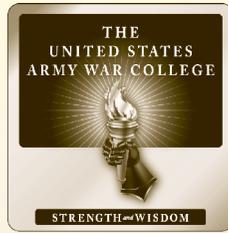


PROGRAM



11th ANNUAL  
**COMMANDANT'S  
NATIONAL SECURITY  
PROGRAM**

18-21 JULY 2016

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

*"To study and confer on the great problems of national defense ... and of responsible command." – Secretary of War Elihu Root, 1901*

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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 17013-6243

July 18, 2016

REPLY TO  
ATTENTION OF

Department of Distance Education

Dear Commandant's National Security Program Guest:

Welcome to the United States Army War College Department of Distance Education's 11th 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. The theme for the program is "Strategic Leadership for Global Challenges to National Security." CNSP is the final event of an intense 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.

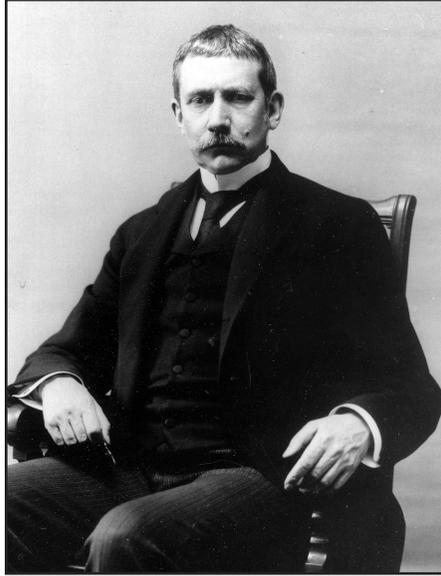
To this end, the SRC Director and CNSP Coordinator have crafted an impressive program of instruction, which you will enjoy and find worth your while. Your student sponsor will be happy to provide you with a tour of the College and Carlisle Barracks, and if time permits, you may want to explore this historic 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, appearing to read "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

*“To study and confer on the great problems of national defense ...  
and of responsible command.” – Secretary of War Elihu Root, 1901*

## **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 11th 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. Clayton Chun, Chairman

COL (Ret) Sly Brown, Academic Executive Officer

COL Wilfredo Garcia, 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 Glenn Sanders, Director

### Faculty Instructors

COL Maher Abed

Dr. Julie Bellemare

COL (Ret) Bill Blankmeyer

Dr. Chris Bolan

COL Karl Bopp

Lt Col (Ret) Larry Bouchat

LTC James Di Crocco

Col Paul Drake

COL Buddy Frick

COL (Ret) Greg Guidry

COL Pete Haas

Dr. Joel Hillison

COL (Ret) Jim Holcomb

COL (Ret) Louis Jordan

COL Jeff McDougall

Col (Ret) John Mahoney

LTC John Mowchan

COL Cheryl Phillips

LTC Jerome Sibayan, Ph.D.

COL (Ret) Christine Stark

COL (Ret) Dean Stodter

COL (Ret) Terry Wallace

COL Thomas Williams

Dr. Kevin Weddle

### Educational Technicians

Mr. Amos Myers

Mr. Mike Semrau

## 2nd YEAR STUDIES

COL Chuck Grindle, PhD., Director

### Faculty Instructors

COL (Ret) Jon Beard

COL Nancy Blacker

COL (Ret) Don Boose

Dr. Dave Bouton

COL (Ret) Sly Brown

COL Brian Cashman

COL Charlie Coates

CDR Christian Cook

COL Christine Cook

COL Chris Forsythe

COL Frank Frazier

Dr. Jeff Groh

COL Ryan LaPorte

COL (Ret) Mike Moyer

Dr. Kevin Reynolds

COL Jim Scalf

COL (Ret) Rob Smith

Dr. Ricky Streight

COL Douglas Van Weelden

COL (Ret) Marty Wilson

Col (Ret) Ken Womack

COL Nick Young, PhD.

