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U.S. ARMY WAR COLLEGE COAT OF ARMS 20

Major General David H. Huntoon, Jr.
Commandant
U. S. Army War College

DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013

July 25, 2006

REPLY TO
ATTENTION OF

Office of the Commandant

To Our SIS Guests:

Welcome to historic Carlisle Barracks and the United States Army War College 1st Annual Strategy Implementation Seminar. This seminar is the final event of an intense 2-year program of study for our students which has been focused on the strategic aspects of national security. The seminar supports one of our College goals by helping our students develop the professional competencies and the personal attributes they will need to understand and deal with the complex issues that affect our national security.

We want our students to be sensitive to the broad range of interests that inform public debate in our great country. We also want them to look beyond the Army when they develop their personal perspectives on national security, and to be especially aware of the wide range of domestic interests and concerns that influence our national security policy. Your participation in this year's seminar will reinforce this very critical aspect of the national security strategy development process.

Your attendance is particularly important to the 10 International Fellows in the current class who are attending our College as guests of the United States. Your presence here provides perhaps the finest opportunity they will have to experience the diversity of outlook and opinion so characteristic of our great Nation.

We are honored by your presence, and we greatly appreciate your generosity and the personal contribution you have chosen to make to our academic program.

Sincerely,

David H. Huntoon, Jr.
Major General, U.S. Army
Commandant

ELIHU ROOT
(1845-1937)
Founder, U.S. Army War College - 1901

Secretary of War 1899-1903
Secretary of State 1905-1909
United States Senator 1909-1915

" . . . not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression, this institution is founded."

MISSION - CURRICULUM - OBJECTIVE

In time of peace, there is no more fundamental military responsibility than the education and training of the leaders and forces that serve to preserve the peace and who would defend the nation in wartime. The U.S. Army War College is dedicated to the professional education of carefully selected individuals from diverse backgrounds in the military services and government agencies. Its general purposes are to prepare selected military, civilian, and international leaders for the responsibilities of strategic leadership; educate current and future leaders on the development and employment of landpower in a joint, interagency, intergovernmental, and multinational environment; research and publish on national security and military strategy; and engage in activities that support the Army's strategic communication efforts. The students become better prepared, both personally and professionally, to contribute to the wise and responsible use of military power within the constitutional framework of our free society. The academic discipline incorporates studies in those fields which concern the military profession. It provides study of the development, mobilization, deployment, employment, and support of military forces; the interrelationships of military, economic, political, and social factors associated with the broad aspects of national security; and the role and utility of military force as an element of national power. The learning environment is dedicated to meeting the professional needs of each student. The College recognizes the requirement of specialists who are educated in depth and have exceptional knowledge of a portion of the military profession; but it also recognizes that there is a need for knowledgeable and understanding generalists in military art and science to fill leadership roles. The academic program consists of both a core curriculum and electives. The core curriculum provides a background in domestic and international affairs which relate directly to national security; defense management and decision making; leadership and command; and military strategy, planning and operations. The electives provide courses in greater depth to support the present-day need for special expertise. The capstone course element is the Strategy Implementation Seminar which provides the students with an unequalled opportunity to compare their perspectives on national security and related matters with the views of representatives from the national security policy implementation community and those who influence the implementation of national security policy.

THE STRATEGY IMPLEMENTATION SEMINAR

The 1st Annual Strategy Implementation Seminar provides a privileged forum in which distinguished speakers may discuss their views on issues of importance to the nation's security and welfare with students and faculty of the U.S. Army War College Distance Education Program and invited guests. It provides an extended opportunity for a free and candid dialogue on these issues among the College students, faculty and guests - the latter a select group of representatives from the national security policy implementation community and those who influence the implementation of national security policy. Finally, it enables the guests to get to know some of the prospective leaders of the American Armed Forces and, in turn, permits the students to better understand the society they serve.

