

PROGRAM  
7th ANNUAL  
**COMMANDANT'S  
NATIONAL SECURITY  
PROGRAM**

24-26 JULY 2012



**U.S. ARMY WAR COLLEGE**  
CARLISLE BARRACKS, PENNSYLVANIA

*"Not to promote war, but to preserve peace"*

# TABLE OF CONTENTS

MISSION, CURRICULUM AND OBJECTIVE, U.S. ARMY WAR COLLEGE .....	5
COMMANDANT'S NATIONAL SECURITY PROGRAM .....	6
DEPARTMENT OF DISTANCE EDUCATION KEY PERSONNEL .....	7
FACULTY INSTRUCTORS, INTERNATIONAL FELLOWS, AND STUDENT CHAIRPERSONS .....	8
SCHEDULE OF EVENTS .....	9
NOONTIME LECTURE TOPICS .....	11
HISTORY OF:	
CARLISLE BARRACKS .....	12
U.S. ARMY WAR COLLEGE .....	13
TRAVEL .....	14
REGIONAL MAP .....	15
HOTEL AREA MAP .....	16
CARLISLE AREA MAP .....	17
CARLISLE BARRACKS MAP .....	18
CARLISLE BARRACKS ENTRANCE MAP .....	18
ADMINISTRATIVE INFORMATION .....	19
ADMINISTRATIVE SERVICES .....	21
TELEPHONE NUMBERS .....	22
ROOT HALL FLOOR PLAN .....	24



Clayton K.S. Chun, Ph.D.  
Chairman,  
Department of Distance Education



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS  
CARLISLE, PENNSYLVANIA 17013-5243

July 23, 2012

REPLY TO  
ATTENTION OF

Department of Distance Education

Dear Commandant's National Security Program Guests:

Welcome to the United States Army War College Department of Distance Education's 7th Annual Commandant's National Security Program (CNSP). As the Chairman of the Department, I would like to thank you for your contribution to our Second Resident Course (SRC), which is the "Capstone" of our students' 2-year journey towards their Master of Strategic Studies Degree.

The CNSP is a very important part of the SRC, which is entitled "Challenges in Strategic Leadership." It is the final event of an intense 2-year program of study for our students, and your participation is a key aspect of how we bring the entire course of instruction to a strong finale. Your perspectives and discussions of our lectures and events are vital towards ensuring our future strategic leaders are able to understand--and properly influence--the entire spectrum of strategy and policy.

To this end, the SRC Director and CNSP Coordinator have crafted an impressive program of instruction, which you will enjoy and find worth your while. Your student sponsor will be happy to provide you with a tour of the College and Carlisle Barracks, and if time permits, you may want to explore this historic region of our country. My entire staff is standing by to assist if there are any questions or requirements.

We are certain you will find your time here at the United States Army War College rewarding, and thank you on behalf of our students and faculty for your time and enthusiasm.

Sincerely,

A handwritten signature in black ink that reads "Clayton K.S. Chun".

Clayton K.S. Chun, Ph.D.  
Chairman, Department of  
Distance Education



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

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

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

## **MISSION - CURRICULUM - OBJECTIVE**

In time of peace, there is no more fundamental military responsibility than the education and training of the leaders and forces that serve to preserve the peace and who would defend the nation in wartime. The U.S. Army War College (USAWC) is dedicated to the professional education of carefully selected individuals from diverse backgrounds in the military services and government agencies. Its general purposes are to prepare selected military, civilian, and international leaders for the responsibilities of strategic leadership; educate current and future leaders on the development and employment of landpower in a joint, interagency, intergovernmental, and multinational environment; research and publish on national security and military strategy; and engage in activities that support the Army's strategic communication efforts. The students become better prepared, both personally and professionally, to contribute to the wise and responsible use of military power within the constitutional framework of our free society.

The academic discipline incorporates studies in those fields which concern the military profession. It provides study of the development, mobilization, deployment, employment, and support of military forces; the interrelationships of military, economic, political, and social factors associated with the broad aspects of national security; and the role and utility of military force as an element of national power.

The learning environment is dedicated to meeting the professional needs of each student. The College recognizes the requirement of specialists who are educated in depth and have exceptional knowledge of a portion of the military profession; but it also recognizes that there is a need for knowledgeable and understanding generalists in military art and science to fill leadership roles.