COL Chuck Zimmerman

### Educational Technicians

Ms. Melanie Adams

Ms. Darby Burkholder

# 2016 SCHEDULE OF EVENTS

July 2016						
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						

## MONDAY, JULY 18

- 4:00 p.m. Buses Depart Wingate by Wyndham 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 19

- 8:00 a.m. Seminar Administration
- 9:00 a.m. Keynote Address
- 10:40 a.m. Seminar Discussion
- 11:30 a.m. Lunch
- 12:00 p.m. Noontime Lecture (Optional)
- 1:10 p.m. International Fellows Ceremony
- 1:25 p.m. Guest Speaker Address
- 3:00 p.m. Seminar Discussion and Photos
- 4:30 p.m. Commandant's Reception

2016

# SCHEDULE OF EVENTS

July 2016						
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						

## WEDNESDAY, JULY 20

- 8:00 a.m. Seminar Administration
- 8:30 a.m. Guest Speaker Address
- 10:20 a.m. Guest Speaker Address
- 12:00 a.m. Lunch
- 12:40 p.m. Gettysburg Pre-brief (CNSP Guests)
- 1:30 p.m. Seminar Discussion
- 2:30 p.m. Tour of Gettysburg Battlefield (CNSP Guests)

## THURSDAY, JULY 21

- 8:30 a.m. Seminar Administration
- 9:00 a.m. Guest Speaker Address
- 10:40 a.m. Seminar Discussion
- 11:30 a.m. Lunch
- 12:10 p.m. U.S. Army Heritage & Education Center Visit  
(Optional – CNSP Guests)
- 1:30 p.m. Capstone Address
- 3:10 p.m. Seminar Discussion

## 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 artilleryists, 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 45-minute drive from Carlisle. The AMTRAK Railroad and major bus lines also service Harrisburg.

**All guests, regardless of mode of travel, are requested to submit their travel information on the CNSP website at <https://dde.carlisle.army.mil/documents/cnsp/cnspMain.cfm> NLT June 1st.** Click on the Bio/Travel Form link and follow the instructions.

## ARRIVAL INFORMATION

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 Wingate by Wyndham Hotel, Mechanicsburg. Guests traveling to Carlisle by automobile should proceed directly to the Wingate by Wyndham, Mechanicsburg. 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 18th 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 Wingate by Wyndham Hotel 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.

## DEPARTURE INFORMATION

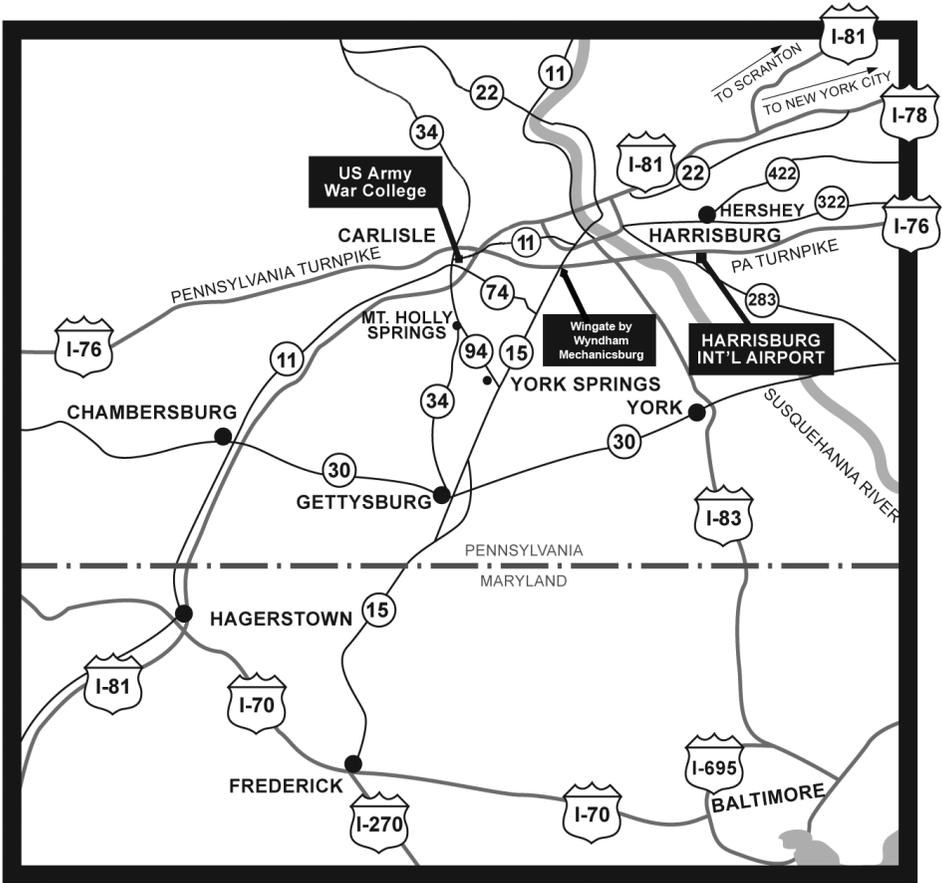
We will also provide transportation back to the Harrisburg transportation terminals at the conclusion of the Program. If traveling by air, rail, or bus from the Harrisburg terminals on July 21st, please do not plan an earlier than 6:00 p.m. departure unless you desire to depart early from the Program.

