

Distance Education
CATALOGUE

FOR THE CLASS OF 2003



UNITED STATES ARMY WAR COLLEGE
Carlisle, Pennsylvania



“Not to promote war but to preserve peace
by intelligent and adequate preparation
to repel aggression . . . “

“To study and confer on the great problems
of national defense, of military science,
and of responsible command.”

Elihu Root



From the Commandant

The U.S. Army War College traces its historical lineage to the year 1901 and its founder, Elihu Root, then President Theodore Roosevelt's Secretary of War. Secretary Root saw the need for an institution whose purpose would be "Not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression." He defined it as a place where senior leaders would "study and confer on the great problems of national defense, military science, and responsible command."

Root's vision continues to be as valid today as it was then. The U.S. Army War College curriculum provides a perspective that transcends the internal functions of the Army to define the Army's role in shaping national security strategy in unified, joint, and international environments. This broad educational experience helps create a well rounded, fully developed professional, capable of serving in senior leadership positions of great and diverse responsibility.

The U.S. Army War College curriculum and faculty also help our students to better grasp the fundamental essence of war. Students obtain a broader and deeper understanding of the reasons why people fight, the nature of conflict, and the conduct of war at the strategic level. Only through such greater understanding will we be able to fulfill Root's admonition to "preserve the peace."

During the course of their War College experience, students are expected to analyze quickly, to reason logically, and to develop and present positions on a variety of issues. Students exercise their creative and critical thinking skills through extensive study, interaction, writing, strategic appraisals and realistic simulations and exercises. They will broaden their computer skills and gain sufficient technical insights to anticipate, welcome, and employ emerging technology.

The curriculum provides many opportunities to consider how the Army and the other services should respond to post-Cold War national security requirements. The history of the War College, *Of Responsible Command*, offers a perspective from which to consider change, continuity, and growth in national defense as students reflect upon Root's three "great problems." In describing the education of senior Army officers, that text provides insights into Root's legacy, into national security issues, and into the evolution of the Army in the 20th century. I encourage our students to read it early and refer to it often. That account of the history of the War College also leads the careful reader to conclude that the College has recently entered a new (fourth) era of its development . . . one that leads into the 21st Century.

This is a time for our students to grow, to reflect, and to take advantage of the wide variety of educational opportunities available through the War College. It is a time for our students to improve their professional knowledge and skills and to nurture professional relationships. Our students' diligence and commitment to improving themselves benefits the War College and the Army.

Robert R. Ivany
Commandant, U.S. Army War College



VISION

**The Nation's most prestigious institution
for the education of strategic leaders
and the study of landpower.**

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Historical Perspective

As the second oldest active duty military post in the United States, Carlisle Barracks is among the most historic of American military installations. Its origins are traced to the British Army in the middle part of the 18th century. Shortly before the beginning of the French and Indian War in 1754, Carlisle was a small settlement situated on the confluence of Indian trails along the Letort Creek. Once the war began, Carlisle was recognized as a natural gateway to the west and as early as 1756, became an important point for British forces to defend the frontier and to muster forces for westward expeditions. The military post was founded in 1757 with the arrival of British forces commanded by Col. John Stanwix. Carlisle Barracks was maintained as an active British post throughout the French and Indian War and served as a base for General John Forbes' expedition, the force which proceeded west to reduce the French bastion, Fort Duquesne.

Once the French and Indian War concluded in 1763, Carlisle Barracks continued to function as an active duty British post. It would prove useful, for in that same year, the charismatic Ottawa Chief Pontiac staged or inspired attacks across the Ohio territory and across the Commonwealth. Carlisle Barracks was again a base from which British power could be projected. It was used to full advantage by British forces led by Henri Bouquet who gave the English their most notable victory on the battlefield at a place called Bushy Run.

Following Pontiac's War, Carlisle Barracks was briefly abandoned since there were no perceivable threats on the horizon. It again became an important facility when the Revolutionary War started. It was also during the American Revolution that Carlisle began its educational mission for U.S. military forces. In 1776 the Continental Congress authorized the establishment of an ordinance center at what was known as Washingtonburg. A part of this ordinance complex was an artillery school under the direction of Captain Isaac Coren. Between the artillery school and the manufacturing facilities for artillery, Carlisle Barracks became a significant facility for the Continental Army, particularly for Washington's Chief of Artillery, Henry Knox.

The post and the community again gained significance in 1794 when Western Pennsylvania farmers refused to pay their taxes on commercial whiskey and began what became known as the Whiskey Rebellion. Lacking a standing army of any consequence, militia from Pennsylvania, New Jersey, Maryland, and Virginia were called out to rendezvous with federal elements. At Carlisle, President George Washington met these troops and reviewed the army, as Commander in Chief in the field. The largely militia army then proceeded westward to quell a rebellion which rapidly evaporated with the federal show of force.

Carlisle Barracks achieved permanence as a military post once the 19th century began. For roughly the first 50 years of its existence the British and later U.S. facilities were situated on land rented from William Penn's heirs. But in 1801 the U.S. government purchased the 27 acres it had been renting for \$664.20 and Carlisle Barracks officially became a permanent military

post. It served in a supportive function, training and recruiting during the War of 1812 and after the war was largely inactive.

Carlisle Barracks again received a significant educational mission in 1838 with the establishment of the School of Cavalry Practice, under the Command of Captain E.V. Sumner. The following year another associated school was established here, the school for horse-drawn light artillery. Thus, in the two decades before the outbreak of the American Civil War a significant number of Cavalrymen were trained at Carlisle and a new generation of weapons, which were being fielded, were tested here. Among the graduates of the Cavalry school was J.E.B. Stuart who would later return to his alma mater and burn its buildings.



A glimpse of 19th century garrison life at Carlisle Barracks.

With the outbreak of the Civil War, Carlisle became a site for training and provisioning troops, similar to the function it had performed in the War of 1812. But its function as a base for supplies and training troops abruptly changed in June 1863 with the rapid approach of General Lee's Army of Northern Virginia. In a brief period of time, Carlisle Barracks had to twice suffer the indignity of being occupied by enemy troops. General Rodes' Division, of General Ewell's Corps, entered Carlisle on the morning of June 27, and General Ewell briefly established residence in the Post Commander's headquarters. Ewell and his Corps elements departed Carlisle on June 30, due to Lee's orders to concentrate on Gettysburg, and the post and community were left largely intact. Following this rather painless occupation, Union militia forces under the command of BG William F. Smith reoccupied the post, setting the stage for the first and last battle of Carlisle Barracks. On the afternoon of July 1, Major General J.E.B. Stuart approached the town and found militia prepared to defend the post. He demanded they surrender and with their refusal, he bombarded the town and burned the post. Carlisle Barracks, however, made a rapid recovery because once Stuart's cavalry left, the task of rebuilding the post was initiated almost immediately. Once reconstructed, Carlisle Barracks returned to its pre-Stuart mission of receiving and training recruits and serving as a depot, a task it continued into the post Civil War period.

Perhaps the most unique phase of Carlisle Barracks history was initiated in December 1879 when the War Department passed control of the post to the Department of Interior's Bureau of Indian Affairs. Acting in accordance with a concept proposed by Captain Richard Pratt, a new school, the Carlisle Indian School, was established at Carlisle Barracks. Pratt's concept for the school was a boarding school that would take Indians away from their home environment and let them live and be educated in American



Richard H. Pratt, founder of the Carlisle Indian School and early proponent of education for the American Indian.

culture. Students were to be educated in practical subjects (vocational in today's terminology) as well as academic subjects. In addition, the school was co-educational, enrolling both male and female students. At least in the eyes of its backers, the Carlisle experiment was so successful that additional Indian schools, based on the Carlisle model, were established in other parts of the country. By the beginning of the 20th century the annual enrollment in the Indian School had reached 1,000 students from 70 different Indian nations. And while Carlisle Barracks achieved its most enduring name recognition from the Indian School, the changes in educational philosophy of the Indian tribes meant that Carlisle as an Indian School would not long survive the retirement of its founder, Richard Pratt.



Indian students, “before and after,” showing how they were taken from their tribal cultures and placed in a military school environment.

After 39 years of existence, in 1918 the Carlisle Indian School closed its doors and Carlisle Barracks again reverted to the control of the War Department. For a two-year period it was the home of General Hospital No. 31 and after this brief wartime function, it transitioned to yet another educational mission, the Medical Field Service School. Beginning in 1920 the Barracks trained Army personnel in the care and handling of casualties as well as the prevention of disease. In the 26 years of its existence, over 30,000 officers and enlisted men passed through this school, contributing substantially to medical care in the United States Army.

In the years immediately following World War II Carlisle Barracks, rather than transitioning to a postwar period of cutbacks and inactivity, accelerated its educational mission to the Army. Between 1946 and 1951 no less than six Army schools were located at Carlisle Barracks, at least for brief periods of time. The Army Information School was the first, followed by the School for Government of the Occupied



Evacuating a casualty—schooling given at Carlisle Barracks when it was the Medical Field Service School during the inter-war years.

Areas and then briefly the Adjutant General's School. Next came The Chaplain School and the school for Military Police. Finally, in 1949 the Army Security Agency School was established here, a school that continued its classified instruction at Carlisle until 1951.

The history of the post's educational mission, in support of the Army, was completed in 1951 when the Army War College was moved to Carlisle Barracks. The school was originally established at 22 Jackson Place in Washington, D.C. in 1901. But moved to Fort McNair in 1907. It operated there until 1940, when classes were suspended during the mobilization of the nation and its Army for World War II. Classes did not resume until 1950 when, for the period of a year, the Army War College was located at Ft. Leavenworth.



The Army War College expanded its educational program in 1967 when a non-resident instructional program was instituted. The non-resident program, which in 1975, became the



Corresponding Studies Course, was and is unique in the Senior Service College system. From the onset it was determined that this program would not be "just another correspondence school," but rather a first rate Senior Service College offering. This vision, established by Colonel Urey Alexander, has served the Army, the Army War College, and its students from 1967 to the present.

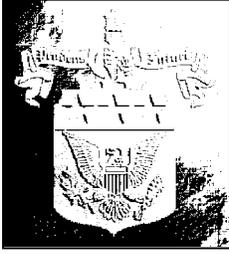
Recognizing the changing educational landscape, in 1997, by order of the Commandant, MG Robert H. Scales, Jr., The Department of Corresponding Studies became the Department of Distance Education. Changing the department's name was thought necessary to keep the Army War College program comparable to university programs across the nation and highlight the change in the department's educational methodology.

Jim Thorpe, one of the more famous students of Carlisle Barracks' numerous schools.

Since the establishment of the Army War College at Carlisle Barracks, the research and educational mission of the War College has consistently grown. The Strategic Studies Institute was formed at Carlisle Barracks in 1954 and the Military History Institute was located here in 1967. Though some type of war-gaming function has existed at the War College since its establishment here, that capability was greatly expanded in 1994 with the establishment of the Center of



Strategic Leadership, a state of the art gaming and conference center. With the existence of the Army War College and its supportive institutes at Carlisle Barracks, the last decade of the 20th century has seen the Army War College truly become an educational center for senior leaders.



Education at the U.S. Army War College

MISSION

To prepare selected military, civilian, and international leaders to assume strategic leadership responsibilities; educate current and future leaders on the role of landpower in a joint, multinational, and interagency environment; conduct research and publish on operational and strategic or National Security issues; engage in outreach programs that benefit the U.S. Army, the Department of Defense, and the Nation.

ACADEMIC PROGRAM

The USAWC curriculum centers on the theory and application of strategy. Grounded in Elihu Root's three great problems of responsible command, national defense, and military art and science, the curriculum emphasizes the process by which the United States formulates National Military Strategy and the factors essential to develop and refine military strategy in an increasingly volatile, uncertain, complex, ambiguous, and interdependent post-Cold War world.

INSTITUTIONAL LEARNING OBJECTIVES

To accomplish this mission, the USAWC curriculum is designed to produce graduates who can:

- Distinguish the uniqueness of strategic level leadership.
- Manage change by applying resources to the processes for translating strategy into force requirements and capabilities.
- Advise, in concert with other elements of national power, on the role of the military in national security strategy formulations.
- Analyze threats and other factors that affect U.S. interests.
- Apply strategic thought to U.S. national security decision-making processes.
- Develop theater strategies, estimates and campaign plans to employ unified, joint, and multinational forces.
- Synthesize critical elements of warfare at the strategic and operational levels.

EDUCATIONAL PHILOSOPHY

As its mission indicates, the USAWC prepares its students to assume strategic leadership responsibilities. Upon graduation, nearly all graduates begin operating in the strategic environment—either directly or as advisors to the senior leadership of the Armed Forces, the Department of Defense, other governmental agencies, or in foreign militaries. Eventually, a select number of graduates will assume the most senior leadership positions within their organizations, leading them at the strategic level.

For most of our students, the strategic level of leadership will be a new, unfamiliar environment that is much less structured and certain than the conditions they have previously experienced. Students attend the U.S. Army War College only after extensive and highly successful performance at the direct and organizational levels of leadership. A small number may have had some experience working within the strategic arena, but most will not have been exposed extensively to the strategic level of leadership. All students, however, clearly will have demonstrated the potential for successful future service within the strategic arena.

Successful performance in this new area will require them to break some old habits, hone existing critical thinking skills, and develop new competencies. More importantly, to succeed in the strategic environment will require these future senior leaders to think differently than they have in the past. Such a transformation is neither simple nor easy, but the USAWC curriculum and experience is intended to assist students in their transition from the direct and organizational levels to the strategic level of leadership.

The USAWC educational practice is based on an inquiry-driven model of graduate study. The curriculum centers on the examination of theory, concepts, and systems as applied to national security, strategy, decisionmaking, and conflict analysis. The curriculum offers a foundation of knowledge upon which further inquiry can be built. In addition to basic concepts and knowledge, the curriculum emphasizes the application of critical thinking skills to course content. Our intent is to focus on how and why one thinks, rather than on what one thinks. We discuss complex, difficult issues that are not given to school solutions. We, therefore, do not seek to achieve consensus but encourage debate and exploration of opposing positions while at the same time, demonstrating knowledge of theory and principle. In discussions and applications Faculty Instructors use rigorous active learning techniques online and in seminar. As a result, learning at the USAWC is more a function of doing or participating rather than simply listening or seeing.

Our collective challenge is to consider past lessons and current events as we attempt to apply strategic art and vision and give focus to the future. Strategic art and vision, historical insights, and ethical concerns are fundamental to all course work and are integrated throughout the curriculum.

Our central academic focus is the U.S. national military strategy. Graduates are expected to understand the linkages between this strategy and the other elements of power at the national level and with the planning and conduct of warfare at the theater level. Our students must understand the National Military Strategy in the larger context of National Security Strategy: how it is formulated and how all of the elements of national power—military, economic, diplomatic, and informational—are totally integrated. Students must also understand the National Military Strategy in the following contexts:

- How political objectives and constraints influence national military objectives, concepts, and resources;
- How military objectives, concepts, and resources affect the strategic and operational levels of war;
- How (and why) the theater level of war becomes the focus of unified, joint, interagency, international, and multinational force structuring and planning during war; and
- How to apply military forces during military operations other than war.

The USAWC experience is designed to nurture student growth intellectually, physically, and personally. We believe that solid family, peer, and community relationships are essential to professional and personal growth. Your educational experience should, therefore, be viewed holistically. Our charge is to prepare students for senior leadership in their service or agency and to meet the broad range of responsibilities and challenges that lie ahead. The measure of our success is the contributions our graduates will make during the remainder of their careers.

INSTRUCTIONAL THEMES

A number of themes link the courses, lessons, and topics that constitute the USAWC curriculum. They provide continuity of thought and meaning throughout the year. Themes fall into two groups: enduring and special.

Enduring Themes

The challenge Elihu Root posed to the Army at the founding of the War College: “to preserve peace by intelligent and adequate preparation to repel aggression, through studying and conferring on the great problems of national defense, military science and responsible command,” provides the underpinnings for enduring themes within the USAWC curriculum. The enduring themes—ethics, history, human dimensions of strategic leadership, jointness, and strategic vision—give increased meaning to the study of strategy and the national defense, military art and science, and command, leadership, and management. They stimulate intellectual growth by providing continuity and perspective as we analyze contemporary issues.

Ethics

Military leaders are entrusted with the special trust and confidence of the American people to provide for the national defense. The military is responsible to those it defends and leaders to those they lead. Because of the power inherent in the military, the fundamental values of the nation and the military profession must influence all senior leader decisions. History reminds us that senior military leaders must understand and apply the highest ethical standards to the military profession.

History

History provides the context that helps us understand the origins of modern military institutions and doctrine. History also provides a broader perspective on the basic issues of national security and military strategy in broad perspective, and can offer clearer insight into the human dimension of war. Understanding of the past also affords insight and guidance for the future. At its best, the study of history helps students develop understanding, a base of knowledge, and the confidence to render effective judgments. When combined with conceptual, critical, creative, and visionary thinking, this sense of history culminates in highly effective strategic thinking. Instilling a sense of historical mindedness in our students is a major goal of the USAWC.

Human Dimensions of Strategic Leadership

The Army has long recognized that regardless of current doctrine and technology, wars are fought by men and women operating under conditions of extreme stress and uncertainty. As such, it is critical that strategic leaders have a deep understanding—derived from a study of history and behavioral sciences—of the complexity of human behavior under such conditions. Equally important, strategic leaders must get the best ideas and viewpoints from all stakeholders if they are to make high-quality decisions that achieve high acceptability among the diverse groups that make up our changing Army and country. Lastly, strategic leaders must thoroughly understand the culture of the organizations they lead, how to influence that culture, and how to build healthy, resilient, learning organizations that are equal to the challenges ahead. The successful strategic leader will be one who melds all aspects of the human dimension into the practice of the strategic art.

Jointness

Specified in our mission statement, jointness refers to the mutual support and doctrinal understanding which must exist within all the military services. Jointness is a state of mind as well as a statement of fact. It predisposes those who share its goals to emphasize the unique capabilities of the nation's military services in planning and operations that are by design, from beginning to end, synergistic, cooperative, and interdependent.

Strategic Vision

Strategic vision is an essential element of political, corporate, and military leadership. It directs and shapes the forces and trends that affect us individually and organizationally. By defining a desired endstate and then communicating that vision to subordinates, leaders at all levels can shape and manage change toward a desired end. Leaders who have most successfully guided the destinies of people and organizations have understood and communicated the power of strategic vision.

Special Themes

Derived from important contemporary issues, special themes represent the types of challenges that await War College graduates. Themes are integrated into the curriculum to allow the institution and students to explore challenges and objectives established for the Army by the Chief of Staff and other external sources. Special themes highlight emerging concepts of doctrine, policy, and management, and they help to focus and strengthen seminar discussions of current events and issues. The special themes for AY 03 are:

Civil–Military Relations

The principle of civilian control over the military is an essential part of the US Constitution and American political tradition. Changes in the post-Cold War strategic environment, consequences of the Goldwater-Nichols Act, and societal changes require continuous assessment. Emerging trends toward partisan political activity and policy advocacy may erode professionalism. Strategic leaders also must shape regional security environments by fostering the development of democratic patterns and processes of civil-military relations. Thus, as the nexus between the statesman and the military professional becomes increasingly complex, strategic leaders must focus on developing complementary competencies and an understanding of both their shared and separate responsibilities in the national security decision-making process.

Mentoring

Military officership is a profession, not merely an occupation. In any profession, there is a complex process of transmission of the spirit of the profession from generation to generation. For that to occur effectively, mentoring must take place as older and more experienced members of the profession show by example as well as by explicit teaching what it means to fully embody the values, customs, and traditions of the profession. There is considerable evidence that such mentoring is not happening with consistency in the contemporary U.S. Army.

As a special theme beginning in 2001, the Army War College will devote attention to the importance of mentoring at all levels of an officer's career. The intent is that, by engaging the thought of Army War College students in these issues, the College will prepare future senior leaders to be better informed and disposed to focus attention on the need for mentoring in their future commands and, as a result, throughout the Army.

The Army War College environment is the ideal environment for that reflection in many respects. The rank and level of professional development of our students is ideal for such reflection because, at mid-career, they have been in a position both to experience mentoring or its absence as well as to have given or failed to give mentoring to their subordinates as well.

Multinational Operations

Increased commitments at home and abroad coupled with reduced force structure will make us more reliant than ever on alliances and coalitions to preempt and resolve future conflicts. As such, Army War College students must understand how this nation plans to go to war. The Army War College provides 21st Century leaders with the skills to understand and practice the art of alliance and coalition warfare at the nexus between the strategic and operational levels of war. To do that, a thorough understanding of the political and military components of our standing alliances, a historical understanding of the effectiveness of past coalition efforts, and an adept knowledge of our own interagency contributions to combined warfare are absolutely essential.

Transformation

True transformations of standing armies are rare. Most changes are developmental, occur incrementally, and are managed within existing systems over a long period of time. However, a historically unprecedented confluence of factors affecting the strategic and operational environments have brought the need for transforming our military to the forefront. Full spectrum strategic deployments, asymmetrical threats, an explosion of new and applicable technologies, increased interagency, joint and multinational operations among many other influences have all served to drive the need for revolutionary changes within every service. Correspondingly, with the publication of the Army Chief of Staff's Intent and Vision Statement in late 1999, the Army embarked upon a rapid and dramatic transformation toward a more "responsive, deployable, agile, versatile, lethal, survivable, and sustainable force." The Army's transformation will ultimately impact nearly every organization in The Army and also influence and be affected by the other services' transformation efforts. Strategists and strategic leaders need to understand the phenomenon of transformation and learn how it can be efficiently resourced, effectively managed and successfully integrated and synchronized with all the services' and joint transformation efforts to properly shape the Army of the 21st century.

Warfare in the 21st Century

The U.S. Military's operational tempo will remain high as conflict continues to erupt along seams of ethnic and religious rivalry, and economic competition. To meet the demand, the officers of the 21st Century must capitalize on the innovative application of new technologies to become faster, leaner, and more strategically responsive. Leaders will need to be able to perceive, comprehend, and take advantage of the changing nature of technology as it drives changes in warfare. This includes an understanding of the geo-strategic impact of the information and space environments on strategy and the art of war. To enter the debate and begin influencing the future, Army War College students need to be able to think beyond current structures and programs. To accomplish this, students need to understand the relationships between the services ongoing modernization efforts, CJCS' Joint Vision 2020, and the emerging vision of our forces beyond.