The academic program consists of a core curriculum, electives, and two resident courses. The core curriculum provides a background in domestic and international affairs which relate directly to national security; defense management and decision making; leadership and command; and military strategy, planning and operations. The electives provide courses in greater depth to support the present-day need for special expertise. The first and second resident courses each provide an opportunity for the students to come to Carlisle for two weeks of guest speaker presentations by current military and civilian leadership and to participate in seminar discussions, staff rides, and strategic thinking exercises. The capstone course element is the Commandant's National Security Program which provides the students with an unequalled opportunity to compare their perspectives on national security and related matters with the views of a select group of 66 civilian guests from academia, the media, government, business, and other prominent organizations.

The USAWC is accredited by the Middle States Commission on Higher Education. At the conclusion of their studies, students receive Senior Service College credit and are awarded a Masters of Strategic Studies Degree.

## **THE COMMANDANT'S NATIONAL SECURITY PROGRAM**

The 7th Annual Commandant's National Security Program provides a privileged forum in which distinguished speakers may discuss their views on issues of importance to the nation's security and welfare with students and faculty of the U.S. Army War College Distance Education Program and invited guests. It provides an extended opportunity for a free and candid dialogue on these issues among the College students, faculty and guests, it enables the guests to get to know some of the prospective leaders of the American Armed Forces, and, in turn, permits the students to better understand the society they serve.

Organizationally, the Commandant's National Security Program rests principally on the framework of the 22 USAWC Distance Education Program seminar discussion groups, each having approximately 15-20 students. Each guest will be assigned to one of these seminars. The students and faculty will identify candidate topics for discussion, while the guest speakers and discussion panels for each day will provide added focus and commentary for the day's discourse. It is within the free and relatively unstructured framework of seminar room discussion that the fundamental purposes of the Commandant's National Security Program are best served. Guests are encouraged to become active participants in seminar discussions, sharing from their own background and experience their ideas and perspectives on the key issues being discussed. It is this time spent in dialogue with students in the seminar rooms that highlight guests' experiences each year.

The nonattribution policy of the Army War College ensures that guest speakers, civilian guests, students, and faculty may enjoy a comfortable, open, candid exchange of thoughts and expression. It is the tradition of the College that others will not later attribute their statements to them in public media or fora. Guests are not expected to prepare for the Program. Their individual backgrounds and experience, day-to-day awareness of key national and international issues, and personal commitment to the Nation more than suffice for seminar discussions.

## **DEPARTMENT OF DISTANCE EDUCATION**

Dr. Clay Chun, Chairman  
COL Marty Wilson, Deputy Chairman  
Ms. Michele Pacini, Administration

COL Sylvester Brown, Director, Second Resident Course  
COL (Ret) Rob Smith, Commandant's National Security Program Coordinator  
Ms. Darby Burkholder, Commandant's National Security Program Administration

### **1st YEAR STUDIES**

COL Joel Hillison, Director

#### **Faculty Instructors**

Dr. Chris Bolan  
COL Darrell Fountain  
COL Rick King  
LTC Jerome Sibayan  
Dr. Kevin Weddle  
COL (Ret) Marland Burkhardt  
COL (Ret) Bill Blankmeyer  
LTC (Ret) Tom Dombrowsky  
COL (Ret) Jim Holcomb  
COL (Ret) Phil Thompson  
COL (Ret) TerryWallace  
COL (Ret) Mark Eshelman  
COL (Ret) Dennis Keller  
CAPT (Ret) Kevin Dowling  
COL Julie Bellemare  
COL Kathie Lofts

#### **Administration**

Mr. Amos Myers  
Mr. Mike Semrau

### **2nd YEAR STUDIES**

COL Brett Weigle, Director

#### **Faculty Instructors**

COL Jonathan Beard  
LTC North Charles  
COL Deb Geiger  
Dr. Jeff Groh  
COL Marty Wilson  
COL (Ret) Don Boose  
COL (Ret) Chuck Breslin  
COL (Ret) Frank Blakely  
Lt Col (Ret) Larry Bouchat  
Dr. Kevin Reynolds  
CAPT (Ret) Dave Willmann  
Col (Ret) KenWomack  
Col (Ret) Walt Wood  
COL Christine Cook  
COL John Vitzthum