## TRAVEL CHANGES

If you have a change in travel plans prior to 11 July, please make that change within the travel information link on the CNSP website. If you need to notify us of a change between 11-17 July, please contact Ms. Darby Burkholder direct at 717-245-3568 or [darby.e.burkholder.civ@mail.mil](mailto:darby.e.burkholder.civ@mail.mil).

If on arrival day you have a last minute change in travel plans, please contact the Welcome Desk at 717-226-4064 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 Wingate by Wyndham, Mechanicsburg, will be operational from 12:00 p.m. to 6:00 p.m. on arrival day, July 18. An alternate phone number to call in case of a travel change on arrival day is COL (Ret) Rob Smith at (cell) 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 Wingate by Wyndham Hotel Mechanicsburg is located to the east of Carlisle Barracks at 385 Cumberland Pkwy, Mechanicsburg, PA 17055. Approximate travel time from the hotel to Carlisle Barracks is 20 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**

Wingate by Wyndham Hotel-Mechanicsburg

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

Take I-83 North to I-76 West to Exit 236. Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

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

Take I-81 South to I-83 South. Take 581 West. Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

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

Take Route 15 North to the Winding Hill Road Exit toward Cumberland Parkway. Turn right on East Winding Hill Road. Turn right to stay on East Winding Hill Road then right on Gettysburg Pike. Proceed through light and follow signs on the right for Wingate by Wyndham Mechanicsburg.