Organizationally, the Strategy Implementation Seminar rests principally on the framework of the 20 USAWC Distance Education Program seminar discussion groups, each having approximately 15-20 students. Guests will join each of these seminars for the week. The students and faculty will identify candidate topics for discussion, while the keynote speakers and discussion panels for each day will provide added focus and commentary for the day's discourse. It is within the free and relatively unstructured framework of seminar discussion that the fundamental purposes of the Strategy Implementation Seminar are best served. Guests are encouraged to become active participants in seminar discussions, sharing from their own background experience their ideas and perspectives on the key issues being discussed.

We will open on Tuesday, July 25, with a keynote presentation on implementing national security strategy. On Wednesday, July 26, there will be a media panel presentation consisting of representatives of the foreign media and reserve component perspectives on strategy formulation and implementation. We will conclude the Seminar on Thursday, July 27, with a Congressional panel presentation consisting of representatives of the U.S. Congress and a final capstone presentation on policy development at the strategic level. The nonattribution policy of the Army War College ensures that keynote speakers, guests, students, and faculty may enjoy a comfortable, open, free and frank exchange of thoughts and expression. It is the tradition of the College that others will not later attribute their statements to them in public media or fora. Guests are not expected to prepare for the Seminar week. Their individual backgrounds and experience, day-to-day awareness of key national and international issues, and personal commitment to the Nation more than suffice for seminar discussions.

U.S. ARMY WAR COLLEGE
Key Personnel

Commandant	MG David H. Huntoon, Jr., USA
Deputy Commandant for International Affairs	Ambassador Michael E. Malinowski
Deputy Commandant	COL Thomas G. Torrance, USA
Command Sergeant Major	CSM Raymond Houston, USA
Dean of Academics	Dr. William T. Johnsen
Chief of Staff	COL Louis G. Yuengert, USA
Chief Information Officer	COL Curtis P. Cheeseman, USA
Chairman, Department of Academic Affairs	COL Charles W. Higbee, USA
Chairman, Department of Distance Education	Dr. Clayton K.S. Chun
Director, First Year Studies, Department of Distance Education	Dr. Charles A. Krupnick
Director, Second Year Studies, Department of Distance Education	COL Steven M. Lemons, USA
Director, Strategic Studies Institute	Prof Douglas C. Lovelace, Jr.
Director, Center for Strategic Leadership	Prof Douglas B. Campbell
Director, Army Physical Fitness Research Institute	COL Thomas J. Williams, USA
Director, U.S. Army Heritage and Education Center	COL Robert J. Dalessandro, USA
Garrison Commander	LTC Serge Dickerson, USA
Senior Representatives of Other Services	Col David L. Connors, USAF Col John A. Terrell, USMC CAPT David Armitage, USN
Reserve Component Advisers	COL Christine Stark, ARNG COL Joseph Charsaqua, USAR
Director, Strategy Implementation Seminar	COL Frank E. Blakely, ARNG