PJE LEARNING AREAS AND OBJECTIVES

Since the passage of the Goldwater-Nichols Defense Reorganization Act of 1986, the CJCS has administered a program to insure that the appropriate levels of joint education are included in the curriculums of the service schools. Learning areas and objectives have been established to insure compliance with Goldwater-Nichols.

The Distance Education Program (DEP) has been accredited by the Chairman of the Joint Chiefs of Staff (CJCS) as an approved Phase I program. Thus, the DEP also bases its instruction on approved Program for Joint Education Learning Areas and supporting objectives. These learning areas and objectives are listed for the convenience of our students.

Learning Area 1: National Security Strategy

Learning Objectives:

- a. Analyze the strategic art; i.e., developing, applying, and coordinating the instruments of national power to secure national security objectives.
- b. Comprehend how national policy is turned into executable military strategies.
- c. Analyze how the constituent elements of government and American society exert influence on the national strategy process.

Learning Area 2: National Planning Systems and Processes

Learning Objectives:

- a. Comprehend the Department of Defense systems and processes by which national ends, ways, and means are reconciled, integrated, and applied.
- b. Analyze how time, coordination, policy, politics, doctrine, and national power affect the planning process.

- c. Analyze and apply the principle joint strategy development and operational planning processes.
- d. Comprehend the role of joint doctrine with respect to unified command.

Learning Area 3: National Military Strategy and Organization

Learning Objectives:

- a. Comprehend the art and science of developing, deploying, employing, and sustaining the military resources of the nation, in concert with other instruments of national power, to attain national security objectives.
- b. Analyze the roles, relationships, and functions of the NCA, CJCS, JCS, CINCs, Secretaries of the Military Departments, and the Service Chiefs.
- c. Comprehend how the capabilities and limitations of the U.S. force structure affects the development of joint military strategy.

Learning Area 4: Theater Strategy and Campaigning

Learning Objectives:

- a. Comprehend how joint, unified, and multinational campaigns and operations support national objectives.
- b. Comprehend the role and perspective of the unified commander and staff in developing various theater plans, policies, and strategies, including current issues of interest to the CINCs.
- c. Analyze joint operational art and, especially, its application via the joint task force.
- d. Comprehend how to coordinate U.S. military plans and actions effectively with forces from other countries and with interagency and non-governmental organizations.
- e. Understand the relationships among theater functional areas such as force requirements and readiness, allied relations, C4I, movement and maneuver, firepower, protection, and sustainment.
- f. Comprehend the value of integrating IO into theater strategies and campaigning.

Learning Area 5: Systems Integration in 21st Century Battlespace

Learning Objectives:

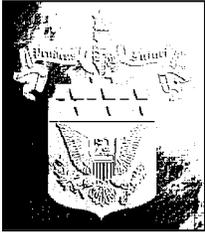
- a. Understand IO and C4 concepts and how they relate.

- b. Demonstrate a thorough understanding of how IO and C4 are integrated to support the National Military and National Security Strategies and Interagency process.
- c. Demonstrate how IO and C4 are integrated into the theater and strategic campaign development process.
- d. Understand how the joint operational planning and execution system is integrated in theater and operational IO campaign planning and execution to support theater and national strategic sustainment and warfighting efforts.

Learning Area 6: The Role of Technology in 21st Century Warfare

Learning Objectives:

- a. Comprehend how technological change affects the art and science of war and evaluate key ongoing and anticipated technological developments pertinent to the military instrument.
- b. Analyze JV 2020 and the nature of warfare in the information age, to include examining key current developments.



ACCREDITATION STATUS

Degree Granting Authority

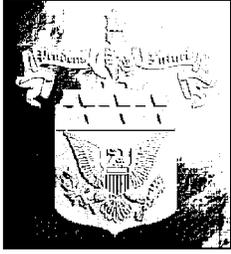
For most of its existence the Army War College has not been, nor has it sought to be, a degree-granting institution. Rather it has functioned as an institution awarding a professional diploma to officers completing the program. Given the current emphasis in the Army for advanced education, particularly graduate education, and the advanced level of instruction provided by the Army War College, in 1995 a decision was made to pursue degree-granting authority. Since that time, the Army War College has applied to the U.S. Department of Education for degree-granting authority, has been evaluated by the National Advisory Committee on Institutional Quality and Integrity, and has been approved through Congressional action as a federal degree granting institution. This authorization reflects only federal authority to grant degrees, thus, actual degree granting will not occur until regional accreditation has been achieved. Regional accreditation as a Master's Degree granting institution is given by the Middle States Association of Colleges and Schools Commission on Higher Education. In January 2000, the Army War College initiated the regional accreditation process through Middle States. In March 2001, the Middle States Association advanced the Army War College to candidacy as a degree granting institution. The actual date when the AWC is authorized to grant a degree has not been determined. Current updates on the regional accreditation process can be found on the U.S. Army War College web page.

Military Accreditation.

The Army War College currently has two types of accreditation that are extremely important to Army Officers. The categories and current status follows:

MEL-1 Accreditation. Since 1970 the Corresponding Studies Course, now the Distance Education Program, of the Army War College has been a MEL-1 accredited program. It is the only Senior Service College Distance Education course from any service that has been so recognized by U.S. Army Personnel Command.

PAJE Accreditation. At its November 2000 visit to the Army War College, the Process for Accreditation of Joint Education Team from J-7 accredited the Distance Education Program as a recognized Program of Joint Education (PJE) Phase I program. The Army War College Distance Education Program is the only Course delivered through the distance education medium on the Senior Service College level that is certified for this level of joint education.



Governance and Administration

The United States Army War College is the highest educational institution in the Army's officer education system. Its "president" is the Commandant who is appointed by the Chief of Staff of the Army to whom the Commandant is responsible for fulfilling the educational mission of the institution. The United States Army War College also serves as a field operating agency of the Deputy Chief of Staff for Operations and Plans (DCSOPS), Headquarters, Department of the Army.

To accomplish his mission(s) the Commandant has structured his administration comparable to civilian universities, with some variations due to the institution's military nature and the age and professional experience of the students.

The major **administrative organizations** are as follows:

The Commandant. The Commandant serves in a capacity similar to a college or university president. The Commandant is appointed to this position by the Chief of Staff of the Army and, on the average the tenure of a commandant is approximately 3 years. USAWC commandants are Army officers at the rank of major general.

The **Deputy Commandant** is a senior colonel who is second in command to the Commandant and who is responsible for providing guidance and direction to the USAWC staff, faculty and student body to implement the Commandant's decisions. He is responsible for the management of Garrison operations and the budgeting process. He oversees the College's Plans and Operations, Resource Management, and the institutes co-located at the Army War College.

The **Deputy Commandant for International Affairs** is an Ambassador from the United States Foreign Service who provides coordination and consultation with the State Department, advice on the curriculum with respect to U.S. Foreign policy and regional studies, and supports the academic program as an instructor and research adviser.

The **Chief of Staff** is an Army Colonel who serves as the executive for the Commandant for personnel administration, Public Affairs, Protocol information operations and management, Security Operations and administrative staff actions for the USAWC. The Chief of Staff serves as the focal point for administrative processes related to War College students and for personnel actions. (The DDE administrative office performs some of these functions for the DEP students.)

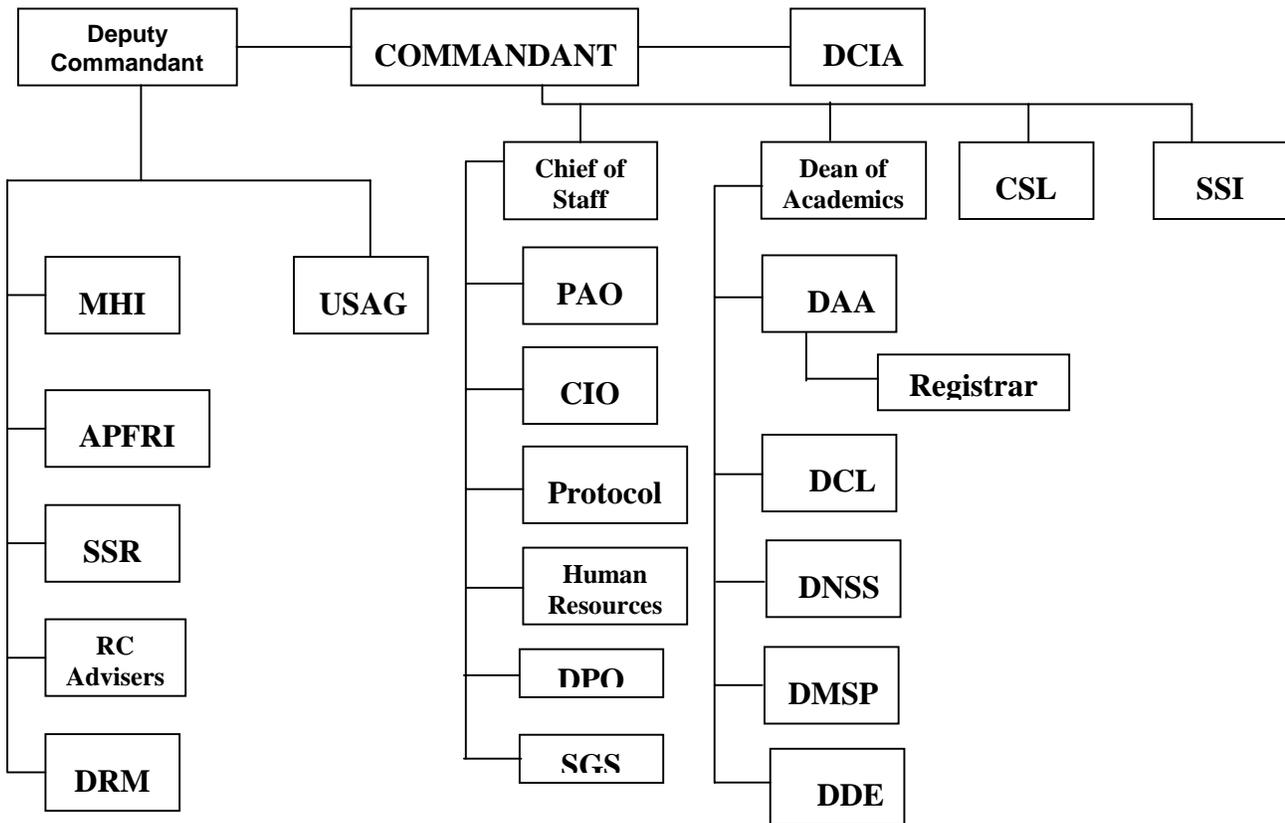
The **Dean of Academics** supervises the four teaching departments. The Dean is responsible for the curriculum and all academic policies, planning and procedures. The Dean and immediate staff oversee the execution of the instructional process. Actual execution is accomplished through the department chairpersons.

The **Academic Board** is the primary institutional academic oversight and advisory body. Chaired by the Dean of Academics, this body advises the Commandant on all matters relating to academics and academic support. The board members are the Dean, Chief of Staff, Department Chairmen, Center and Institute Directors, the Director of Academic Policy (Dean's assistant) and staff advisors. The Academic Board is the chief policy making body of the institution.

Department Chairmen direct the four teaching departments of the U.S. Army War College. The teaching departments are the Department of National Security and Strategy (DNSS), Department of Command, Leadership and Management (DCLM), Department of Military Strategy, Planning and Operations (DMSPO), and the Department of Distance Education (DDE). While the latter department has the primary responsibility for delivering distance education, the other three teaching departments provide instructors to support DDE during the two summer resident courses. In addition, the other departments provide some assistance to DDE faculty in the development of course modules and DDE faculty assist the other departments in resident program instruction.

Directors (DDE only) are responsible to the Chairman, Department of Distance Education for the development, coordination, and supervision of first and second year programs, which provide distance education instruction to Army War College students.

ORGANIZATION OF THE U.S. ARMY WAR COLLEGE



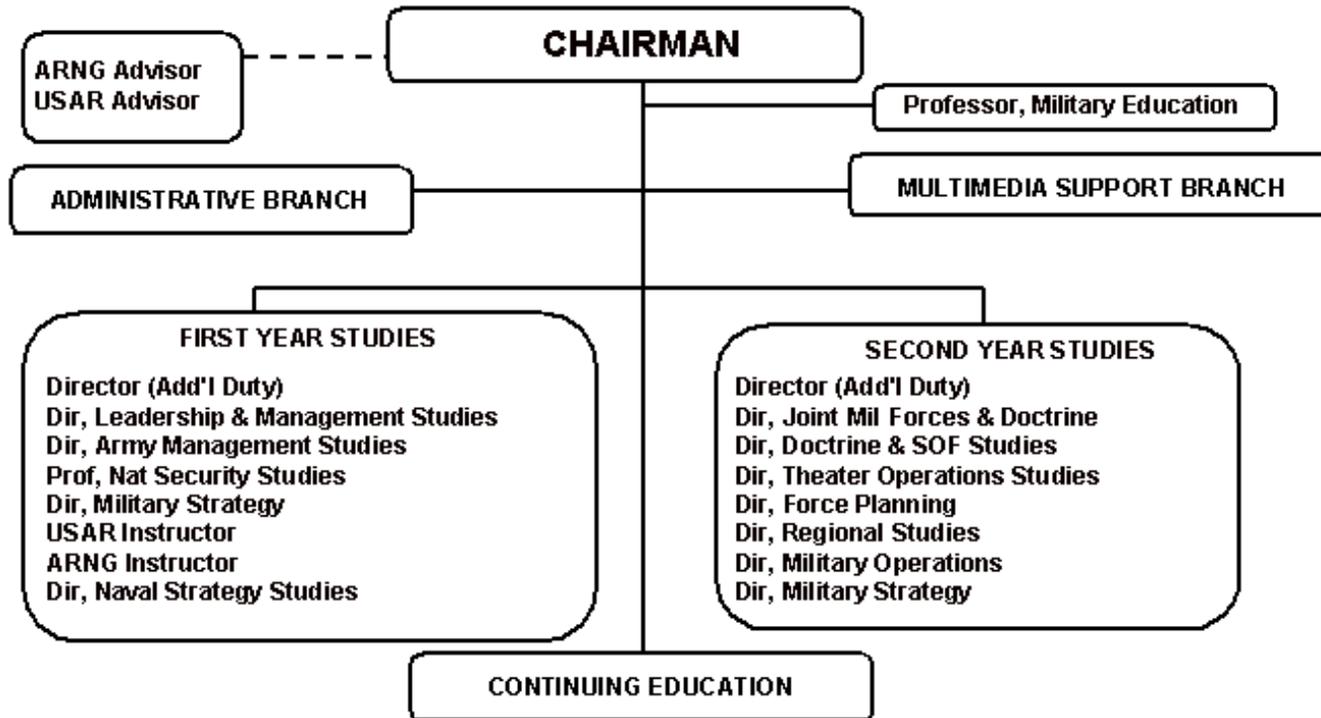
Legend:

DCIA – Deputy Commandant for International Affairs

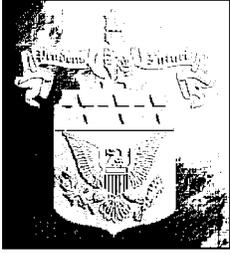
USAG – United States Army Garrison

- DAA – Directorate of Academic Affairs
- DCLM – Department of Command, Leadership, and Management
- DMSP – Department of Military Strategy, Planning, and Operations
- DNSS – Department of National Security Strategy
- DDE – Department of Distance Education
- DRM – Directorate of Resources Management
- APFRI – Army Physical Fitness Institute
- SSI – Strategic Studies Institute
- CSL – Center for Strategic Leadership
- MHI – Military History Institute
- SSR – Senior Service Representatives
- RC – Reserve Component Advisers
- CIO – Chief, Information Officer
- PAO – Chief, Public Affairs Office
- DPO – Directorate of Plans and Operations
- SGS – Secretary of the General Staff

ORGANIZATION OF THE DEPARTMENT OF DISTANCE EDUCATION



----- Denotes advisory responsibilities



Admission and Graduation

The Army War College does not accept individual applications into its Senior Service College programs except through special exceptions. Students are centrally selected by their component, thus USAWC receives its list of students by component, rather than receiving and processing individual applications. Active duty officers apply through HQDA as specified in AR 351-1, Army Reserve Officers according to AR 140-12 (and DA Pam 140-12), and Army National Guard Officers according to NGR 351-21. Department of the Army civilians, who also attend the program, must apply according to the standards in DA Pam 690-23. Other services should contact their appropriate educational office to determine eligibility and admission procedures.

Eligibility:

Military. To attend the United States Army War College an applicant must be a serving colonel or lieutenant colonel with at least 16 but not more than 23 years of service at the starting date of the course. Applicants must have completed the Command and General Staff College, or the equivalent, and should have completed a baccalaureate degree. Students who do not have a baccalaureate degree *are not* eligible for the award of a Master's Degree, once this institution is authorized to grant degrees. The years of service prerequisite may be waived for deserving officers by their component. Requests for waiver shall be endorsed by the applicant's immediate commander and will accompany the officer's application to attend the program.

Civilian. To attend the Army War College Department of the Army civilians must be an Army civilian employee at the grade of GS/GM-13 or higher. Application and selection is handled by the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). Currently the Distance Education program at the Army War College only has authorized quotas for DA civilians. Other civilians of comparable rank working at other DOD, congressional or executive branches may apply as a student in the Special Executive Program. Applications to participate in this program are to be submitted to the Commandant through the Chairman, Department of Distance Education.

Service Obligation. USAR and ARNG commissioned officers should remember that according to the provisions of AR 351-1, attendance at the Army War College incurs a two-year service obligation.

Graduation Requirements.

To graduate from the U.S. Army War College through the Distance Education Program a student must:

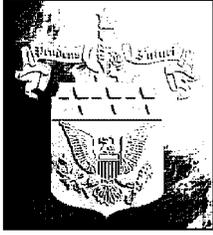
- a. Successfully complete all Distance Education courses in sequence. Satisfactory completion of the individual course requirement is the only basis for receiving credit for the completion of the Distance Education Program;
- b. Attend both resident courses;
- c. Possess a **Top Secret** security clearance.

Academic Records and Retirement Points.

Permanent Records. The Department of Distance Education maintains all records on current and former students. Once selected for the U.S. Army War College, each student will receive an administrative packet, which requires immediate attention. Included in the packet will be the instructions on how to submit your biographical information via our “Education Online” (EOL) system. ***This information must be completed not later than 10 days after receipt of the packet.*** A required part of your records is a ***current photo***, which is to be returned to the DDE Administrative Office not later than 60 days after your enrollment in the course. If you fail to submit your biographical information and photograph to the College, administrative actions will be pursued.

Retirement Points. Retirement points and credit hours for Army National Guard (ARNG) and U.S. Army, Marine, Navy, and Air Force Reserve Officers not on extended active duty will be awarded on the student’s completion of the First and Second Resident Courses. Points and hours are awarded for the successful completion of each course. Notification of retirement points will be accomplished by a Memorandum of Record, forwarded by the Administrative Office, to the student and the student’s component. This memorandum will be mailed to the student and the component the month following the student’s completion of each resident course or upon termination of enrollment. The number of retirement points and credit hours to be awarded are shown at Appendix IV of this document.

Transcript. Once a student has graduated from the U.S. Army War College, a transcript is available upon request. If a transcript is sought for the purpose of attending a civilian academic institution, contact the DDE Administrative Office. The transcript will be sent directly to the registrar of the civilian institution with a copy furnished to the graduate. For a transcript to be official, it must be transmitted directly from the registrar of one institution to another.



ACADEMIC STANDARDS

The Department of Distance Education's program requires a high degree of academic rigor. The high academic standards have given the U.S. Army War College's distance education offerings respectability in both civilian and military education circles. As a result, the Distance Education Program has been recognized as a graduate level program. The War College student in both the resident and distance education programs is evaluated against clearly delineated standards. Standards for student performances are defined for Written Submissions; Oral Presentations; Seminar Participation; and Preparation for Seminar sessions. The standards are as follows:

Participation Standards. During the Education Online forums and the resident courses students are expected to be actively involved in the seminar learning process. Seminar learning is a function of shared ideas, analysis, knowledge and responsibility for and contribution to seminar goals. Participation involves being a good listener, an articulate spokesman for a particular point of view, and an intelligent questioner or challenger of ideas. Your Faculty Instructor will evaluate your participation in seminar, following each of the two resident sessions, and this evaluation will be included in your student record file and annotated on the Student Academic Evaluation Report (AER).

Preparation Standards. You are required to complete required readings, research and study in advance of the requirement due date (or in advance of classes) as specified in course directives or as assigned by the Faculty Instructor. Adequacy of preparation is normally evaluated based upon the quality of the student's written submission, oral presentations, or individual participation in seminar academic activities. An evaluation of your participation in seminar will be completed by your Faculty Instructor after the Resident Course and included in your file.

Plagiarism. Verbatim copying or paraphrasing from any source must be acknowledged by appropriate documentation or it will be considered plagiarism. Plagiarism or extensive paraphrasing without crediting the source violates standards of conduct expected of senior military officers and civilians. Plagiarism is not tolerated at USAWC and students whose submissions are plagiarized will be disenrolled from the course. (Additional comments on plagiarism are included in Appendix I.)

Written Submission Standards. Since USAWC instruction is presented at the graduate level, written work is expected to be of graduate level quality in substance and form. In general, papers are expected to stress analysis and exposition rather than description and opinion. Papers are expected to be concise, complete, logically organized, and contain a clear and well-supported thesis. Written requirements are expected to reflect generally accepted rules of grammar and syntax and must fall into the word length specified in the course directive. Papers that exceed the specified length may receive a lower evaluation or the paper may be returned to the student for revision and resubmission. While students are encouraged to exchange views and solicit advice

and opinions from others, written work must represent individual analysis and conclusions. It is not acceptable for students to use papers previously submitted to USAWC.

