

**A PROSPECTUS**

**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”  
Elihu Root

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



## **Mission — Objective — Curriculum**

There are few issues of greater significance to the long-term readiness of our military forces than the education of military officers to accomplish the vital roles they play in the defense of our nation. Accordingly, the U.S. Army War College (USAWC) serves as the capstone institution for the formal development of the Army's leaders, providing the professional education of carefully selected officers and government civilians who will be serving in senior positions in the near future. More specifically, the USAWC has as its objective the task of providing the Army and the nation with senior leaders who understand the role of the military officer in a democratic society, who can advise properly on the use of military force to achieve national objectives, and who are adept at leading and directing military forces to achieve national objectives.

The USAWC Distance Education Program curriculum is designed to provide select students with a strategic perspective and to equip them with the personal and professional qualities and capabilities they will need to operate competently and confidently in a strategic environment. Curriculum subjects include senior-level leadership, national military strategy, joint doctrine, regional threats and strategies, theater campaign planning, and the Army's role in the implementation of our national military strategy. The Commandant's National Security Program is the culminating event in their course of study. It 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 curriculum is structured to produce more than a military strategist. Through a combination of core subjects, elective courses designed to provide greater topical depth, and two resident courses consisting of distinguished guest lecturers, and seminar discourse, the USAWC Distance Education Program seeks to provide an atmosphere conducive to broad intellectual and personal growth for each officer; first, in professional knowledge and understanding; second, in creative, critical, analytical, and verbal capacities; and third, in personal development.

The USAWC purposefully integrates military history, strategy, operational planning, and ethics throughout the course offerings. Moreover, the curriculum is designed to reflect the fact that the Army cannot fight successfully as a single service if it is to fulfill its role in implementing national military strategy. In today's world, deterrence and the conduct of war rest on a coalition effort. Therefore, more than 75 percent of the USAWC's curriculum is devoted to joint, national or coalition warfare, and related topics. The USAWC is accredited by the Middle States Commission on Higher Education. At the conclusion of their studies, students are awarded a Masters of Strategic Studies Degree.

## History

The USAWC, the Army's senior educational institution, was founded in 1901 by Elihu Root, then the Secretary of War. Secretary Root described the founding philosophy of the USAWC in words which have served as its motto ever since.

“Not to promote war, but to preserve peace through intelligent and adequate preparation . . . this institution is founded.”

Except for the two world wars, the USAWC has operated continuously for more than 100 years. It has graduated over 23,000 military, civilian, and international students, almost 4,000 of whom have achieved general or flag officer rank. Among its many illustrious graduates are former President Dwight D. Eisenhower, General of the Army Omar N. Bradley, Fleet-Admiral William F. Halsey, Jr., General Tommy R. Franks, General Ray Odierno, General George S. Patton, Jr., General Matthew B. Ridgway, General H. Norman Schwarzkopf, General John M. Shalikashvili, General Maxwell D. Taylor, General Hoyt S. Vandenberg, USAF, Lieutenant General John A. Lejeune, USMC, and Ambassadors Davies, Underhill, and Troxel. To date, over half of the International Fellows have become general officers and have held senior positions of responsibility within their respective defense establishments.

## Carlisle Barracks

Carlisle Barracks was founded by Colonel John Stanwix of the British Army on May 30, 1757, and was initially manned by a battalion of British Regulars and Pennsylvania, Maryland, and Virginia provincials. By the time of the Revolutionary War, Carlisle Barracks was a well-established post. The Army's first educational institution, The Artillery School, was started at the Barracks in 1778. Thereafter, the post served as the home of The School of Cavalry Practice, and was both occupied and later burned by Confederate forces during the Civil War. From 1879 to 1918, the famous Carlisle Indian School was located here, contributing to the academic and vocational preparation of young Indians from all over America and also producing such famed athletes as Jim Thorpe. From 1920 to 1946, Carlisle Barracks was the home of the Medical Field Service School. During the period 1946-1951, there were a number of Army Schools in residence — Chaplain, Adjutant General, Army Security Agency, and Armed Forces Information School. Since 1951, Carlisle Barracks has been the home of the U.S. Army War College.



Jim Thorpe

# 7th ANNUAL COMMANDANT'S NATIONAL SECURITY PROGRAM

## Objectives and Organization

The objectives of this Seminar are:

— To provide a privileged forum in which distinguished speakers may discuss their views on national security related issues with students and faculty of the USAWC Distance Education Program and invited guests.

— To provide an extended opportunity for free and candid dialogue on these issues among the college students, faculty, and guests, the latter a select group of 66 civilian guests from academia, the media, government, business, and other prominent organizations.

— And finally, through all the activities of the Seminar, to enable USAWC students to better understand the society they serve; and, in turn, to permit the guests to get to know some of the prospective senior leaders of their armed forces.



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. Three guests will join each of these seminars for the week. 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. It is this time spent in dialogue with students in the seminar rooms that highlight guests' experiences each year.

Guests pay for their own transportation to and from the Seminar. When the guests arrive on Monday of the seminar week, all lodging, meals, and daily shuttle service to and from their hotel will be provided at no cost by the U.S. Army War College.

Guests are not expected to prepare for the Seminar. Their individual backgrounds, experience, and outlook on important issues and personal commitment to our nation's well being make them uniquely qualified for the seminar discussions.

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

## **Seminar Guests**

The guests are a select group of 66 civilians from academia, the media, government, business, and other prominent organizations. By design, they represent a cross section of experience, contemporary interests, and views. Many of the guests have no direct affiliation with the national security community. Each is invited as a representative of their organization and its culture, someone deeply concerned with the well being of the nation, and as a person whose experience, knowledge, and interests will enable him or her to contribute to seminar group discussions.