SIS-2006 FACULTY INSTRUCTORS
INTERNATIONAL FELLOWS, AND STUDENT CHAIRMEN

Seminar Group	Faculty Instructors	International Fellows	Student Chairmen
1	Dr. S.J. Newland/ COL P.J. Cassidy		COL J.M. Anderholt
2	LtCol C.J. Bouchat		LtCol T.J. MacKenzie
3	CAPT ® D.W. Willmann/ COL J.F. Johns	COL G.N. Nagy Hungary	Ms. B.A. Harmon
4	COL D.L. Turnage		COL D.A. Greenwood
5	COL K.P. Reynolds		CDR D.B. Lasher
6	Dr. R.H. Clegg/ COL® R.E. Smith		COL D.M. Oaks
7	COL® T.M. Wallace	COL G. Holp Hungary	LTC T.M. Sullivan
8	COL® R.B. Collins	LTCOL P.J. Collett New Zealand	LTC G.C. Stagnitta
9	COL C.B. Breslin	LTC A. Leika Lithuania	CAPT B.M. Brink
10	COL F.M. Blakely	MG A.C. Santos Phillipines	COL J.T. Corrigan
11	Dr. C.A. Krupnick/ COL S.R. Myers	COL G.S. Pangilinan Phillipines	COL K.L. Sampson
12	COL® W.J. Wood	COL M.A. Obrusiewicz Poland	LTC J.A. Georges
13	COL S.M. Lemons/ COL R.W. Streight	COL P.B. Stogran Canada	COL F.M. Kislan
14	COL® W.J. Blankmeyer		LTC L.H. Jordan
15	COL® M.J. Burckhardt	LTC J.P. de B. Taillon Canada	COL T.C. Fultz
16	LTC® T.S. Dombrowsky		COL F.S. Caruso
17	COL® P.E. Thompson/ COL C.J. Bolan		COL S.B. Hensel
18	COL® J.F. Holcomb		COL G.H. Ruff
19	COL® D.E. Keller	COL P. Zuna Czech Republic	LTC D.C. Wood
20	Dr. J.L. Groh		LTC R.C. Jones

JULY 2006						
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SCHEDULE OF EVENTS

TUESDAY, JULY 25

8:30 a.m.	Seminar Administration
9:30 a.m.	Commandant Welcome
9:45 a.m.	Keynote Address—Implementing Strategy
10:45 a.m.	Question and Answer Session
11:30 a.m.	Lunch
11:45 a.m.	Voluntary Lectures
1:00 p.m.	Seminar Discussions
3:00 p.m.	Commandant's Reception
5:00 p.m.	Retreat Ceremony
5:30 p.m.	Gettysburg Pre-Brief

WEDNESDAY, JULY 26

8:30 a.m.	Seminar Administration
9:00 a.m.	Media Panel—Media Impact on Strategy Implementation
10:45 a.m.	Question and Answer Session
11:30 a.m.	Lunch
11:45 a.m.	Voluntary Lectures
1:00 p.m.	Seminar Discussions
2:45 p.m.	Address on RC Perspectives on Strategy Implementation
3:00 p.m.	Tour of Gettysburg Battlefield (Optional for SIS Guests)

THURSDAY, JULY 27

8:30 a.m.	Seminar Administration
9:00 a.m.	Congressional Panel—Legislative Impact on Strategy Implementation
10:45 a.m.	Question and Answer Session
11:30 a.m.	Lunch
12:30 p.m.	Address—Iraqi Perspectives on Policy Development
2:00 p.m.	Capstone Address—Policy Development at the Strategic Level

VOLUNTARY LECTURE TOPICS

Tuesday — July 25

11:45 p.m.

Mexican Border Overview

Hypertension, The Silent Killer

* * *

Wednesday — July 26

11:45 p.m.