DDE Evaluation of Written Work. Assessment and feedback to each student, concerning the student's ability to communicate effectively and apply or demonstrate knowledge, is central to the educational process. DDE faculty members evaluate each paper and provide written feedback following the completion of each requirement. The faculty evaluators will evaluate papers on three major areas: content, organization, and style. Of these three areas, content will be weighted most heavily in the final, overall evaluation. In general, these evaluations will address the student's ability to research, analyze the data gathered, critically evaluate the information, organize material logically, compose and express thoughts clearly and coherently in effective prose, and to use the standard written English expected of officers and senior officials. The faculty evaluators will use one of the following terms in assessing your paper: outstanding, exceeds standards, meets standards, needs improvement, or fails to meet standards. A more detailed explanation of these evaluation standards is as follows:

CONTENT.

- a. **O – Outstanding.** In a paper uniformly exceeding standards, content is exemplary. Demonstrates a high level of professional scholarship and expertise. Analysis, interpretation, and explication of the subject are in-depth, cover all aspects equally well, and extend the body of knowledge through original thinking. Product is suitable to be presented to senior officers and officials without change and/or submitted for publication.
- b. **E – Exceeds Standards.** Work exhibits clarity in thought and expression. Analyzes the situation convincingly. Conveys considerable perceptivity. Offers new or refreshing insights on topic/issues. May be original in approach. Exhibits a critical attitude toward an approach to topic/issues. Thorough research when required. Supports generalizations with effective detail/illustrations. Well-reasoned work, with good evidence. Persuasive argument. Excellent development of concepts and good use of transitions.
- c. **M – Meets Standards.** Work displays a mature ability to think issues through, gather information, and express ideas. Offers adequate analysis of evidence or situation. Communicates points and arguments clearly. Conveys some insight into topic/issues. Conveys sufficient knowledge, adequacy for the situation. Writer uses sufficient information. Source material clearly acknowledged. Balances general observations or propositions with specific details. Writer properly justifies his/her reasoning. Conclusion present and adequately supported.
- d. **NI – Needs Improvement.** Work does not offer convincing analysis. Contains assertions and generalizations conspicuously without support. Serious flaws in logic. Seems ambivalent, unduly hesitant in setting forth any analysis. Offers little insight into the issues involved. Offers predictable, hackneyed observations (to which the writer appears mostly uncommitted). Writer's voice seems disengaged, largely uninvolved with topic/issues. Argumentation incompetent, incomplete, one-sided.

Uneven in clarity, lacking in unity, sparse in evidence. Uses easy, largely unsupported generalizations, generalizes almost exclusively, or uses profuse detail in support of very little.

- e. **F – Fails to Meet Standards.** Work fails to meet the minimal standards specified in the Needs Improvement category.

ORGANIZATION.

- a. **O – Outstanding.** In a paper uniformly exceeding standards, organization of material is exemplary. Organization contributes directly to the persuasiveness of the product. Analysis clearly demonstrates support for author's interpretation of data. Depth and breadth of information uniform and inclusive. There may be *other* ways of presenting the subject-matter, but not *better* ways. Product is suitable to be presented to senior officers and officials without change.
- b. **E – Exceeds Standards.** Work is tightly organized, a well-honed composition. Speaks directly to the topic. Writes coherently, nicely establishing relationships among the parts of the discourse. Establishes and maintains rhetorical direction; the discourse moves along well. Maintains consistent control of topic/issues. Effectively opens, develops, and closes the discourse.
- c. **M – Meets Standards.** Thesis is clear and unambiguous. Focuses effectively on the topic and sticks to it. Writes logically and persuasively. Writer's plan and approach are clear. Paper arranged in logical manner. Competently introduces, develops, and concludes the discourse. Conveys a sense of beginning and closing disclosure (even though it may be incomplete).
- d. **NI – Needs Improvement.** Work fails to establish effective, logical relationship among parts of the discourse. Organization and logical flow are flawed. Avoids the topic. Writes more around the topic than to the topic. Develops the discourse sporadically, hesitantly. Haphazardly (often repetitiously) attempts development of topic. Relates parts more arbitrarily or simply categorically than systematically (through intellectual integration). If the writer's topic, approach, and discourse pattern are not readily apparent early in the paper, *the organization* of the paper needs improvement.
- e. **F – Fails to Meet Standards.** Work fails to meet the minimal standards specified in the Needs Improvement category.

STYLE.

- a. **O – Outstanding.** In a paper uniformly exceeding standards, the use of style is exemplary. Control of diction and mechanics demonstrate high level of professional expertise. Use of language is clear, concise, accurate, and specifically appropriate for the subject and for the audience. The writing, itself, holds the reader's interest and persuades reader to accept the author's thesis. There may be *other* styles suited to the

subject-matter, but not necessarily *better* styles. Product is suitable to be presented to senior officers and officials without change.

- b. **E – Exceeds Standards.** Writes fluently. Uses expressive language. Exhibits a strong sense of style. Technically correct, competent use of standard written English. Proper use and choice of words. Analogies, historical examples, figures of speech used to good effect. Original turns of phrase, well-crafted sentences, and good transitions between sections and paragraphs. Skillfully repeats key terms, exhibits an appropriate range of vocabulary range of vocabulary, consistently using terms aptly.
- c. **M – Meets Standards.** Work is presentable. Good working knowledge of Standard English. The standard written English expected of educated officers and senior officials. Avoids cumbersome passive and impersonal constructions. Uses language appropriately, if not strikingly. Effective transitions. Avoids long sentences. Displays adequate range of vocabulary. Controls conventions of standard written English. No habit of flawed English grammar and word usage. Text is proofread, free of spelling and punctuation errors.
- d. **NI – Needs Improvement.** Sloppy work. Format not maintained. Style and mechanics distracting to readers. Little sense of style or enervating style, burdened with clichés of thought and expression. Writer’s voice seems confused, perplexed, or put off by the topic/issues. Sparse development or needless repetition. Awkward, intrusive repetition of words and phrases. Rough transitions or no transitions. Writes indirectly, uses excessive passive verbs and opaque impersonal structures. Uses no metaphor or uses metaphor ineffectively. Predictable, lackluster phraseology (depending considerably on slogans and clichés). Exhibits limited vocabulary. Sometimes makes confused or confusing word choices. Has insufficient control of the conventions of standard written English. Work not presentable to high-level officials/officers without major revision.
- e. **F – Fails to Meet Standards.** Work fails to meet the minimal standards specified in the Needs Improvement category.

Oral Presentation Standards. Oral presentations given during the resident courses must be clearly and effectively given and reflect appropriate research and analysis. Length and content will be as specified in the course directive or as provided by the Faculty Instructor. Oral presentations will be evaluated based on organization, content, and delivery.

Oral Evaluation Criteria. Oral evaluation criteria address the content, organization, and delivery used to vocally present ideas and information. The manner of presenting material includes consideration of the persuasiveness and clarity of presentation of ideas, topics, and issues as well as speaking style and use of audio-visual aids (when and as appropriate).

CONTENT.

- a. **O – Outstanding.** In a presentation uniformly exceeding standards, content is exemplary. It demonstrates a high level of professional scholarship and expertise. Analysis, interpretation, and explication of the subject are in-depth, cover all aspects equally well. Material is specifically appropriate to the intended audience. Presentation is suitable for ears of senior officers and officials without change and/or made public.
- b. **E – Exceeds Standards.** Presentation is crisp and persuasive. Topics germane. arguments tightly constructed, and evidence available in backup material. Potential questions anticipated. Often includes recommendations.
- c. **M – Meets Standards.** good professional presentation. Does the job assigned. All major points covered. Presentation accomplishes stated purpose. Presentation informative and meaningful. Source of factual information used clearly acknowledged. Arguments coherent, logical, and persuasive. Presentation within accepted time limits.
- d. **NI – Needs Improvement.** Lacks clarity, completeness, and unity. Support material weak. This presentation should not be given to next level in the chain of command without revision.
- e. **F – Fails to Meet Standards.** Work fails to meet the minimal standards specified in the Needs Improvement category.

ORGANIZATION.

- a. **O – Outstanding.** In a presentation uniformly exceeding standards, organization of material is exemplary. Organization contributes directly to the persuasiveness of the presentation. Analysis of issue clearly demonstrates support for author's position. Depth and breadth of information uniform and inclusive. There may be other ways of presenting the subject-matter, but not better ways. Product is suitable to be presented to senior officers and officials without change.
- b. **E – Exceeds Standards.** Topic clearly thought out and well organized. Organization enhances understanding of the subject and the purpose of the presentation.
- c. **M – Meets Standards.** Organized in a logical and coherent manner. Organization is obvious and appropriate to the subject. Introduction is adequate. Purpose of the briefing is clear. Clear conclusion or summation.
- d. **NI – Needs Improvement.** Weak. Lacks sense of structure. Introduction not connected to the purpose of the presentation. Closing abrupt. Subject left hanging; questions left unanswered.
- e. **F – Fails to Meet Standards.** Work fails to meet the minimal standards specified in the Needs Improvement category.

DELIVERY.

- a. **O – Outstanding.** In a presentation uniformly exceeding standards, the style of delivery is exemplary. Control of diction, body language, and projection and tone of voice demonstrate a high level of professional expertise. Language is clear, concise, accurate, and specifically appropriate for the subject and for the audience. The delivery, itself, holds the audience’s interest and persuades listeners to accept the author’s conclusions. There may be *other* styles of deliver suited to the subject-matter, but not *better* styles. Presentation is suitable for the ears of senior officers and officials without change.
- b. **E – Exceeds Standards.** Speaker is in control. Style, emphasis, voice, and physical bearing all contribute to persuasive and informative presentation. Audio-visual aids (as appropriate) well-crafted and helpful in communicating concepts. Mindful of audience needs.
- c. **M – Meets Standards.** Solid presentation. Briefing helps accomplish seminar sessions. May use audio-visual aids. Knows how to keep an audience’s attention. Delivery polished and professional. Speaker enthusiastic and confident. Visual aids suitable. Gestures and body language appropriate. Voice clear, strong, and articulate. Presentation truly a “briefing” or “speech” not a “reading” in which notes are used excessively. Eye contact with audience maintained.
- d. **NI – Needs Improvement.** Boring delivery. No consideration for audience. Little work or practice evident in preparing and delivering material. May even read material rather than speaking.
- e. **F – Fails to Meet Standards.** Work fails to meet the minimal standards specified in the Needs Improvement category.

REPORTING STUDENT PROGRESS

Feedback on student progress is provided by a number of methods. The primary method is comments by evaluators on each student submission. Evaluator comments on each submission should be carefully reviewed upon receipt, to include suggestions regarding writing style, paper organization, and content. Feedback is an integral part of the USAWC education process.

During the resident courses feedback will be provided to you by your Faculty Instructor concerning your seminar performance and class preparation. The dialog between you and your Faculty Instructor is an equally important part of the academic feedback process.

For official records the written part of USAWC feedback system is the academic feeder report and the Academic Evaluation Report (AER). An academic feeder report is completed by the Faculty Instructor at the end of the First Resident Course on each Distance Education student. The academic feeder provides a written assessment of each student’s participation in the resident seminar and is included in the student’s file. At the conclusion of the Second Resident Course,

the feeder report, together with the Faculty Instructor's observations of the student's seminar performance at the Second Resident Course and the academic record for DDE requirements, will be combined into a Academic Evaluation Report. The AER, or a similar document for non-U.S. Army students, is the only USAWC document that goes into your official personnel file and is the only record of your attendance that is available to outside agencies. USAWC is required to complete an AER on students who voluntarily disenroll or are disenrolled for academic reasons.

MEETING TIMELINES

The Curriculum of the U.S. Army War College is designed for completion in a two-year time frame. All courses are to be completed in succession in this group-paced program.

Extensions. If a student has difficulty in meeting the course requirement completion date, the student must apply for an extension. Extensions *may* be granted for valid reasons, but are seldom granted for a period exceeding 14 days. Students should avoid requesting extensions unless there is a bona fide reason. An extension erodes the time available to complete succeeding courses. Extensions for Courses 5 and 10 will be granted *only* for students supplying compelling reasons. The request for extensions may be submitted in writing, by e-mail, or telephonically to the Directors of the respective student year groups prior to the due date of the requirement. This request must be acknowledged and approved prior to the due date of the requirement. The decision to grant an extension and the length of the extension will be determined on an individual basis. It is important that each student continue to progress through the course at the established schedule. A student who fails to progress according to the schedule *can be disenrolled* for failure to make satisfactory academic progress. *If a student is disenrolled, this action and the reason for it are included in the student's AER.*

Deferments. If, due to personal or professional reasons, a student is unable to meet the due dates in the schedule for submitting requirements and cannot maintain progress in the course, a request for deferment should be considered. Requests for deferment are to be sent through one of the following offices: CDR, PERSCOM; Chief, National Guard Bureau; Chief, Army Reserve; Naval Reserve; Marine Corps Reserve; Marine Corps; or for civilians, Office of the Assistant Secretary of the Army, Management Branch. Deferments are granted for exceptional reasons and normally *for one time*, to the next class. When a deferment is requested through a student's command group, a copy must be furnished to the U.S. Army War College, Department of Distance Education. Requests for deferment may not be submitted after the initiation of disenrollment action. Pending the decision on deferment action, students must continue working on their course requirements or the student will be faced with a considerable backlog of work should the deferment be denied.

ACADEMIC PROBATION

A student will be placed on academic probation for failure to make academic progress or for failure to maintain academic standards. The purpose of academic probation is to ensure that the student understands that his/her current overall level of performance does not meet USAWC standards. Notice of probationary status will be in writing and will inform the student of the reason for this action. The letter will inform the student of the expected future improvement in performance. Failure to make reasonable academic progress or to meet standards is generally considered to consist of one or more of the following:

- a. Two courses that require resubmission of requirements.
- b. Resubmission of the same requirement, evaluated a second time as unsatisfactory.
- c. A total of three course submissions which are evaluated as needs improvement.
- d. Three course submissions received later than the due date or extended due date.

Students in probationary status should devote their time to improvement of their academic performance. When three successive course submissions that meet standards have been received, the student will be removed from probationary status. The requirement to continue to perform in a satisfactory manner is inherent in the removal of a student from probation. [Therefore, any further difficulty in meeting the standard will be grounds for disenrollment.] Academic probation is an administrative tool to alert students to the serious nature of their academic status, academic probation is not a prerequisite for disenrollment.

DISENROLLMENT

In accordance with AR 351-1, paragraph 7a, on the recommendation of an academic review board, if a board is deemed appropriate, the Commandant may disenroll a student. A Distance Education Program (DEP) student may be disenrolled for:

- a. Failure to maintain academic progress.
- b. Failure to maintain academic standards.
- c. Cause.
- d. At the student's own request.

Academic. A student in a *probationary* academic status will be considered for disenrollment if he or she:

- a. Submits an additional requirement that fails to meet standards and requires resubmission.
- b. Continues to demonstrate a marginal understanding of material or poor preparation, to include unsatisfactory standards of written expression.
- c. Fails to meet established timelines for written submissions.

Cause. A student may be disenrolled for cause. Violations of military regulations, the Uniform Code of Military Justice, and civil or criminal laws may be grounds for such cause. Plagiarism in the submission of course requirements is grounds for disenrollment for cause. Such cases will be brought to the attention of the commands of individuals concerned for other actions as deemed appropriate.

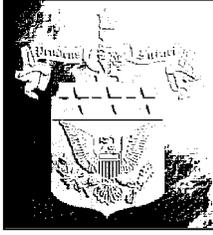
Withdrawal on Request. A student may withdraw voluntarily from the course by submitting a written request. Students withdrawing prior to 1 July, the year of their enrollment, shall submit their request to CDR PERSCOM, and will be eligible for reenrollment. After 1 July, requests shall be submitted to the USAWC, Department of Distance Education, stating the reasons for the requested action. Students requesting disenrollment after July 1, will not be eligible for reenrollment. The USAWC will notify PERSCOM, OCAR, NGB, OPM, USMC, USMCR, or Office of Personnel Management (as appropriate) of the voluntary withdrawal.

Academic Review Board

If the Chairman, Department of Distance Education, determines a student should be considered for disenrollment for failure to maintain academic progress, for cause or for failure to meet academic standards, the Chairman will inform the Dean of Academics and request an Academic Review Board.

- The Dean will convene an Academic Review Board composed of faculty members that will be responsible for reviewing the evidence and making a recommendation to the Commandant.
- The Dean will inform the student of the impending action and invite the student to respond in writing about the impending action.
- The Academic Review Board will make its recommendation to the Commandant based on the evidence submitted by the Department Chair and any mitigating evidence submitted by the student.
- If the Commandant determines the student should be disenrolled, he will inform the student in writing of his decision.
- The Commandant's decision is final on all disenrollment matters.

A student who has been disenrolled from the course for any reason will not be reconsidered for subsequent reenrollment or reinstatement. Any student disenrolled from the DEP will receive an AER that reflects this disenrollment. The Dean will officially notify the student, by letter, of any disenrollment action and the reasons for disenrollment. A copy of the letter will be forwarded to CDR, PERSCOM; Chief, National Guard Bureau and State Adjutant General; Chief, Army Reserve; Office of Personnel Management; or other service chiefs, as appropriate. Upon notification by the Dean's letter, all curricular material will be returned to the U.S. Army War College.



RESIDENT COURSES

BASIC ADMINISTRATIVE INFORMATION

The Distance Education Program includes two resident courses: one after the completion of the first year of non-resident study and the second, upon completion of the second year. Each resident course lasts two weeks. Resident courses permit the synthesis of individual solutions in seminar group sessions and provide students with the opportunity to attend lectures and gain access to classified material relevant to the course of instruction.

Attendance at both scheduled resident courses of instruction is required for successful completion of the curriculum. Students should plan to attend the resident course for the class in which enrolled. Exceptions to attendance in resident courses can be granted but only for the most compelling reason. In exceptional circumstances, permission to be deferred from resident course attendance to attend a resident course scheduled for the subsequent class may be granted for compelling reasons. Requests for deferment from resident course attendance should be submitted in writing to the Chairman, Department of Distance Education, U.S. Army War College, 122 Forbes Avenue, Carlisle, PA 17013-5243.

NON-ATTRIBUTION POLICY — REFERENCE TO GUEST LECTURERS' REMARKS

Full freedom of expression is encouraged during all academic endeavors. Outside speakers and lecturers, faculty and students are encouraged to speak openly. It is the policy of the College that students and faculty will not later attribute speaker's statements to them in public media or forums or knowingly transmit them to persons who will. When it is necessary to refer to remarks by a previous speaker, make that reference in general terms so as to protect the previous speaker's identity.

This non-attribution policy applies to EOL lectures, videos, forums, and any other presentations made available to DEP students. Like the resident speakers, DDE participants contribute lectures to the DEP, based on the adherence of our students to this policy.

It is permissible to include USAWC lectures in bibliographies of research papers, but to do this, specific written permission must be obtained from the speaker.

ELIGIBILITY.

- a. Completion of the first five DEP courses constitutes a prerequisite for attendance at the First Resident Course. Completion of the remaining five DEP courses must be accomplished in order to attend the Second Resident Course and graduation.

- b. Security Clearance. As a Distance Education Program student you must possess a final **Top Secret** security clearance. Students should ensure that their supporting security offices forward a memorandum verifying their security clearance or other equivalent clearance certificate, to U.S. Army War College, Security Branch, 122 Forbes Avenue, Carlisle, PA 17013-5219, immediately following selection for the program. Students' supporting security offices are responsible for initiating necessary investigations to obtain final Top Secret clearances for students requiring them, and for providing the required certification of that clearance to the USAWC. *Students are required to possess a final Top Secret security clearance in order to attend the resident courses. This requirement has been waived until the back log for granting security clearances has been resolved. However, students must have a final Top Secret clearance to graduate from the U.S. Army War College.*

MILITARY PAY AND ALLOWANCES. Questions regarding military pay and allowances should be referred to the appropriate paying office. TPU/AGR and National Guard soldiers need to contact units.

IRR/IMA/DIMA/JRU soldiers will mail their pay packets to AR-PERSCOM, ATTN: ARPC-PSU-BB, 1 Reserve Way, St. Louis, MO 63132-5200. A pay packet consists of 2 copies of orders, Form W-4 (Employee's Withholding Allowance Certificate), DD Form 2058 (State of Legal Residence Certificate), SF Form 1199A *or* DD Form 2762 *or* a copy of a voided check (Direct Deposit), DA Form 5960 (Authorization to Start, Stop or Change Basic Allowance for Quarters) with marriage license/divorce decree/court ordered child support as appropriate, and ARPC Form 3924 (Certificate of Performance). The pay packet may be mailed at the beginning of your tour and the ARPC Form can be mailed NLT five days after you complete the tour.

TRAVEL (LODGING AND PER DIEM)

All travel for IRR/IMA/DIMA/JRU/TPU soldiers will be processed through DNO/DFAS-IN, Dept 3700, 8899 East 56th Street, Indianapolis, IN 46249-3700.

FULL TIME TRAINING (FTT) AND ACTIVE DUTY FOR TRAINING (ADT) TOURS

Full Time Training and Active Duty for Training Tours for the purpose of attending a resident course are authorized for officers of the Reserve components under the provisions of Chapter 4, paragraph 4-2, NGR 350-1 and AR 140-1.

DRESS REQUIREMENTS

The Army Green uniform (Class A) will be worn at selected activities during both resident courses. Periods of wear will be established in the weekly pocket schedule. Members of other Services will wear their Service equivalent uniform. When the Army Green uniform is not specified, Army personnel may wear the Class B uniform with or without tie, or civilian coat and tie. When civilian attire is worn, a suit coat with social name tag (issued at the First Resident Course) will be worn in the hallways on the first floor of Root Hall, except adjacent to the offices in the "C" wing. The coat is not required to be worn on the second and third floors. Civilian students wear business attire, i.e., coat and tie for men and equivalent dress for women.

Civilian casual attire may be worn during non-duty hours. Casual is defined as slacks, sport shirt, and/or sweater for men and dress, skirt or slacks with top for women, when in a non-duty or leave status and during duty hours when in non-classroom related research. Duty hours are considered to be 0800-1700, Monday-Saturday. During non-duty hours, more casual attire to include shorts and blue jeans may be worn.

Regulation name tags will be worn with the military uniform. A student social name tag is provided for wear with civilian clothes at curricular functions and on field trips. Students are encouraged to wear their social name tags at social events when the uniform is not worn. Security cards are provided for each student during the resident courses. They are only worn while attending classified lectures in Bliss Hall or entering Collins Hall.