## **Students**

The USAWC Distance Education Program student body is currently composed of 392 U.S. military officers, 17 civilian employees of the U.S. Government, and 7 senior officers from other countries. While the class is drawn predominantly from the Active Army, U.S. Army Reserve, and the Army National Guard, 22 of the officers are from the Navy, Marine Corps, Coast Guard, and Air Force. Most officers are in the grade of either Colonel/Captain or Lieutenant Colonel/Commander. The civilian students are of comparable grade. Most students are between 40-45 years of age and have been serving for an average of 20-25 years. Most of the military officers have commanded battalion or larger organizations. The majority of this year's class has seen duty in Iraq, Afghanistan, or other areas of Southwest Asia.

## **Faculty**

The faculty consists of current and former military officers. Although predominantly Army in composition, the faculty also includes current and former representatives of the other services. Faculty members are selected on the basis of formal education, training, and career experiences which uniquely qualify them as experts in one or more of the various categories which comprise the total discipline of military art and science.

## MONDAY

July 2012

S	M	T	W	T	F	S
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				

# 23

JULY 2012

Guests Arrive  
and Inprocess

Commandant's Welcome

Seminar Orientation  
Briefing

Seminar Social

## TUESDAY

July 2012

S	M	T	W	T	F	S
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				

# 24

JULY 2012

AM Distinguished Guest  
Speaker Keynote Address:  
Strategic Leadership

Question and Answer  
Period

Lunch/Optional Lectures

PM Seminar Discussions

Distinguished Guest  
Speaker Presentation:  
Current National Security  
Challenges

Commandant's Reception

## WEDNESDAY

July 2012

S	M	T	W	T	F	S
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				

# 25

JULY 2012

AM            Media Panel Presentation:  
                  Insights of Media Impact  
                  on National Security  
                  Strategy and Policy

                  Question and  
                  Answer Period

                  Lunch/Gettysburg Prebrief

PM            Seminar Discussions

                  Gettysburg Battlefield Tour  
                  and Discussion

## THURSDAY

July 2012

S	M	T	W	T	F	S
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				

# 26

JULY 2012

AM            Distinguished Guest  
                  Speaker Presentation:  
                  Developing National  
                  Security Strategy and  
                  Policy

                  Question and Answer  
                  Period

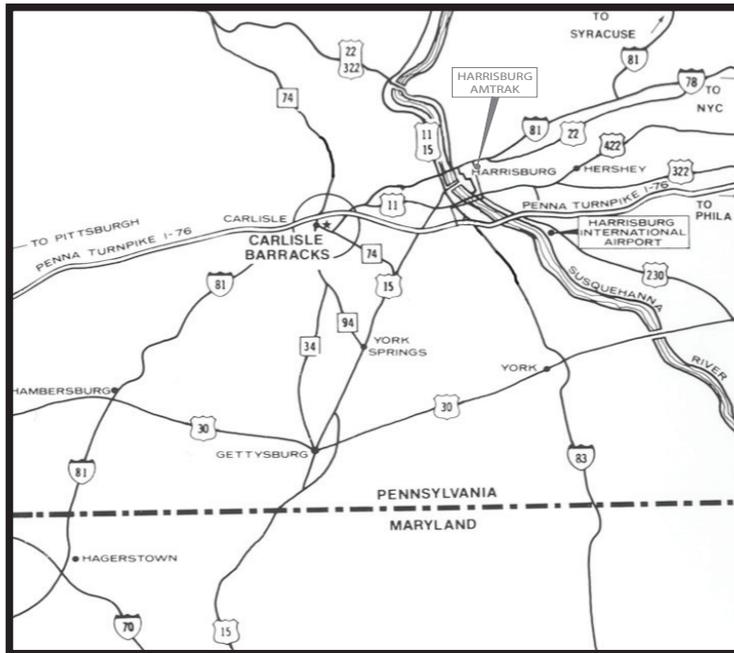
                  Lunch/Optional Lectures

PM            Distinguished Guest  
                  Speaker Capstone  
                  Address: Future National  
                  Security Issues

                  Question and Answer  
                  Period

                  Guests Depart

## Road Net



## Location

The USAWC is located at Carlisle Barracks, in the Cumberland Valley of Pennsylvania, 18 miles west of Harrisburg, on US Route 11 south. The Borough of Carlisle adjoins the post on the south and is about 27 miles north of Gettysburg on PA Route 34. A short distance north of Carlisle Barracks on US Route 11 are Interchanges for I-81 (Exit 52 - old Exit 17W), and I-76 (Exit 226 - old Exit 16, the Pennsylvania Turnpike). Highway travel time to Carlisle Barracks from Washington, DC or Philadelphia is about two and one-half hours; from New York, about four and one-half hours; and from Pittsburgh, about four hours.

## Commercial Transportation

Key air and railroad terminals are located in the vicinity of Harrisburg. American, United, USAir, Delta, Continental, and Northwest Airlines fly regularly scheduled flights into Harrisburg International Airport. The Amtrak Railroad services Harrisburg from Chicago, New York, Washington D.C. and all points on the east coast. Guests arriving in Harrisburg via commercial transportation will be met by a representative from the U.S. Army War College and provided transportation to their hotel.

## Guest Nominations and Additional Information

Seminar guest nominations must be submitted no later than 13 January 2012.

The guest nomination process as well as additional seminar information can be found at the following website:

<https://dde.carlisle.army.mil/documents/sis/sisMain.cfm>

## Contact Information

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