Views from the Front—Hurricane Katrina Experiences

Nutrition, Eat Right to Fight

HISTORY OF CARLISLE BARRACKS

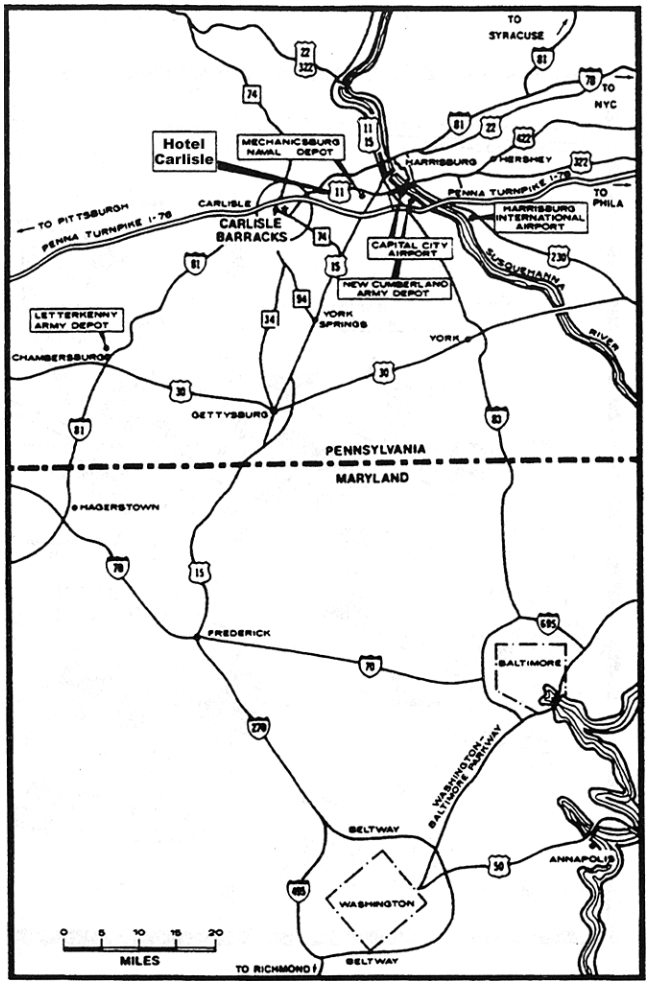
Founded by Colonel John Stanwix of the British Army on 30 May 1757, Carlisle Barracks has figured prominently in the education of members of the Armed Forces since Colonel Henry Bouquet arrived here in 1758 to conduct instruction for British and Provincial troops in Indian fighting tactics. Because of its favorable location at the juncture of the north-south, east-west supply routes, Carlisle Barracks became a permanent military establishment and served as an arsenal during the War of Independence. The main magazine, erected in 1777, still stands. It is now maintained as the Hessian Powder Magazine Museum, open daily, 10:00 a.m. - 4:00 p.m. (self-guided tours). What is believed to be the United States Army's first educational institution, a school for artillerists, was established at Carlisle Barracks, in 1778, by Captain Isaac Coren. This was the first of 10 different Army schools eventually to be located at this installation. Originally known simply as "the camp near Carlisle," the Post was named "Washingtonburg" during the Revolutionary War and was the first military post ever to be named for General George Washington. However, it was not until 1801 that the old post actually became Federal property when it was purchased from the heirs of William Penn. The Post gained its current name about 1807. With the outbreak of trouble in western Pennsylvania in 1794 over the new whiskey taxes, President Washington, acting as the Commander-in-Chief, personally assembled at Carlisle about 7,300 men. That show of force, augmented by 5,650 Virginia and Maryland militiamen, succeeded in quelling the "Whiskey Rebellion."

The forerunner of the Armor School, the School of Cavalry Practice, was established here in 1838 and remained at this location until 1861. The Carlisle Indian Industrial School was located here from its founding in 1879 until its close in 1918. From 1920 to 1946, Carlisle Barracks was the home of the Medical Field Service School. The School for Government of Occupied Areas, the Adjutant General School, the Chaplain School, the Military Police School, the Army Security Agency School, and the Armed Forces Information School were located here during the period 1946 to 1951. The U.S. Army Combat Developments Command Institute of Advanced Studies was established here in 1962; it was renamed the Strategic Studies Institute in 1971, with a mission exclusively in the strategic arena. In February 1973, the Institute was assigned as an integral part of the Army War College. The Institute conducts strategic studies on broad issues of national security. In 1967, the U.S. Army Military History Institute was established here. The Institute is now part of the U.S. Army Heritage and Education Center. The Institute's new home, Ridgway Hall, was dedicated on 24 September 2004.