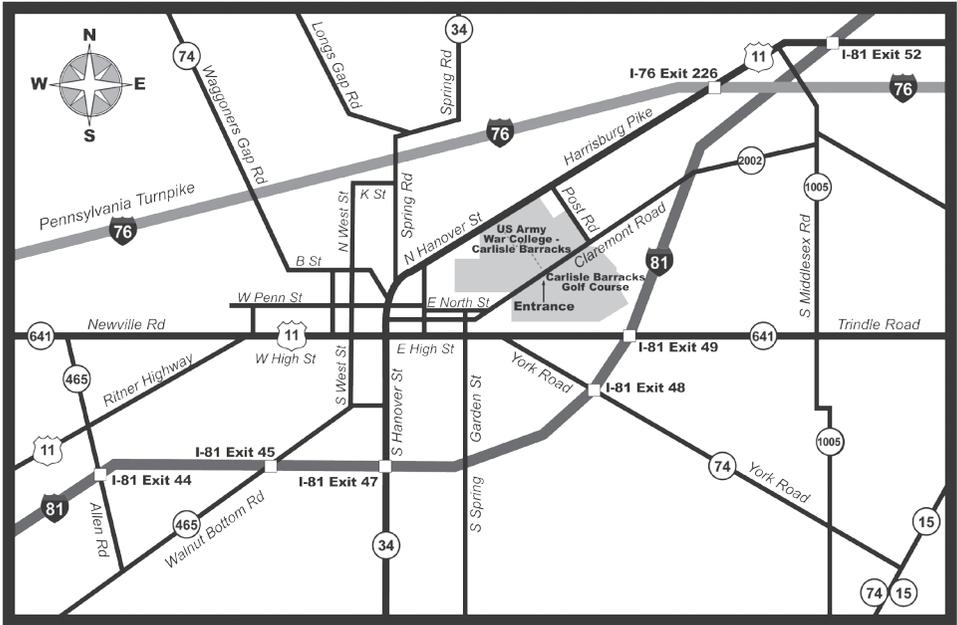
#### ***North of Harrisburg, PA***

Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

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

Take I-76 to Exit 236. Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

## Carlisle Area Map



**From the Wingate by Wyndham Hotel Mechanicsburg:** Proceed through light on Cumberland Parkway to Gettysburg Pike, turn left on East Winding Hill Road, turn left to stay on East Winding Hill Road, merge onto Rt 15 North, merge onto I-76 PA Turnpike West, take the US 11 South exit, Exit 226 toward Carlisle, turn right (south) on US 11, 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.



## CARLISLE BARRACKS ENTRY

All guests must have in their possession at all times a Carlisle Barracks visitor pass, regardless of whether they are riding the shuttle bus from the hotel to Carlisle Barracks or driving their own automobile. Guests will receive the visitor passes when inprocessing at the guest hotel.

All guests who are driving their own automobile to Carlisle Barracks and possess 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 guests without either form of pass must proceed to the Carlisle Barracks Visitor Center at the Claremont Road Gate as indicated on the map above to obtain a pass and complete inspection by the Carlisle Barracks Police before entering Carlisle Barracks.

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 18 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 19. (See Note 1)

### DAILY SHUTTLE TRANSPORTATION

You will be provided government transportation from the Wingate by Wyndham Hotel, Mechanicsburg, 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.

			Bus Arrives	Bus Departs
Monday, July 18	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks	3:45 p.m.	4:00 p.m.
Tuesday, July 19	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks	6:45 a.m.	7:00 a.m.
		Carlisle Barracks to Wingate by Wyndham Hotel	6:00 p.m.	6:15 p.m.
Wednesday, July 20	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks	6:45 a.m.	7:00 a.m.
		Carlisle Barracks to Wingate by Wyndham Hotel	2:30 p.m.	2:45 p.m.
Thursday, July 21	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks	7:15 a.m.	7:30 a.m.
		Carlisle Barracks to Wingate by Wyndham Hotel	4:30 p.m.	4:45 p.m.

## LODGING

All guest lodging accommodations have been reserved at the Wingate by Wyndham, Mechanicsburg, PA, for the nights of July 18, 19, and 20 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 indicate it on the travel form you submitted through the CNSP website and notify Ms. Darby Burkholder in the Program Administrative Office located in room A310, phone 717-245-3568 or darby.e.burkholder.civ@mail.mil. There may be an additional fee 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:

Wingate by Wyndham Mechanicsburg  
385 Cumberland Parkway, Mechanicsburg, PA 17055, 717-766-2710

*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 18, receipt of their welcome packet, and information on how to proceed to the initial Program events on July 19. 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	Tuesday 6:00 a.m. – 7:30 a.m. Wednesday 6:00 a.m. – 7:30 a.m. Thursday 6:00 a.m. – 7:30 a.m.	Hotel Breakfast Room
Lunch Buffet	Tuesday 11:30 a.m. Wednesday 12:00 p.m. Thursday 11:30 a.m.	Letort View Community Center- Carlisle Barracks
Dinner	Monday 6:00 p.m. Tuesday 4:30 p.m.- 6:30 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.*

*\*\* Guests arriving late on Monday, July 18th or not desiring to attend the Gettysburg battlefield tour on Wednesday, July 20th will be issued meal tickets to eat at a local restaurant.*

## **SOCIAL EVENTS**

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

- Monday, July 18      Informal Seminar Social Activity by Student Seminar Group,  
6:00 p.m.
- Tuesday, July 19      Commandant's Reception 4:30 p.m.
- Wednesday, July 20    Gettysburg Battlefield Tour 2:00 p.m.