PHYSICAL FITNESS. Weight, appearance, and a sustained program of physical fitness continue to be a matter of special emphasis throughout the Army. Students must meet Army weight standards as described in AR 600-9 at the time of their acceptance into the program. Upon arrival for both Resident Courses, all U.S. Army students will provide a copy of their DA Form 705, Army Physical Fitness Test Score Card. Where necessary students will provide a copy of their DA Form 5500-R, Body Fat Worksheet, or DA Form 3349, Physical Profile.

DUTY HOURS. The usual academic week is Monday through Saturday. This time will be allocated to scheduled curricular activities, individual and seminar group research, discussion, and study. Duty hours at the College during resident courses are normally from 0800 to 1700 hours. Evening and weekend sessions may be scheduled during this period, as required, to meet course objectives.

LEAVES AND ABSENCES

Attendance at all scheduled curricular activities (lectures, question periods, panels, seminars and seminar group discussions, work sessions, and presentations) is mandatory. This includes evening and weekend academic activities as specified by the Department Chairman. Requests for absence during duty hours will be made to the Chairman, DDE, after securing the concurrence of the seminar Faculty Instructor and the Seminar Group Chairman. Seminar Group chairmen are responsible for reporting to the Chairman, DDE, those students who are absent from curricular activities without a previously approved excuse.

Requests for leave or absence should be submitted to the Chairman, DDE, for approval. When required, requests for leave due to emergencies will be approved by the Chairman, DDE. After duty hours, leave due to emergencies will be approved telephonically by the Chairman, DDE. The Chairman, DDE, will pass information on absences to the USAWC Chief of Staff to keep the Deputy Commandant and Commandant informed.

TELEPHONE SERVICE

Seminar study rooms are equipped with telephones which are restricted to official calls. Study room telephones are not to be moved to seminar rooms. The following types of telephone service are available at USAWC:

- a. Commercial phones are the primary means of making long distance phone calls. There are an extremely limited number of DSN lines available at the U.S. Army War College. Department staff can assist in converting from DSN to commercial numbers.
- b. Official Long Distance Calls. To place official commercial long distance calls within CONUS, dial 95 + the area code + the seven digit telephone number you desire. For OCONUS calls, dial 96 + 011 + the country code + city code + the number.
- c. Unofficial Direct Distance Dialing from telephones in USAWC is not authorized.
- d. Personal Unofficial Calls may be made from pay phones located throughout USAWC.
- e. Secure Voice (a STU-III) telephone is the only telephone authorized for classified communications at the USAWC. One is available for student use in the Security Office, Room SB-08.

A fax machine (outgoing faxes) for student use is located in Room A-11, Root Hall (basement). To receive an incoming fax use phone numbers DSN 242-4570 or 242-3584; or Commercial (717) 245-4570 or 245-3584. An incoming fax should include your name and DDE Class of 2003, and will be placed in your distribution box. Only transmission of Official (non-personal) material is allowed.

POSTAL SERVICE

The USAWC Mail Room located in Root Hall provides individual mail delivery and dispatch services for members of the Distance Education Program. Included in these services is the delivery of personal, official, registered, insured, and certified mail. The Carlisle Barracks Branch Post Office is located in Building 46 and sells stamps and money orders and dispatches personal, registered, insured, and certified mail. Window hours are 1000 to 1400, Monday - Friday.

Mail to Distance Education Program students during the resident courses should be addressed as follows:

LTC JOHN DOE
DDE 2003
U.S. Army War College
122 Forbes Avenue
Carlisle, PA 17013-5243

Personal/official mail addressed as shown above will be picked up at the DDE Admin Office and notification will be posted in the student mail boxes.

AUDITORIUM: PROCEDURES FOR LECTURES IN BLISS HALL

In preparation for Bliss Hall lectures, chimes/bells sound throughout Root and Bliss Halls 10 minutes before the starting time of Bliss Hall activities. You must arrive in time to be seated two minutes prior to the starting time. Chimes/bells at two-ring intervals indicate that attendees are ready for the entrance of the Commandant's party. When the auditorium lights flick off and on, this signals the entrance of a general officer or a distinguished guest. Students will rise on the entrance alert. In addition, at the end of the session, students and faculty will rise and remain standing until dismissed by a faculty member. An individual student should rise when asking a question of a guest speaker. Students will remain seated when guests return to the auditorium for question and answer periods. (You are reminded to review the non-attribution policy.)

Food and Drinks are not permitted in Bliss Hall lobby or auditorium.



Bliss Hall Lectures

For each resident course, the College invites highly qualified persons to address students in the Bliss Hall Auditorium. As a general rule, lectures are scheduled for 50 minutes, followed by a break and then a question and answer period. The question and answer period affords students a valuable opportunity to probe more deeply into the views examined by the speaker.

PERSONNEL AND PHYSICAL SECURITY. *A final Top Secret security clearance is required for all DDE students.* During the resident course, DDE students will, upon verification of clearance, be issued a security identification card. The Security Card will be displayed when attending classified lectures in Bliss Hall. It will be worn at all times when visiting Collins Hall. Because it authorizes access to classified presentations and the USAWC Classified Library, it must be protected from unauthorized use. This card will be collected during outprocessing. If the card is forgotten, a temporary card can be obtained from the Root Hall Security Guard. Actual or suspected loss of a security card must be reported immediately to the USAWC Security Manager.

Bliss Hall and Root Hall have selected restricted areas and require display of your security identification card for access. Cameras, recording equipment, and radios are not permitted in these areas, or elsewhere within the USAWC where classified discussions are underway or classified materials are displayed.

Family members are authorized unescorted access to Root Hall, Monday through Friday from 0600 to 2200, Saturday from 0800 to 1800, and Sunday from 0900 to 1900. On weekends, and after 1730, Monday through Friday, all students, staff, faculty, and family members will sign in and out at the Security Desk in the Root Hall lobby.

Bliss Hall, Wil Washcoe Auditorium, and seminar and study rooms are cleared for classified discussions through SECRET, with the following stipulations:

- a. Clearances must be verified in advance by the Security Manager for all visitors or guests participating in lectures or discussions involving classified information.
- b. During classified discussions in seminar rooms or study rooms, doors must be closed, telephones and televisions turned off, and only cleared personnel present.
- c. Classified information must not be discussed on telephones or in the coffee shop or other common access areas, such as hallways or the Mail Room Lobby.

DOCUMENT SECURITY

Resident Course instruction will not usually require the issue of classified course materials.

Since the possibility of using classified materials exists, a security officer will be designated for each seminar group. The seminar group security officer will ensure that good security practices are stressed to group members, and in the event classified materials are used, will receive from Classified Records Branch all classified material to be used by the group. The group security officer will issue classified materials to group members, and will collect all classified materials prior to the conclusion of the course and return them to Classified Records Branch.

Classified material may be obtained by cleared personnel from the USAWC Classified Library or the Classified Records Branch (Room SB08, Root Hall). All classified materials must be secured in a security container when not in use. Open storage of classified information is not authorized in student, staff, faculty office or work areas. If classified notes are generated during

presentations or discussions they must bear appropriate classification, downgrading and declassification markings, and be protected as described in AR 380-5.

When individual security containers are put in use, Standard Form 702, the Security Container Check Sheet located on each container, must be annotated each duty day. Containers will be locked when the assigned safe custodian is not present.

All classified materials must be returned to the issuing point prior to the close of the resident course. Any questions on security matters should be referred to the Chief, Security Division, Room SB-08, Root Hall, (Ext. 53233).

VISITORS TO USAWC

Unofficial Visitors. Unofficial visitors, including family members, are welcome to the USAWC facilities. Students are responsible for ensuring that their family members and guests are appropriately attired. Adult family members and guests are expected to adhere to the minimum USAWC Dress Code requirements for casual attire. Children are exempted from this standard; however, sponsors are to ensure children entering Root Hall wear clothing that meets reasonable standards of good taste. The Root Hall Sentries have been provided instructions on enforcement of minimum dress code requirements. Sponsors should ensure that family members and guests are aware of the dress code in order to prevent embarrassment. Visits by young unescorted children are not authorized. Since dependent ID cards are not normally issued to children under 10 years old, children under 10 must be escorted by an adult at all times. Inappropriate behavior by dependent children will be brought to the attention of the sponsor. Escorted visits are not made to areas where classified information is displayed or discussed.

During non-duty hours USAWC facilities are not open to the general public. As a student, you may sponsor guests, including visiting family members and civilian friends, for whom you are responsible and willing to escort.

Official Visitors. If individuals visit the USAWC to conduct official government business, the sponsor must have the visitor forward his security clearance to the Security Manager's office. This must be accomplished for all official visitors, regardless of rank, except for those general officers and high-ranking civilians who are at USAWC to address the entire class in Bliss Hall. However, security clearances should be sent to USAWC Security Office for all other members of the party of those general officers and high-ranking civilians. Upon arrival, the visitor will receive and wear the appropriate visitor's security card. The visitor can sign in and receive his card or the sponsor can sign for the card and present it upon arrival. Visiting general officers and their civilian counterparts are not required to wear security cards. All other members of a general officer or high-ranking civilian party must receive and wear the appropriate security card.

INSTRUCTION AT RESIDENT COURSES

The seminar group is fundamental to the U.S. Army War College resident methodology. It is the principal mechanism for review and discussion of curricular material and for the presentation of student study efforts. It also serves as a forum for group analysis, research, study, and problem solving as well as preparation of group oral and written reports. Dissent in a logical, tactful, and convincing manner is encouraged. The seminar may be conducted with a variety of instructional purposes, all having in common predetermined learning objectives. Examples of these purposes are:

- Review and discussion of material studied or presented in the preceding instruction. Such discussions may be based upon an agenda expressed in broad terms. The primary purpose of such discussion should be to synthesize and develop conceptual understanding.
- Consideration of new material or exploration in depth of particular subject matter. In addition, the Faculty Instructor may provide a highlighted document including a general plan for conduct of the discussion, discussion points for each agenda item, and other appropriate items, such as a list of alternative policies, the pros and cons of debatable issues, or suggested models of problem solving.
- Consideration of a discussion topic. The discussion topic may be published as a separate document or as a directive appendix if a substantial amount of background information is appropriate to the topic. The document may include both faculty written material and selections from authoritative sources, presenting opposing views of controversial subjects.
- Consideration of a case study. Case studies are published as separate documents and focus on a narrative account of a factual or hypothetical set of events from which the learning objective may be derived. Case studies may concern decisions that have been reached, actions that were taken, or problems that are in the process of developing, and are presented in sufficient detail to permit others to understand the facts and forces at play.

Lectures are also scheduled to enrich the seminar experience. For each resident course, the College invites highly qualified persons to address students in the auditorium. As a general rule, lectures are scheduled for 50 minutes, followed by a break, a question and answer period, and seminar group discussion. The lecture method is regarded by the College as primarily a vehicle for direct communication of authoritative opinions and insights. It is used to afford students the advantages of timely insights into issues of national security and strategy. Information on past lecturers may be obtained from the Library Reference Section. Taped recordings of a number of past lectures are maintained in the Library and in the Military History Institute. Excerpts from these may be used on closed circuit television in seminar rooms, when appropriate.

The question and answer period following the lecture affords all students a valuable opportunity to probe more deeply into the views expressed by the speaker and on occasion to present contrary views—their own or those of others. Questions and comments should be clear and brief. Only one question at a time should be put to the speaker. However, related questions are encouraged to further clarify the issue. If views presented by a student were derived from a previous speaker, they may not be attributed to the speaker by name, position, or title. This is in compliance with the College's long-standing non-attribution policy. No exceptions are permitted.

ADDITIONAL SEMINAR ACTIVITIES

Politico-military simulations, international relations exercises, warfighting exercises or other decision-making simulations may be scheduled. Both computer-assisted and manually conducted simulations are used at the College.

Noontime Lecture Series. These presentations are held during both resident courses. Their purpose is to provide a forum for an exchange of ideas with selected faculty members or guest lecturers and students concerning their views and experiences on a variety of command, management, and strategy issues. These discussions are held in an informal atmosphere. Student attendance in these sessions is voluntary.

Student Requirements. Individual preparation for each day's scheduled activity includes reading the introduction, learning objectives, student requirements, and central points for each unit of instruction. Bibliographic items may be reviewed. Such preparation enhances the understanding of, and appreciation for, informed participation in the question and answer periods following lectures and during seminar group discussions. Some units of instruction in the USAWC curriculum may contain group requirements. These involve broad issues applicable for group study and discussion. Students working alone or as members of a subgroup may be designated to conduct research and report on assigned portions of an issue and to defend their viewpoints. A minority report in the form of a non-concurrence to that portion of the group effort which is not acceptable to a student's personal view may be prepared. A comprehensive appraisal of the issue is achieved only when there is complete student participation in the group study effort.

THE SEMINAR GROUP SYSTEM

ORGANIZATION OF SEMINAR GROUPS

The student seminar group is the center of academic activity at the USAWC. During in-processing, information on seminar group assignments is provided which designates seminar group chairmen, assistant chairmen, and other positions.

The *Faculty Instructor* (FI) is the person responsible for facilitating the seminar group's learning process. He serves to:

- Link the curriculum and the student body.
- Explain the USAWC objectives and place course studies in context with the remainder of the curriculum.
- Provide academic direction to the group and coordinate its academic efforts and performance.
- Assist members of the seminar group in understanding the objectives and requirements for group performance.

The *Faculty Instructor* plays an active, not a passive role. The FI's primary role is to facilitate discussion and serve as an adviser as well as a teacher. FIs evaluate group and individual performance, provide prompt and effective feedback and counseling to both individuals and groups. He guides the group's discussions and provides specific instruction, information, and guidance. He questions alleged facts assumptions and guides the seminar group to ensure that sound analytic methods and a proper research basis are maintained.

In matters affecting the academic organization of the group and its accomplishment of group tasks, the Faculty Instructor usually exercises his influence through the Seminar Group Chairman with whom he must be in closest communication. He advises the Seminar Group Chairman on how to organize the group to best accomplish its discussion tasks and group requirements, and defines the standards the group must meet.

The **Seminar Group Chairman** is a student who is primarily responsible for the performance of the nonacademic administrative and social activities of the group. In addition, the Seminar Group Chairman (under the supervision of the Faculty Instructor) organizes and directs the seminar in its accomplishment of group academic requirements. The Seminar Group Chairman has a triple function: he has administrative duties that are his alone; he is the leader in the seminar group effort to achieve substantive results for which the seminar group as a whole is responsible; and, he contributes to seminar group study as an individual. Specific functions that he usually retains are:

- Responsibility for administrative and social matters concerning the seminar group.
- Preparing a planning calendar and a schedule for seminar group work.
- Supervising preparation for seminar group presentations including necessary writing of reports, training aids, and rehearsals.

- Keeping the Faculty Instructor informed of seminar group progress and need for assistance.
- Maintaining attendance.
- Attending morning meetings with Chairman, DDE.

The **seminar group chairmen** designated for the First Resident Course and the Second Resident Course will meet with their respective Faculty Instructors on the Sunday afternoon before the start of these resident courses. The purpose of this meeting is to ensure that the objective, scope, and requirements of the course, the time factors involved, and the seminar group relationship with the Faculty Instructor are understood. If indicated, the Faculty Instructor may suggest an appropriate organization of the seminar group, a methodology for attack of academic requirements, a reasonable scheduling of tasks, deadlines for reports and visual aids, and a scope and format for reports. If appropriate in the course of the study, he may suggest that certain aspects of the problem be further considered, researched, and discussed to ensure that findings are logically reasoned and soundly supported.

The administrative organization of the seminar group is left to the discretion of the chairman. He may appoint subgroups and various assistants for effective performance of the many administrative and substantive functions. To make best use of seminar group talents and interests, he should consult student biographies. Some assistants and subgroups and their functions might be as follows:

- **Assistant Chairman.** This officer is designated in the course directive. He is in fact the seminar group vice-chairman who assists the chairman in the accomplishment of his duties and may be assigned additional responsibility for administrative details such as:
 - Drawing materials from the Library.
 - Supervising seminar room arrangement for meetings (the course directive assigns regular seminar rooms to each seminar group).
 - Assisting the chairman in the conduct of seminar group meetings, particularly in following the agenda time schedule.
 - Acting as chairman during the absence of the chairman.
- **Seminar Group Secretary** (permanent recorder). (As Required) Some duties might be to:
 - Record all matters needed for future reference arising from seminar group meetings.
 - Maintain master copies of all working papers.
 - Arrange for reproduction of seminar group material.
 - Assure that working papers to be discussed by the seminar group as a whole are distributed in sufficient time to permit their prior study by seminar group members.

- **Seminar Group Security Officer.** (As Required) Each Seminar Group Chairman will appoint one group member as group security officer. This individual will perform or monitor the following:
 - Receive classified curricular material from Classified Records Branch for distribution to seminar group members and ensure such material is returned at the course conclusion.
 - Establish procedures to ensure that security inspections are conducted of seminar and study rooms at the end of each duty day. Such inspections should include:
 - Checking of all safes to ensure they are locked and the Standard Form 702 has been annotated.
 - Inspecting rooms to ensure areas are free of classified material except that stored in security containers.
 - Ensure that all doors are closed, telephones and televisions are disconnected, and only appropriately cleared personnel are present prior to classified discussions in study or seminar rooms.
 - Advise the Seminar Group Chairman and members on security related matters.
 - Coordinate, as necessary, with the USAWC Chief, Security Division.
 - Report security violations and hazards to the Chairman of the Department of Distance Education and the USAWC Chief, Security Division.
 - Ensure security policies contained herein are applied in the conduct of group activities.
- **Social chairman.** This individual makes arrangements as to time, place, charges, and invitations in connection with seminar group social functions. The Commandant's policy encourages social activity so long as it is not extravagant and does not interfere with the College program. Usually, student seminar groups have one "get acquainted" type activity during each resident course. Wearing of social name tags at such gatherings is encouraged.
- **Gift Committee representative.** U.S. Army War College Classes normally present a gift to the College. The selection of the gift is accomplished through a gift committee consisting of a member from each seminar.
- **Yearbook Committee representative.** Each DDE graduating class is included in the Army War College Yearbook. Each seminar will appoint a yearbook representative to facilitate the inclusion of seminar activities.
- **Other subgroups.** Additional subgroups may be appointed by the seminar subgroups, by the group chairman, or by the Faculty Instructor as needed to fulfill academic requirements.

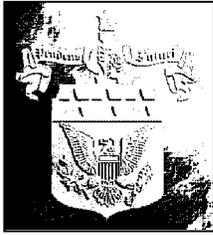
SEMINAR GROUP RESPONSIBILITIES

- a. As previously indicated, either of the two-week resident courses may include one or more requirements to be completed by the seminar group. All pertinent information regarding each phase and the associated requirements are described in a directive issued just before the beginning of the respective resident course.
- b. The success of the seminar group system depends on active, enthusiastic, and thoughtful participation by each student. Each member should think of himself/herself as an important part of a team upon which a specific responsibility has been placed. Each member is responsible to the seminar group for contributing his/her best efforts to the team task.



A Distance Education Student Seminar Group in Session

Students are divided into seminar groups of 15-17 for the Resident Courses. The College uses the seminar group system as the major vehicle for instruction during the resident course. In seminars students are challenged to clearly express their ideas developed during the distance education phase and defend them during group discussions with their peers. Seminar group membership, formed for the First Resident Course, remains the same for the Second Resident Course.



Academic Schedule

DDE Class of 2003

First Year Studies

April 16, 2001	Welcome packet
May 8, 2001	Course Intro mailed.
May 29, 2001	Course Introduction due.
May 22, 2001	Course 1, mailed.
August 6, 2001	Course 1 due.
August 1, 2001	Course 2, mailed
October 4, 2001	Course 2 due.
September 26, 2001	Course 3, mailed.
December 3, 2001	Course 3, due.
November 27, 2001	Course 4, mailed.
February 14, 2002	Course 4, due.
February 6, 2002	Course 5, mailed.
April 15, 2002	Course 5, due.

RESIDENT COURSE—June 16–28, 2002

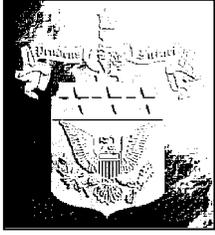
Second Year Studies

June 22, 2002	Course 6, issued.
August 30, 2002	Course 6, due.
August 19, 2002	Course 7, mailed.
October 25, 2002	Course 7, due.
October 11, 2002	Course 8, mailed.
January 7, 2002	Course 8, due.
December 12, 2002	Course 9, mailed.
March 14, 2003	Course 9, due.
February 20, 2003	Course 10, mailed.
May 2, 2003	Course 10, due.

RESIDENT COURSE—July 13–25, 2003.

Graduation

July 25, 2003.



PROGRAM OF INSTRUCTION

The following is the program of instruction for the Distance Education Course. It consists of a series of 10 courses and two resident courses, taken over a two-year period. Each Course is composed of several lessons. The lesson is the basic unit of instruction and consists of selected readings and other educational materials that support accomplishment of course objectives. Course performance is evaluated through writing and exercise requirements. Individual student requirements are subjective in nature, based on required study, and designed to ensure that course objectives are attained.

NON-ATTRIBUTION POLICY — REFERENCE TO GUEST LECTURERS' REMARKS

Full freedom of expression is encouraged during all academic endeavors. Outside speakers and lecturers, faculty and students are encouraged to speak openly. It is the policy of the College that students and faculty will not later attribute speaker's statements to them in public media or forums or knowingly transmit them to persons who will. When it is necessary to refer to remarks by a previous speaker, make that reference in general terms so as to protect the previous speaker's identity.

This non-attribution policy applies to EOL lectures, videos, forums, and any other presentations made available to DEP students. Like the resident speakers, DDE participants contribute lectures to the DEP, based on the adherence of our students to this policy.

It is permissible to include USAWC lectures in bibliographies of research papers, but to do this, specific written permission must be obtained from the speaker.

COURSE INTRODUCTION

(DDE. 500)

INTRODUCTION TO STRATEGIC LEADER EDUCATION

This course is designed to prepare the student for education at the strategic leadership level. It serves to introduce the student to methods of learning used at the U.S. Army War College Department of Distance Education, and introduces the student to adult learning concepts, critical thinking skills, and graduate level writing skills. Mastery of these skills is essential for the student to successfully complete the two-year U.S. Army War College curriculum.