#### **Administration**

Ms. Kathy Ramsey

## CNSP 2012 Faculty Instructors, International Fellows, and Student Chairmen

Seminar Group	Faculty Instructor	Seminar Chairperson	International Fellows
1	COL Brett Weigle COL(R) Mark Eshelman	LTC Amy Talbert	
2	COL Deb Geiger LTC North Charles	LTC Tony Divish	
3	CAPT(R) Dave Willmann	COL Steven Warnstadt	
4	LTC Jerome Sibayan	LTC Lee Nordin	
5	COL Jon Beard COL Harold Hinton	COL Barry Beach	
6	COL(R) Bill Blankmeyer CDR David Goodwin	LTC Scott Shaffer	
7	COL(R) Terry Wallace	Col Charles Gray	BG Emmanuel Maganga
8	COL John Vitzthum Dr. Chris Bolan	COL David Routhier	Mr. Taimar Peterkop
9	Lt Col(R) Larry Bouchat	LTC David Mikolaities	LTC Javier Romero
10	Dr. Kevin Weddle	LtCol Morgan Mann	BG Ferdinand Safari
11	COL(R) Phil Thompson	LTC Maureen Weigl	
12	COL(R) Don Boose	COL Kimberly Rapacz	
13	COL Christine Cook	COL Marie Mahoney	LTC Chi-Fu Wu
14	COL(R) Chuck Breslin	LtCol Matthew Taylor	
15	COL(R) Burck Burckhardt	COL Gregory Day	
16	Col(R) Ken Womack	LTC Lon Sunshine	
17	Dr. Kevin Reynolds	COL Ty Vannieuwenhoven	
18	COL(R) Jim Holcomb	COL Peter Menicucci	Col David Gosselin
19	LTC(R) Tom Dombrowsky	COL Shelley Balderson	
20	Dr. Jeff Groh	LTC Martha Wilkins	
21	COL Julie Bellemare COL Joel Hillison	LTC Todd Burton	
22	COL Martin Wilson COL Kathy Lofts	COL David Sears	

# 2012 SCHEDULE OF EVENTS

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## MONDAY, JULY 23

- 4:00 p.m. Buses Depart Radisson Hotel for Program Orientation
- 4:30 p.m. Guest Welcome Social
- 5:00 p.m. U.S. Army War College and Program Orientation
- 6:00 p.m. Student Seminar Socials

## TUESDAY, JULY 24

- 8:00 a.m. Seminar Administration
- 9:00 a.m. Keynote Address
- 10:50 a.m. Seminar Discussion
- 11:50 a.m. Lunch
- 12:20 p.m. Noontime Lecture (Optional)
- 1:20 p.m. Guest Speaker Address
- 3:10 p.m. Seminar Discussion
- 5:00 p.m. Commandant's Reception

# 2012 SCHEDULE OF EVENTS

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## WEDNESDAY, JULY 25

- 8:00 a.m. Seminar Administration
- 9:00 a.m. Media Panel
- 10:30 a.m. Question and Answer Session
- 11:50 a.m. Lunch
- 12:40 p.m. Gettysburg Pre-brief (CNSP Guests)
- 1:40 p.m. Seminar Discussion
- 3:00 p.m. Tour of Gettysburg Battlefield (CNSP Guests)

## THURSDAY, JULY 26

- 8:00 a.m. Seminar Administration
- 9:00 a.m. Guest Speaker Address
- 10:30 a.m. Seminar Discussion
- 11:40 a.m. Lunch
- 12:10 p.m. AHEC Visit (Optional – CNSP Guests)
- 1:30 p.m. Capstone Address
- 2:30 p.m. Question and Answer Session
- 3:30 p.m. Seminar Discussion

# NOONTIME LECTURE TOPICS

Tuesday — July 24

12:20 p.m.

*The Army Profession- An Update*

\* \* \*

Wednesday — July 25

12:20 p.m.

*Strategic Logistics*

12:40 p.m.

*Gettysburg Pre-Brief*

*(CNSP Guests)*

\* \* \*

Thursday — July 26

12:10 p.m.

*Army Heritage Education Center Visit*

*(CNSP Guests)*

## *History of Carlisle Barracks*

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

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



## *History of the U.S. Army War College*

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

## *Travel*

Travel costs are an individual guest responsibility. Key air and surface terminals in the Carlisle vicinity are near Harrisburg, PA. American, United, USAir, Continental, Northwest, and Delta Airlines fly regularly scheduled flights into Harrisburg International Airport, a 30-minute drive to the Radisson Hotel Harrisburg and a 45-minute drive from Carlisle. The AMTRAK Railroad and major bus lines also service Harrisburg. A U.S. Army War College representative will be on hand to meet all guests arriving at Harrisburg transportation terminals and to provide transportation to the Radisson Hotel Harrisburg. Guests traveling to Carlisle by automobile should proceed directly to the Radisson Hotel Harrisburg. You will be contacted by your student sponsor prior to the Program to confirm your travel and arrival information. All local area guests will be commuting to the Program from their residence. They will also be contacted by their student sponsor to arrange the initial meeting and receipt of Program information.

