



## **CJ 525-01W**

### **RED TEAMING**

**COURSE SYLLABUS: Summer I 2026**

**Meets 06/01/2026 – 07/02/2026**

### **INSTRUCTOR INFORMATION**

Instructor: Dr. Serdar San, Assistant Professor

Office Location: Ferguson 204

Office Hours: Email (by appointment)

University Email Address: Serdar.San@etamu.edu

Preferred Form of Communication: E-mail

Communication Response Time: E-mail is the best way to contact me. I will respond to email within 24 hours in most cases, 48 hours on weekends or holidays. If you do not receive a response within that timeframe, please reach out again.

### **COURSE INFORMATION**

**Materials – Textbooks, Readings, Supplementary Readings**

#### **Required Textbook:**

Zenko, M. (2015). *Red team: How to succeed by thinking like the enemy*. Basic Books.

#### **Optional Texts and/or Materials:**

Links to supplementary readings/materials will be posted on the D2L course website.

*The syllabus/schedule are subject to change.*

## **Course Description**

Red teaming is the process of viewing a problem from the perspective of an adversary or competitor in order to serve as a complement to security, vulnerability, risk and strategy assessments. This course will provide students with experience in thinking like an adversary, while also examining the principals, goals, challenges and constraints of red teaming.

## **Student Learning Outcomes**

Red teaming is an attempt to view an issue, problem, position or operation from an adversarial point of view. While the notion of “Devil’s advocate” is an old practice dating back to the Catholic Church, the notion has not always been used in practical terms. We are going to explore this issue over this course in an attempt to understand how outsiders view this problem. We will examine the history of red teaming, its effectiveness and uses, and explore issues surrounding the subject. Throughout the course, you are encouraged to keep an open mind and to think critically about the topics we cover.

By the end of this course, you will be able to:

- Augment your analytical and critical thinking skills and apply them to hypothetical situations.
- Understand the principles, goals, and challenges of red teaming.
- Learn to think like the opposition or a potential adversary.
- Understand red teaming operations and the impact of culture on these issues.

## **COURSE REQUIREMENTS**

### **Minimal Technical Skills Needed**

Because this course is held online, you will need to have regular access to a computer and reliable high-speed internet. If you do not have access at home, you may be able to use a public library or come to campus to use computers in the library or one of the student computer labs. Make sure that you will have access several hours per week (accessing the course online is the equivalent of attending the class). You must be able to use internet search tools, access D2L, use email, and know how to download and upload documents. You must also be able to play videos and have headphones or speakers.

For your privacy and security, only your official ETAMU email account will be used for email communication. No information will be sent to personal email accounts. Please make sure to check your ETAMU email regularly.

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## **Instructional Methods**

This course is held completely online through D2L. The course is fully asynchronous, which means that not everyone is participating at the same time. You can access the course any time, day or night, from anywhere that you have an internet connection. You should login to the course on D2L on a regular basis to keep up with class assignments. Each module will end Sunday at 11:59 PM (except the last week). The next module begins Monday morning.

## **Student Responsibilities or Tips for Success in the Course**

This is a graduate-level course, and your coursework should reflect that. There will be several assignments due throughout the semester. You will be expected to write clearly and effectively, using APA style, proper grammar and correct spelling, and scholarly references (cited in-text and as full references). You will be expected to think critically and analytically about the topics covered in class and to participate in virtual class discussions. You are expected to read all assigned materials and should be prepared to actively learn and participate. Logging in daily, pacing yourself with course work, and reaching out to the instructor if you are struggling are ways of ensuring your success in the course.

Taking an online class is different than taking a face-to-face class. You will largely be teaching yourself using materials I provide. That's what life-long learning is all about. You will do much of your communicating by writing. So, as a result, there will likely be more writing than in fully face-to-face classes.

