



# *Keeping In Touch*

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- First Year Studies: [dde-firstyear@carlisle.army.mil](mailto:dde-firstyear@carlisle.army.mil), (717) 245-3424
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[\*\*http://dde.carlisle.army.mil/index.htm\*\*](http://dde.carlisle.army.mil/index.htm)

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## *From the Commandant*



The U.S. Army War College traces its historical lineage to the year 1901 and its founder, Elihu Root, then Secretary of War for President Theodore Roosevelt. 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 the U.S. Army War College 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 remains as valid today as it was in 1901. 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 why nations fight, the nature of conflict, and the conduct of war at the strategic level. Only through greater understanding will we be able to fulfill Root’s admonition to “preserve the peace.”

During the course of their U.S. Army War College experience, students are expected to analyze quickly, reason logically, and develop and present cogent positions on a variety of issues. Students exercise their creative and critical thinking skills so they can conduct a major strategy research project on an issue of national security. Students broaden their knowledge of information technology and gain sufficient insights to anticipate and employ ever-increasing technological advances in our military forces.

Whether enrolled in the resident or distance education programs, the U.S. Army War College experience offers students the potential for significant professional and personal growth. The U.S. Army War College encourages students to reflect upon their profession and to grow in your knowledge of the profession of arms. I welcome the Class of 2005 to the Army War College with the hope that you will find this a significant educational milestone in your career.

**Robert R. Ivany**  
Major General, Commandant  
U.S. Army War College



## **VISION**

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

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# *Historical Perspective*

As one of the oldest active duty military posts 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 19<sup>th</sup> 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 culture. Students were to be educated in practical subjects (vocational in



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

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 Carlisle 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, changes in the philosophy for educating 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 in this brief wartime function, 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.



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

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 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

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

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. In the last five years the Distance Education Program has also changed in more ways than just the name. It is now an online program that uses personal computers as the basis for delivering instruction and accepting written work.

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 for responsibilities of strategic leadership; educate current and future leaders on the development and employment of landpower in a joint, multinational, and interagency environment; conduct research and publish on national security and military strategy; and engage in activities in support of The Army's strategic communication efforts.

## **VISION**

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

## **ACADEMIC PROGRAM**

The U.S. Army War College (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 and apply skills and competencies required by strategic leaders.
- 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. For most 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, decision making, 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. The intent is to focus on how and why one thinks, rather than on what one thinks. Complex, difficult issues that are not given to school solutions are discussed. USAWC does not seek to achieve consensus but encourage debate and exploration of opposing positions during seminar and on-line discussions.

The 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 conducting of warfare at the theater level. Specifically, students must understand the National Military Strategy in the larger context of National Security Strategy: how the National Security Strategy is formulated and how all of the elements of national power—military, economic, diplomatic, and informational—are integrated.

The USAWC experience is designed to nurture student growth intellectually, physically, and personally. Solid family, peer, and community relationships are essential to professional and personal growth. Your educational experience should, therefore, be viewed holistically. The 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.

## **INSTITUTIONAL 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. We are responsible to those we defend and to those we lead. Because of the power inherent in the military, the fundamental values of our nation and our profession must influence all our 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**

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 end state 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 developed in the 2005 academic year are:

### **Homeland Security.**

Following the horrific attacks of September 11 on the World Trade Center and the Pentagon, homeland security has evolved from a mere consideration to the highest priority of the U.S. defense strategy. According to the *2001 Quadrennial Defense Review*, "...the defense strategy restores the emphasis once placed on defending the United States and its land, sea, air, and space approaches. It is essential to safeguard the Nation's way of life, its political institutions, and the source of its capacity to project decisive military power overseas." Strategists must understand the full range of issues that comprise this rapidly evolving mission, to include: defense of the homeland, protection of critical infrastructure, crisis and consequence management, and other consequence management, and other domestic civil support responsibilities. Students must also comprehend the role of the U.S. military in responding to these tasks as well as how to integrate and coordinate military support with other U.S. Government organizations in this inherently interagency mission.

### **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 has 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 are driving 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 ultimately will affect all the Army and will 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. 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 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.

## **PAJE 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 Combatant Commanders.
- 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. Comprehend the value of integrating IO into theater strategies and campaigning.

## Learning Area 5: IO and Command, Control, Communications and Computers

### 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 war fighting efforts.

## Learning Area 6: The Role of Technology in 21<sup>st</sup> 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***

## **Master of Strategic Studies Degree**

Successful attendance at the USAWC, whether in residence or via distance education, may result in the awarding of the Master of Strategic Studies Degree (MSS) for those students who meet the MSS admission criteria and complete the requisite requirements.

## **Middle States Association of Colleges and Schools**

As part of its efforts to award a Master of Strategic Studies Degree, the USAWC is pursuing accreditation from the Middle States Commission on Higher Education. As prescribed by the Middle States Commission on Higher Education, “The USAWC is a candidate for accreditation by the Commission on Higher Education of the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104; (215)662-5606.”

Candidate for Accreditation is a status of affiliation with a regional accrediting commission which indicates that an institution has achieved recognition and is progressing toward, but is not assured of, accreditation. It has provided evidence of sound planning, seems to have the resources to implement the plans, and appears to have the potential for obtaining its goals within a reasonable time.

In March 2002, the Commission accepted the semi-annual interim reports and authorized the USAWC to begin its year of self-study from January 2003 to December 2003. The Commission also directed the institution to prepare for an on-site evaluation visit in 2003-2004.

## **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.** Joint education was formally introduced into the USAWC curriculum in 1988-1989 academic year and today is inherent in virtually every aspect of the USAWC curricula. The Chairman, Joint Chiefs of Staff, has accredited both the USAWC resident and distance education programs for Senior Level Joint Education, Phase I, making the USAWC the only Senior Service College to achieve this Joint recognition. Specific information regarding Joint education instruction at the USAWC can be found in the Program for Joint Education Syllabus.



# *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 Associate Dean for Academic Policy (Dean's assistant), Associate Dean for Academic Support, 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.

## ***USAWC Senior Leadership***

The USAWC is a Field Operating Agency of the Deputy Chief of Staff for Operations and Plans, Department of The Army (DA) for the Chief of Staff, U.S. Army (CSA). The Commandant, USAWC is a major general who concurrently serves as Commandant, USAWC and Commanding General, Carlisle Barracks. The Commandant directs the performance of the USAWC mission and functions in accordance with AR 10-44, Organization and Functions, USAWC. The Commandant has several key advisors and advisory bodies. The senior leadership of the USAWC includes:

ROBERT R. IVANY, Major General; Commandant; B.S., U.S. Military Academy; M.A., Ph.D., University of Wisconsin; U.S. Army War College.

CHRISTINE D. SHELLY, Ambassador; Deputy Commandant for International Affairs; B.A., Vanderbilt University; M.A., M.A.L.D., Fletcher School of Law and Diplomacy, Tufts University.

CRAIG K. MADDEN, Colonel; Deputy Commandant; B.S., Northern Illinois University; M.S., Florida Institute of Technology; U.S. Army War College.

MICHAEL COLPO, Colonel; Chief of Staff; B.S., U.S. Military Academy; M.E., Pennsylvania State University; U.S. Army War College.

WILLIAM T. JOHNSEN, Professor; Acting Dean of Academics; B.S., U.S. Military Academy; M.A., Ph.D., Duke University; U.S. Army War College.

ANITA G. SATTERLEE, Registrar, B.S. Florida Southern College; M.A. Webster University

DOUGLAS B. CAMPBELL, Professor; Director, Center for Strategic Leadership; B.S., Rutgers University; M.P.A., Shippensburg University; U.S. Army War College.

DOUGLAS C. LOVELACE, JR., General Douglas MacArthur Professor of Research; Director, Strategic Studies Institute; B.S., M.S., Embry Riddle Aeronautical University; J.D., Widener University School of Law; National War College.

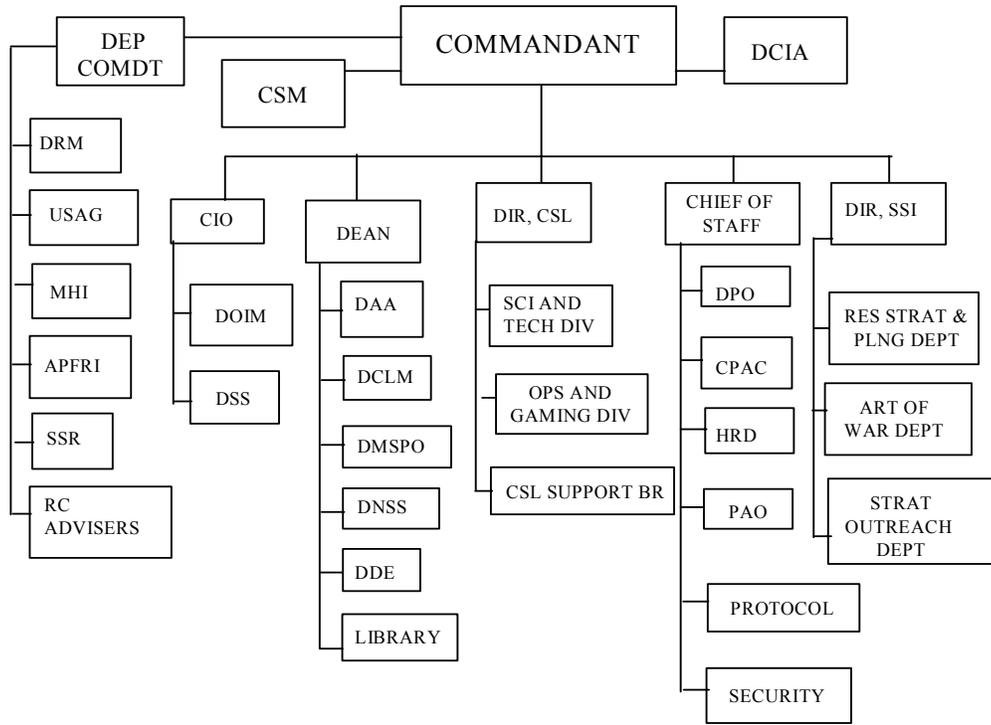
CONRAD C. CRANE, Director, Military History Institute; B.S., U.S. Military Academy; M.A., Ph.D. Stanford University; U.S. Army War College.