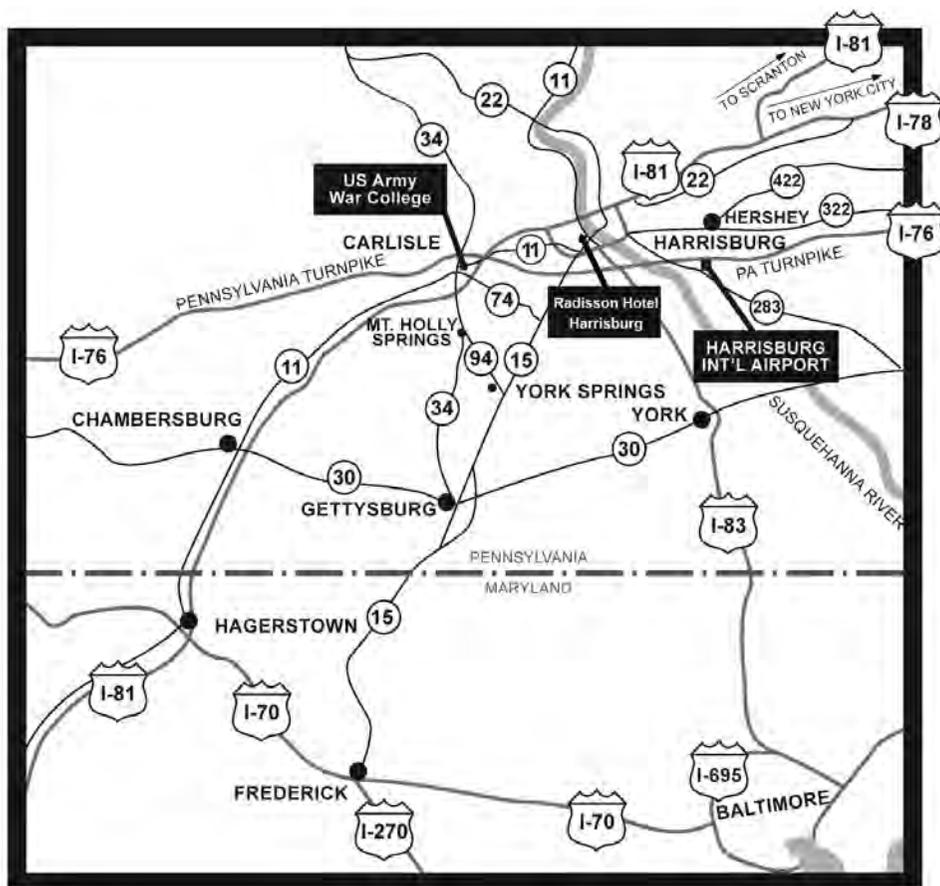
All guests should plan to arrive on July 23rd in time to attend the Guest Welcome Social and the U.S. Army War College and Commandant's National Security Program Orientation at Root Hall on Carlisle Barracks beginning at 4:30 p.m. and the Student Seminar Social which will follow at 6:00 p.m. Those guests staying at the Radisson Hotel Harrisburg will be transported by bus to the Guest Welcome Social and Program orientation on Carlisle Barracks beginning at 4:00 p.m. All local area guests commuting from home have the option of driving to the hotel to be bussed to Carlisle Barracks or driving directly to Carlisle Barracks for the orientation.

We will also provide transportation back to the Harrisburg transportation terminals at the conclusion of the Program. If traveling by air, rail, or bus from the Harrisburg terminals on July 26th, please do not plan an earlier than 6:00 p.m. departure unless you desire to depart early from the Program.

If you have a change in travel plans prior to 16 July, please make that change within the travel information link on the CNSP website. If you need to notify us of a change between 16-22 July, please contact Ms. Darby Burkholder direct at 717-245-3568.

If on arrival day you have a last minute change in travel plans, please contact the Welcome Desk at 717-226-3062 or your student sponsor so we can ensure that a USAWC representative is at the airport or train terminal upon your adjusted arrival time. The CNSP Welcome Desk at the Radisson Hotel Harrisburg will be operational from 12:00 p.m. to 6:00 p.m. on arrival day, July 23. An alternate phone number to call in case of a travel change on arrival day is COL (Ret) Rob Smith at 570-932-0557.

## REGIONAL MAP



### *Location*

The U.S. Army War College is located at Carlisle Barracks, in the Cumberland Valley of Pennsylvania, 18 miles west of Harrisburg, on US Route 11. The Borough of Carlisle adjoins the post on the southwest and is 27 miles north of Gettysburg on PA Route 34. The Radisson Hotel Harrisburg is located to the east of Carlisle Barracks at 1150 Camp Hill Bypass, Camp Hill, Pennsylvania 17011. Approximate travel time from the hotel to Carlisle Barracks is 30 minutes. Highway travel time to Carlisle Barracks and the hotel from Washington, D.C. or Philadelphia is approximately two and one-half hours; from New York, four and one-half hours; and from Pittsburgh, four hours.