HISTORY OF THE U.S. ARMY WAR COLLEGE

Carlisle Barracks has been the home of the U.S. Army War College since 1951. The U.S. Army War College is the senior institution in the Army educational system. The history of the College has special interest because of the close relationship between the institution and the development of the modern United States Army. The College was founded in 1901 under the direction of the Secretary of War Elihu Root who, as a result of the Spanish-American War, saw a need for an institution that could prepare officers to serve at the War Department as planners and executors of national policy as well as serving in high command and staff positions in the field. A War College Board was appointed in 1902 with Major General S.B.M. Young as President. Brigadier General T.H. Bliss replaced General Young as the President of the Board in 1903. The first students assembled in 1904 at 22 Jackson Place, N.W., Washington, D.C. There were nine Army officers in that first class. Among them was Captain John J. Pershing, who was later to become the most illustrious member of the class. General Pershing did not graduate with the Class of '05, since he had to withdraw to assume an important position. The same circumstances occurred several more times. Eventually General Pershing was made an honorary member of the Class of '24. Washington Barracks, now Fort Lesley J. McNair, Washington, D.C., was the home of the Army War College from 1907 to 1940. Army War College classes were suspended during World Wars I and II. The College was re-established temporarily at Fort Leavenworth, Kansas, in 1950. It moved to Carlisle Barracks in July 1951. In 1970 the College graduated the first two-year nonresident Distance Education Program Course which includes two weeks of resident instruction each year. Its graduates are given the same academic credit as the resident Army War College graduate. In addition, in 1977 the College started the International Fellows Program, under which senior officers from other nations participate in both the resident and Distance Education Program courses and teach and conduct military studies and research. Throughout its history, over 23,000 students have graduated from the Army War College. It is noteworthy that almost 4,000 of the graduates have attained General or Flag Officer grade in the various services. President Eisenhower, General of the Army Bradley, Fleet-Admiral Halsey, Generals Abrams, T. Franks, Haig, Lemnitzer, Patton, Ridgway, Schwarzkopf, Shalikashvili, and Taylor; Air Force Generals Myers, Kenney and Vandenberg; Generals Cates and Lejeune of the Marine Corps; and Ambassadors Davies, Underhill, and Troxel number but a few of the Army War College graduates who have distinguished themselves in the service of our country. Twenty-three International Fellows in our "Hall of Fame" have attained the highest positions in their country. Root Hall, the main academic complex, was completed in 1969. It houses offices, study rooms, seminar rooms, an audiovisual center, the printing plant and the College Library. The main auditorium, Bliss Hall, seats 494 persons.