THOMAS J. WILLIAMS, Colonel; Director, Army Physical Fitness Research Institute; B.S. Lincoln University; M.A. Truman State; Ph.D. St. Louis University.

ROBERT E. SMITH, Colonel; Director, Plans and Operations; B.S., U.S. Military Academy; U.S. Army War College.

JOHN M. KOIVISTO, JR., Lieutenant Colonel; Garrison Commander; B.S., University of Tampa; M.A. Webster University.

ORGANIZATION OF THE U.S. ARMY WAR COLLEGE

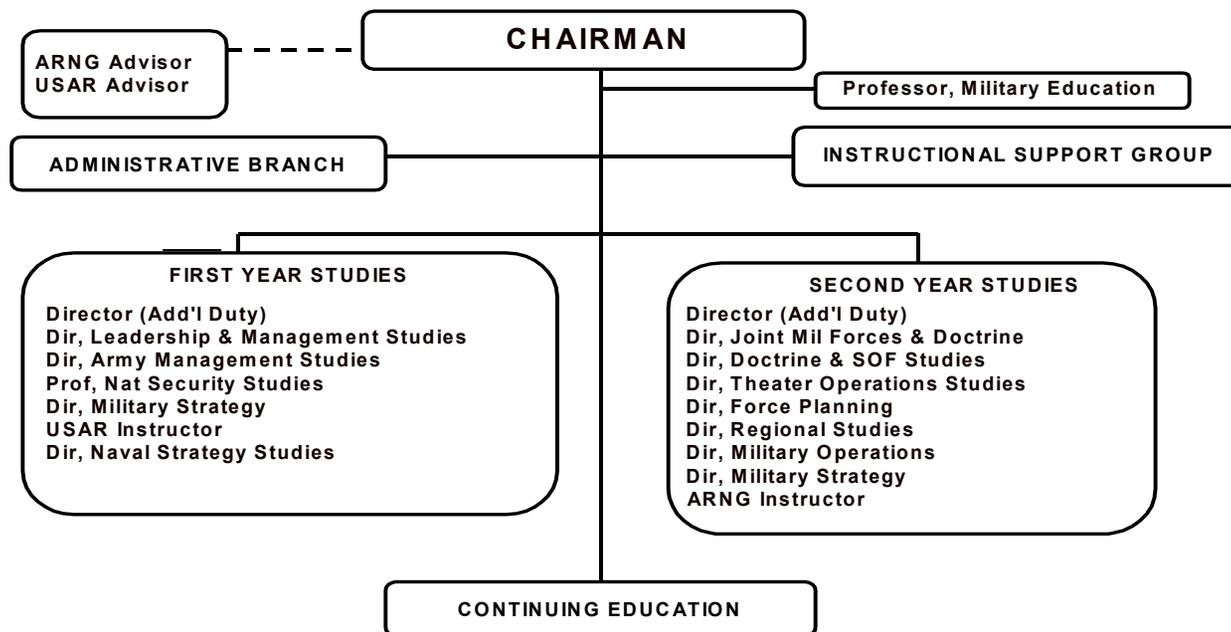


**Legend:**

- |  |  |
|--|--|
| APFRI - Army Physical Fitness Research Institute         | DOIM - Directorate of Information Management |
| CIO - Chief Information Office                           | DPO - Directorate of Plans and Operations    |
| CPAC - Civilian Personnel Advisory Center                | DRM - Directorate of Resource Management     |
| CSL - Center for Strategic Leadership                    | DSS - Directorate of Strategic Systems       |
| CSM - Command Sergeant Major                             | HRD - Human Resources Directorate            |
| DAA - Directorate of Academic Affairs                    | MHI - Military History Institute             |
| DCIA - Deputy Commandant for International Affairs       | PAO - Public Affairs Office                  |
| DCLM - Dept of Command, Leadership, & Management         | RC - Reserve Components                      |
| DDE - Dept of Distance Education                         | SSI - Strategic Studies Institute            |
| DMSPO - Dept of Military Strategy, Planning & Operations | SSR - Senior Service Representatives         |
| DNSS - Dept of National Security and Strategy            | USAG - United States Army Garrison           |

**Figure 1-1, USAWC Organizational Chart**

## 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 personnel 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. 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.

**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 has authorized quotas only 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 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 must be sent electronically to the DDE Administrative Office as a JPG file 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 U.S. Army Reserve, Army National Guard (ARNG) and U.S. Army, Marine, Navy, and Air Force Reserve Officers not on extended active duty will be awarded in the student’s RYE date month. 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 Registrar’s Office. 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 by contacting the USAWC Registrar’s Office (email registrar@carlisle.army.mil). Please note, to be official, a transcript 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 and Oral Presentations. 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). Students are selectively evaluated in the online forums. Participation preparation and the interactive discussions are evaluated according to the same standards as written submissions or oral presentations, based on the design of the forum. Specific information will be provided with each forum.

**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.

**Evaluative Requirement Standards.** Since USAWC instruction is presented at the graduate level, all work is expected to be of graduate level quality in substance and form. For example, 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.

**Plagiarism.** Verbatim copying or paraphrasing from any source must be acknowledged by appropriate documentation (crediting of the source) or it will be considered plagiarism. The

use of another's ideas, thoughts, format, or organization is also a form of plagiarism. For example, using a former or current student's paper as a source for the content or organization of a response to a written requirement constitutes plagiarism. Plagiarism is a form of cheating; but cheating encompasses a wider range of activities, such as having someone do your paper for you or working a group solution to a requirement meant to be done individually. Requirements or projects designated as collaborative should be worked as a group. You are encouraged to discuss and interact on all the content, but when you sit down at your PC and prepare your individual submission to a requirement, the product must be your own. Plagiarism and cheating violate standards of conduct expected of senior military officers and civilians. Plagiarism and cheating are not tolerated at USAWC and students whose submissions are not their own work will be disenrolled from the course and referred to their sponsoring activities for appropriate administrative or punitive action.

**Evaluation of Submissions.** 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 free of typographical errors and 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 is incompetent, incomplete, or one-sided. Writing may be uneven in clarity, lacking in unity, sparse in evidence. Uses easy, largely unsupported generalizations, generalize almost exclusively, or use profuse detail in support of very little.
  - e. **F – Fails to Meet Standards.** Standards above are not achieved.

#### **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 is 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 discourse (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.** Standards above are not achieved.

## STYLE.

- a. **O – Outstanding.** In a paper uniformly exceeding standards, the use of style is exemplary. Control of diction and mechanics demonstrates a 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. Great care in preparation is obvious. There are no typographical errors.
- 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, 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. Work not presentable to high-level officials/officers without major revision. 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 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 is not presentable to high-level officials/officers without major revisions.
- e. **F – Fails to Meet Standards.** Standards above are not achieved.

**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, the content is exemplary. It demonstrates a high level of professional scholarship and expertise. Analysis, interpretation, and explication of the subject are in-depth and cover all aspects equally well. Material is specifically appropriate to the intended audience. Presentation is suitable for senior officers and officials and public audiences without change.
- b. **E – Exceeds Standards.** Presentation is crisp and persuasive. Topics are germane, arguments are 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 is informative and meaningful. Source of information used clearly acknowledged. Arguments are 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.** Standards above are not achieved.

#### **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 provided is 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. A clear conclusion or summation is included.
- d. **NI – Needs Improvement.** Weak presentation, lacks coherent structure. Introduction not connected to the purpose of the presentation. Closing is abrupt. Subject left hanging; questions left unanswered.
- e. **F – Fails to Meet Standards.** Standards above are not achieved.

## **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 delivery 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 is polished and professional. Speaker appears enthusiastic and confident. Visual aids are suitable. Gestures and body language are appropriate. Voice clear, strong, and articulate. Presentation is 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. Presenter may even read material rather than speaking.
- e. **F – Fails to Meet Standards.** Standards above are not achieved.

## **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 an 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.

## **EXTENSIONS AND DEFERMENTS**

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 541 and 591 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 meet academic standards. *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, Deputy Chief of Staff for Personnel, G-1. Deferments are granted for exceptional reasons and normally *for one time*, to the next class. See list of P.O.C.'s for deferments at Appendix II. 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 may be placed on academic probation for failure to meet 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 two 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.** USAWC students may be disenrolled for the following reasons:

- a. **Voluntary Request.** A student may voluntarily withdraw from the course by submitting a written request. Students withdrawing prior to 1 July, the year of their enrollment, shall submit a request to their component headquarters. After 1 July, requests shall be submitted to the Department of Distance Education, USAWC, stating the reasons for the requested action. Students requesting disenrollment after 1 July will not be eligible for reenrollment. USAWC will notify PERSCOM, OCAR, NGB, USMC, USMCR, or Office of Personnel Management (OPM) (as appropriate) of the voluntary withdrawal. Upon withdrawal from the course, regulations require that an academic evaluation report (AER) be prepared on all students whether they complete or disenroll (withdraw) from the program.
- b. **Failure to meet academic standards.** Students are expected to meet the academic standards prescribed in the course directives, and the Department of Distance Education catalogue. A student who fails to meet the written, oral or participation standards of the Army War College, or who fails to maintain academic progress by not meeting the established timelines for submitting assignments, may be disenrolled.
- c. **Failure to maintain academic integrity.** Student work will reflect the thoughts and efforts of the individual student. Verbatim copying or paraphrasing from any source must be acknowledged by appropriate documentation or it will be considered plagiarism. This violates standards of conduct expected of senior military officers or civilians. Plagiarism, defined as “the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one’s own original work,” is not tolerated at USAWC. Students whose submissions are plagiarized or who engage in cheating on submissions will be disenrolled from the course.
- d. **For Cause.** Students will conduct themselves in accordance with military law and regulation and civil law while a student at USAWC. Personal behavior which violates the UCMJ, military regulations or civil laws that bear on the ethics or professional standards expected of senior officers will be cause for disenrollment.