COURSE 1
(DDE. 501)
STRATEGIC LEADERSHIP

This course introduces and begins the student's transition to the strategic level of leadership. It serves as the underpinning of all Army War College studies. It focuses student attention on the uniqueness of strategic leadership; demonstrating the importance of values-based ethical behavior, decision-making, and culture setting; evaluating historical leaders in the context of the strategic environment, competencies and skills; and applying the fundamental learning and critical thinking techniques.

COURSE 2
(DDE. 511)
THE NATURE AND THEORY OF WAR

While Course 1 addresses the challenges of leadership at the strategic level and the competencies required to function in that arena, Course 2 provides insights into the answer to an enduring and nagging question: Why study war? Beyond this question Course 2 will develop a broad common understanding of the evolution of the modern nation-state, an understanding of the fundamental nature of war, and insights into how states and other actors use force to pursue their interests. Students who are not conversant with the last 500 years of political-military history in the west will find a great deal of new and interesting material. Those more familiar with this material should gain new insights into the nature of conflict and its role in the modern state system. Similar to Course 1, Course 2 provides material that is used in courses for the remainder of the program.

COURSE 3
(DDE. 521)
STRATEGY AND THE USE OF POWER

Course 3 provides an understanding of national interests and use of elements of power to support them. Here students examine the ideas of several strategic thinkers and study prevalent ideas on the role of national interests in the development of strategy. The identification of elements of power and their specific application are addressed to establish a foundation for determining criteria for the use of force. The course introduces a methodology and model for developing strategy, and applying the elements of power to achieve national interests. In this course, the student is essentially provided an understanding of how to develop strategy. Lastly, the course provides an overview of the basic concepts of strategy and focuses on key theories of classical land, sea, and air power strategists. The student is presented with the concepts and models necessary for the analysis and application of land, sea, and air power.

COURSE 4
(DDE. 531)
NATIONAL SECURITY POLICY AND STRATEGY

This course describes the United States system for the formulation of national security policy and national security strategy. It analyzes national security decision-making and the domestic environment and outlines the Interagency process with emphasis on the organization and procedures of the National Security Council (NSC). The specific and legitimate role of the military in national security planning and policy-making receives particular attention. The role of international organizations, particularly the UN and NATO, in the pursuit of U.S. national interests is also included. This course also examines worldwide trends and threats as they affect actual U.S. national interests. Concepts and models, such as national interests and their levels of intensity and elements and instruments of power, are reviewed. Their specific application complements the analysis of the criteria for the use of force. After evaluating the various philosophical approaches to the development of national security and foreign policy, the current National Security Strategy is analyzed by each student using the Army War College strategy model.

COURSE 5
(DDE. 541)
DOD–ORGANIZATION, PLANNING AND STRATEGY

Course 5 provides the student, as a future leader in the strategic environment, with an understanding of the basic tenets and elements of U.S. military strategy. The course includes the interrelationships and issues which involve the Joint Strategic Planning System; the Joint Operations Planning and Execution System; and the DOD Planning, Programming and Budgeting System. The student gains a basic understanding of the affect of the Goldwater-Nichols Defense Reorganization Act of 1986 on the Department of Defense. The U.S. national military strategy is also studied. The material included in Course 5 is a logical follow-on to the lessons presented in Courses 1 through 4 and provides a significant background for second year studies.

**FIRST RESIDENT COURSE: STRATEGIC
LEADERSHIP IN A GLOBAL ENVIRONMENT**
(DDE. 549)

The First Resident Course provides the first year student with an opportunity to explore strategic leadership in the global environment through guest lectures and seminar interaction. It provides an opportunity to better understand the interrelationships between the five courses that make up the first year of studies. Of equal importance, this course transitions the DDE student into the second year studies.

Resident instruction offers a number of activities for the Distance Education student. These include seminar discussions, case studies and exercises, lectures and an exposure to all of the unique resources that are offered at Carlisle Barracks. For example, activities such as staff rides and physical assessments are a part of the program as are special noon time lectures.

Students have their first opportunity to visit and work in the USAWC Library and the Military History Institute. Equally important, the resident course allows DDE students to function in a War College seminar group and through the development of a seminar bond, create a second year seminar for online students as well as form associations that last for a lifetime.

COURSE 6
(DDE. 551)
REGIONAL STRATEGIC APPRAISALS

This course leads the student through a world assessment focusing on the principal characteristics of six major geographical regions. After a review of U.S. Foreign Policy and an identification of the challenges to U.S. national interests on a global level, Course 6 focuses student efforts on understanding and applying political, economic, military and socio-psychological elements of power. To do this, each student will develop a regional strategic appraisal; conduct a disciplined analysis of policy related to a key regional interest; and develop a policy recommendation on an specific issue within an assigned region. During the Second Resident Course, students will be required to demonstrate this knowledge by leading a seminar discussion on their particular region of study. Through this process of shared learning, all regions of the world are studied and, at the same time, faculty members are provided the opportunity to evaluate student research and oral presentation skills. Course 6 is a key course which applies the elements of power identified in previous courses, to specific areas of the world.

COURSE 7
(DDE. 561)
THEATER STRATEGY

Course 7 introduces students to the theater strategy segment of the curriculum. The course builds on previous courses and provides the transition from a regional global perspective in Course 6, to a theater strategic focus. Students will examine how the theater Commander in Chief (CINC) translates regional interests and national strategic direction into an integrated strategy, which is directed toward achieving the objectives of the national security policy. Students will also focus on the campaign planning process. Additionally, theater organization, command relationships and the authorities of the CINC will be explored to gain an understanding of how the CINC organizes joint and multinational forces in support of theater campaign planning. Finally, students will synthesize the strategic direction (ends), campaign planning process (ways), and joint multinational force organization (means) to develop theater strategy for a crisis situation.

COURSE 8
(DDE. 571)
JOINT AND COMBINED THEATER WARFARE

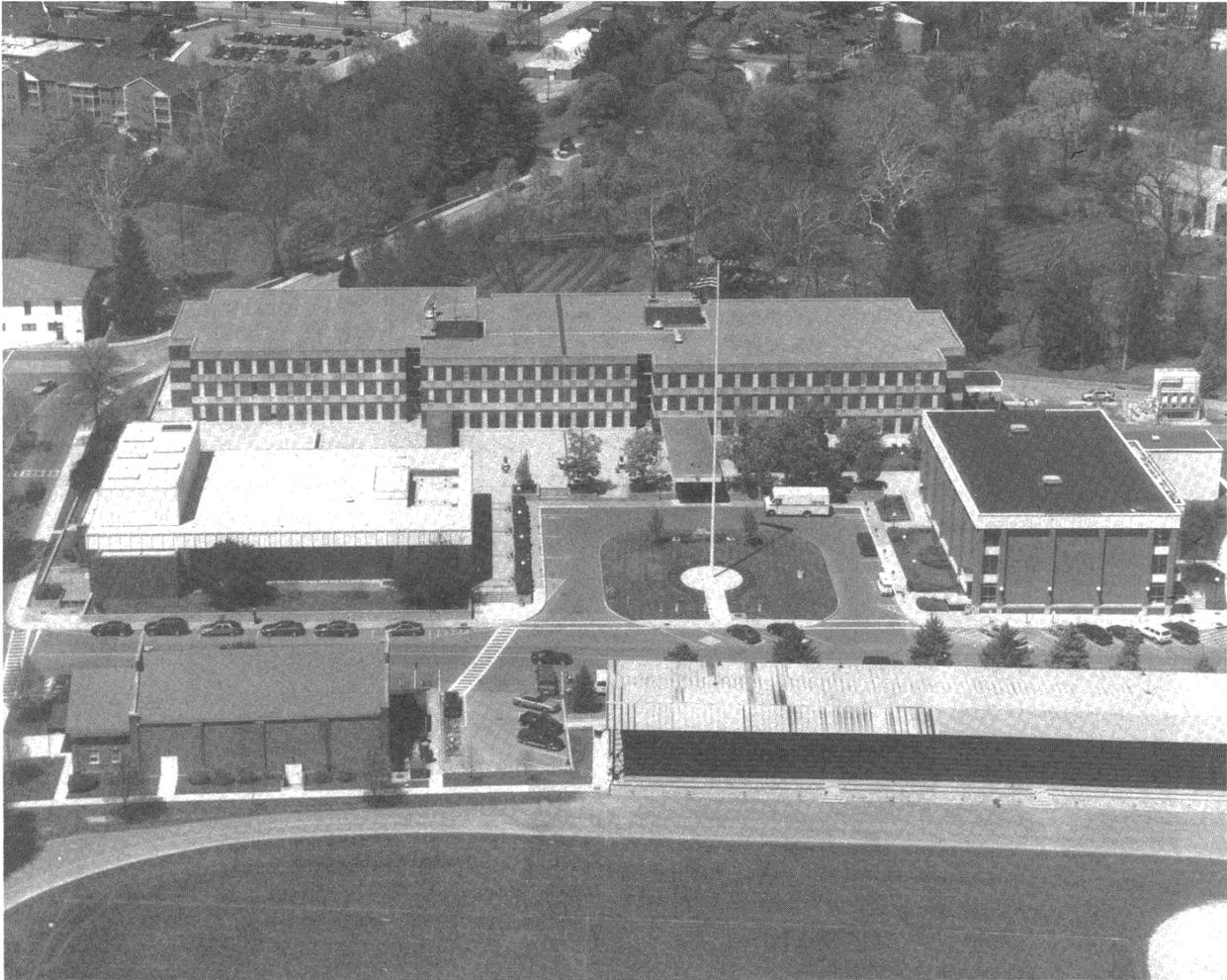
Course 8 introduces students to the warfighting segment of the curriculum. The course begins with the fundamentals of operational art. Students will examine the employment of military forces to attain strategic and operational objectives through the design, organization, and integration of theater campaigns. Students will gain an understanding of the fundamentals of theater campaign planning and how to prepare key elements of a subordinate joint force commander's estimate. This course uses a historical case study and practical application using the North African Campaign Planning Exercise. Course 8 continues the process of building concepts introduced in the First Resident Course and draws on the instructional material introduced in Course 7, Theater Strategy.

COURSE 9
(DDE. 581)
MOOTW AND CONFLICT TERMINATION

Course 9 introduces the students to the topics of Military Operations Other than War (MOOTW) and conflict termination. The course examines the theory and doctrine of conflict termination, including discussions of the various characteristics and approaches to conflict termination and its role in theater and campaign planning. The theory and doctrine of MOOTW takes up the major part of the course. Students will develop an understanding of the principles and planning consideration for joint/multinational/coalition MOOTW operations. They will learn the role of defense support agencies, international organizations such as the UN and NATO or Non-Governmental Organizations (NGOs), and Private Voluntary Organizations (PVOs) in MOOTW operations. A historical case study and practical application—a continuation of the North African Campaign Planning Exercise—will allow students to put these concepts into historical perspective and apply their understanding to a new situation.

COURSE 10
(DDE. 591)
STRATEGIC CHALLENGES FOR THE 21ST CENTURY

Course 10 introduces students to topics and issues that will impact on U.S. National Security over the next twenty years. After review of selected Future World Order scenarios, aspects of Future Warfare are examined, followed by an examination of Information Operations. The course is a catalyst and frame of reference for students to draw upon as they enhance their awareness of the requirement to relate the future with strategic leadership in the Second Resident Course. As part of this course, students are required to complete a research paper approximately 20 pages in length.



**Aerial View: U.S. Army War College at
Carlisle Barracks, Pennsylvania**

SECOND RESIDENT COURSE: STRATEGIC LEADERSHIP IN CURRENT AND FUTURE WARFARE (DDE. 599)

The Second Resident Course allows students to apply knowledge and skills gained in preceding courses to examine strategic leadership and the use of military forces in current and future warfare. In the process it causes students to assess and discuss the current issues facing the defense establishment, understand the interaction of the elements of power across the spectrum of conflict, and expand knowledge of the planning process at the OSD/JCS/CINC levels.



The Second Resident Course is designed to be the focal point of the Distance Education Program and builds upon and complements the previous two years of instruction. Students have access to expert lectures by current military and political leadership, and the full resources of the USAWC campus.



Highlights of the Second Resident Course include a number of special activities including elective courses, a culminating exercise, special noontime lectures, and a formal Graduation ceremony, which is mandatory for all students.

ELECTIVE COURSES

Every student in the Distance Education Program is required to take an elective course during the Second Resident Course. Electives provide students with instruction in a specialized subject which will build on the knowledge gained during the two year program and which will be either of personal or professional interest to the student. The list of offerings varies from year to year. Courses in the Elective Program are taught by USAWC faculty



Some of our DDE graduates, deservedly proud.

and are designed to provide the opportunity for greater depth of study with an expert in a specific area of study. Examples of courses traditionally offered follows.

Critical Thinking (DDE. 504). This course is designed to provide a greater understanding of critical reasoning and enhance critical thinking skills. The course will present and discuss the elements of critical thinking and the various critical reasoning techniques. Following each presentation, the students will complete an exercise and/or a project designed to demonstrate and apply critical thinking techniques.

Human Performance and Health and Fitness in the Army (DDE. 505). This course provides a review of selected factors that impact on the performance of individual soldiers. Among other topics, we will examine battlefield stress and sleep deprivation, physical fitness training and policy issues, training injuries and methods of injury prevention, Army weight standards, Army cardiovascular screening program, occupational physiology, and healthy backs and back injury prevention.

Civil War Strategy Exercise (DDE. 514). This course provides students an opportunity to apply to an historical case study the strategic concepts they have learned in their two years of study. It presents them with the situation in the United States in mid-1861 and allows them to derive from the policies of the Federal and Confederate governments the military objectives, strategic concepts, and resource requirements to fight a major war. Students will also develop military advice on the application of the other elements of national power to secure national objectives.

The Military Officer and the Media (DDE. 507). This course examines the senior military officer's relationship with the media. It includes the media's legitimate demands on officers and the military services and the functions that Public Affairs Officers perform in support of missions and military organizations.

The European Campaign: The Ardennes Offensive (DDE. 518). This course supplies a brief survey of strategy and senior leadership during the European campaign and then focuses on Hitler's Ardennes Offensive. It includes an overall history of the offensive and lessons learned in the areas of strategy, planning, leadership, and resourcing the force.

Weapons of Mass Destruction (DDE. 597). The course is designed to provide the student with a basic understanding of strategic and operational WMD and the current debate over their control/employment. Included in the course material are topics such as counter-proliferation and non proliferation issues, increasingly sophisticated means of delivery, of largely NBC weapons.

Army After Next (DDE. 594). Army After Next (AAN) is a special USAWC program whose purpose is to explore the broad trends that are expected to shape the national security environment in the 2025 time frame, and to develop a variety of future Army configurations in support of these alternatives. AAN is to be a continuing, wide ranging, unconstrained research effort whose ultimate purpose is to inform the Army's leadership of what alternatives are plausible and why.

The Diplomatic Art (DDE. 513). This Course uses case studies in diplomacy and negotiation to examine the historical practitioner approach to U.S. strategic interests. The cases studied will be related to U.S. national security interests and many will have involved political-military issues. The format of the course will be lectures, some research and student-led seminar discussions.

Future Warfare (DDE. 593). This course is in some respects an extension of concepts introduced in earlier courses, such as Courses 2, 3, 5, and 10, and engages the student in the concepts of warfare in the 21st century. The course will describe discuss and assess the joint and service concepts and emerging doctrines for warfare in the near future. Maximum use of joint and service publications related to future warfare will be stressed.

Information Warfare-Issues (DDE. 595). This course considers the impact that the information revolution is having on military operations, i.e., the emerging concept of Information Warfare. The course begins with the birth of Internet and rapidly applies informational problems such as, security vs. privacy, and offensive and defensive issues, relating to information warfare.

Logistics Issues For the 21st Century (DDE. 592). This course requires students to examine the critical issues to be faced in logistics support in the next century. Topics include: downsizing, reengineering of the military force structure, a reshaped international defense industrial base, privatization and outsourcing of logistical functions, service Title 10 functions, the role of the Unified CINCS, the necessity of the revolution in military logistics, and the technological potential to reshape military logistics support. All of this will be done in the context of the information revolution, Force XXI, the Army After Next, the focused logistics of Joint Vision 2010, and the revolution in military affairs.

Human Relations and Diversity (DDE. 503). Students will learn about individual and group values, behavior, attitudes and group conflict in society and the Armed Services today. Students will be provided the tools to leverage the diversity within their organizations to insure a successful team. They will be provided basic information on various cultural relationships that exist within American Society and the United States military. The case study method will be used throughout the course.

Theater Strategy and Campaign Planning (DDE. 575). This course provides the Army War College student with another opportunity to apply strategic and operational art, joint doctrine and campaign planning. Emphasis is on theater, national and multinational strategy; operational art; and the synchronization and integration of joint forces and functions for a regional conflict. The course promotes interaction among students and faculty concentrating on the integration of service and support systems.

Military Strategists: Past and Present (DDE. 512). This course is designed to provide a greater understanding of the theory and application of military strategy than afforded by the core curriculum. The course will enable students to further analyze and assess the strategic thought of classical and contemporary military strategists.

Special Operations Forces (SOF) (DDE. 565). This course is designed to provide an overview of special operations, missions, weapons systems, and command structure. A secondary objective for the course is to educate the student on how to access and employ SOF forces from a CINC's staff perspective. The course will look at case studies demonstrating the need for specialized missions. Students will participate in student-led seminar discussions and be assigned case studies to brief and lead discussion.

INDEPENDENT STUDY PROGRAMS

These separate options are available to Distance Education Students, providing them with an elective offering, during the two-year program. A student may be considered for one of these programs. The programs and procedures for applying are as follows:

Independent Research and Study Course (IRSC). An Independent Research and Study Course is an elective course of study offered to selected students in lieu of a regular curriculum course. Students may request an IRSC as an alternative if they can document superior competency in the subject matter of a regularly scheduled course; have identified an alternative independent course of research and study that enables them to make a significant and more meaningful contribution to the body of knowledge in the subject area of a course; or can not attend one of the scheduled resident curriculum courses.

- a. Be of relevance to national security issues or will relate to the conduct of war on the theater or above level.
- b. Center on senior leadership issues, theoretically or historically.
- c. Provide insights into regional issues.

- d. All papers must meet the written standards of the U.S. Army War College for written work and be of graduate level quality in substance and form.

Student papers that have successfully met these standards will be reviewed by faculty for a USAWC sponsored writing award. In addition, selected students are encouraged to forward their papers to various publications for possible publication. Students that successfully complete a writing project will receive constructive credit for the course the paper was submitted for.

Division Command Lessons Learned. Beginning with the Class of 1996, DEP students were given the opportunity to participate in the Division Command Lessons Learned (DCLL) program. The DCLL provides a unique opportunity to learn about Strategic Leadership through interviewing actual senior leaders. This program is executed by USAWC/Military History Institute (MHI) under the staff supervision of ODCSOPS. DCLL interview questions are supplied by DCSOPS and give DEP students the opportunity to interview active duty or reserve component Army officers on subjects relating to training, organization field operations, leadership, and ethics. Students may apply for participation in this during the spring of their first academic year and will be selected based on their academic performance and geographical proximity to the officers which MHI wants to interview. MHI provides equipment for interviewers and has transcripts typed and edited. Students who complete this program will receive credit for one of the second year courses.

Senior Officer Oral History Program. The Senior Officer Oral History program is offered to both resident and nonresident students and is administered through the Military History Institute. The purpose of this program is to record the detailed histories of key senior leaders by using USAWC students as interviewers. Like the DCLL, this program provides students a unique opportunity to interview a senior leader and, at the same time, contribute to the Army's history program. A slate of senior officers to be interviewed is developed by MHI, though students may propose key officers, and MHI will work with students in the preparation of interview questions. Application procedures are identical to that of the DCLL program and constructive credit for a second year course is also awarded for this program.



One of the DDE Class of 2000 Writing Awards being presented.

STAFF RIDES

During the Resident Courses all Distance Education Program (DEP) students participate in the staff ride program. Staff rides have long been a part of officer professional education in the U.S. Army and are integrated into the Distance Education Program as a part of the required instruction program. Staff rides to Antietam and Gettysburg allow officers to study leadership and strategy of the North and South in two significant Civil War campaigns. Although terms such as operational and strategic centers of gravity, decision points, and culminating points were not in the common military lexicon of that time, students will use these modern concepts to analyze senior leadership and military art in selected campaigns.



Antietam Staff Ride. Scheduled for a Saturday session during the First Resident Course, this staff ride permits students to consider this battle, which occurred on September 17, 1862, as a part of Robert E. Lee's first campaign into the North. Thus, students will review and assess senior leadership on the battlefield at the Battle of South Mountain, the siege of Harper's Ferry, and the culminating battle of the campaign on the banks of Antietam Creek.

Gettysburg Staff Ride. Scheduled as a week day instructional activity during the Second Resident Course, the staff ride to Gettysburg gives the DEP student the opportunity to study Lee's second and last major campaign into the North. It encourages students to consider Lee's and Jefferson Davis' strategy to wage a successful campaign and possibly affect the course of the war.





**DEPARTMENT OF
DISTANCE EDUCATION**

ADMINISTRATION

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Professor Rich Yarger serves as Chairman of the Department of Distance Education. Prior to this appointment he was an Associate Professor of National Policy Issues for the Department of Distance Education. He has a Bachelor's degree in history from Cameron University, a masters in Human Relations from the University of Oklahoma, and a Doctorate in History from Temple University.

Dr Yarger is a retired Army officer with 27 years of active duty service as a field artillery officer. He served in Vietnam, Korea and Germany as well as numerous assignments in CONUS. When he retired from active duty in 1992, he was Director of Force Development, DDE, U.S. Army War College. He has also served for a number of years as an adjunct faculty member at various local colleges.

SAMUEL (SAM) J. NEWLAND

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Samuel J. Newland is Professor of Military Education in the Department of Distance Education. He is a graduate of Evangel College and of Pittsburgh State University where he received his Bachelor's and Master's Degrees in history respectively. He received a Masters in Philosophy and a Ph.D. in History from the University of Kansas. He is a graduate of the Command and General Staff College at Ft. Leavenworth and of the U.S. Army War College.