AREA MAP AND ROAD NET

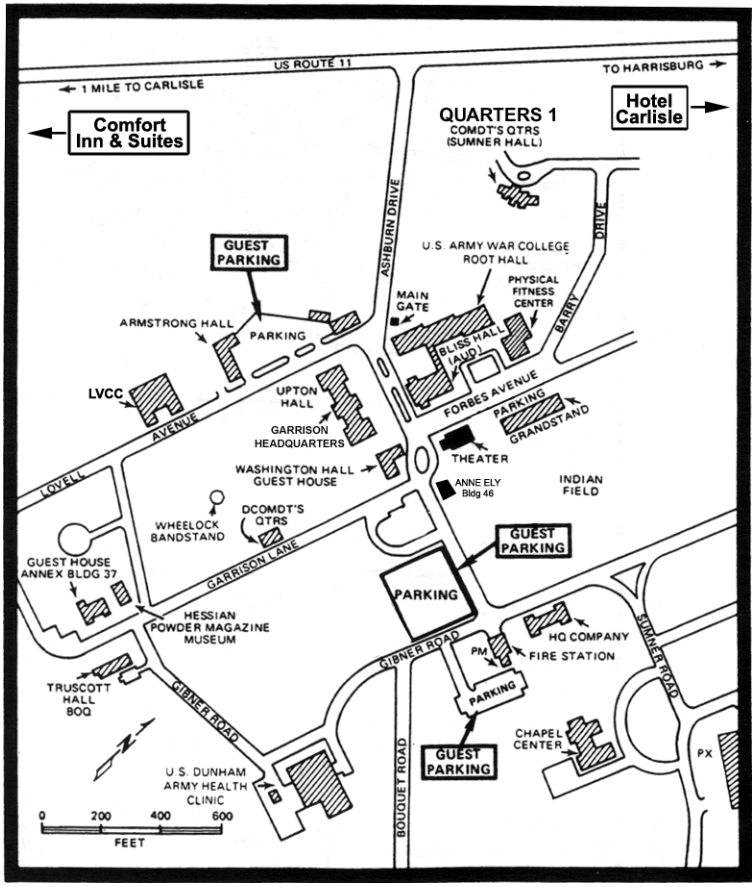


LOCATION

The U.S. Army War College is located at Carlisle Barracks, in the Cumberland Valley of Pennsylvania, 18 miles west of Harrisburg, on US Route 11. The Borough of Carlisle adjoins the post on the south and is 27 miles north of Gettysburg on PA Route 34. A short distance north of Carlisle Barracks on US Route 11 are Interchanges for I-81 (Exit 52 - old Exit 17W), and I-76 (Exit 226, the Pennsylvania Turnpike). Highway travel time to Carlisle Barracks from Washington, D.C. or Philadelphia is two and one-half hours; from New York, four and one-half hours; and from Pittsburgh, four hours.

Carlisle Barracks (USAWC) telephone (717) 245-3131

MAP, CARLISLE BARRACKS
TRAVEL



Key air and surface terminals in the Carlisle vicinity are near Harrisburg. American, United, USAir and Delta Airlines fly regularly scheduled flights into Harrisburg International Airport, a 45-minute drive from Carlisle. The AMTRAK Railroad and major bus lines also service Harrisburg. An Army War College representative will be on hand to meet visitors arriving at Harrisburg transportation terminals and to arrange transportation to the hotel. Guests traveling to Carlisle Barracks by automobile should also proceed directly to their hotel. You will be contacted by your student sponsor prior to the Seminar to confirm your travel and arrival information. Guests from the local area who desire to commute from their residence will also be contacted by their sponsor concerning Seminar registration.

ADMINISTRATIVE SERVICES
GENERAL INFORMATION

You will be on government invitational travel orders. Upon arrival at the hotel, you will be given a portfolio containing additional information on the seminar. A student sponsor will assist you during your stay. The student sponsors will contact you prior to your arrival to confirm travel arrangements, arrange to meet you at your hotel on July 24, and provide transportation to the seminar group social event that evening.

TRANSPORTATION

You will be provided government transportation from your hotel to Carlisle Barracks and return each day. Information can be obtained from your student sponsor or at the SIS Service Desk located in room A327, Root Hall.

LODGING

Your lodging accommodations have been reserved for the nights of July 24, 25, and 26. You will be reimbursed for your room expenses. If you desire to remain for a longer period, you are requested to notify the SIS Service Desk in A327, Root Hall, at 5-3914. If you desire to bring family members, you are responsible for any additional lodging costs.

MEALS

You will be provided the following meals: dinner at the seminar social event on Monday evening and the Commandant's Reception on Tuesday. Both of these meals are provided at no cost to you. You will be reimbursed at the government per diem rate for the other meals.

SERVICE DESKS

1. Service desks have been established at the following locations; liaison personnel will be on duty during the hours noted:

   a. On Post:

      SIS Service Desk — Room A327 in Root Hall

      (1) July 25-26—8:00 a.m. to 4:30 p.m.

      (2) July 27—8:00 a.m. to 6:00 p.m.

      (3) Harrisburg International Airport, as required.

2. All service desk and liaison personnel will be prepared to assist you with whatever you require. Arrangements may include such items as return transportation and transportation to and from your hotel to the Army War College.