## **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 Deputy Commandant based on the evidence submitted by the Department Chairman and any mitigating evidence submitted by the student.
- The Deputy Commandant reviews and renders the final decision.
- The Dean of Academics will notify the student in writing.

A student who has been disenrolled from the course for any reason will not be reconsidered for subsequent reenrollment or reinstatement (IAW AR 351-1). 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; Commanding General, USMC; Commandant, Marine Corps; CDR, Naval Reserve Force; 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 AND EDUCATION ONLINE CONTENT**

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. Online participants contribute 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 initiate the process to attain a **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. International students enrolled in the DEP are exempt from this requirement *U.S. Students are required to 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 56<sup>th</sup> 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 (or female equivalent). 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 2004, 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 Class of 2005  
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 30 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.**

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 out processing. 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 access to Root Hall, Monday through Friday from 0600 to 1630. In order to enter Root Hall a family member must show a photo I.D. and sign in. The Guard will then issue a temporary security card which will grant access to the book store, library and cafeteria. Students can ONLY enter Root Hall after 1630 or on weekends with a valid security card.

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. 54440).

## **VISITORS TO USAWC**

a. **Unofficial Visitors.** Unofficial visitors, including family members, are welcome to the USAWC common use facilities [Barber Shop, Bookstore, Cafeteria, Library, Computer Laboratory, Photo Studio, Defense Printing Plant Service Window] when the following conditions are met:

- (1) Employees are responsible for ensuring their family members and guests are appropriately attired. Adult family members and guests are expected to adhere to the minimum dress code requirements for casual attire. Children are exempted from this standard; however, sponsors are to ensure children entering Root Hall meet reasonable standards of good taste. The Root Hall Sentry will enforce the dress code requirements. Therefore, sponsors should ensure that family members and guests are aware of the dress code in order to prevent embarrassment.
- (2) 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.
- (3) Visits are not authorized to areas where classified information is displayed or discussed.

b. Subject to available space, unofficial visitors may participate in specifically identified sanctioned academic events that take place in Bliss Hall, Will Washcoe Auditorium, the Mary Walker Room, the Otto Cheney Room, or the Command Conference Room. Access rules for unofficial visitor participation will generally be announced concurrently with the scheduling of the event. In cases where access rules are not announced, staff members or students desiring to bring unofficial visitors into an academic convocation of this nature will seek permission through their department leadership (or faculty advisor) to the sponsoring department or institute leader. In some cases when the speaker has not provided permission for unofficial visitor participation, these requests may also need to be referred to the Dean and Deputy Commandant for resolution. [Permission for unofficial visitors to attend academic convocations in Collins Hall is also subject to Collins Hall security procedures.]

- (1) Unofficial visitors who wish to audit individual classes or courses must contact the Registrar for appropriate instructions.
- (2) Unofficial visitors are strongly discouraged from participating in curricular events in the seminar rooms since these visits can inhibit the sustainment of a candid learning environment and hinder the free-flowing exchange of ideas. In cases where a faculty member, staff member or student believes there is a

compelling reason to give an unofficial visitor access to a seminar discussion, that faculty member, staff member, or student must obtain the full concurrence of the Faculty Instructor responsible for the block of instruction and the Chairman of the Department responsible for the course being conducted. In cases where the Faculty Instructor is inviting the unofficial visitor into his or her own class, the Department Chairman's permission is still required.

- (3) Except as provided in sections a. and b., above, DDE will provide notification of all unofficial visitors in Root Hall through the Dean to the Deputy Commandant. The Deputy Commandant may decline to accept unofficial visitors in College facilities due to conflict with other official business in the facility, for security management reasons, or for other reasons as appropriate.
- (4) Visits to the Computer Laboratory may be restricted to War College students, Fellows, and official visitors during periods of high-access demand for students preparing papers and other course materials.

c. **Official Visitors.** Official Visitors are those individuals visiting the USAWC to conduct official government business. When presentations or discussions may include classified information, the sponsor must have the visitor forward his security clearance to the Security Manager or, if access to Sensitive Compartmented Information (SCI) presentations or the SCI facility is anticipated, to the Special Security Detachment (SSD). This must be accomplished for all visitors, regardless of rank, except for those general officers and high-ranking civilians who are at the 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 speakers.

d. **Staff Responsibilities and Procedures for Sponsoring Visitors.**

- (1) Faculty Instructors are principally responsible for sustaining the desired candid learning environment in their seminar rooms. As such, Faculty Instructors have the right to refuse unofficial visitors to their seminar sessions. Department Chairman may also refuse unofficial visitor requests that they view as disruptive to seminars or to the conduct of the course.
- (2) The Deputy Commandant and the Dean of Academics are the approval authorities for all official visitors to curricular activities.
- (3) Departmental notification of unofficial visitors in seminar discussion will be submitted in writing. The specific date and times of the visit will be identified along with the course session number. The notification will indicate the specific concurrence of the FI, and Department leadership.
- (4) In general, sponsors are encouraged to arrange visits at a time when minimal disruption of activities will occur. After duty hours, sponsors are to include the names of their guests on the sign-in/out register in the main lobby.
- (5) Sponsors must remain with the visitors while they are in the facilities.

## 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 30 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, war fighting 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 2005*

### First Year Studies

April 22, 2003	Welcome packet
April 22, 2003	Course 500 shipped & posted.
May 29, 2003	Course 500 <b>due</b> .
May 22, 2003	Course 501, shipped & posted.
August 6, 2003	Course 501, <b>due</b> .
July 30, 2003	Course 511, shipped & posted
October 6, 2003	Course 511, <b>due</b> .
September 30, 2003	Course 521, shipped & posted.
December 3, 2003	Course 521, <b>due</b> .
November 26, 2003	Course 531, shipped & posted.
February 16, 2004	Course 531, <b>due</b> .
February 9, 2004	Course 541, shipped & posted.
April 15, 2004	Course 541, <b>due</b> .

### **RESIDENT COURSE—June 21 – July 2, 2004**

#### Second Year Studies

June 30, 2004	Course 551, issued.
August 29, 2004	Course 551, <b>due</b> .
August 19, 2004	Course 561, shipped & posted.
October 25, 2004	Course 561, <b>due</b> .
October 7, 2004	Course 571, shipped & posted.
January 7, 2005	Course 571, <b>due</b> .
December 14, 2004	Course 581, shipped & posted.
March 15, 2005	Course 581, <b>due</b> .
February 17, 2005	Course 591, shipped & posted.
May 3, 2005	Course 591, <b>due</b> .

### **RESIDENT COURSE—July 11–22, 2005.**

**Graduation**

**July 22, 2005.**



# ***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 AND EDUCATION ONLINE CONTENT**

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 attribute speaker's statements 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. Online participants contribute 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.

## **STRATEGIC LEADERSHIP COURSE 501**

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.

## **THE NATURE AND THEORY OF WAR COURSE 511**

While Course 501 addresses the challenges of leadership at the strategic level and the competencies required to function in that arena, Course 511 provides insights into the answer to an enduring and nagging question: Why study war? Beyond this question Course 511 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 501, Course 511 provides material that is used in courses for the remainder of the program.

## **STRATEGY AND THE USE OF POWER COURSE 521**

Course 521 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.

## **NATIONAL SECURITY POLICY AND STRATEGY COURSE 531**

This course examines the origins, formulation, and execution of U.S. foreign and security policy. In doing so, it makes the connection between theories of international relations, domestic sources of influence, and the foreign and security policy traditions of the United States. Concepts such as Graham Allison's decision making models and the U.S. Army War College strategy formulation model are reviewed. The course also analyzes U.S. national security policy formulation procedures with emphasis on the interagency process and the organization and operation of the National Security Council (NSC). The influence of the military in national security policy formulation receives particular attention as does the role of international organizations. The current U.S. National Security Strategy is reviewed and various U.S. foreign and security policy initiatives assessed as are worldwide trends and threats that may affect U.S. national interests.

## **DoD—ORGANIZATION, PLANNING AND STRATEGY COURSE 541**

Course 541 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 541 is a logical follow-on to the lessons presented in Courses 501 through 531 and provides a significant background for second year studies.

## **FIRST RESIDENT COURSE: STRATEGIC LEADERSHIP IN A GLOBAL ENVIRONMENT COURSE 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.

## **REGIONAL STRATEGIC APPRAISALS COURSE 551**

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 551 focuses student efforts on understanding and applying political, economic, military and informational 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 a 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 551 is a key course which applies the elements of power identified in previous courses, to specific areas of the world.

## **THEATER STRATEGY COURSE 561**

This course introduces students to the theater strategy segment of the curriculum. The course examines and applies joint doctrine in planning and conducting unified and multinational operations. Students will study how the theater commander translates regional interests and national strategic direction into an integrated strategy which is directed toward achieving the objectives of the national security policy.