## Hotel Area Map



### **DIRECTIONS**

Radisson Hotel Harrisburg

#### ***York, PA & Baltimore, MD Area***

Take I-83 North to PA 581 West. Take exit 5A to merge onto US-11 N/US-15 N/S 32nd St toward Camp Hill. Continue to follow US-11 N/US-15 N. Continue onto Camp Hill Bypass (signs for US-11 N/US15N/I-81/Marysville). Hotel will be on the left.

#### ***New York Area***

Take I-78 West to I-81 South. Take Exit 65 to merge onto US-11 S/US-15 S/N Enola Rd toward Enola. Continue to follow US-11 S/US-15 S. Turn right onto US-11 S/US-15 S/Walnut St. Continue to follow US-11 S/US-15 S. Hotel will be on the right.

#### ***Washington, DC Area***

Take I-270 N. Continue onto US-15 N. Continue onto Camp Hill Bypass (signs for US-11 N/US-15 N/I-81/Marysville). Hotel will be on the left.

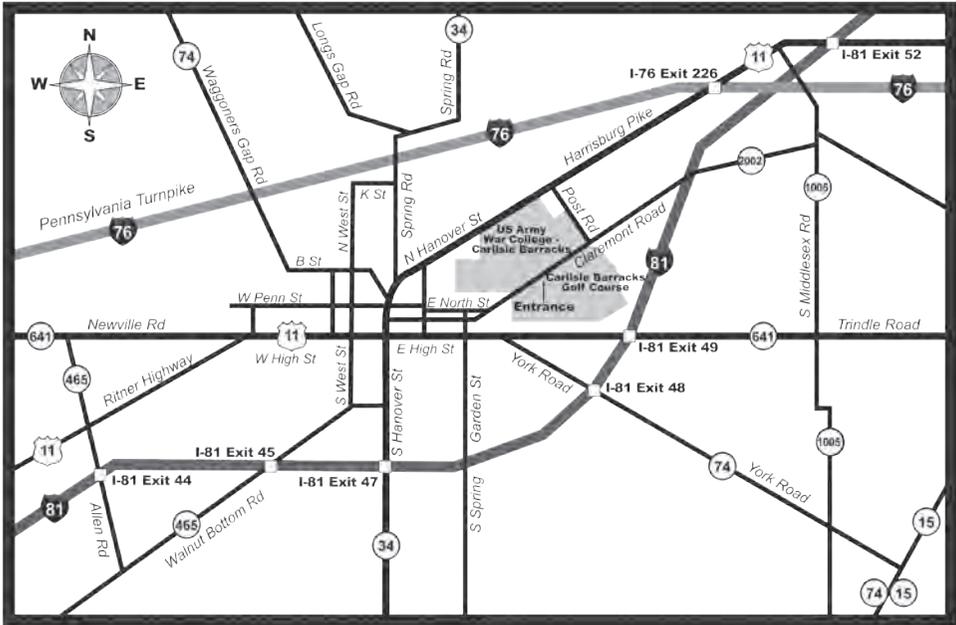
#### ***North of Harrisburg, PA***

Follow US-11 S/US-15 S. Hotel will be on the right.

#### ***PA Turnpike***

Take I-76 to Exit 236 for US-15 toward Harrisburg/Gettysburg. Keep left at the fork and merge onto US-15 N. Continue onto Camp Hill Bypass (signs for US-11 N/US-15 N/I-81/Marysville). Hotel will be on the left.

## Carlisle Area Map



**From the Radisson Hotel Harrisburg:** Head west on US-11 S/US-15 S/Camp Hill Bypass toward Lemoyne Dr. Continue to follow US-11 S/Camp Hill Bypass. Take the ramp to US-11 S/Taylor Brg Bypass. Keep right at the fork, follow signs for 21st Street N/U.S. 11 S/U.S. 15 S and merge onto US-11 S/Taylor Brg Bypass. Continue to follow US-11 S. Merge onto PA-581 W/US-11 S via the ramp to Carlisle. Continue onto PA-581 W. Take exit 1B on the left to merge onto I-81 S toward Carlisle. Take exit 52 for US-11 toward I-76/New Kingstown/Middlesex. Keep right at the fork, follow signs for US-11 and merge onto US-11 S/Harrisburg Pike. Turn left on Post Road, turn right on Claremont Road, and turn left at signs for U.S. Army War College entrance.

