>
<td>600</td>
<td>Weekly before 11:55 p.m. .Friday</td>
</tr>
<tr>
<td>Answer to weekly question</td>
<td>600</td>
<td>Weekly before 11:55 p.m. Sunday</td>
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<tr>
<td>At least two responses to others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekly Quizzes</td>
<td>700</td>
<td>Week #1 Friday before 11:55 p.m.</td>
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</tbody>
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(Current as of Mar. 13, 2023)
Week #2-6 Wednesday before 11:55 p.m

TOTAL 1450

(*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 (CST) 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 responses are not graded.)

Grading Scale

<table>
<thead>
<tr>
<th>Score</th>
<th>Grade</th>
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<tbody>
<tr>
<td>100 - 90</td>
<td>A</td>
</tr>
<tr>
<td>89 - 80</td>
<td>B</td>
</tr>
<tr>
<td>79 - 70</td>
<td>C</td>
</tr>
<tr>
<td>69 - 60</td>
<td>D</td>
</tr>
<tr>
<td>59 - Below</td>
<td>F</td>
</tr>
</tbody>
</table>

Late Policy

Overall, on-line 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.

Course Outline

(Note: rapid changes in space & cyber matters will require changes.)

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Topic</th>
<th>Learning Objectives</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intro to strategy</td>
<td>1, 2, 3</td>
<td>Rumelt, 1-57</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Biddle, 9-19</td>
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<td></td>
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<td></td>
<td>Jablonsky, 3-10</td>
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<td></td>
<td></td>
<td></td>
<td>Snow &amp; Drew (S&amp;D), 13-26</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Rumelt, 58-94</td>
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<td></td>
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<td>S&amp;D, 27-113</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 2</th>
<th>Topic</th>
<th>Learning Objectives</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strategy, Power &amp; War</td>
<td>1,2,3,4</td>
<td></td>
</tr>
</tbody>
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(Current as of Mar. 13, 2023)
Week 3  New Domains: Air, Space 1,2,3,4
& Cyberspace

Week 4  Nuclear Warfare 1,2,3,4

Week 5  Insurgency 1,2,3,4

Week 6  Asymmetric Warfare 1,2,3,4

Week 7  Strategy & the Future 1,2,3,4

**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. Questions may be directed to libraryref@utep.edu.

- **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.

(Current as of Mar. 13, 2023)
• **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](http://libguides.utep.edu/inss)

Email: Angela Lucero, INSS Librarian [ajmartinez5@utep.edu](mailto:ajmartinez5@utep.edu)

**Tutoring and Writing Services**

The [University Writing Center (UWC)](http://libguides.utep.edu/inss) provides comprehensive resources for all students, faculty, and the community when it comes to writing. For students, this includes face-to-face and online writing consultations--from freshman to doctoral students.

The UWC can help you with all your writing issues:

- analyzing your audience;
- understanding the different types of writing;
- deciding on the appropriate form and style for your writing;
- brainstorming ideas and assist you organize your thoughts;
- finding the right words to express yourself;
- deciding on the best ways to pre-write, write, and revise your drafts;
- managing your grammar and mechanical issues;
- assisting with word processing software; and
- providing instruction on documenting and citing your sources.

Located in Library 227 the UWC offers free, drop-in writing consultations. They also offer live, online consultations that allow you to work from home or anywhere you have access to a computer and the Internet.

(Current as of Mar. 13, 2023)
For best results, visit throughout the semester--not just when a paper is due!

**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 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 The Disabled Student Services Office 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 (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. Flaming or other
personal attacks are not appropriate. We deal with facts, not personalities or personal opinions. 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 Mar. 13, 2023)