## **JOINT AND COMBINED THEATER WARFARE COURSE 571**

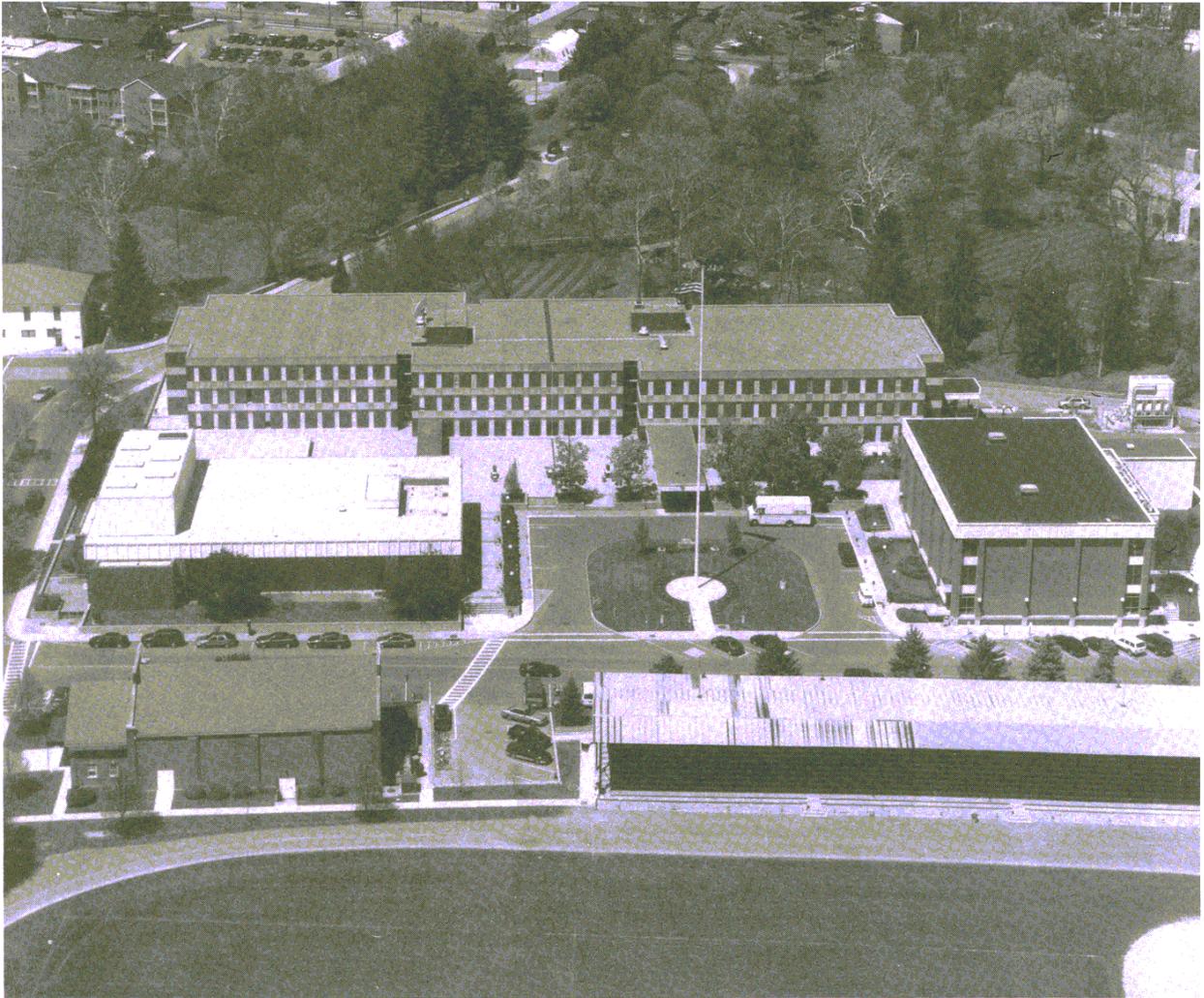
Course 571 introduces students to the war fighting segment of the curriculum. The course begins with the fundamentals of operational art. Students will examine the employment of military forces to attain strategic and operational objectives through the design, organization, and integration of theater 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 Exercise. Course 571 continues the process of building concepts introduced in the First Resident Course and draws on the instructional material introduced in Course 561, Theater Strategy.

## **MOOTW AND CONFLICT TERMINATION COURSE 581**

Course 581 introduces the students to the topics of Military Operations Other than War (MOOTW), Joint Urban Operations (JUO), Conflict Termination and Homeland Security. 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 JUO, MOOTW, and Homeland Security make up the major part of the course. Students will develop an understanding of the principles and planning consideration for joint/multinational/coalition MOOTW and JUO. The course provides an examination of 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. The emerging concepts and issues of DoD roles and responsibilities in Homeland Security are then examined. Historical case studies and practical applications allow students to put these concepts into historical perspective and then apply their understanding to new situations.

## **STRATEGIC CHALLENGES FOR THE 21<sup>ST</sup> CENTURY COURSE 591**

Course 591 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.



**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 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.



**Some of our DDE graduates, shown here with General Gordon Sullivan, deservedly proud of their accomplishment.**

**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 511, 521, 541, and 591, and engages the student in the concepts of warfare in the 21<sup>st</sup> 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 21<sup>st</sup> 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 prospective. 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 (DDE 599)**

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 2002 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 Ph.D. 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.

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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, and 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. Prior to accepting a position with the Department of Distance Education, he was an Analyst with the Strategic Studies Institute.

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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 31 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 Ban 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.

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Colonel Groh is the Department of Distance Education's Director of Second Year Studies 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 11<sup>th</sup>, 3<sup>rd</sup>, and 2<sup>nd</sup> Armored Cavalry Regiments. He was the executive officer, 1<sup>st</sup> Squadron 3<sup>rd</sup> ACR during Desert Shield and Desert Storm. He commanded 2<sup>nd</sup> Squadron 2<sup>nd</sup> 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.



# **DEPARTMENT OF DISTANCE EDUCATION**

## **FACULTY**

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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 1992 graduate of the U.S. Army War College.

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 Breslin serves as the Department's Director of Joint Forces and Doctrine and is an aviation officer. He received his Bachelor's degree from the U.S. Military Academy, and a Master's degree in Strategic Studies from the Naval War College, and a Master's degree in Public Administration from Pennsylvania State University. Colonel Breslin is a graduate of the U.S. Army Command and General Staff College at Ft. Leavenworth and the U.S. Army War College where he received a Master of Strategic Studies Degree.

COL Breslin has served the country in a number of capacities since his graduation from USMA. He began his career as an air defender but the majority of his service has been as an aviator. In this branch he has served as a company commander in the 123D Aviation and as a battalion commander of the 1<sup>st</sup> BN, 159<sup>th</sup> AVN Regiment, Ft. Bragg, NC. Prior to his student year at USAWC he was a Staff Officer in HQDA, DCSOPS and was most recently brigade XO for the 1<sup>st</sup> BDE (E) at Fort Dix, NJ.

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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 Bachelor of Arts degree from Cornell University and a Master's Degree 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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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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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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Lieutenant Colonel James Corum is a course evaluator and faculty instructor in the Department of Distance Education. He holds a BA in German from Gonzaga University, a MA in history from Brown, a M.LITT. in history from Oxford and a Ph.D. in history from Queen's University, Canada. He is a graduate of the Air War college.

LTC Corum served on active duty as a tactical intelligence officer in Germany, Honduras and the US. In the Army Reserve he has served in command and staff positions in ordnance and logistics units. In his most recent assignment he served as a team and branch chief in the 87<sup>th</sup> Division coordinating simulations and exercises. LTC Corum is a professor at the USAF School of Advanced Air and Space Studies (SAASS).

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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 Cunningham completed a 24-year career in the military as an Infantry officer. He is a USAF veteran of Vietnam and commanded Infantry units in the 8<sup>th</sup> Infantry Division (M) in Germany, and an infantry battalion in the 28<sup>th</sup> Infantry Division of the Pennsylvania Army National Guard. As a career AGR infantry officer in the active National Guard, Colonel Cunningham served as a Speechwriter for two Directors of the Army National Guard. Colonel Cunningham also served as the National Guard Advisor to Commandant, US Army War College from 1996-1999 and as slated resident seminar faculty instructor in the Department of Command, Leadership and Management.

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Lieutenant Colonel John Dabrowski is a course evaluator and faculty instructor in the Department of Distance Education. He received his Bachelor of Arts degree in History from East Stroudsburg State University, East Stroudsburg, PA, a Master of Arts in History from East Stroudsburg and a PhD degree in History from Kent State University, Kent, Ohio. He is a graduate of the U.S. Army Command and General Staff College and will graduate from the U.S. Army War College with Masters of Strategic Studies in 2002.

LTC Dabrowski is a Civil Affairs officer who has served the nation for 24 years on active duty, with the PAARNG and the Army Reserve. He held positions in the 11<sup>th</sup> Infantry, in signal and MI units, but has spent most of his military career in the military educational arena including as Assistant Professor of Military Science at Dickinson College and as an adjunct Professor at U.S. Army Command and General Staff College. Most recently he was Special Projects officer with the 350<sup>th</sup> Civil Affairs Command, Pensacola FLA.

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Lieutenant Colonel (Retired) Thomas Dombrowsky is a contract faculty instructor with the Department of Distance Education. He received his Bachelor's degree in Secondary Education (Social Studies) from the University of Rhode Island and a Master's degree in American History from Morgan State University. He is a graduate of the Command and General Staff College, the Armed Forces Staff College and the U.S. Army War College.