MEDICAL SERVICE

Attendees requiring treatment for emergency or urgent medical conditions or injuries should seek medical assistance by dialing 911 immediately. Dunham U.S. Army Health Clinic (DUSAHC) is a Family Practice Clinic that provides primary care to active duty soldiers, family members, and retirees. The clinic is open daily from 7:30 a.m. to 4:30 p.m. DUSAHC does not have an emergency room or ambulance service. Attendees requiring routine medical care and meeting eligibility requirements of AR 40-400, Chapter 3, may be seen in the Dunham U.S. Army Health Clinic. Patients should call 245-3400 between 7:30 a.m. and 4:15 p.m. for a same-day appointment. Attendees requiring routine medical care and not meeting the eligibility requirements per AR 40-400, Chapter 3, can receive a listing of area healthcare providers by contacting our Health Benefits Advisor at 245-3918.

BANKING

Banking facilities are available in the Borough of Carlisle.

SOCIAL EVENTS

To afford all Seminar participants ample opportunity to become better acquainted, the College has arranged the following social events:
Monday, July 24 Informal Social Activity by Seminar Group, early evening,
Tuesday, July 25 Commandant's Reception 3:00 p.m.,
Tuesday, July 25 Retreat Ceremony 5:00 p.m.,
Wednesday, July 26 Gettysburg Battlefield Tour 3:00 p.m.

DRESS

1. Seminar Sessions.
   a. Active duty military personnel—Class Bs or civilian coat and tie.
   b. Civilians—Business attire.
2. Commandant's Reception and Retreat Ceremony. Same as for seminar sessions.
3. Seminar Group Social Activities. Informal or casual attire as determined by Seminar Group.
4. Gettysburg Tour. Casual attire.

COMMUNICATIONS

Long distance telephone service is available at your hotel at your own expense.

TELEPHONE NUMBERS

NOTE:
When using Post phones to make an on-post call, dial 5 and only the last four digits of the seven digit number. When dialing local phones having a different exchange number from 245-xxxx, dial 99 and then dial the seven digit number. For operator assistance, dial 0 (Post Operator). In order to be contacted at the Army War College, have your callers place their call to 717-245-3914. The service desk will post the messages on the bulletin board outside room A327, Root Hall.

EMERGENCY

(Exchange: 245-) Phone
Carlisle Barracks Police 5-4115
Ambulance 911

COMMAND

Commandant 5-4400
Deputy Commandant for International Affairs 5-3505
Deputy Commandant 5-3300
Chief of Staff, U.S. Army War College 5-4025
Executive Services 5-4818
Director, Strategy Implementation Seminar 5-3594

MISCELLANEOUS

Information 5-3131
Letort View Community Center (LVCC) 5-3991
Public Affairs Office 5-3845/5-4772

LODGING

Sleep Inn 717-249-8863
Hotel Carlisle 717-243-1717
Best Western 717-243-6200
Holiday Inn-Carlisle 717-245-2400

SERVICE DESKS

SIS Service Desk
(July 25-26, 8:00 a.m.-4:30 p.m.; July 27, 8:00 a.m.-6:00 p.m.) 5-3914
Executive Services Office
(Monday-Friday, 8:00 a.m.–4:30 p.m.) 5-4818

TRANSPORTATION

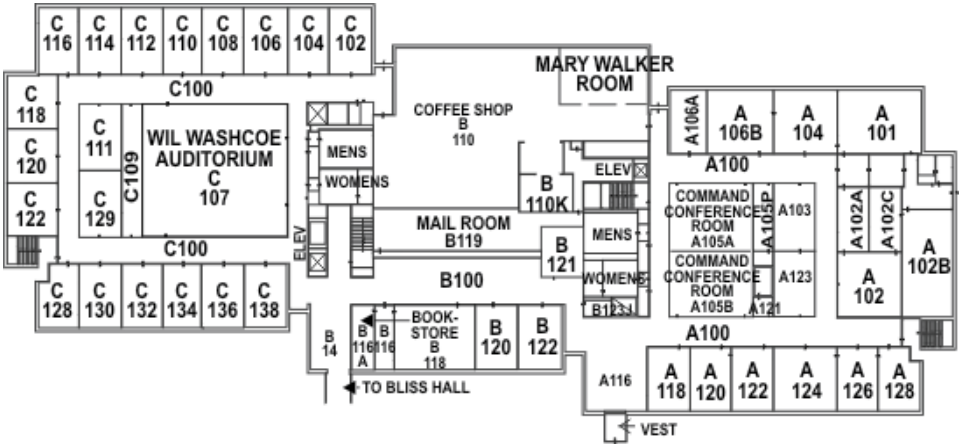
Airlines:
American 1-800-433-7300
Continental 1-800-525-0280
Delta 1-800-221-1212
Northwest Airlines 1-800-225-2525
United 1-800-241-6522
USAir 1-800-428-4322