Dr. Newland is a life long educator and historian. He has taught middle school, high school, College and for 8 years served as the director of a state Community College system. He is the author of numerous books and articles on modern German history, military history, and modern military firearms. He also has served in the Kansas Army National Guard, on Active duty with the U.S. Army, and recently retired from the Pennsylvania Army National Guard and. Prior to accepting a position with the Department of Distance Education, he was an Analyst with the Strategic Studies Institute.

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KEVIN P. REYNOLDS

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Colonel Reynolds is the Department of Distance Education's Director of First Year Studies. He holds a Bachelor of Arts Degree in Philosophy from the University of Illinois—Chicago, and a Master of Arts in International Relations from St. Mary's University—San Antonio, TX, and is a doctoral candidate in International Relations at Temple University. He is a graduate of the U.S. Army Command and General Staff College and the U.S. Army War College.

COL Reynolds is an Infantryman with 30 years of service. He has held numerous command and staff positions both in CONUS and overseas. Highlights of his career include assignments as a Battalion Commander; Brigade Executive Officer; Chief of Plans, 3d U.S. Army Forward Command Post; Corps Plans Officer, XVIII Abn Corps; Division G3, Chief of Current Operations; Brigade Operations Officer; Battalion Operations Officer; and as an Observer Controller at the National Training Center and the Battle Command Training Center.

JAMES (JIM) E. GORDON

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Colonel James E. Gordon is the Department of Distance Education's Director of Second Year Studies. COL Gordon has a Bachelor of Arts degree in Sociology from Central State University in Wilberforce, Ohio and a Master of Science degree in Human Resources from Golden Gate University in California, and is currently working towards his doctorate in Higher Education at George Washington University.

He is an Armor Officer with more than 27 years of service. After commanding a Tank Battalion at Schweinfurt Germany, he served as the Chief of Operational Plans for the Deputy Chief of Staff Operations at USAEUR headquarters in Heidelberg Germany. Prior to commanding the tank battalion, he served as the Chief of Joint Readiness, IG at U.S. Atlantic Command and then as a BDE XO in the 5th Mech Div at Fort Polk, LA. Following his completion of the U.S. Army War College in 1996, he joined the Department of Distance Education.



DEPARTMENT OF DISTANCE EDUCATION

FACULTY

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CHARLES R. (RAY) ALEXANDER, JR.
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Colonel Ray Alexander is Director of Military Strategy and a combat Engineer officer. He received his Bachelor of Science Degree from the University of Richmond and Master of Engineering degree from the University of Virginia. He is a graduate of the U.S. Army Command and General Staff College, Armed Forces Staff College, and the U.S. Army War College.

With over 22 years of service, COL Alexander has commanded at battalion and company level. Previous assignments include troop time in mechanized/armored divisions and an armored cavalry regiment. He has served in various staff positions to include the Army staff, 1st PERSCOM, and DCSENG HQ U.S. Army Europe. A qualified Joint Specialty Officer, he served in U.S. Special Operation Command's J8. Prior to joining the Department's faculty, Colonel Alexander was the Combat Developer for the U.S. Army Engineer School. He is presently awaiting Colonel level command.

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Commander (USN Retired) David Birdwell is an Instructional System Specialist in the Department of Distance Education. He holds a Bachelor of Science Degree from the University of Texas at Arlington, a Master of Science Degree in Information Systems from the Naval Postgraduate School, and is working toward his Ph.D. in Instructional Systems at the Pennsylvania State University. He is a graduate of the U.S. Army War College, Resident Class of 1992.

CDR Birdwell served his last five years of active duty at the Army War College, first as a member of the resident class of 1992, and then as a faculty member in the Department of Military Strategy, Planning, and Operations. He was a career Navy officer who was retired from active duty in 1996 with 21 years of military service.

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Colonel William Blankmeyer is Director of Regional Studies and is a career Armor officer. He received his Bachelor's from U.S. Military Academy, a Master's in Applied Psychology from Pennsylvania State University, and a Master's in Social Psychology at University of Virginia. He is a graduate of the Command and General Staff College and a 1998 graduate of the U.S. Army War College.

COL Blankmeyer is a career active duty officer who has completed 25 years of service. He has served the nation in a number of capacities from platoon leader in a tank company to Brigade commander. He has served on the instructional staff at both the U.S. Military Academy and U.S. Air Force Academy. Immediately prior to his assignment at the U.S. Army War College, he was Brigade Commander of the 1st Armor Training Brigade at Ft. Knox.

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Colonel (Retired) Marland J. Burckhardt is a retired Army officer working as an Army War College contract instructor. Prior to retirement he was the Director of Leadership Development, DCLM, USAWC. COL Burckhardt has Bachelor's degrees in Political Science and Secondary Education from the University of Minnesota and a Master's degree in Human Resource Management from the University of Utah. His professional military education includes Infantry and Military Intelligence basic courses, Military Intelligence advanced course, Ranger and Special Forces Courses, Army Command and General Staff College, and the U.S. Army War College.

COL Burckhardt served in a variety of infantry, special operations, and military intelligence positions to include G2 XVII Airborne Corps during Desert Shield/Storm. He commanded Military Intelligence and Recruiting Battalions and a Military Intelligence Brigade. He served as a Special Forces intelligence officer in Vietnam.

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Colonel (Retired) Don Boose is a contract Faculty Instructor, Department of Distance Education, U.S. Army War College. He holds a BA degree from Cornell University and an MA in Asian Studies from the University of Hawaii. He is a graduate of the Command and General Staff College and the Army War College.

COL Boose completed a 30-year career in the U.S. Army as an Infantry Officer and a Northeast Asia Foreign Area Officer, serving in Vietnam, Korea, and Japan and in the positions of Secretary, United Nations Command Component of the Military Armistice Commission in Korea and Assistant Chief of Staff, J-5 (Chief of Strategic Plans and Policy), U.S. Forces Japan. He taught on the faculty of the Command and General Staff College and the Army War College, where he was Director of Asian Studies prior to his retirement from active duty in 1992.

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Dr. Clegg is a contract Faculty Instructor of the Army War College, Department of Distance Education. He received his Bachelor's degree from the University of Rhode Island, a Master's degree from the University of Wisconsin and a Ph.D. in geography from the University of Maryland. He is a 1990 graduate of the Army War College.

Dr. Clegg is a retired active duty Colonel with 24 years of military service. He is a veteran of both the Vietnam and Gulf wars. He has commanded at the LTC and COL levels, and has had two joint assignments. His teaching experience includes assignments at the U.S. Military Academy, the University of Maryland, the Armed Forces Staff College, the Marine Corps Command and Staff College, and the American Military University. Since his retirement from active duty he has held both Federal Civil Service and government contract positions.

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Colonel (Retired) Alden Cunningham is retired Army officer who works as a contract Faculty Instructor, Department of Distance Education, U.S. Army War College. He holds a Bachelor of Science degree from the United States Military Academy and a MA degree in Spanish from Middlebury College and a MA degree in Latin American Studies from New York University. He is a graduate of the Command and General Staff College and the Army War College.

COL Cunningham completed a 27-year career in the U.S. Army as a Military Intelligence Officer and a Latin America (Spanish) Foreign Area Officer. He served in the Western Hemisphere Section, Politico-Military Division, ODSCOPS and as a delegate to the Inter-American Defense Board. He also served as Assistant Army Attaché in Mexico and as Defense and Army Attaché in Nicaragua. Colonel Cunningham taught on the faculty of the United States Military Academy and the Army War College, where he was Director of Americas Studies prior to his retirement from active duty in 1990. Since his retirement, Colonel Cunningham has served as a contractor in analyzing, developing and writing Latin America related small scale contingency scenarios for recent Strategic Crisis Exercises held at the Center for Strategic Leadership, U.S. Army War College.

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Colonel Groh serves as the department's Director of Joint Forces and Doctrine and a career Armor officer. He received his Bachelor's degree from the U.S. Military Academy and a Master's degree in National Security Affairs from the Naval Post Graduate School. He is currently working toward his doctorate in information systems and communications at Robert Morris College in Pittsburgh, Pennsylvania.

COL Groh has served the nation in a number of capacities since his graduation from USMA. He served the majority of his operational assignments in 11th, 3rd, and 2nd Armored Cavalry Regiments. He was the executive officer, 1st Squadron 3rd ACR during Desert Shield and Desert Storm. He commanded 2nd Squadron 2nd ACR. COL Groh also served as the Team Chief for the Foreign Area Officer Branch at PERSCOM. He recently served as the Deputy Division Chief, J-5 NATO Policy Division in the Office of the Joint Chiefs of Staff.

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Lieutenant COL Gary Kirk is Director of Regional Studies Assessment and an Air Force Officer assigned to the Army War College. LTC Kirk earned a Bachelor's degree in Education from Marshall University and an MS in Educational Administration from Chapman College. He is a graduate of the Air Command and Staff College and the U.S. Army War College.

Lt. COL Kirk has served in a variety of assignments during his 21 years of active duty with the U.S. Air Force. He has served as a navigator with a C-130 squadron and was Chief of Officer Programs at Randolph Air Force Base. Previous instructor experience was gained when he was an instructor and Division Chief, Squadron Officer School at Maxwell Air Force Base. Prior to attending the U.S. Army War College, he was Commander of the 313th Recruiting Station. He is currently the course author for Course 6, Regional Strategic Appraisals.

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Dr. Charles A. Krupnick is Professor of National Security Studies, Department of Distance Education and is course author for Course 4, National Security Policy and Strategy. He holds a BA degree from the US Naval Academy, MA and PH.D degree in Foreign Affairs from the University of Virginia. He has completed numerous professional military schools during his career.

Professor Krupnick served in a number of capacities in the US Navy during a 21-year career, mostly in the Submarine Service. Immediately prior to his retirement, he was Commanding Officer of the *USS James Madison*. Following his retirement, he completed his Doctorate at the University of Virginia and since that time held appointments as Political Officer in European Affairs at the U.S. Department of State, Assistant Professor, Political Science at the University of Memphis and, most recently, Professor, Military Strategic Studies at the US Air Force Academy.

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ANTHONY (TONY) S. LIETO

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Lieutenant Colonel (P) Anthony S. Lieto is the Director of Military Strategy and a career active duty Armor officer. Most recently he was the Director and course author of the Defense Strategy Course, which is an integral part of the college's Continuing Education Program. He holds a Bachelor of Science degree from the United States Military Academy, a MMAS from the School of Advanced Military Studies (SAMS) at Fort Leavenworth, Kansas, and a Masters in Business Administration from Webster University. He is a graduate from the U.S. Army Command and General Staff College, School of Advanced Military Studies and the U.S. Army War College.

LTC (P) Lieto served as a Battalion Commander in CONUS and in the Middle East. Prior to command he served as Chief of Land Plans in a NATO headquarters in The Netherlands and in Bosnia as part of IFOR. Additional assignments included serving as a brigade XO of a Combat Aviation Brigade and Brigade S-3 of an Armored Brigade, both in Germany. Other OCONUS assignments included service in Africa, and Korea.

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Lieutenant Colonel Mellott is Assistant Director of Military Strategy in the Department of Distance Education. He holds a Bachelor's degree in Agricultural Engineering from Pennsylvania State University and a Master's degree in Civil Engineering from Pennsylvania State University. He is a graduate of the Engineer Basic Course and the U.S. Army Command and General Staff College. He is also a licensed Engineer in the state of Pennsylvania.

LTC Mellott is an Army Engineer with 18 years of service. He has had numerous assignments in his branch to include Company Commander, Battalion XO, and Project Engineer for the Pittsburgh District. Prior to his assignment to the U.S. Army War College he was Division Chief, Mine/Countermine, TRADOC System Manager-Engineer Combat Systems at Fort Leonard Wood, Missouri.

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Commander Pattee is a Naval Officer who serves as Director of Naval Strategy at the Army War College. He holds a Bachelor of Science degree in Mechanical Engineering from the University of Washington and a Master of Military Art and Science from the U.S. Army Command and General staff College. Commander Pattee is currently working on his doctorate in History at Temple University.

CDR Pattee is a submarine officer with over 18 years of service. He has held assignments in both attack and ballistic missile submarines. He has served as the Executive Officer in the ballistic missile submarine *USS Tennessee* (SSBN 734) (Gold), Engineer Officer in the attack submarine *USS Gurnard* (SSN 662), and as Weapons Officer in the attack submarine *USS Pollack* (SSN 603). Additionally he has served as Radiological Controls Officer in the submarine tender *USS Orion* (AS 18), which was homeported in La Maddalena, Italy.

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Lieutenant Colonel (P) Ralph J. Perry is currently on sabbatical leave to complete a Doctorate of Management at University of Maryland University College. He received his Bachelor's degree in Industrial Engineering from Rhode Island College and Master's Degrees in Management and Petroleum Engineering from the Pennsylvania State University. He is a graduate of the U.S. Army War College, U.S. Army Command and General Staff College and Air Command Staff College.

LTC (P) Perry is a Quartermaster Officer with 22 years of service. He has served in a variety of multifunctional logistics assignments at the tactical, operational, and strategic level. These assignments include Quartermaster School Instructor, Division Petroleum Operations Officer, Battalion Executive Officer, Director of Logistics, and Director of the Defense Logistics Agency's Depot Privatization Office. He has also commanded at various levels to include a Company in the 240th Petroleum Battalion at Fort Lee, Virginia. An Army Material Command (AMC) Depot in Germany and a Defense Logistics Agency Petroleum Battalion in Korea.

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JAMES PIERCE
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Fax: (717) 245-4570

e-mail: james.pierce@carlisle.army.mil

Colonel James Pierce is Director, Strategic Leadership/ARNG Instructor and is a National Guard, AGR Aviation officer. His civilian education includes a Bachelor's degree in Political Science from La Salle College and a Master's degree in Systems Management from the University of Southern California. He is currently a doctoral candidate in Public Administration at Penn State. COL Pierce is a graduate of the Command and General Staff College and a 2000 graduate of the U.S. Army War College.

A career aviation officer, COL Pierce has served in various positions during a career that combines both active duty and Guard aviation positions. He served in the Combat Aviation Battalion at Schofield Barracks, Hawaii, in the Aviation Training Brigade at Ft. Rucker, and as Academic Branch Chief, Eastern AATS. His most recent assignment was Commander, Eastern AATS at Ft. Indiantown Gap, Pennsylvania.

FRED SADRAK

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Fax: (717) 245-4570

email: fredsadrak@carlisle.army.mil

Picture not displayed

Colonel Fred Sadrak is an Army Reserve instructor and a AGR Finance Officer. His civilian education includes a Bachelor's degree in Business Administration from the University of Tennessee and a Master's degree from Webster University. Col Sadrak is a graduate of the Command and General Staff College and a 1998 graduate of the U.S. Army War College.

A career Army finance officer, COL Sadrak has served in various positions during a career that combines both Army Reserve and AGR. Some of the key highlights of his active duty time include his service as Deputy Chief of Staff of Resource Management in Dhahran during Desert Shield/Desert Storm and his recent position as Defense Resource Manager on the Joint Staff.

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PHILLIP THOMPSON

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COL (Retired) Phil Thompson is a retired Air Force Officer working as a contract instructor in the Department of Distance Education and the Department of National Security and Strategy. He has a Bachelor's degree from the College of Wooster and a MA in Government and Politics from the University of Maryland. He is a graduate of the U.S. Air Force Command and Staff College and the U.S. Army War College.

COL Thompson is a signals intelligence officer with 30 years of Air Force service including four joint tours. Overseas assignments included tours in Vietnam, Germany, Greece, Pakistan, and Poland. He commanded the 6931st Electronic Security Squadron and served as the Air and Defense Attaché in Poland. He also served as the Director of Intelligence Policy, Programs and Resources at HQ USAF where he was a member of the Air Staff Board and represented the Air Force on the National Foreign Intelligence Board. He concluded his military career by serving five years as the first Air Force officer to be integrated into the U.S. Army War College's Department of National Security and Strategy.

JOHN (JAY) B. TISSERAND III

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email: john.tisserand@carlisle.army.mil

Picture not displayed

Colonel Jay Tisserand is the Director of Theater Operations and a career active duty Aviation officer. Colonel Tisserand has a Bachelor's degree in Business Administration from Indiana University and an M.A. in Management from Webster University. He is a 1986 graduate of the Command and General Staff Officers Course and a 1995 graduate of the U.S. Army War College.

Colonel Tisserand is an Army Aviator with 28 years of active service. He commanded an Attack Helicopter Battalion in the 7th Infantry Division at Fort Ord, CA. Following battalion command he served as the Acting Director of Military Planning operating the Defense Strategy Course for the Department of Corresponding Studies at the U.S. Army War College, and during his previous assignment to the War College he was Director of Second Year Studies and a course author. His most recent assignment was as a Review Board officer.

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STEVE VOLKMAN

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Lieutenant Colonel Steve Volkman is Director of Leadership Management and active duty. He received his Bachelor's degree in criminology from Central Washington University and a Master's degree in Human Relations and Management from Webster University. LTC Volkman is also a 1991 graduate of the FBI National Academy. He is a graduate of the Command and General Staff College and a 2001 graduate of the U.S. Army War College.

LTC Volkman has served the nation in a number of capacities in his 26 years of military service. He has commanded Units from the company level to battalion and served as the Deputy Director of Personnel and Administration at the U.S. Training Mission in Saudi Arabia. Prior to his student year at the U.S. Army War College he was Commander of the 25th Military Police Battalion at Schofield Barracks.

JEFFERY WAITE

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Colonel Jeffery Waite is an AGR officer who is a member of the Missouri Army National Guard. He received a Bachelor of Science degree from Southwest Missouri State College and a Master of Science in Business Administration from Boston University. He is a graduate of the U.S. Army Command and General Staff College, United States Marine Corps Staff Officers Course, the Air War College and the U.S. Army War College.

COL Waite is an Ordinance Officer who has commanded the Equipment Maintenance Center-Europe, (since redesignated the 2143rd Maintenance Battalion) and has had force structure experience. He previously served in the Army educational system from 1984-1987 as an Assistant Professor of Military Science at Hofstra University and from 1991-1993 as the Deputy Assistant Commandant (ARNG) at the Ordnance Center and School. From 1997 to 1999 he served on the Army staff as Military Assistant for Army National Guard at the office of the Assistant Secretary of the Army. (Installation, Logistics, & Environment).

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TERRENCE (TERRY) M. WALLACE
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Colonel (Retired) Terry Wallace is a retired Army officer who works as a contract instructor in the Department of Distance Education. He has a Bachelor's degree in management from Niagara University and an MBA from Fairleigh-Dickinson University in Personnel Administration.

COL Wallace was an Armored Cavalry Officer with 30 years of Army service. He served in the 2nd and 11th Armored Cavalry Regiments and commanded the 1st Squadron 9th Cavalry in the 1st Cavalry Division. He served on exchange to the New Zealand Army for two years and was the U.S. Army Attaché to Australia, New Zealand and Papua, New Guinea for three years. His instructor experience includes two years in the Department of Tactics, at the USACGSC and eleven years at the U.S. Army War College. COL (R) Wallace is a past Chairman of the Department of Distance Education.

THOMAS (TOM) L. WILBORN

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Dr. Wilborn is a contract Faculty Instructor with the Department of Distance Education. He received a Bachelor's degree in journalism and a Master's degree and Ph.D. in political science at the University of Kentucky. He is also a graduate of the U.S. Army War College.

Dr. Wilborn retired from the Strategic Studies Institute of the U.S. Army War College after over 21 years of service as Research Professor of National Security Affairs. Prior to coming to Carlisle, he taught international relations and political science at James Madison University and Central Missouri State University. He is the author of numerous studies, monographs, and articles on nuclear doctrine, military strategy and operational art, and East Asian security issues.

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KENNETH (KEN) W. WOMACK
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email: kenneth.womack@carlisle.army.mil

Colonel (USAF Retired) Ken Womack is a contract instructor in the Department of Distance Education. He has a Bachelor's degree in Engineering Mechanics from the United States Air Force Academy, Colorado Springs, Colorado, and a Master's Degree in Systems Management from the University of Southern California. His professional military education includes the U.S. Army War College and the U.S. Armed Forces Staff College.

Col Womack is an Air Force operations officer with 24 years of Air Force service. As a command pilot, he has over 3,900 flying hours in the U-2, T-38, and B-52 aircraft in a variety of operational assignments. He commanded an operational U-2 detachment and commanded the 1st Reconnaissance Squadron, responsible for training all Air Force U-2 pilots for worldwide reconnaissance duty. He was a fully qualified joint specialty officer, serving two tours with the U.S. Joint Chiefs of Staff where he managed the worldwide reconnaissance program and directed the Chairman's Joint Exercise Program for senior military and civilian leaders in the Department of Defense and other government departments and agencies.

WALTER (WALT) WOOD

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Picture not displayed

Colonel USMC (Retired) Walt Wood is a contract Faculty Instructor, Department of Distance Education, U.S. Army War College. He holds a BA degree from the University of Dayton and an MA in International Relations from Salve Regina University in Newport, Rhode Island. He is a graduate of the Naval Command and Staff College and the Army War College.

COL Wood completed a 30 plus year career in the U.S. Marine Corps as an Infantry Officer, serving in Vietnam, Japan and participating in various deployments to Europe, Africa, and the Far East. He served in a number of operational billets to include the Division, MEU, MEB, and MEF levels. He commanded the School of Infantry at Camp Lejeune, North Carolina. In 1995 he was assigned as the Marine Corps, Senior Service Representative at the USAWC and taught in the Department of Military Strategy, Planning and Operations prior to his retirement in 1998.

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ROBERT (BOB) E. WRIGHT

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Colonel Wright is the Director of Military Operations and a USAR AGR instructor in the Department of Distance Education. He holds a Bachelor of Science degree in Physical Science Education from the University of Oklahoma–Norman, Oklahoma and a Master of Science in Curriculum and Instruction from Oklahoma State University–Stillwater, Oklahoma. He is a graduate of the U.S. Army Command and General Staff College and the U.S. Army War College.

COL Wright is a Signal Corps officer serving in the USAR-AGR program with 27 years of Reserve and Active Duty service. Previous assignments include: Assistant Director for Enlisted Education Programs in the Office of the Under Secretary of Defense for Personnel and Readiness; Chief, Distribution and Readiness Branch, Directorate of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel; AGR Program Policy Coordinator, Office of the Deputy Chief of Staff for Personnel; and Chief, DA Secretariat for Selection Boards, Office of Promotions–Reserve Components, Total Army Personnel Command.