LTC Dombrowsky is a retired active duty Army infantry officer with 25 years of military service. He served tours in Vietnam, Germany and Japan and has held a variety of command and staff positions. He has had considerable teaching experience in both military and civilian institutions. Prior to his retirement from active duty, he was Director of Military History in the Department of National Security and Strategy. Since his retirement he has held teaching and administrative positions with Gettysburg College, including with the Gettysburg Leadership Experience.

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Captain Kevin P. Dowling is a Naval officer assigned to the Army War College in the Department of Distance Education. He serves as Director of Naval Strategic Studies. CAPT Dowling holds a Bachelor of Science degree in physics from Washington State University and a Master's degree in Foreign Affairs from the Naval War College.

Captain Dowling is a career naval aviator with 27 years of service. He has held assignments in Europe in NATO and has served on the staff of the Supreme Allied Command, Europe. Among his various operational assignments are Commander, Helicopter Squadron 6 (HC 6) in Norfolk, Va, and Officer-in-Charge of an Aviation Detachment in helicopter Squadron 11 (HC 11) in San Diego, CA.

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Lieutenant Colonel Robert Head is Director of Theater Operations Studies and an Air Force Officer assigned to the Army War College. Lt Col Head graduated from the United States Air Force Academy in 1983 and earned a Master of Aeronautical Science degree from Embry-Riddle Aeronautical University in 1987. He is a graduate of the Air Command and Staff College and the Air War College.

Lt Col Head has extensive experience in flight operations, education and the Intelligence Community. He has flown as C-141 Special Operations Low Level flight examiner navigator; taught chemistry, physics and aviation sciences the Air Force Academy; and served as Director of Prime Nuclear Airlift Forces, Director of Air Operations and Inspector General at Travis AFB. Lt Col Head has served on the Air Staff for the Deputy Chief of Staff, Air and Space Operations. Lt Col Head served as Chief of Special Airlift Management where he was responsible for the Air Force's Embassy Support Flight Program prior to joining the Army War College faculty. Lt Col Head was the National Reconnaissance Office liaison to the Assistant Secretary of Defense for Command, Control, Communications and Intelligence.

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COL Holcomb completed a 30 year career in the U.S. Army as an Infantry Officer, Special Forces Officer and a Russian/East European Foreign Area Officer. He served in a variety of command and staff positions to include overseas assignments in Germany, Korea, UK and Belgium. His final assignment in Belgium was as Chief of the Permanent Staff of the NATO Partnership Coordination Cell. He taught on the faculty of the U.S. Army War College in the Department of National Security and Strategy for the five years prior to his retirement in 2002.

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Colonel Jeff Johns is Director of Leadership and Management. He received his Bachelor of Science Degree from Appalachian State University and Master's Degree in Computer Resource and Information Management from Webster University. He is a graduate of the U.S. Army Command and General Staff College and the U.S. Army War College.

COL Johns is a Military Police officer with over 23 years of service. He commanded from company through battalion levels in CONUUS and overseas in Germany and Bosnia. He has also held a variety of staff positions to include Chief of Plans, U.S. Army Europe Provost Marshal Office, Chief of Plans and Policy, Joint Security Directorate, U.S. Central Command, and Provost Marshal, U.S. Central Command. Prior to joining the Army War College faculty, Colonel Johns was assigned to the Office of the Inspector General, U.S. Central Command.

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Dennis E. Keller (Colonel, USA Retired) is a contract Faculty Instructor in the Department of Distance Education. He received his Bachelor of Arts degree in International Politics from Pennsylvania State University, and a Master of Science in Foreign Service from Georgetown University. He is a graduate of the Inter-American Defense College, the Armed Forces Staff College, and the U.S. Army Command and General Staff College.

COL Keller is an Infantry and Foreign Area Officer who retired after 30 years of service. Immediately prior to retirement, he served for two years as a Faculty Instructor with the Army War College where he was the Director of Americas Studies and taught National Security and Strategy as well as the Regional Strategic Appraisal Americas. COL Keller served numerous tours throughout the Americas to include assignments as the Commander of the U.S. Military Group in La Paz, Bolivia, and the Defense and Army Attaché in Guatemala City, Guatemala.

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Colonel Koplin is the Senior USAR Faculty Instructor in the Department of Distance Education and is the author for Course 591, Strategic Challenges for the 21<sup>st</sup> Century. He received a Bachelor of Science Degree in Child Development from the University of Utah, a Master of Social Work Degree from the University of Utah, and a Ph.D. in Family Studies from Brigham Young University. He is a graduate of The U.S. Army Command and General Staff College and the Army War College.

COL Koplin is a career military officer with over 35 years of Reserve and Active Duty service. Previous assignments include: Family Outreach Officer, 96<sup>th</sup> ARCOM; Human Immunodeficiency Virus Project Officer, Sixth U.S. Army; Medical Operations Officer, Sixth U.S. Army; Chief, Family Readiness Branch, Army Reserve Personnel Center; Executive Officer, Command Group, Army Reserve Personnel Center; Operations Officer, Full Time Support Management Directorate, Army Reserve Personnel Center; Director, Enlisted Personnel Management Directorate, Army Reserve Personnel Command; and Chief, Health Services Enlisted Branch, Army Reserve Personnel Command.

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Colonel Lee Krüger is Director of Military Strategy and a Foreign Area Officer—Europe. She received her Bachelor of Arts degree in History from the University of California, Los Angeles and Master of Arts Degree in European Studies from Cornell University. She is a graduate of U.S. Army Command and General Staff College and the U.S. Army War College.

COL Krüger is affiliated with the Ordnance Corps (ammunition) and has 22 years of service. She has served in a variety of positions as a Military Police, Ordnance and Foreign Area Officer in Germany. She also taught with the Department of Logistics and Resource Operations at Command and General Staff College. Her most recent assignments were in Security Assistance as the International Programs Manager, Central/Eastern Europe, and the Balkans, with USEUCOM in Stuttgart, Germany, and Security Assistance Program Manager, Office of Defense Cooperation, Budapest, Hungary.

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Dr. Charles A. Krupnick is Professor of National Security Studies, Department of Distance Education and course author for Course 531, National Security Policy and Strategy. He received a Bachelor of Science degree from the U.S. Naval Academy, and Master of Arts and PH.D. degree in Foreign Affairs from the University of Virginia. He also completed numerous professional military schools during his career.

Professor Krupnick completed a 20-year career in the U.S. Navy as a nuclear Submarine Officer, including a tour as Commanding Officer of the *USS James Madison (SSBN 627)*. Following his military service, he completed his Doctorate at the University of Virginia and served as an Arms Control and Security Fellow at the U.S. State Department, and taught at the University of Memphis. Prior to his appointment at the Army War College he was Professor, Military Strategic Studies at the U.S. Air Force Academy.

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Colonel Steven M. Lemons is the Director of Regional Strategic Studies and a career active duty Military Intelligence officer. He has a Bachelor of Arts degree in English from the University of Wisconsin, a Master's degree in Political Science from Auburn University and three additional graduate degrees from the Joint Military Intelligence College, and the Army War College. He is currently completing his PhD at Catholic University. COL Lemons is a graduate of the Air War College, Armed Forces Staff College and the U.S. Army War College.

COL Lemons served in technical, operational and strategic intelligence assignments throughout the Army and NATO. He has held key positions within the Army Security Agency, the Intelligence and Security Command (INSCOM), and the National Security Agency. He has had extensive joint experience in several lower command positions including J-2 Provide Comfort, J-3 (OPNS) at LANDCENT and J-3 (OPNS) UNPROFOR in Sarajevo. Prior to attending U.S. Army War College and subsequently joining the USAWC faculty, he was Commander of the 205<sup>th</sup> Military Intelligence battalion at Fort Shafter, Hawaii and Deputy Brigade Commander of the 703<sup>rd</sup> MI Brigade, Kunia, Hawaii.

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Colonel Myers is currently on sabbatical leave to complete a Doctorate in Public Administration at The Pennsylvania State University. She received her Bachelors degree from Penn State and Masters of Business Administration from National University. She is also a graduate of the U.S. Command and General Staff College and the U.S. Army War College where she received a Masters of Strategic Studies.

COL Myers is an Engineer Officer with 23 years of service. She commanded the 554 Engineer Battalion and served as Executive Officer of the 1<sup>st</sup> Simulations Exercise Group, 78<sup>th</sup> Training Division. She also served as the Director, Base Realignment and Closure (BRAC) at Ft. Leonard Wood; Project Manager in the Los Angeles District, U.S. Army Corps of Engineers; and Company Commander, 94<sup>th</sup> Engineer Battalion in Germany. She is married to COL Harry Greene and they have two children.

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Commander Pattee is a Naval Officer assigned to the Army War College in the Department of Distance Education as the Director of Naval Strategic Studies. He holds a Bachelor of Science Degree in Mechanical Engineering from the University of Washington, a Master of Military Art and Science from the U.S. Army Command and General Staff College, a Master of Strategic Studies from the Army War College class of 2000, and is a Doctoral Student in Military and Diplomatic History at Temple University.

CDR Pattee is a submarine officer with over 19 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 home ported in La Maddalena, Italy.

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Lieutenant Colonel Harry Vann Phillips serves as the Director and course author for the pre-MEL-1, Defense Strategy Course (DSC). He holds a Bachelor of Arts degree in History from Shippensburg University and a Masters of Military Arts and Sciences (History) from the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas.