For online classes, the roles of the teacher and the student are reversed. I am a facilitator, guide, coach, or resource, and am responsible for creating an effective learning environment. Your job is to use that environment to learn – interact with the materials, construct and share information, manage your time effectively, and use that time for critical thinking, reflection, and application. You are in control and responsible for your own learning. I am here to support and help you, but it is up to you to ask for help when you need it. Unlike face-to-face classes, I cannot see the confused look on your face when something doesn't make sense. Please communicate with me.

1. You should review the syllabus and the course schedule to keep up to date on requirements for the course.
2. You should read announcements on D2L and check your ETAMU email regularly for updates about the class.
3. You must commit serious time to reading the assigned readings.
4. You must commit a serious amount of time to preparation for the assignments.
5. You should learn about and use the student resources available to you! You can get free assistance from the A&M-Library, IT Support, the Writing Center, and more.

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## GRADING

Final grades in this course will be based on the following scale:

GRADE	PERCENT	POINTS
A	90%-100%	450-500
B	80%-89%	400-449
C	70%-79%	350-399
D	60%-69%	300-349
F	59% or Below	< 300

Weights of the assessments in the calculation of the final letter grade:

Assessment	Point Value
Ice Breaker Post	20
Discussion Posts & Peer Responses (4 @ 20 points)	80
Chapter Reflections (4 @ 50 points)	200
Final Essay	200
Total	500

## Assessments

### Ice Breaker Post

Due to the nature of remote learning, maintaining traditional class comradery is essential. You will be assigned one introductory post the first week of class. This post is due on **Wednesday, June 3<sup>rd</sup> by 11:59 pm**. This introductory post is meant for students to become acquainted, and hopefully acknowledge similar goals and interests. Keep in mind that forum discussions are public, and care should be taken when determining what to post. Personal information that can be posted may include:

- Occupation/career and length of time,
- How this course is expected to help or aid your career,
- How you expect this degree to enhance your career.

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## Weekly Discussion Posts & Peer Responses

### Student Learning Outcomes:

- Augment your analytical and critical thinking skills and apply them to hypothetical situations.
- Understand the principles, goals, and challenges of red teaming.
- Learn to think like the opposition or a potential adversary.
- Understand red teaming operations and the impact of culture on these issues.

The purpose of the weekly discussion posts and peer responses is to facilitate discussion regarding the assigned course materials. Discussion board postings are opportunities for you to express your knowledge and thoughts after reviewing information presented in the module. Discussions are directly related to the assigned readings. Four discussion questions related to the readings will be posted on D2L throughout the semester starting from **Week 2**. In these discussion posts, you will be expected to answer the assigned questions and also engage in an ongoing discussion/debate with your classmates on various topics related to red teaming. Your contributions to the discussion forums will be graded for quality and a detailed analysis linking the material to a critical appraisal of theory, policy, and practice. Reading the assigned class material is the key to a productive engagement in discussion forums.

Discussion board entries (both your original post and peer response) must be a minimum of 250 words and must follow APA style for in-text citations and references. Weekly readings must be used, cited and referenced in each post. The introduction of outside materials is not mandatory (unless otherwise noted in the discussion topic assignment), but is highly recommended. In all cases, students must cite in-text and provide a full bibliography/works cited at the end of their post for all citations mentioned in the post. Your discussion board entries should include paragraphs and full sentences addressing a specific question I have posed.

You will also need to respond to one classmate's discussion board entry to receive full credit for the assignment. Your peer responses should be thoughtful and analytical, providing useful feedback to the initial poster. It is not enough to simply agree, disagree, or compliment the initial poster. You can ask the original poster for further clarification, ask him/her to expand on their ideas, or you can provide additional information/sources to build on the initial poster's ideas. When responding to other students, you must be respectful but please feel free to express disagreement, support or an alternative perspective. Appropriate netiquette should be used (see more information in University Specific Procedures: Student Conduct).

You must complete your discussion board entry before responding to your peers. I suggest you complete your original post by Thursday of each week so you also have time for your peer response, but the formal due date for both of your entries is by **Sunday at 11:59 PM (except the last week of the course, please see the course schedule below)**. Each discussion post & peer response is worth 20 points, for a total of 80 points.