BARRIE E. ZAIS

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Picture not displayed

Dr. Barrie E. Zais is a retired Army officer who works as a contract instructor in the Department of Distance Education. He holds a BS degree from the U.S. Military Academy and MA and Ph.D. degrees in history from Duke University. He also attended the Senior Officials in National Security Course, John F. Kennedy School of Government, Harvard University.

Professor Zais completed a 30-year career in the U.S. Army, serving in Vietnam, Korea, and Germany and in the positions of Chief of Staff, 4th Infantry Division and Commander, 3rd U.S. Infantry Regiment. He taught on the faculty of the U.S. Military Academy, West Point, New York, the School of Advanced Military Studies (SAMS), Command and General Staff College, Fort Leavenworth, Kansas, and served as Professor, National Security Studies, Department of Distance Education, U.S. Army War College. Prior to his retirement from active duty in 1995. He was Chairman of the Department of Military Strategy, Planning and Operations, U.S. Army War College.



U.S. ARMY WAR COLLEGE

USAR AND ARNG FACULTY ADVISERS

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HANS (MOJO) W. MIJOCEVIC

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COL Mijocevic is the Senior USAR Advisor to the Commandant. He holds a Bachelor of Science degree in Sociology from The University of the State of New York-Albany, New York and a Master of Science degree in Administration from Central Michigan University-Mt. Pleasant, Michigan. He is a graduate of the U.S. Naval War College with a Master of Arts degree in National Security and Strategic Studies and the U.S. Army Command and General Staff College.

COL Mijocevic is a career Infantry Officer serving in the USAR-AGR program with 32 years of Reserve and Active Duty service. Previous assignments include: Staff Officer for the J33, The Joint Staff; Senior USAR Advisor for USAREUR and 7th Army, Germany; Director, Mobilization, Operations and Training Directorate, AR-PERSCOM; Chief, Mobilization Training Division, AR-PERSCOM; and Staff Officer, War Plans Division, ODCSOPS, HQDA. Additionally, he has had several assignments with the 1st Armored Division, 157th SIB, the 79th ARCOM, and First U.S. Army. He was recently inducted into the OCS Hall of Fame.

ROBERT (BOB) A. SALVIANO, JR.

Office: (717) 245-4515

FAX: (717) 245-3584

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Picture not displayed

COL Salviano is a traditional guardsman from the State of Arizona with over 30 years of service. He received a Bachelor's degree in Business Administration and Education from Arizona State University; a Master's degree in Marketing and Distributive Occupations from Arizona State University; and a Master's in School Administration from the University of Phoenix. He is a graduate of Command and General Staff College; and the U.S. Army War College resident course class of 1995.

Colonel Salviano has spent most of his career associated the Transportation and Quartermaster branches. He commanded the 2221st Transportation Company; the 1120th Quartermaster Battalion; and the 158th Regiment (Regional Training Institute. Colonel Salviano has also served in various staff positions to include Battalion S3 and s4; Brigade S1 and Executive Officer; and Deputy Chief of Staff of Resource Management for the STARC Arizona. Colonel Salviano retired from the Phoenix Union High School District where he was a Business teacher and Coach for 28 year. In 2000 he assumed the position of National Guard Adviser to the Commandant of the U.S. Army War College.



OTHER PROGRAMS

The Department of Distance Education also offers several pre- and post-MEL-1 educational opportunities. Pre-MEL-1 studies consist of the Reserve Component National Security Issues Seminar Course and the Defense Strategy Course. Post MEL-1 educational opportunities consist of the Adjutants General National Security Seminar and the Senior Reserve Component Officers Course. The Defense Strategy Course is open to qualified officers of all components and can result in the awarding of retirement points for Reserve officers. Additional information regarding these courses and an explanation of the application procedures can be obtained by viewing the pages listed below or by contacting the Department of Distance Education at:

U.S. Army War College
Department of Distance Education
122 Forbes Avenue
Carlisle, PA 17013-5243
DSN: 242-3510
COMM: (717) 245-3510
TOLL FREE: 1-800-453-0992, extension 3510

DEFENSE STRATEGY COURSE

The U.S. Army War College has offered the Defense Strategy Course (DSC) to U.S. Army Active and Reserve Component officers since 1984. This six-month, Distance Education course is offered twice each year. Fifty active duty, twenty-five U.S. Army Reserve, and twenty-five Army National Guard officers can be accepted for each course. Officers enrolling must:

- Have credit for CGSC/equivalent schooling (MEL-4).
- Not be enrolled in or have completed a Senior Service College program (MEL-1).

The purpose of the Defense Strategy Course is to improve student understanding of the national security strategy of the United States in a complex and changing environment, focusing on the development of national security strategy. The required readings, which are provided, address the national security policy-making process and the important interrelationships between the various elements of power (military, economic, political and psychological) strategy. The Defense Strategy Course is divided into three subcourses: Subcourse 1, *Introduction to Strategy: Historical and Theoretical Fundamentals*, offers an historical look at the evolution of important strategic thought and provides a theoretical and conceptual basis for examining our current national strategy. In Subcourse 2, *Developing U.S. National Security Strategy*, students study the

evolution of U.S. strategy, particularly in the twentieth century, develop a basic understanding of the policy making process and then review our current national security strategy. Finally in Subcourse 3, *Assessing U.S. National Security Strategy*, students consider the complex interaction of current domestic, regional, and international factors and their influence on the ability of the United States to execute a national strategy. Each subcourse requires a 1250-1750 word analytical essay. Approximately 8–10 hours of reading per week are considered necessary. No formal Military Education Level is awarded for completion of the Defense Strategy Course. All students who complete the course will receive an Army War College Certificate signed by the Commandant. Active Component graduates will have this course included on their Officer Record Brief (ORB) as a school attended/completed with the Code designation NAH. National Guard and Army Reserve graduates will have the course noted on their DA Form 21 (Personnel Qualification Record/Part II) in Block 17 (Civilian Education and Military Schools). Reserve officers, based on their duty status, receive 105 credit hours which could apply toward their retirement points.

Interested officers may request enrollment as follows:

ACTIVE DUTY: Write directly to your
Assignment Officer:

U.S. Total Army Personnel Command
ATTN: TAPC-OPB-D
200 Stovall Street
Alexandria, VA 22332-0411
DSN: 221-3158
COMM: (703) 325-3158

ARMY NATIONAL GUARD: Through
Command Channels to:

Army National Guard Readiness Center
Individual Training Branch (NGBART-I)
111 S. George Mason Drive
Arlington, VA 22204-1382
DSN: 327-7349
COMM: (703) 607-7349

ARMY RESERVE: Through Command Channels to:

Commander
U.S. Army Reserve Personnel Center
ATTN: ARPC-PSV-BB
1 Reserve Way
St. Louis, MO 63132-5200
DSN: 892-0673
COMM: (314) 592-0673

ADJUTANTS GENERAL NATIONAL SECURITY SEMINAR (AGNSS)

The first Adjutants General National Security Seminar (AGNSS) was conducted at the U.S. Army War College in September 1990. The seminar provides an opportunity for the 54 state Adjutants General to come to Carlisle Barracks annually for one week during the Resident Course. The primary purposes of the seminar are to update the Adjutants General on national security issues and provide an opportunity to participate in an executive wellness program. Participants have the opportunity to exchange ideas with the resident class on issues affecting the Total Force as well as provide the Active Component officers with insights regarding issues confronting the National Guard senior leadership. The format generally consists of lectures

followed by question and answer periods and small group discussions. The Adjutants General also have an opportunity to participate in several resident student seminar discussions. All current Adjutants General are invited to AGNSS on an individual basis. For more information about this specific program, Adjutants General can contact the Army National Guard Advisor to the Commandant at:

U.S. Army War College
ATTN: ARNG Advisor
122 Forbes Avenue
Carlisle, PA 17013-5243
DSN: 242-4514
COMM: (717) 245-4514
TOLL FREE: 1-800-453-0992, extension 4514

RESERVE COMPONENT NATIONAL SECURITY ISSUES SEMINAR (RCNSIS)

The Reserve Component National Security Issues Seminar (RCNSIS) was first conducted by the U.S. Army War College at the direction of the Secretary of the Army in April 1984. It is an intensive one week seminar for selected Reserve Component officers, who are also community leaders, which focuses on contemporary geopolitical issues, the process involved in national security decision making, and current strategy for meeting U.S. defense needs. RCNSIS is conducted once a year, usually in the spring in Washington, D.C. The Seminar is offered to approximately 30 Reserve Component field grade officers. Attendees are selected by the Chief, Army Reserve and the Director, Army National Guard. Procedures for submitting applications to attend RCNSIS are announced in advance of each seminar by the respective training divisions of the Army Reserve and National Guard. The U.S. Army War College Department of Distance Education is the executive agent for the conduct of RCNSIS. The Seminar generally follows the method of instruction used by the U.S. Army War College to include presentations by guest speakers, small discussion groups led by U.S. Army College faculty members, and visits within the National Capital Region.



Interested officers may request enrollment as follows:

ARMY NATIONAL GUARD: Through
Command Channels to:

Army National Guard Readiness Center
Individual Training Branch (NGB-ART-I)
111 S. George Mason Drive
Arlington, VA 22204-1382
DSN: 327-7306
COMM: (703) 607-7306

ARMY RESERVE: Through Command
Channels to:

Commander
U.S. Army Reserve Personnel Center
ATTN: ARPC-PSV-BB
1 Reserve Way
St. Louis, MO 63132-5200
DSN: 892-0673
COMM: (314) 592-0673

SENIOR RESERVE COMPONENT OFFICER COURSE (SRCOC)

The Senior Reserve Component Officers Course (SRCOC) is an intensive one-week seminar for 40 Reserve Component general and flag officers. The program is designed to broaden the perspective of Reserve Component general and flag officers and familiarize them with the U.S. Army War College and its curriculum. SRCOC exposes senior military leaders to the process of national security decision-making, to the contemporary national security issues and to the current military strategy. Fully integrated with the Resident Class, these officers are provided ample opportunities to exchange ideas on issues affecting the Total Force. The SRCOC attendees provide the Active Component officers with valuable insights concerning the challenges and capabilities of the Reserve Components. The first Senior Reserve Officers Course was conducted at Carlisle Barracks in 1964. Attendees are selected by their respective component. All seven of these Reserve Components are invited to participate. Procedures for submitting applications to attend SRCOC are announced in advance of each seminar by the respective component training divisions. The U.S. Army War College Department of Distance Education is the executive agent for the conduct of SRCOC.

Interested officers may request enrollment as follows:

AIR FORCE RESERVE:

HQ, USAF/Reps
1150 AF Pentagon
Washington, D. C. 20330-1150
Commercial: (703) 588-6041
DSN: 425-6041

ARMY RESERVE:

General Officer Management Office
1421 Jefferson Davis Drive
Suite 12000
Arlington, VA 22202-3259
Commercial: (703) 601-0908/0909
DSN: 329-0908/0909

NATIONAL GUARD:

NGB-GO

1411 Jefferson Davis Highway

ATTN: MAJ Greene

Arlington, VA 22202-3231

Commercial: (703) 607-3642

DSN: 327-3642

U.S. MARINE CORPS RESERVE:

Comdt of the Marine Corps

HQ, U.S. Marine Corps

2 Navy Annex

Washington, D. C. 20380-1775

Commercial: (703) 784-9200

U.S. COAST GUARD RESERVE:

Comdt (G-RST-1)

Coast Guard Headquarters

2100 2nd Street SW

Washington, D.C. 20593-0001

COMM: (202) 267-2350

NAVY RESERVE:

Director

Naval Reserve

2000 Navy Pentagon

Room 5C646

Washington, DC 20350-2000

Commercial (703) 695-5353

DSN: 225-5353



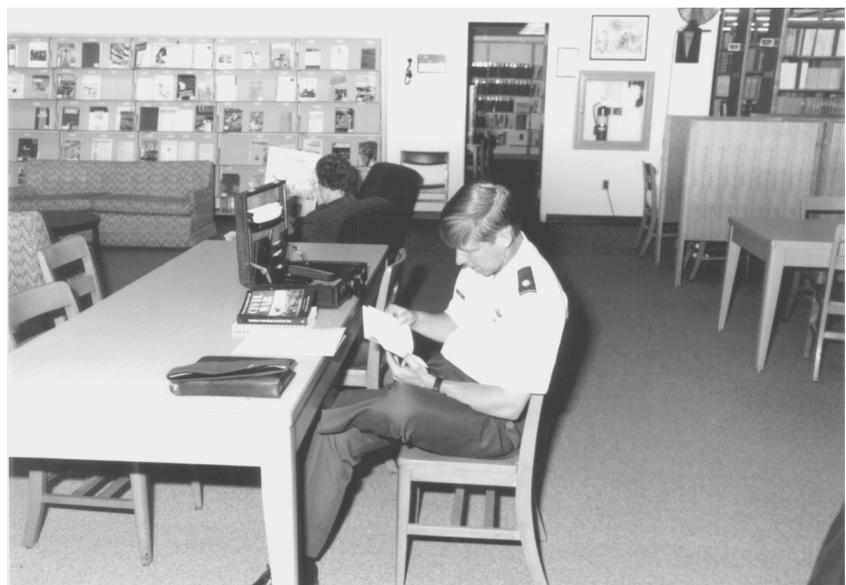
SUPPORTING INSTITUTIONS AND ORGANIZATIONS

U.S. Army War College Library

As the Library for the Army's senior educational institution, the USAWC Library plays a key role in the development of the Army's leaders. Noted for sustained, high-quality services, and extensive research resources, the Library is a graduate-level special academic library supporting the College's educational, research, outreach, and well being missions. It also serves as a primary research and information resource for organizations and individuals outside of Carlisle Barracks and the Army, including Congress, DoD, federal agencies, universities and colleges, the media, and individual researchers and writers.

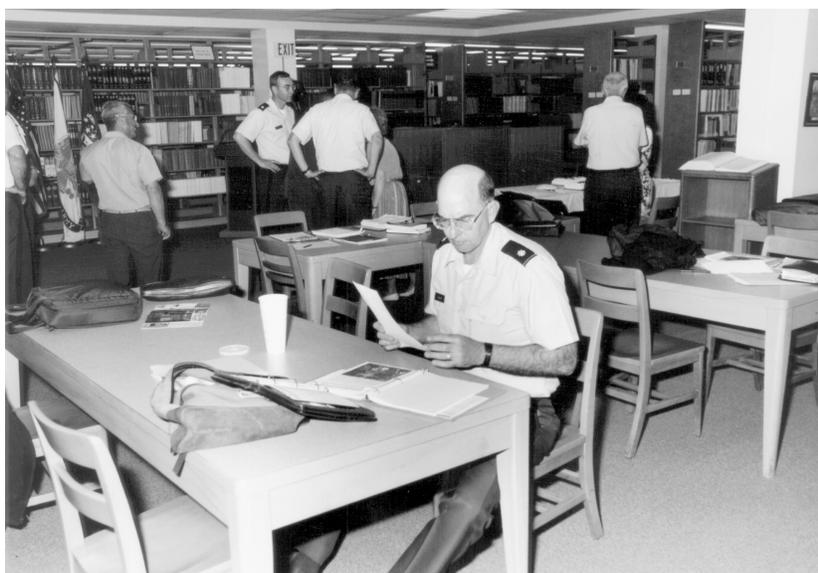
The highly expert and customer-friendly library personnel ensure the efficient retrieval and delivery of research and information services. Other services include library tours, briefings and orientations, scheduled library instruction, current awareness and bibliography compilation, copyright support, course reserves, acquisition and distribution of curriculum texts, inter-library loan and document delivery.

The Library offers its customers a rich and varied collection of print, electronic, and other non-print materials. Subjects covered in depth include military strategy and operations, area studies, international relations, foreign policy, management, and economics. Supplementing a book and document collection of 370,000 volumes are subscriptions to over 1,000 current periodicals in these and other subject areas, providing current information and opinion for reading and research. Library holdings include a broad cross section of domestic and foreign newspapers, Army, DoD, and other official military publications, and a classified document collection.



The Library collection also includes a large selection of video and audio cassettes, extensive micro-form holdings, and the equipment needed to access these special formats. More than 1000 organizational charts, diagrams, and an extensive selection of maps are also available. The Library's Annex, located in a separate facility, serves as the family library for Carlisle Barracks and offers recreational and general informational materials for adults and children.

Available state-of-the-art electronic research and information resources include commercial and DoD online services, Internet resources, and CD-ROMs. The Library's online catalog, CATS, provides quick and concise information on publications held in the Library or at any department or office on Carlisle Barracks, including the Military History Institute. CATS is available to customers through the Carlisle Barracks Intranet, as well as through the Internet on the Library's web site. The Library's web site (<http://carlisle-www.army.mil/library>) also presents general resource information and online access to the Library's authoritative bibliographies and other publications.



The Library also offers its customers access to other library resources through affiliation with several cooperative ventures. These include the Military Education and Research Library Network (MERLN), which electronically provides ready access to the holdings of fourteen major Department of Defense academic libraries. Membership in the Associated College Libraries of Central Pennsylvania (ACLCP) allows Library customers direct access and

borrowing privileges to 21 other academic and special libraries within an easy drive of Carlisle. The Online Computer Library Center (OCLC) database includes records for over 40 million publications available through inter-library loan from libraries all over the world.

Distance Education students have access to the Library's resources and services by visiting the library or by visiting the Library's web site. By using e-mail, telephoning, or mailing, they can request research assistance and publications. The Library will respond to these requests in a timely manner and will work with the students to identify information resources and facilitate the most convenient method of access, to include direct borrowing from the Library, inter-library loan, and use of their local libraries.

In 1996, The USAWC Library was honored with Vice President Gore's prestigious Hammer Award for excelling in customer service, streamlining operations, and cutting costs. In 1990, the Library was cited by the American Council on Education as ". . .the College's greatest asset in the pursuit of graduate-level programs of instruction."

U.S. Army Military History Institute



The Military History Institute preserves and shares the heritage of the U.S. Army with today's Army, the historical community, and the American people. The Army established the Military History Research Collection in June 1967 to preserve the history and traditions of America's regular, volunteer, and militia land forces. It was redesignated as the Military History Institute on April 1, 1977. The Institute is the Army's central repository for non-record copies of historical source material. The Institute's primary mission is to preserve historical books and papers related to the military history of the United States and to make these sources available for research and study. To accomplish its mission, historical materials from throughout the Army are brought to

Carlisle Barracks. Through this process the Institute has acquired the personal papers of many distinguished soldiers. The Institute holds approximately 295,000 books, over 9,000 bound volumes of periodicals, more than 300,000 technical and doctrinal manuals, more than 7 million personal papers and documents, and 1.2 million photographs. For those with appropriate access, the Institute also has a classified collection of some 1 million documents.

These pictures, papers, and publications cover American military history from the colonial period to the present. Particularly well represented are the Civil War, the Spanish-American War, the Philippine Insurrection, the two World Wars, and the Army's senior leadership from 1940 to the present. The Institute Library, moreover, is well stocked with books on European military history of the 19th and 20th Centuries. The Institute is nationally regarded as America's outstanding repository for research in the field of military history. The Military History Institute's large and rapidly expanding holdings of personal papers provide an intimate and often unique glimpse into the history of the Army. From recruit to senior general officer, the American soldier is represented in these papers. For many general officers of the recent period, MHI has not only their papers, but also their recollections and reflections recorded for the Army War College's Oral History Program, which the Institute also administers.

The Institute's staff supervises the Senior Officer and Division Command Lessons Learned Oral History Programs, and its historians teach in all terms of the USAWC academic year. The Harold Keith Johnson Professor of Military History, a prominent historian on a one-year appointment to the Institute, serves both as a teacher and as a consultant for the Army War

College. The Institute sponsors monthly "Perspectives in Military History" evening lectures that feature a distinguished historian speaking on the historical dimension of the exercise of generalship and strategic leadership. General of the Army Omar N. Bradley designated the Institute as a repository for his memorabilia. A museum displaying these objects was dedicated on the 25th Anniversary of VE Day, 8 May 1970.



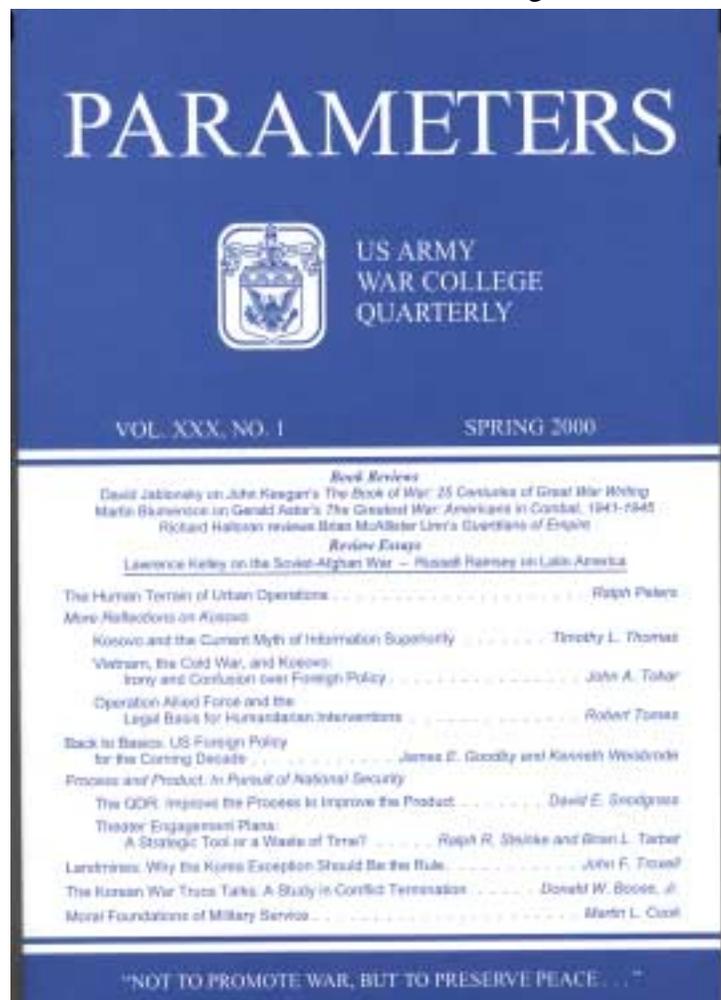


PARAMETERS, ***The U.S. Army's*** ***Senior Professional Journal***

Parameters, the U.S. Army War College Quarterly, complements the Army War College's curriculum, continues the professional education of its graduates, and reinforces the War College's role in this country and around the world as a leading center for contemporary military thought. The journal focuses on international security affairs, national defense policy, joint and combined matters, military strategy and the intersection of strategy and the operational art, and all aspects of senior military leadership and command. Because the journal is an integral part of their continuing education, Army War College graduates of all components receive gratis subscriptions to *Parameters* until they retire.