LTC Phillips is a tactical Military Intelligence officer. A former 19D Cavalry Scout and Air Defense Artillery officer, he has served in Tactical and Echelons Above Corps MI positions. His overseas assignments include: Germany 1984 to 1987, the Persian Gulf 1988, Korea 1992 to 1993, Haiti 1994, Haiti 1995, Bosnia 1996, Germany (NATO) 1998 to 2001, with tours in Kosovo in 1999 and Bosnia in 2000. Prior to assuming his duties at the U.S. Army War College, LTC Phillips served as the Electronic Warfare and Information Operations officer for NATO's Joint Headquarters Center in Heidelberg, Germany.

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Colonel James Pierce is Director, Strategic Leadership Studies/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 (ABD) in Public Administration at Penn State University. COL Pierce is a graduate of the Command and General Staff College and a 2000 graduate of the U.S. Army War College, where he received his Master of Strategic Studies Degree.

A career aviation officer, COL Pierce has served in various command and staff positions during a career that combines both active duty and Guard aviation assignments. He has served in the 25<sup>th</sup> Infantry Division, at Schofield Barracks, Hawaii, in the Aviation Training Brigade at Ft. Rucker, and as the Deputy Commander, Eastern ARNG Aviation Training Site, Fort Indiantown Gap, Pennsylvania. In his most recent assignment, COL Pierce completed 33 months as Commander, Eastern ARNG Aviation Training Site prior to being assigned to the Department of Distance Education, USAWC.

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Colonel Sandel is a course evaluator and faculty instructor in the Department of Distance Education, Second Year Studies. He has a Bachelor of Science in Biology from the University of Texas at Arlington, a Master of Science in Physiology from the University of Texas at Arlington and a Ph D in Physiological Biochemistry from Louisiana State University Medical School at New Orleans, Louisiana. He is a graduate of the Command and General Staff College, National Defense College, Naval War College, Air War College and the U.S. Army War College.

COL Sandel is a Medical Service Officer with more than 28 years of service. He served as a Physiological Research officer at Natick Laboratories at Natick Massachusetts and later as a Staff Officer, XO, and commander of subordinate Units within the 804<sup>th</sup> Medical Brigade at Fort Devins Massachusetts. An Army Reserve Officer, COL Sandel is Professor of Anatomy and Physiology at Massachusetts Bay Community College.

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Lieutenant Colonel Streight is a course evaluator and Faculty instructor in the Department of Distance Education's First year studies. He holds a Bachelor of Science in Mathematics from Central State University in Oklahoma, a Master of Science Degree in Computer Science from West Coast University in Los Angeles, and a PhD in Higher Education from the University of Oklahoma. He is a graduate of the U.S. Army Command and General Staff College and holds a Master's of Strategic Studies from the U.S. Army War College.

LTC Streight is an engineer with over 21 years of service. Highlights of his career include command of the 45 Support Group (Provisional), commander of the 45 Rear Operations Center, Commander of the Selective Service System Detachment for the Oklahoma Army National Guard and Director of the Selective Service System of Oklahoma. An Army Reserve Officer, LTC Streight is Vice President for Academic Affairs at Carl Albert State College.

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Colonel (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 6931<sup>st</sup> 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.

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Lieutenant Colonel Steve Volkman is Director of Leadership Management and a career active duty Military Police Officer. He received his Bachelor's degree in Law and Justice 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 where he earned a Masters of Strategic Studies degree.

LTC Volkman has served the nation as an active duty Military Police officer for over 27 years and now serves in the Institutional Support Career Field as a Human Resource Management Officer. He has commanded Units from company to battalion level, and has served in various military police and personnel management positions throughout CONUS and overseas in Germany, Saudi Arabia, Cuba, and Hawaii.

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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 2<sup>nd</sup> and 11<sup>th</sup> Armored Cavalry Regiments and commanded the 1<sup>st</sup> Squadron 9<sup>th</sup> Cavalry in the 1<sup>st</sup> 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.

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COL Werner is a Military Intelligence officer who retired after 30 years of service. He commanded at the battalion level in Augsburg Germany, served in subsequent assignments with the Defense Intelligence Agency that took him from the Pentagon to the American Embassy in Bonn and after that assignment to Japan with the Defense Intelligence Agency. Prior to his retirement he was the Director of Army Management Studies in the Department of Distance Education.

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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 1<sup>st</sup> 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.

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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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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 28 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.

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Dr. Barrie E. Zais is a retired Army colonel who is a contract Faculty 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 attended the National Security Program, John F. Kennedy School of Government, Harvard University.

Dr. Zais completed a 30-year career in the U.S. Army, serving in Vietnam, Korea, and Germany and in positions of Chief of Staff, 4<sup>th</sup> Infantry Division and Commander, 3<sup>rd</sup> 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 of 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**

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Colonel Brown is the Senior USAR Advisor to the Commandant. He holds a Bachelor of Arts degree in Audiology from Kent State University, Kent, Ohio, and a Masters of Science degree in Audiology from Cleveland State University, Cleveland, Ohio. He is a graduate of the U.S. Army War College, Class of 1995 and the U.S. Army Command and General Staff College.

COL Brown is a career officer serving in the USAR-AGR program with over 26 years of Reserve and Active Duty service. Previous assignments include Commander, 228<sup>th</sup> CSH (Multi-compo); Deputy for Joint Current Operations, J-3, JOD, the Joint Staff; Chief of Staff, 330<sup>th</sup> Med Bde; Executive Officer, DA DCSPER Mobilization Directorate; Chief of PCC, Army Operations Center, DA Staff; Deputy Surgeon, USARC, Ft McPherson, GA; Chief of Mobilization Division, AR-PERSCOM; Chief RCLNO, ARCENT Forward and 22<sup>nd</sup> SUPCOM, Saudi Arabia/Kuwait; along with several other assignments throughout his career.

**DANIEL (DAN) J. JENSEN**  
**Office: (717) 245-3510/4514**  
**FAX: (717) 245-3584**  
**e-mail: [Daniel.Jensen@carlisle.army.mil](mailto:Daniel.Jensen@carlisle.army.mil)**

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PRINTED

Colonel Jensen is the National Guard Advisor to the Commandant. He holds a Bachelor of Science degree in Education from the University of Wisconsin – Whitewater and a Masters of Science degree in Human Resource Administration from Southeast Missouri State University. He is a graduate of the U.S. Army Command and General Staff College and the U.S. Army War College Class of 2002 where he received a Masters in Strategic Studies degree.

Colonel Jensen is a career infantry officer serving in the AGR program. His 23 years of service includes both traditional ARNG and active duty assignments. As a traditional Guardsman, COL Jensen served as an infantry company commander, executive officer and platoon leader. Recent assignments include Commander, 2<sup>nd</sup> Battalion 127<sup>th</sup> Infantry Regiment, Wisconsin ARNG; Plans, Programs and Training Officer, G-3, V Corps Headquarters; Quality Advisor to the ARNG Chief of Staff, National Guard Bureau; Senior Instructor, ARNG Quality Center, National Guard Professional Education Center; and Assistant Professor of Military Science, Southeast Missouri State University.



# ***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. That focuses 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 sub courses: Sub course 1, *Introduction to Strategy: Historical and Theoretical Fundamentals*, offers a historical look at the evolution of important strategic thought and provides a theoretical and conceptual basis for examining our current national strategy. In Sub course 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 Sub

course 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 sub course 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 (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

## **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. 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

and to participate in a staff ride. All current Adjutants Generals are invited to AGNSS on an individual basis. For more information about this specific program, Adjutants Generals can contact the Army National Guard Advisor to the Commandant at:

U.S. Army War College  
ATTN: AWCC-DRC-NG  
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 50 Reserve Component field grade officers (25 ARNG/25 USAR). To be eligible, students must be in the grade of Major or LTC, be graduates of CGSC and not enrolled in a Senior Service College. 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. COAST GUARD RESERVE:**

Comdt (G-RST-1)  
Coast Guard Headquarters  
2100 2nd Street SW  
Washington, D.C. 20593-0001  
COMM: (202) 267-2350

**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

**NAVY RESERVE:**

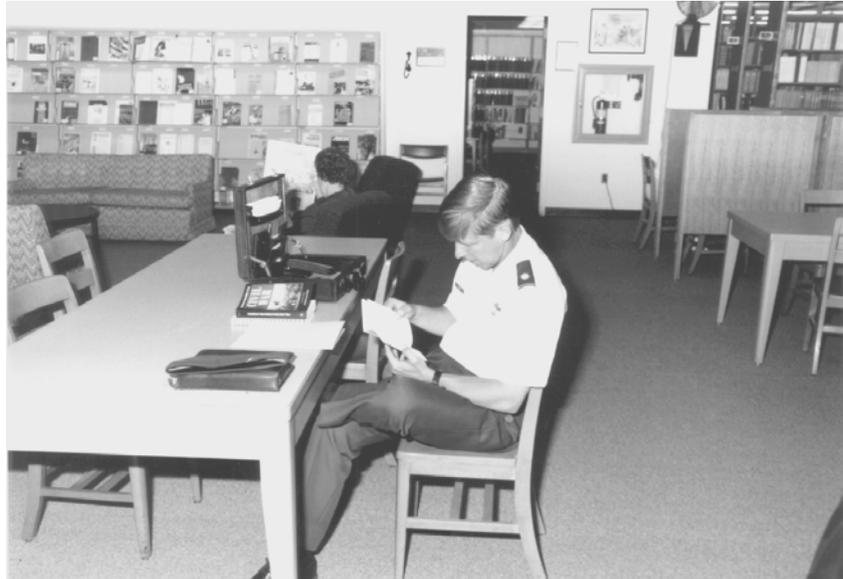
Director  
Naval Reserve  
2000 Navy Pentagon  
Room 5C646  
Washington, DC 20350-2000  
Commercial (703) 695-5353  
DSN: 225-5353



# ***SUPPORTING INSTITUTIONS AND ORGANIZATIONS***

## **U.S. Army War College Library**

As the award winning library for the Army's senior educational institution, the U.S. Army War College Library is an integral part of the USAWC's Program for Joint Education and 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 core functions: education, research and publication, and outreach. 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 staff, including nine librarians, ensures the efficient retrieval and delivery of research and information services. The Library offers its customers a variety of services on significant topics and these publications receive world-wide dissemination.