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## Chapter Reflections

### Student Learning Outcomes:

- Augment your analytical and critical thinking skills.
- Understand the principles, goals, and challenges of red teaming.
- Understand red teaming operations and the impact of culture on these issues.

The purpose of the chapter reflections is to demonstrate that you have read and understood the textbook chapters and can summarize and critique it for an audience. For this assignment, you are expected to create **an audio or video recording** of your summary and critique of the weekly textbook chapter (please note that for Week 1 you should choose **one** of the chapters assigned). This recording must be **three minutes or less** in length. Recordings should be made in such a way that the viewer/listener can understand the chapter clearly without referring to the book.

In this assignment, you first need to provide a brief and accurate summary of the textbook chapter. However, your reflection should not be a simple summary of the textbook chapter. You should also provide a critique of the chapter. For this critique, you should try to ask yourself questions like: What did you learn from this reading? What are your brief personal opinions/reflections about its arguments? How/in what ways did it help you understand this specific issue/problem regarding red teaming? You do not need to ask all of these questions but try to ask and answer at least a few of them in your critique. In summary, you need to try to go a little beyond summarizing the textbook chapter and focus on a more critical analysis of the piece.

You will complete one chapter reflection per week. The due date for your chapter reflection each week is by **Sunday at 11:59 PM (there is no reflection due the last week of the course, please see the course schedule below)**. Chapter reflections will be graded based on the accuracy of the summary, depth of the critique, and professionalism of the delivery. Each reflection is worth 50 points, for a total of 200 points. A grading rubric will be provided on D2L.

## Final Essay

### Student Learning Outcomes:

- Augment your analytical and critical thinking skills and apply them to hypothetical situations.
- Understand the principles, goals, and challenges of red teaming.
- Learn to think like the opposition or a potential adversary.
- Understand red teaming operations and the impact of culture on these issues.

This course will culminate in a final essay, which is worth 200 points. In your essay, you are expected to choose and analyze **one** of the following questions:

- What do you consider the most high risk national security threat that policymakers are grappling with? If you were a government official tasked with red teaming the threat, what red teaming technique would you apply and why?

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- Which of the three types of red teaming—simulations, vulnerability probes, and alternative analyses—do you think should be applied to the threat of homegrown violent extremism?

This paper should be a maximum of (6) pages in length (not including the title page or references) following APA 7th edition guidelines. The paper also should be double spaced, Times New Roman, 12-point font, and must be submitted on D2L Brightspace. A **minimum** of **five** (5) references are required and at least (3) of these references should be peer-reviewed (including the textbook). You are encouraged to **begin working on this assignment early** to avoid rushing during the final week. A rubric will be provided on the course website.

**\*Please note that all assignments will be submitted to plagiarism software. They will be assessed line-by-line (not by percentage). You are welcome to submit as many times as you want up until the due date. Please also review the AI Use Policy in this syllabus. The use of generative AI software is disallowed in this course.**

### **Late Assignments**

All assignments (i.e., chapter reflections and the final paper) should be submitted to D2L by 11:59pm on the day they are due. Late assignments will be deducted **10% per day** and will not be accepted more than **2** days after the deadline. **Please note that late submissions do not apply to the discussion posts and peer responses which should be submitted no later than the due date.**

## **TECHNOLOGY REQUIREMENTS**

### **LMS**

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

[https://documentation.brightspace.com/EN/brightspace/requirements/all/browser\\_support.htm](https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm)

Zoom Video Conferencing Tool

[https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom\\_Account.aspx?source=universalmenu](https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu)

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## ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or [helpdesk@tamuc.edu](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, an ETAMU campus open computer lab, etc.

## COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your Instructor.

### Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

### Interaction with Instructor Statement

If you have any questions about the class and/or the topics we are covering throughout the semester or have an issue that you think the professor needs to be made aware of, please send an email to my ETAMU email address. I will respond to emails within 24 hours in most cases, 48 hours on weekends or holidays. If you do not receive a response within that timeframe, please reach out again.