The journal is also distributed to Army general officers; to key officials in the Pentagon, the State Department, and the National Security Council; to interested members of Congress and their staffs; to defense-minded members of academe, business, and the media; and to military units, including ROTC detachments. The USMC Command and Staff College receives 250 copies of each issue; more than 600 libraries and more than 80 U.S. and foreign military journals receive subscriptions, as do many U.S. and allied embassies. Copies also go to the military educational establishments of many allied and other friendly nations, including those of Poland, Hungary, the Czech Republic, Albania, Slovenia, and Romania. The Marshall Center subscribes for its international faculty and student body and uses its copies in its English language-training program.

Parameters' printed circulation is approximately 13,000 copies per issue. Significant secondary distribution occurs through military educational institutions in this country and overseas which reproduce articles used by thousands of students every year. In a single recent year, more than 187,000



copies of *Parameters* articles were approved for reproduction and use by military and civilian educational institutions, military organizations, and private citizens. The journal is also available to the public through subscriptions from the Superintendent of Documents.

Parameters is on the World Wide Web at “<http://carlisle-www.army.mil/usawc/Parameters/>”. There you’ll find current articles, review essays, book reviews, a complete index of *Parameters* articles, subscription information, and guidance on submitting manuscripts for possible publication. Thousands of readers access *Parameters* online each week.

For those of you who desire to do professional writing, *Parameters* provides an excellent audience. Author guides are available from the *Parameters* editorial office (phone 717-245-4943) and at the *Parameters* web site. Manuscripts are welcome. In addition, the editors will be happy to discuss with students their publishing plans and projects.

Center for Strategic Leadership

The mission of the Center for Strategic Leadership (CSL) is to serve as an education center and high technology laboratory, focused on the decision-making process at the interagency, strategic, and operational levels, in support of the Army War College, combatant commanders, and the senior Army leadership. The CSL is a preeminent center for the experiential education of strategic leaders, allowing them to achieve mastery of the strategic art through the conduct of exercises, war games, studies and analyses focused on the employment of land power in peace and war.



The CSL supports war-gaming for the College as a part of the core curriculum and in the elective program. It also participates in combatant commander war games, and works closely with the Joint War Fighting Center, the Joint Staff and the Army Staff in presenting war-gaming at the strategic and high operational level. The CSL works closely with HQDA on other support requirements and operates a Global Command and Control system site in Collins Hall.

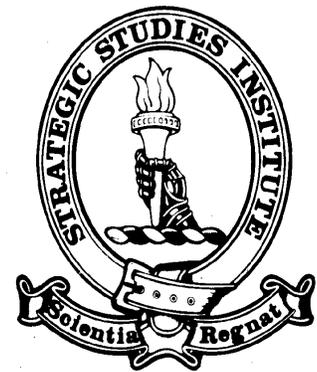
The CSL is currently organized into four divisions. The Operations and Gaming Division (OGD), the Science and Technology Division (STD), and the Management and Logistics Division (MLD) and the U.S. Army Peacekeeping Institute (PKI). Collins Hall, named for General J. Lawton Collins also houses the Special Security Detachment, the Installation Directorate of Information Management, the video teleconferencing system (VTS) used by the Army War College, and other elements of the Carlisle Barracks community.

The *U.S. Army Peacekeeping Institute* was established in July 1993 at the U.S. Army War College and integrated into the CSL. The Institute is chartered to examine strategic and operational issues for Army participation in peace operations; interact with national and international agencies to examine concepts, policies, and strategies relating to peace operations; monitor, review, and adapt as necessary research and studies in peace operations from other sources; host and participate in conferences and exercises; act as the Army's information repository on peace operations; and assist, as requested, commanders and their staffs in preparing for peace operations.

Strategic Studies Institute

The Strategic Studies Institute, the research faculty of the U.S. Army War College, conducts studies for the senior leadership of the Army. In accomplishing this mission, the Institute prepares studies and analyses which consider:

- ◆ the concepts, philosophy, and theory of strategy;
- ◆ military strategy and planning for joint and multinational employment of military forces;
- ◆ landpower and the nature of land warfare;
- ◆ matters affecting the Army's future; and
- ◆ other issues of importance to the leadership of the Army.



The research efforts of the Institute are concentrated in several functional areas:

- ◆ the strategic environment, (threats/interests/regional security issues);
- ◆ strategic planning;
- ◆ national security strategy and national military strategy; and
- ◆ long range planning, concentrating on the role of the U.S. Army in the world's strategic environment ten to twenty years hence.

In addition, SSI is also responsible for conducting research and teaching the "Transforming the Army Program." The purpose of the program is to prepare selected graduates for positions influencing the development of evolving Army concepts beyond Force XXI.

SSI also manages the USAWC Strategic Outreach Program, and sponsors conferences attended by top-level decisionmakers from government, academe, and industry who discuss a wide range of national security issues. Papers on various aspects of national security written by Institute analysts and conference participants for presentation as discussion catalysts, are subsequently published.

While the work of the Institute is conducted independently of the curriculum of the Army War College, there is considerable overlap in teaching and research between the two organizations.

Military officers and civilian professionals assigned to SSI constitute a significant source of expert knowledge in support of the Army War College curriculum.

The wide variety of studies and analyses undertaken by the Institute can often be enhanced by the contribution of experts who are present as students at the Army War College. Accordingly, students may become involved in supporting SSI research and analytical work on issues of high priority to the Department of the Army.

U.S. Army War College Alumni Association

The U.S. Army War College Alumni Association exists to foster and strengthen a sense of fraternity among the alumni, and to promote continued interest in and support to the Army War College. Established in 1967 as a non-profit association, the Alumni Association offers membership to students and graduates of the Army War College course, and to present and former staff and faculty.

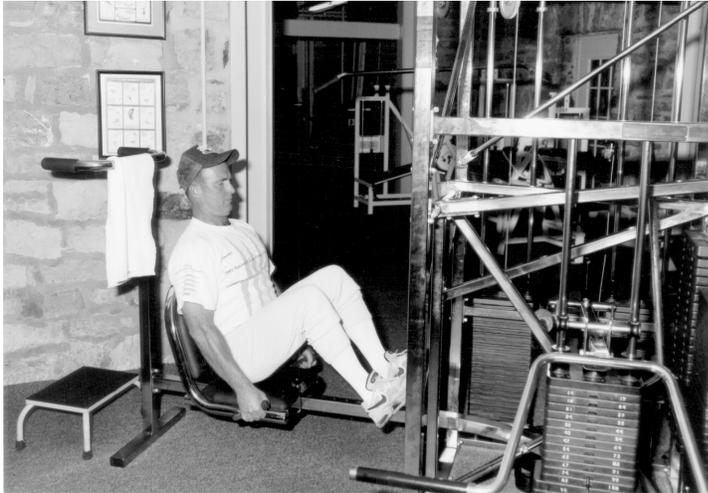
The association publishes a newsletter; publishes a directory of graduates and present and former staff and faculty; makes available the book, *Of Responsible Command: A History of the U.S. Army War College*; maintains an Alumni memorial on the grounds of the War College; sponsors an annual celebration of the College's founding; holds an annual meeting and luncheon; provides support to class reunions and seminars; and operates a small gift shop with USAWC mementos. The Alumni Office is in Room B122, Root Hall. Phone 717-243-0884.

U.S. Army Physical Fitness Research Institute

The Army Physical Fitness Research Institute is an integral part of the War College faculty. Responsibilities of the Institute are:

- Develop and sustain the research foundations for Army physical fitness.
- Serve as the primary linkage between the Army and external activities in the identification and evaluation of new techniques for developing and sustaining individual physical fitness.





- Coordinate or conduct original Army research in the general areas of physical fitness of the over-40 population, cardiovascular fitness, motivational techniques, physical fitness as a life-style, stress management, and strength retention.
 - Develop a physical fitness program for the faculty and student population at the U.S. Army War College as a prototype program for the Army.
- Provide technical assistance and advice to other Army agencies on exercise, nutrition, weight control, and new physical fitness technologies.

U.S. Army War College Bookstore

The U.S. Army War College has its own bookstore in Root Hall, the main academic building. The bookstore, operated as a part of the Post's AAFES system, offers an excellent selection of military oriented books including the Army War College series of Guides to Civil War Battlefields. The bookstore is open from 0730 to 1600 hours, Monday through Thursday, and 0730 to 1400 hours on Friday. For questions regarding the availability of books contact:

Barbara Creamer, Manager
USAWC Bookstore
122 Forbes Avenue
Carlisle, PA 17013-5250
717-258-3326
Fax: (717) 245-4224 (Attn: Bookstore in subject line)

Army War College Foundation, Inc.

The Army War College Foundation, Inc. contributes to traditions and academic excellence of the Army War College. A non-profit, tax-exempt, publicly supported organization, the foundation enriches academic programs and research activities by providing private financial support where government funds are not available. For almost two decades, foundation funding has supported a writing program for students and faculty, the College's professional library, the International Fellows program, guest lectures, conferences and exercises, and the Military History Institute. Contributions are tax deductible for Foundation individual and corporate constituents. Phone (717) 243-1756, or write to: AWC Foundation, Inc., Box 462, USAWC, Carlisle Barracks, Carlisle, PA 17013.



**Department of Distance Education
Graduating Class plaque
for the class of 1998.**

APPENDIX I

GUIDANCE FOR COURSE REQUIREMENTS

1. Prior to beginning your study of any course, always read the entire directive including the introductory material for each lesson. Focus on the objectives and requirements to ensure a complete understanding of what is expected. A common difficulty is the failure to read and study the course requirement and to directly respond to specific tasks designed for your class. We encourage you to call if you need clarification or assistance on a requirement. To assist you in preparing your written responses, the following guidance is provided:
 - a. Format — Adhere to the instructions given in each course directive concerning the format for the written requirement. If no specific format guidance is given, use standard, indented paragraphs with an introduction, body, and a summary or conclusion. Please do not staple your papers.
 - (1) **Cover Sheet:** Although there may be several papers required for a course, use only one cover sheet for your submission. See Appendix II for a sample.
 - (2) **Identification:** Place your full grade and name in the upper right corner of each page. (Example: COL Your Name)
 - (3) **Requirement(s):** Each course has an associated number of requirements typically three, which you must fulfill. Each document is to be treated as a separate document for submission purposes. DO NOT combine all requirements into one document for electronic submission. Thus, for example, a course with 3 requirements, submitted over the web or by e-mail, should have four documents (1 cover and 3 requirements).
 - (4) **Page Numbering:** Number each page sequentially, by requirement. (Example: 1-1, 1-2 for pages 1 and 2 of writing requirement 1; 2-1, 2-2 for pages 1 and 2 of requirement 2, etc.) Numbers should be placed in the lower right hand corner of each page. If you elect to submit papers electronically, and you cannot number the pages as required in our instructions, the pages should be numbered consecutively.
 - (5) **Word or Page Limitations:** Your papers must be designed to adhere to the word or page limitations specified in the directive for each writing requirement. As a rule of thumb, papers are expected to be no more than ten percent (10%) above the stated limitation. If properly organized and focused, a question can always be answered effectively in the prescribed limits. One of the objectives of this course is to enhance the student's ability to examine a question and provide a clear, succinct response in the prescribed format. Using the font, margin, line spacing and justification criteria listed below should result in approximately 250 words on a typical page.

- (6) **Type Fonts:** Papers for the Distance Education Program must be in 12-point size and should use Arial font. As you begin this course, please print a sample with your system and check to insure you are meeting the requirement for margins and number of words per page. Do not use script typeface.
 - (7) **Margins:** Use one inch margins (right, left, top, and bottom) to provide room for evaluator comments in the margins on your paper's contents.
 - (8) **Line Spacing:** Use double spacing — do not use 1 1/2 line spacing.
 - (9) **Justification:** Use left justification for your paper.
- b. Proofread your paper carefully. Misspelled words, poor grammar, and faulty sentence construction are not acceptable at the U.S. Army War College. Papers which contain poor writing or proofing may be returned for revision.
 - c. In written course requirements, no specific reference or quotes are required, nor is it necessary or encouraged for students to cite text material either from required readings or additional research efforts in articulating your thoughts. Papers that rely excessively on quotes will be returned for resubmission. If quotations are used the source should be cited parenthetically, e.g., (Brezenski, p. 71.) or “according to” If you elect to use outside sources for your paper, they should be identified. While you are encouraged to discuss your views with other knowledgeable persons, and/or fellow students, your written work must represent your own analysis and conclusions. We are interested in your thoughts, views, and solutions based on your critical analysis of the study materials.
 - d. Students are not allowed to present the words and work of another as their own. If you feel compelled to quote another, then you must attribute the thought to that individual and place the statement within quotation marks. Obviously, you do not have license to copy passages word for word and present them as your original and personal views — for this constitutes plagiarism. Even when attributed, extensive quotes or paraphrasing the comments of others is not acceptable. *Students found guilty of plagiarism will be disenrolled from the course for cause.*
 - e. Submissions should be prepared in an original and one copy; only the original should be forwarded to the Department. The copy should be retained by you for future use during the course.
 - f. Students should submit papers through the web. If this is not feasible, papers may be submitted by e-mail or through the U.S. Postal Service. DEP students must follow the procedures outlined in APPENDIX III (DDE Automation Support).
 - g. **DO NOT FAX DEP SUBMISSIONS.**

2. Tips For Writing DDE Submissions.

- a. Review your final draft carefully. Is your writing style in keeping with graduate level work? Does it reflect critical thinking and analysis? Does it address all aspects of the question and demonstrate your comprehension of the concepts and facts? Finally have you used effective paragraphs?
- b. If you have not recently written an academic paper, you should review Purdue University's Writing Lab website, <http://owl.english.purdue.edu/>. Pay close attention to materials on "Paragraphs." Effective paragraphs are one of the keys to good writing.
- c. Avoid the passive voice. Review each and every sentence you write to ensure that it has a subject, an active verb, and an object.
- d. Before you write, make yourself a question outline, that is an outline that provides the question you intend to answer in each paragraph. You can use the Course requirement as a guide for this part of the process.
- e. When you are ready to write, begin by answering each question that you have listed in your question outline in the form of one declarative sentence, again, with a subject, an active verb, and an object. This sentence will become the topic sentence of each of your paragraphs.
- f. Once you have your topic sentences, then write a transition sentence for each topic sentence linking it to the next topic sentence. This will help you write a logically coherent paper.
- g. At this point, fill in any supporting evidence in declarative sentence form between the topic and transition sentences in each paragraph.
- h. Lastly, write a short introduction which informs the reader what you intend to achieve in your paper, and if needed, a short conclusion. Remember, however, that your paper should focus as soon as possible on the specifics of the requirement.

Try writing this way. It may seem tedious at first, but in the long run, it will save you time and should prevent you from having to resubmit your papers.

3. Guidance for other types of requirements will be clearly stated in the Course Directive or Education Online.

APPENDIX II
SAMPLE COVER SHEET TO BE USED IN
RESPONDING TO ALL DISTANCE EDUCATION
PROGRAM REQUIREMENTS

COURSE TITLE

(Centered – Down approximately 2” from top)

This paper is submitted in partial fulfillment of the
requirements for graduation from the U.S. Army
War College Distance Education Program.

(Centered – Down approximately 3” from top)

DATE

(Centered – Down approximately 4” from top)

STUDENT SIGNATURE

(not required if submitted through EOL)

(Centered – Down approximately 4.75” from top)

TYPED STUDENT NAME

RANK & SERVICE COMPONENT

(Centered – Down approximately 5” from top)

(This area will be used by the evaluator to provide remarks.)

(Note: This cover sheet is required for each course submission.)

APPENDIX III

DDE AUTOMATION SUPPORT

1. World Wide Web (WWW) Site. DDE has its own WWW site where course participants will find a variety of information about the department and its staff and faculty, as well as the DDE course material itself. Education Online (EOL) is the online version of the DEP. It provides students with primary and supplementary materials and allows students to participate in synchronous and asynchronous discussions. Students may elect to meet with Faculty Instructors or with other students in a real-time setting, or they may elect to share ideas in a non real-time mode. EOL is the focal point for faculty-student interaction, for viewing multimedia course work, constructing papers, sending course papers, and receiving evaluated work.

- **DDE Home Page.** This page is the starting point for moving through the DDE Web Site. It is located at:

<http://dde.carlisle.army.mil>

The homepage allows you to view our department's organizational structure, scan our staff and faculty page, review school history, peruse the curriculum, or move to the Continuing Education Page. Most importantly, it is the access point to Education Online.

2. Web Submissions. The Department of Distance Education web page is designed to receive course submissions. Separate instructions are provided to students in the Education Online User's Guide to facilitate this process. Students should submit papers through the web, but if this is not feasible, papers may be submitted by email or through the U.S. Postal Service.

- Course papers submitted on the web must be uploaded as Microsoft Word 8.0 or earlier versions.
- USAWC uses the Microsoft Windows 98 operating system, and Office 2000 application software.
- Each requirement is a separate document. The cover sheet must be included with the first submission.
- You will be notified via email when an evaluator is assigned and again when the evaluation is completed.
- **DDE cannot support other formats.**

3. Submissions by E-Mail. The Department of Distance Education is equipped to accept course submissions via e-mail. To minimize the administrative complications caused by differences between e-mail systems the following procedures *must* be followed.

- Electronic submissions must be sent to the following address only: dde-subs@carlisle.army.mil. **DO NOT SEND YOUR SUBMISSION DIRECTLY TO THE COURSE AUTHOR.**

- Submissions must be sent as attached files, in Microsoft Word 8.0 or earlier versions.
 - Each requirement is a separate document. The cover sheet is considered a part of the first requirement.
 - USAWC uses Microsoft Windows 95/98 operating system(s) and Office 97 application software.
 - **DDE cannot support other formats.**
- Students who opt to use e-mail to send their course work **DO NOT** have to sign the cover sheet. The e-mail address suffices for this requirement.

4. Problems with Electronic Submissions. The War College is willing to assist students in their use of communications technology and will make reasonable efforts to solve problems as they arise. Nonetheless, the student is responsible for insuring that the submission was received at DDE in usable form. If you have not received notification that an evaluator has been assigned within two working days of submitting your course work, it is your responsibility to follow up and ensure that the submission was received. (If the submission was received in an unusable format, it will be returned with a note to that effect.)

5. Electronic Mail (e-mail). DEP participants wanting to use e-mail to communicate with the Army War College are to use the following guidelines.

- Questions concerning the **course's content, objectives, and requirements** should be addressed to the course author. Course links are located in the “Questions” area of Education Online (EOL). See the EOL User Guide for details on submitting questions. Current e-mail addresses for the course authors are located in the Faculty Section of this catalog and are available online for those students wanting to contact faculty by email.
- DEP students wanting **extensions** should submit requests to the appropriate year group administration staff. The e-mail addresses and phone numbers are:
 - First Year: dde-firstyear@awc.carlisle.army.mil, (717) 245-3424.
 - Second Year: dde-secondyear@awc.carlisle.army.mil, (717) 245-3423.
- Questions concerning *shipping dates, change of addresses, and status of submissions* should be addressed to the DDE administrative office. The current e-mail address for the Administrative Office is: **dde-admin@carlisle.army.mil**

Please refer to the separate Education Online publication for details on how to use EOL.

APPENDIX IV
SUMMARY OF RETIREMENT POINT CREDITS
FOR RESERVE COMPONENTS

First Year Studies	Retirement Point Credit Hours	Number of Retirement Points
1 Strategic Leadership	27	9
2 The Nature and Theory of War	27	9
3 Strategy and the Use of Power	27	9
4 National Security Policy and Strategy	27	9
5 DOD-Organization Planning and Strategy	27	9
First Resident Course	—	—*
Subtotal	135	45
Second Year Studies		
6 Regional Strategic Appraisals	27	9
7 Theater Strategy	27	9
8 Joint and Combined Theater Warfare	27	9
9 Military Operations Other Than War and Conflict Termination	27	9
10 Strategic Challenges for the 21 st Century	27	9
Second Resident Course	—	—*
Subtotal	135	45
		(Plus Resident Course)
Grand Total	270	90
		(Plus Resident Course)

RETIREMENT POINTS (Reserve Components)

*AR 140-185 and NGR 640-1 authorize one (1) retirement point credit for each day of active duty or active duty for training by eligible members of the Reserve Components. Questions regarding retirement point credits should be directed to Retirement Points Accounting Branch (ARPERCEN) at DSN 892-5002, Commercial (314) 538-5002, or 800-325-8311, extension 5002.



Keeping In Touch

All correspondence pertaining to the Distance Education Program (DEP) should include name, grade, current address of the student, and be addressed to:

**U.S. Army War College
Department of Distance Education
122 Forbes Avenue
Carlisle, Pennsylvania 17013-5243**

E-mail correspondence relating to general administration issues should be addressed to:

dde-admin@carlisle.army.mil

Course questions, or requests for an extension should be addressed directly to the year group administrative offices:

- First Year: dde-firstyear@awc.carlisle.army.mil, (717) 245-3424
- Second Year: dde-secondyear@awc.carlisle.army.mil, (717) 245-3423

Submissions by E-mail should *not* be sent to individual Faculty Instructors, but to:

dde-sub@carlisle.army.mil

Additional information on the Distance Education Program can be found at:

<http://dde.carlisle.army.mil/>

Telephone Numbers for DDE

Chairman: (717) 245-3121
Admin Office: (717) 245-3566
First Year Studies: (717) 245-3424
Second Year Studies: (717) 245-3423

The DSN prefix number for Carlisle Barracks is 242. Should DSN not be available, official toll free commercial calls to DDE may be made to:

1-800-453-0992

When the Carlisle Barracks operator answers, state that your call is official and give the four-digit extension you need.

The Fax numbers for the Department of Distance Education are:

DSN: 242-4570 or 242-3584
Commercial: (717) 245-4570 or 245-3584