The Library offers its customers a rich and varied collection of print, electronic, and other nonprint 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 287,000 volumes are subscriptions to over 1100 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 materials, extensive microform holdings, and the equipment needed to access these special formats. More than 1000 organizational charts, diagrams, and a selection of maps are also available.

Current electronic research and information resources include commercial and DoD online services and Internet resources, including standard research databases such as ProQuest, Nexis, and Jane's Geopolitical Library. 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 special collections of the Military History Institute. CATS is available to customers on the Library's website both on the Internet and Intranet. At the Library's public website (<http://www.carlisle.army.mil/library>), customers can access general resource information, the Library's authoritative bibliographies, links to other military and academic databases and online catalogs. By using Intranet access, authorized customers can use all of the resources on the public site plus many specialized commercial databases supporting the academic and research needs of the USAWC students and faculty.

The Library 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 DoD 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 47 million publications available through inter-library loan from libraries all over the world.

Housed on two levels in Root Hall, with 28,500 square feet of space, the Library is conveniently located for students and faculty. The main level holds the Library's primary



collection, its on-line catalog and other manual and automated information retrieval tools. It comfortably seats over 100 customers in the Reading Room and provides 94 unassigned carrels for general use by students and faculty. Three small conference rooms are available for individual video viewing and for private conversations. The lower level houses restricted and classified documents, maps and other library holdings.

Distance Education students have access to the above Library's resources and services by visiting the Library or the Library's website. The Library informs students of new developments and resources through e-mail or DDE mailings. Students can request research assistance and borrow publications by contacting the Library by e-mail, FAX, mail, or telephone. The Library

will respond to requests quickly and will work with the students to identify information resources and facilitate the most convenient method of access, to include direct borrowing from the USAWC Library, inter-library loan, and use of their local libraries.

## **Army Heritage and Education Center**

The Army Heritage and Education Center (AHEC) is a new organization to Carlisle Barracks. The AHEC will combine the Army's Military History Institute (MHI), the future Army Heritage Museum with its conservation and restoration facility, and an education center. It will be located on a 55 acre tract of land donated by Cumberland county and located adjacent to the post golf course.

The Secretary of the Army authorized the project in 1999, and the current Secretary of the Army reaffirmed the Army's commitment to the project in October 2001. Funding for the MHI facility was included in the Army's 2001 Military construction Appropriation. Construction began in May 2002 with occupancy scheduled for spring of 2004. The museum and the education center will be funded through private donations and grants. Until the move begins to the new facility, all AHEC operations, mostly concerning MHI, will be conducted from its current location in Upton Hall.

### ***U.S. Army Military History Institute***



The U.S. Army Military History Institute (MHI) is The Army's central repository for materials related to the history of the U.S. Army. The Institute's mission is to preserve The Army's history and ensure access to historical research materials. It collects, organizes, preserves, and makes available source materials on American military history to the defense community, researchers and scholars, and the general public. It is The Army's largest repository of original documents, letters, publications, maps and photographs, and is a nationally recognized academic research facility. Its archives include books, periodicals, photos, manuscripts (diaries, letters, memoirs), military publications, manuals, maps and oral histories. The new facility for MHI will be a 66,000 square foot, state-of-the-art facility.

MHI's current holdings include over 295,000 books, 300,000 authority publications (regulations, doctrinal and technical manuals), over 60,000 bound volumes of military related periodicals, 1.2 million photographs, and more than 9,000,000 personal papers and documents.

Historical materials from throughout the Army continue to flow to MHI. Particularly noteworthy are MHI's collections of personal papers, which document the service of many distinguished soldiers. These sources provide an intimate and unique glimpse into the history of The Army. For many general officers of the recent period, the Institute has in its holdings, not only their papers, but also their recollections and reflections recorded as a component of The Army's Oral History Program which the Institute administers and selected Army War College students support.

MHI supports several USAWC programs to include the Military History Program, the Communicative Arts Program, the Senior Officer Oral History Program, and Division Command Lessons Learned Program. For student research, the archives contain a superb collection of the personal papers and oral history transcripts of senior officers, junior officers, noncommissioned officers, and soldiers (7 million items in total). The MHI staff provides expert research assistance and historical consultation and has prepared more than 11,000 bibliographies on numerous military and military related subjects. Throughout the USAWC academic year (September through May), MHI hosts a monthly evening public lecture series, "Perspectives in Military History", on the historical dimensions of the exercise of generalship and strategic leadership. MHI also sponsors the Harold Keith Johnson Visiting Professor of Military History, a visiting scholar who serves as a senior faculty specialist and adviser in military history.



### ***Other AHEC Facilities***

The 50,000 square foot Education Center will be the hub of the complex, and will provide a general orientation area for the AHEC. It will display promotional exhibits for other area museums and attractions, as well as include a lecture hall and conference facilities, classrooms and reading rooms, auditorium and research and administrative areas. The Center's education programs will include both in-house and outreach programs of national scope. Distance learning and research capabilities will be at the core of the education programs offered, including online access to some MHI records, photos and finding guides to military genealogy.

The Army Heritage Museum became an official part of The Army Museum System in September 2000 upon approval by The Army's Center for Military History and following a request by the Commandant of the U.S. Army War College to establish the museum at Carlisle Barracks. For nearly two years, employees from the Pennsylvania Historical and Museum Commission, under contract to the U.S. Army, have been developing the story lines and exhibit master plan for the museum. The museum's support facility will house conservation and restoration laboratories for photography, paper and books. The AHEC will have the responsibility to maintain and restore paper, photographs and books for the entire Army museum system and for all historical holdings.

The Army Heritage and Education Center is an exciting new program and organization that will provide tremendous service to the students at the Army War College and the American public as a whole.

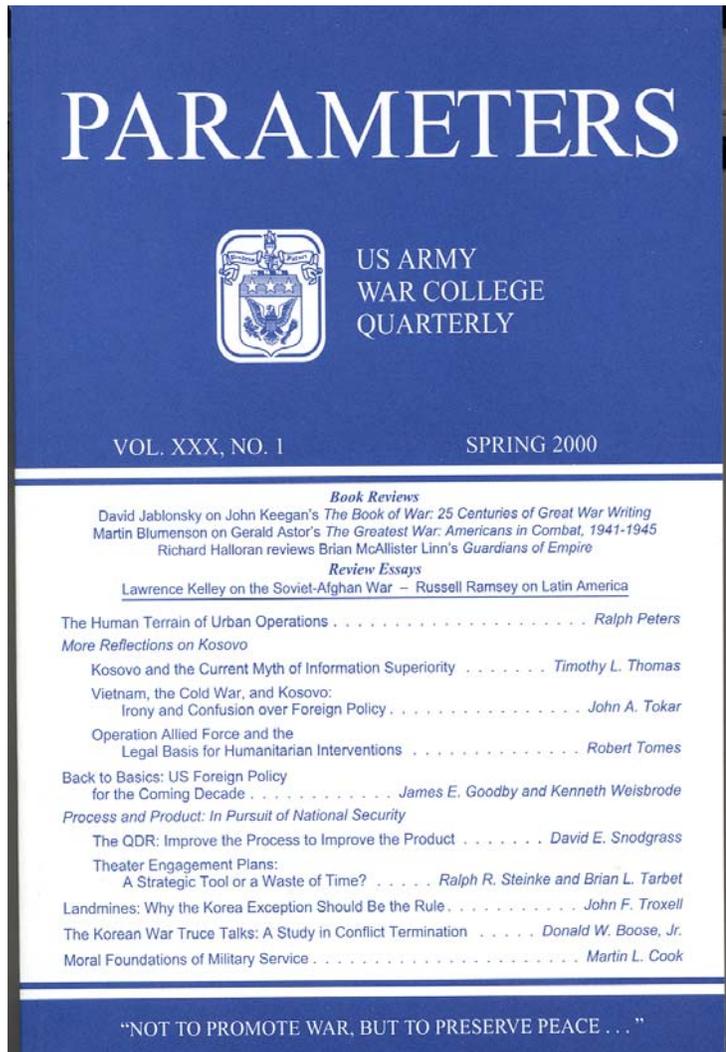


# *PARAMETERS,* *The U.S. Army's* *Senior Professional Journal*

*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 and select senior officers from the sister services; to key officials in the Defense Department, the State Department, and the National Security Council; to interested members of Congress and their staffs; to defense-minded members of academe, think tanks, business, and the news media; and to military units, including ROTC detachments and U.S. service schools. 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.

*Parameters'* printed circulation is approximately 13,000 copies per issue. Significant secondary distribution occurs through military and civilian educational institutions in the United States 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 by subscription through the Superintendent of Documents.

*Parameters* is on the Internet at <http://www.carlisle.army.mil/usawc/Parameters>. There you'll find current and recent articles, review essays, book reviews, a complete index of *Parameters* articles, subscription information, and guidance on submitting manuscripts for possible publication. More than 50,000 unique users access *Parameters* online each quarter.