**From I-81:** Take Route 11 South to Post Road, left on Post Road to Claremont Road, right on Claremont Road and then left at signs for U.S. Army War College entrance

**From Route 15:** Exit at Route 74, take Route 74 North to Route 641 (Trindle Road), left on Trindle Road to Spring Garden Street, right on Spring Garden Street to East North Street, right on East North Street (becomes Claremont Road) to Claremont Road, and then right at signs for U.S. Army War College entrance.

**From Route 34:** Continue into Carlisle and turn right at East North Street and then follow directions above from Route 15.



All vehicular traffic with either a Department of Defense (DoD) ID or Carlisle Barracks Temporary Visitor Pass may enter through either the Main Carlisle Barracks Police Checkpoint off of Claremont Road as indicated on the map above or through the Ashburn Gate off of Route 11 on the north side of Carlisle Barracks. All those without either a DoD ID or visitor pass must enter through the Claremont Road Gate.

All personnel with either a DoD ID or a visitor pass will be able to proceed onto Carlisle Barracks without being physically inspected. All vehicles without either form of pass will be inspected at the Claremont Road Gate by the Carlisle Barracks Police.

CNSP guests who have driven their own automobiles to Carlisle will be issued visitor passes. Student sponsors will assist with vehicular entrance requirements and process information. All drivers will ensure they have in their possession a valid driver’s license, vehicle registration, and proof of insurance.

## **ADMINISTRATIVE INFORMATION**

### **GENERAL INFORMATION**

Upon arrival at your hotel, you will be given a welcome packet containing additional information on the Program. A student sponsor will assist you during your stay. The student sponsor will contact you prior to your arrival to confirm your travel arrangements, arrange to meet you on July 23 and provide transportation to the student seminar group social event that evening, as well as inform you how to proceed to the initial Program events on July 24. (See Note 1)

### **TRANSPORTATION**

You will be provided government transportation from the Radisson Hotel Harrisburg to Carlisle Barracks and return each day. See the matrix below for exact pickup times. Information can also be obtained from your student sponsor or Ms. Darby Burkholder in the Program Administrative Office located in room A310, phone 717-245-3568. If you desire to drive your own automobile to Carlisle Barracks each day, the maps in this program and your student sponsor will assist you with directions. In addition, you will be provided a temporary visitor pass for your automobile for the length of the Program.

			Bus Arrives	Bus Departs
Monday, July 23	CNSP Guest Shuttle	Radisson Hotel Harrisburg to Carlisle Barracks	3:45 p.m.	4:00 p.m.
Tuesday, July 24	CNSP Guest Shuttle	Radisson Hotel Harrisburg to Carlisle Barracks	7:00 a.m.	7:15 a.m.
		Carlisle Barracks to Radisson Hotel	6:45 p.m.	7:00 p.m.
Wednesday, July 25	CNSP Guest Shuttle	Radisson Hotel Harrisburg to Carlisle Barracks	7:00 a.m.	7:15 a.m.
		Carlisle Barracks to Radisson Hotel	2:45 p.m.	3:00 p.m.
Thursday, July 26	CNSP Guest Shuttle	Radisson Hotel Harrisburg to Carlisle Barracks	7:00 a.m.	7:15 a.m.
		Carlisle Barracks to Radisson Hotel	4:15 p.m.	4:30 p.m.

## LODGING

All guest lodging accommodations have been reserved at the Radisson Hotel Harrisburg, Camp Hill, PA, for the nights of July 23, 24, and 25 at no cost to you. If you desire to arrive early or remain for a longer period at your own expense, you are requested to notify your student sponsor or Ms. Darby Burkholder in the Program Administrative Office located in room A310, phone 717-245-3568. There will be an additional fee of \$10 charged by the hotel for any family members staying in the room with the CNSP guest. CNSP guests are responsible for the payment of that additional fee. Contact information is:

Radisson Hotel Harrisburg  
1150 Camp Hill Bypass, Camp Hill, PA 17011  
717-763-7117

*Note 1. Local area guests will also be contacted by their student sponsors to determine place of meeting for the student seminar social on July 23, receipt of their welcome packet, and information on how to proceed to the initial Program events on July 24. Although local area guests will not be provided lodging, they will be provided meals at no cost during the Program.*