Emails are expected to be concise, clear, and respectful. Please make sure you include the title of the course (preferably in the subject line), and your full name in your email.

I will disseminate any important course-related information through your ETAMU email accounts and D2L Brightspace announcements. When questions arise during the course of this class, please remember to check course syllabus and announcements in D2L for an answer before you contact me.

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# COURSE AND UNIVERSITY PROCEDURES/POLICIES

## Course Specific Procedures/Policies

Since this is an asynchronous online course, it is imperative that students keep up with weekly readings and assignments. To remain active in all aspects of this course, students are expected to log into D2L and check their ETAMU emails daily. Students are encouraged to contact the instructor during office hours (virtually or in-person). Alternatively, if you would like to meet outside of the posted office hours, please send me an email to schedule a more suitable time to meet or feel free to email me any questions you may have.

You are required to use the citation style and format of the American Psychological Association (APA) in your assignments in this course. Review the *Publication manual of the American Psychological Association* (7th ed.) or similar APA Citation Style online resource. For assistance with writing or formatting in APA, seek guidance from me, [the ETAMU Writing Center](#), [the Waters Library](#), and [OWL of Purdue](#).

## Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

## University Specific Procedures

### Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).  
<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

### ETAMU Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedures 13.99.99.R0.01](#)  
<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

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## **Academic Integrity**

Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03 Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

[Graduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/academics/graduateschool/faculty/GraduateStudentAcademicDishonestyFormold.pdf>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

## **Students with Disabilities-- ADA Statement**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

### **Office of Student Disability Resources and Services**

East Texas A&M University

Velma K. Waters Library Rm 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: [studentdisabilityservices@tamuc.edu](mailto:studentdisabilityservices@tamuc.edu)

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

## **Nondiscrimination Notice**

East Texas A&M University will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

## **Campus Concealed Carry Statement**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University buildings only by persons who have been

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issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and East Texas A&M Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

### **East Texas A&M Supports Students' Mental Health**

The Counseling Center at East Texas A&M, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit [www.tamuc.edu/counsel](http://www.tamuc.edu/counsel)

### **AI Use Policy**

East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course. Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed. In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

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## COURSE OUTLINE/CALENDAR

Every effort will be made to adhere to the course schedule as noted below. However, unforeseen circumstances may require changes to the schedule. Changes will be announced via university e-mail and D2L course announcements.

Week	Readings	Assessments Due (by 11:59 PM on Sunday unless otherwise noted)
Week 1 (06/01/2026-06/07/2026)  <b>Introduction and Best Practices in Red Teaming</b>	Class syllabus  Zenko, Introduction and Chapter 1	<b>Ice Breaker Post (due by 11:59 PM on Wednesday 06/03)</b>  <b>Chapter Reflection 1</b>
Week 2 (06/08/2026-06/14/2026)  <b>Modern Military Red Teaming</b>	Zenko, Chapter 2	<b>Discussion Post &amp; Peer Response 1</b>  <b>Chapter Reflection 2</b>
Week 3 (06/15/2026-06/21/2026)  <b>Intelligence Community Red Teaming</b>	Zenko, Chapter 3	<b>Discussion Post &amp; Peer Response 2</b>  <b>Chapter Reflection 3</b>
Week 4 (06/22/2026-06/28/2026)  <b>Homeland Security Red Teaming</b>	Zenko, Chapter 4	<b>Discussion Post &amp; Peer Response 3</b>  <b>Chapter Reflection 4</b>
Week 5 (06/29/2026-07/02/2026)  <b>Private-Sector Red Teaming and the Future of Red Teaming</b>	Zenko, Chapter 5 and 6	<b>Discussion Post &amp; Peer Response 4 (due by 11:59 PM on Thursday 07/02)</b>  <b>Final Essay (due by 11:59 PM on Wednesday 07/01)</b>

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