For those of you who desire to write scholarly articles of interest to senior military professionals, *Parameters* provides an excellent audience. Author guides are available from the *Parameters* editorial office (phone 717-245-4943; e-mail [Parameters@carlisle.army.mil](mailto:Parameters@carlisle.army.mil)) and at the *Parameters* web site. Manuscripts are welcome, and may be submitted by e-mail, but the editors recommend reading the author guide first. In addition, the editors will be happy to discuss with students their publishing plans and projects.

## Center for Strategic Leadership

The Center for Strategic Leadership located in Collins Hall, serves as an education center and high technology laboratory focused on the Army's decision-making process. It works at the interagency, strategic, and operational level in support of The Army's Senior Leadership, the USAWC, Combatant Commanders, Joint Staff, and Interagency participants. The Center is responsible for the conduct of the Strategic Crisis Exercise, provides support to the curriculum, and prepares and



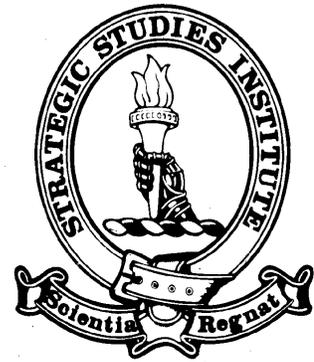
teaches elective courses. The Center for Strategic Leadership conducts war gaming at the strategic and operational levels for senior Army leaders, Combatant Commanders, and other U.S. Government agencies. It uses war gaming to help explore alternatives, provide insights, identify issues for research and analysis, generate discussions of national security matters, and practice decision making under a variety of situations. The Center operates a Global Command and Control System (GCCS) facility in support of the USAWC and Headquarters, Department of the Army. It serves as principal adviser to the Commandant on the utilization of the GCCS and integrates GCCS use into the curriculum, educational events, and exercises conducted at the USAWC. The Center for Strategic Leadership is comprised of three divisions: the Operations and Gaming Division, the Science and Technology Division, and the Management and Logistics Division.

## Strategic Studies Institute

Strategic Studies Institute constitutes the principal Research faculty and is responsible for the Research and Publication function of the U.S. Army War College.

SSI is a versatile, dynamic organization that:

- ◆ identifies international security issues likely to affect the United States, its friends, and potential adversaries;
- ◆ analyzes national security issues and, through the timely publication of studies and conduct of conferences, informs the U.S. Army as well as national leadership of policy options;
- ◆ provides the U.S. Army with a source of ideas, criticism, innovative approaches, and independent analyses;
- ◆ exposes external audiences to the U.S. Army's contributions to the Nation, and
- ◆ provides studies and analyses to support and supplement the U.S. Army War College curriculum.



SSI prepares studies and analyses which consider:

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

In fulfilling this mission, Institute research is concentrated in several functional areas:

- ◆ land power;
- ◆ the strategic environment (threats/interests/regional security issues);
- ◆ national security strategy and national military strategy;
- ◆ strategic planning; and
- ◆ futures—concentrating on the role of the U.S. Army in the world's strategic environment 10 (Army XXI) to 30 years hence..

In addition, the Strategic Studies Institute is responsible for conducting research and for teaching the Transforming The Army elective. The elective prepares selected graduates for positions influencing the development of the future Army.

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

officers and civilian professionals assigned to the Strategic Studies Institute constitute a significant source of expert knowledge as part of the USAWC faculty.

Selected USAWC students with particular expertise sometimes cooperate with SSI researchers in the wide variety of studies and analyses undertaken by the Institute. 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.

To support its members and the USAWC, 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. As of January 1, 2000 there were 12,960 living members of the Association. For details of our program, please see our web site at: <http://www.USAWCalumassoc.pa.net/>.

## **U.S. Army Physical Fitness Research Institute**

The Army Physical Fitness Research Institute (APFRI) conducts applied research and intervention aimed at reducing cardiovascular disease and improving and sustaining the total fitness of The Army's population over age 40. The Institute provides world class health and fitness assessments for USAWC personnel using state-of-the-art techniques. Through its elective course and sponsorship of Health Day and other events, APFRI educates students on health and fitness issues of strategic importance, as well as on the strategic leadership responsibilities inherent in sustaining the physical and mental readiness of the force.

Executive wellness programs dealing with topics such as strength training, injury prevention, nutrition, weight control, blood pressure, and stress management are also offered. In collaboration with other scientists and health care professionals, APFRI generates publications, presentations, websites, and other products based on its own research and the latest scientific findings in the fields of health and fitness. The Institute also maintains a variety of programs for spouses and staff members.



## **U.S. Army War College Bookstore**

**The United States Army War college Bookstore** is operated by the Army and Air Force Exchange Service and is open to all authorized military exchange customers. The Bookstore carries a wide assortment of books and War College merchandise that make wonderful gifts or souvenirs of your time at historic Carlisle Barracks, Pennsylvania.

The USAWC Bookstore is located in Root Hall, Building 122, Carlisle Barracks, PA, 17013. Hours of operation are Monday- Friday, 7:30 a.m. – 2:00 p.m.

The Bookstore accepts the Military Star Card, Visa, MasterCard, American Express and Discover. To order books or merchandise, FAX your order to our Bookstore:

Barbara Creamer, Manager

USAWC Bookstore

122 Forbes Avenue

Carlisle, PA 17013-5250

717-258-3326

Fax: (717) 245-4617 (Attn: Bookstore in subject line)

Shipping charges apply on all orders and will be quoted at the time an order is placed.

## **Army War College Foundation, Inc.**

The Army War College Foundation, Inc., established in 1977, is proud to provide the margin of excellence to the academic experience at the USAWC. A nonprofit, tax-exempt, publicly supported organization under sections 501©(3) and 509(a)(3) of the IRS Code, the Foundation enhances and enriches academic programs and research activities by providing private financial support where government funds are not available.

For over two and a half decades, Foundation funding has included honorariums for distinguished guest lecturers, writing awards for students and faculty, texts for the USAWC's professional library, projects of the International Fellows Program, functions for the Military Family Members Program, financial assistance for high-level conferences and exercises, and the Military History Institute Perspectives Lecture Series. The Foundation's latest project is funding the Army War College's General Omar N. Bradley Chair of Strategic Leadership. This chair is jointly shared and funded between the Army War College Foundation and Dickinson College.

Individual and corporate constituents continue to be steadfast in their contributions to our national defense through stewardship of academic excellence and traditions at the USAWC. Contributions are tax deductible. For additional information, please call (717)243-1756, or write the AWC Foundation, Inc., 122 Forbes Avenue, Carlisle, PA 17013-5248 or e-mail to [AWCFoundation@carlisle.army.mil](mailto:AWCFoundation@carlisle.army.mil). The Foundation website can be found at the following URL: <http://www.awcfoundation.org>.



**Department of Distance Education  
Graduating Class Plaque  
for the Class of 2002**

**APPENDIX I**

**SUMMARY OF RETIREMENT POINT CREDITS  
FOR RESERVE COMPONENTS**

		<b>Retirement Point Credit Hours</b>	<b>Number of Retirement Points</b>
<b>First Year Studies</b>			
501	Strategic Leadership	27	9
511	The Nature and Theory of War	27	9
521	Strategy and the Use of Power	27	9
531	National Security Policy and Strategy	27	9
541	DoD-Organization Planning and Strategy	27	9
	First Resident Course		*
	<b>Subtotal</b>	<b>135</b>	<b>45</b>
 <b>Second Year Studies</b>			
551	Regional Strategic Appraisals	27	9
561	Theater Strategy	27	9
571	Joint and Combined Theater Warfare	27	9
581	MOOTW and Conflict Termination	27	9
591	Strategic Challenges for the 21 <sup>st</sup> Century	27	9
	Second Resident Course		*
	<b>Subtotal</b>	<b>135</b>	<b>45</b> (Plus Resident Course)
	<b>Grand Total</b>	<b>270</b>	<b>90</b> (Plus Resident Course)

**RETIREMENT POINTS (Reserve Components)**

\* AR 140-185 and NGR 640-1 authorized one (1) retirement point 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.

## APPENDIX II

### \* REQUESTING A DEFERMENT

#### ACTIVE ARMY

Department of the Army  
PERSCOM  
ATTN: TAPC-OPB-D  
200 Stovall Street  
Alexandria, VA 22332-0411  
(703)325-3144

#### AR PERSCOM

CDR, AR-PERSCOM  
ARPC PSV-BB  
1 Reserve Way  
St. Louis, MO 63132-5200  
(314)592-0000, x5424

#### ARMY NATIONAL GUARD

National Guard Bureau  
ATTN: NGBART-I  
111 South George Mason Drive  
Arlington, VA 22204-1382  
(703)607-7349

#### USMC

Commanding General  
CCE/C40CCE  
MCCDC  
3300 Russell Road  
Quantico, VA 22134-5001  
(703)784-4390

#### USMCR

Commandant of the Marine Corps  
HQMC Code Ram-4  
3280 Russell Road  
Quantico, VA 22134-5103  
(703)784-9125

#### NAVY

CDR, Naval Reserve Force  
ATTN: Code N7  
4400 Dauphine Street  
New Orleans, LA 70146  
(504)678-1411

#### CIVILIANS

Department of the Army  
Deputy Chief of Staff for Personnel, G-1  
ATTN: DAPE-CP-CPO, Room 4N07  
200 Stovall Street  
Alexandria, VA 22332-0300  
(703)325-2456

#### COMMANDANT'S PROGRAM

Department of the Army  
U.S. Army War College  
Department of Distance Education  
122 Forbes Avenue  
Carlisle, PA 17013-5243  
(717)245-3595 – option 5

\*If a student needs a deferment to the next class, the request should be submitted to the address above. You are required to furnish the **Department of Distance Education** a copy of your request for deferment.



“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**