## MEALS

Meal	Time	Location
Breakfast	Daily 6:00 a.m.-7:15 a.m.	Hotel Veranda Room
Lunch Buffet	Tuesday 11:50 a.m. Wednesday 11:50 a.m. Thursday 11:40 a.m.	Letort View Community Center- Carlisle Barracks
Dinner	Monday 6:00 p.m. Tuesday 5:00 p.m.- 7:00 p.m. Wednesday 5:30 p.m.	Student Seminar Social ** Commandant's Reception Gettysburg Battlefield **

*All meals for CNSP guests are provided at no cost.*

*\* CNSP guests with a spouse or other family members desiring to eat breakfast at the hotel or dinner at any of the other scheduled events will be required to pay an additional fee.*

*\*\* Guests arriving late on Monday, July 23rd or not desiring to attend the Gettysburg battlefield tour on Wednesday, July 25th will be issued meal tickets to eat in the Radisson Hotel restaurant.*

## SOCIAL EVENTS

To afford all Program participants ample opportunity to become better acquainted, the College has arranged the following social events:

Monday, July 23 Informal Seminar Social Activity by Student Seminar Group, 6:00 p.m.  
Tuesday, July 24 Commandant's Reception 5:30 p.m.  
Wednesday, July 25 Gettysburg Battlefield Tour 3:00 p.m.

## **DRESS**

1. Daily Program Activities:
  - a. Active duty military personnel—Class Bs, suit or sport coat and tie.
  - b. Civilians—Business Attire: Men-suit or sport coat and tie; Women-equivalent.
2. Commandant's Reception: Same as daily program activities.
3. Program Orientation and Student Seminar Group Social Activities: Casual attire: open-collar shirt, comfortable trousers.
4. Gettysburg Battlefield Tour: Casual attire: open-collar shirt, comfortable trousers and walking shoes. Guests may change into shorts prior to departing on the battlefield tour.

## **ADMINISTRATIVE SERVICES**

### **MEDICAL SERVICE**

Attendees requiring emergency medical care should seek medical assistance by dialing 911 immediately. Dunham U.S. Army Health Clinic (DUSAHC) on Carlisle Barracks is a Family Practice Clinic that provides primary care to active duty soldiers, family members, and retirees. The clinic is open daily from 7:30 a.m. to 4:30 p.m. DUSAHC does not have an emergency room or ambulance service. Attendees requiring routine medical care and meeting eligibility requirements of AR 40-400, Chapter 3, should call 245-3400 between 7:30 a.m. and 4:15 p.m. for a same-day appointment at DUSAHC. Attendees requiring routine medical care and not meeting the eligibility requirements of AR 40-400, Chapter 3, can receive a listing of area healthcare providers by contacting our Health Benefits Advisor at 245-3918, your student sponsor, or the Program Administrative Office in Room A310, Root Hall.

### **BANKING**

ATM facilities are located at the Post Exchange. Banking facilities are available at the Carlisle Barracks Credit Union or in the Borough of Carlisle.

### **POST OFFICE**

Postal services are available at the Carlisle Barracks post office.

### **OFFICE SYSTEMS SUPPORT**

Office system support will be available in room SB06, Root Hall. Computers, printers, copying machines, fax machines, and telephones will be available for your use. Office system support is also available at the hotel. See the front desk reception personnel for directions.

## **ADMINISTRATIVE OFFICE**

1. The Commandant's National Security Program Administrative Office is located in Room A310 in Root Hall. It will be operational Monday-Friday- 7:30 a.m. to 5:00 p.m.
2. All Administrative Office and liaison personnel will be prepared to assist you with whatever you require. Arrangements may include such items as return transportation and transportation to and from your hotel to the U.S. Army War College.

## **TELEPHONE NUMBERS**

The area code and prefix for Carlisle Barracks is 717-245-xxxx.

NOTE: When using Post phones to make an on-post call, dial 5 and only the last four digits of the seven digit number. When dialing local phones having a different exchange number from 245-xxxx, dial 99 and then dial the seven digit number. Dial 95, the area code, and seven digit number for long distance calls from a Post phone. For operator assistance, dial 0 (Post Operator).

## **MESSAGES**

In order to be contacted at the U.S. Army War College, have your callers place their call to 717-245-3594 or 3568. The administrative personnel at those numbers will get the message to you.