Rail Lines:
AMTRAK 1-800-872-7245

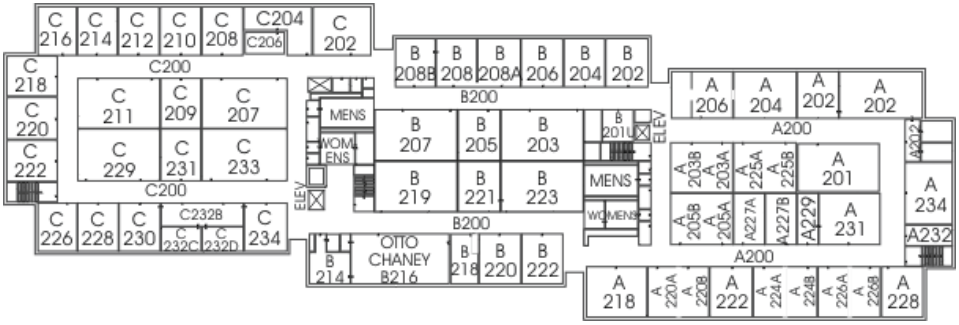
Bus Lines:
Greyhound/Trailways
(Harrisburg) 1-717-232-4251
1-800-231-2222
1-800-333-8444

ROOT HALL FLOOR PLAN

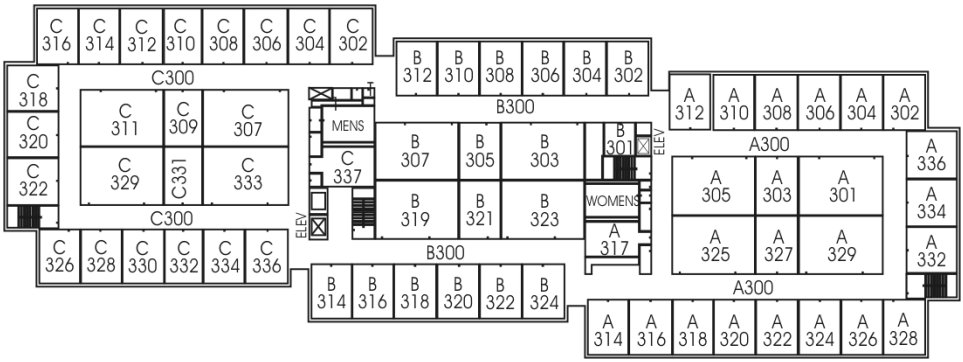
First Floor



Second Floor



Third Floor



U.S. ARMY WAR COLLEGE
COAT OF ARMS

This Coat of Arms incorporates a number of heraldic devices which symbolize the mission of the Army War College.

The American Eagle is significant of the national character of the Army War College. The five-pointed stars were taken from the National Coat of Arms and represent the three combatant arms of the service.

The crest defines the functions of this institution. The torch of enlightenment indicates its academic role; the mailed fist, the military emphasis of the curriculum. In English, the motto is "Provident for the Future." This is indicative of the assigned mission to develop officers for the highest command and staff positions in the years to come.

The Coat of Arms, in its entirety, thus expresses the national, military, and academic character of the Army War College.