## **EMERGENCY**

Carlisle Barracks Police 5-4115  
Ambulance 911

## **COMMAND**

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

## **MISCELLANEOUS**

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

## **LODGING**

Radisson Hotel Harrisburg  
717-763-7117

CNSP Welcome Desk (July 23)  
717-226-3062

## **ADMINISTRATIVE OFFICE**

Monday-Friday 7:30 a.m.-5:00 p.m.- 717-245-3568 (Ms. Darby Burkholder)  
COL (Ret) Rob Smith (Office) 717-245-3531 or (Cell) 570-932-0557

## **TRANSPORTATION**

### Airlines:

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

### Rail Lines:

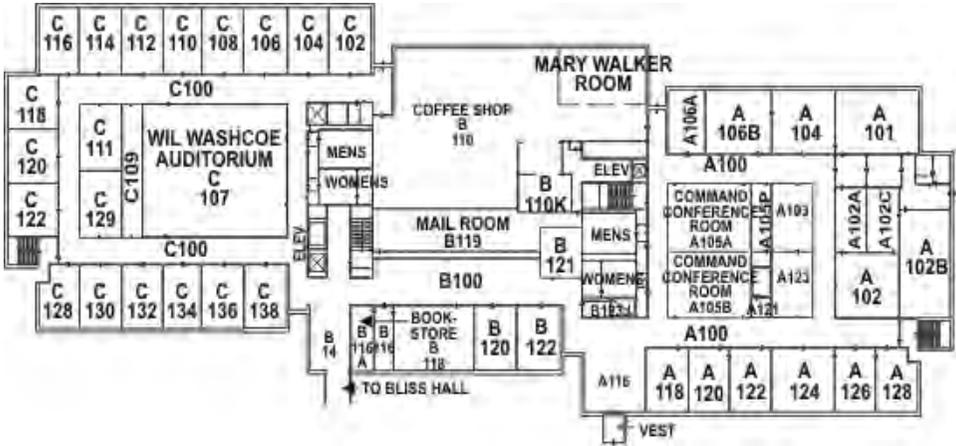
AMTRAK 1-800-872-7245

### Bus Lines:

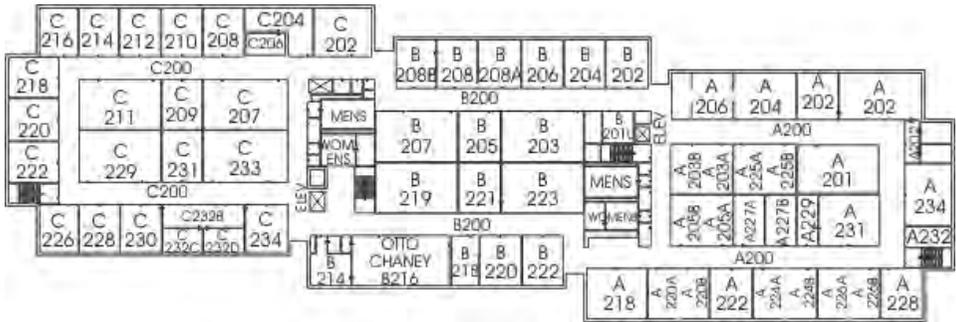
Greyhound/Trailways  
(Harrisburg) 1-717-232-4251  
1-800-231-2222  
1-800-333-8444

# ROOT HALL FLOOR PLAN

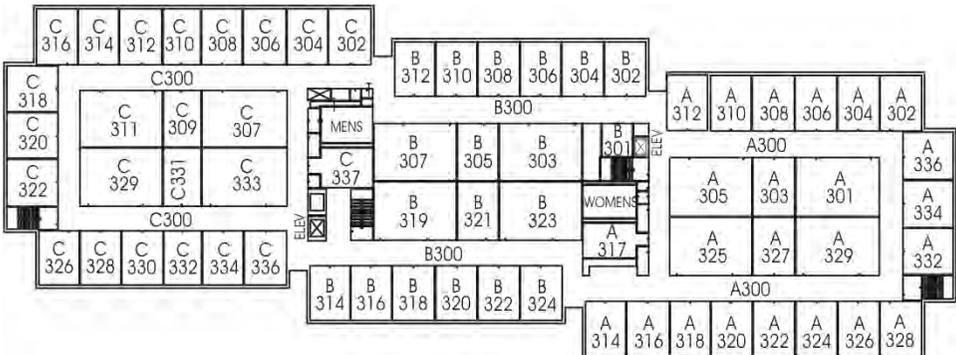
## First Floor



## Second Floor



## Third Floor



## U.S. ARMY WAR COLLEGE

### *Coat of Arms*



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

The American Eagle is significant of the national character of the Army War College.

The five-pointed stars were taken from the National Coat of Arms and represent the three combatant arms of the service.

The crest defines the functions of this institution. The torch of enlightenment indicates its academic role; the mailed fist, the military emphasis of the curriculum.

In English, the motto is "Provident for the Future." This is indicative of the assigned mission to develop officers for the highest command and staff positions in the years to come.

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