## **DRESS**

1. 18 July Program Orientation and Student Seminar Group Social Activities:  
Men: open collar shirt and comfortable slacks; Women: skirt/split skirt or slacks with top or casual dress.
2. 19, 21 July Daily Program Activities:  
Business Attire: Men-suit or sport coat and tie; Women-suit or jacket with coordinating skirt, or slacks, or a dress
3. 19 July Commandant's Reception: Same as daily program activities.
4. 20 July Gettysburg Battlefield Tour: Casual attire: open-collar shirt, comfortable trousers, and walking shoes. Guests attending the battlefield tour may wear casual attire to all 20 July program events. Guests may also change into shorts prior to departing Root Hall for 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 systems support will be available to you in Root Hall. Please contact your student sponsor or the CNSP Administrative Office for information. 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 717-245-3568 or 3594. 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**

Wingate by Wyndham Hotel Mechanicsburg  
717-766-2710

CNSP Welcome Desk (July 18)  
717-226-4064

## **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:

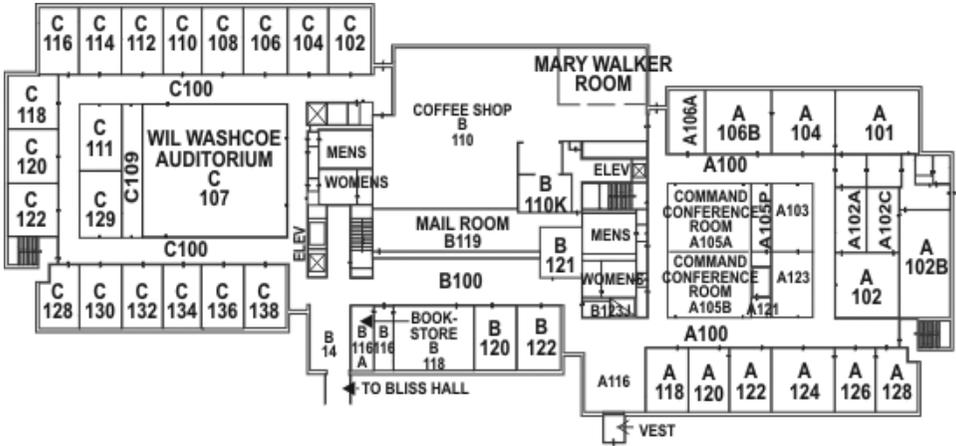
AMTRAK 1-800-872-7245

### Bus Lines:

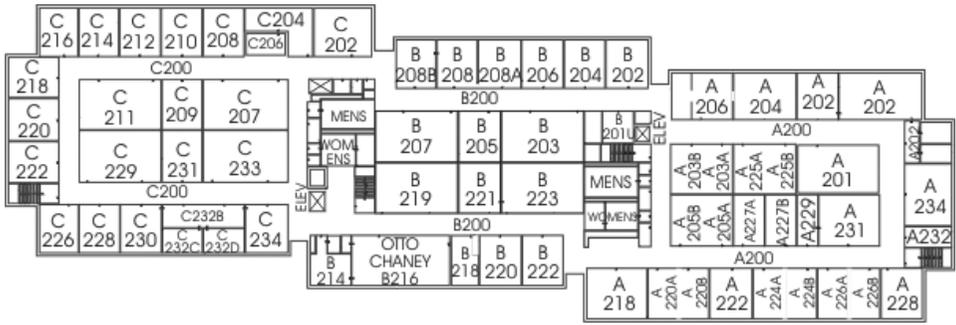
Greyhound/Trailways  
(Harrisburg) 1-717-232-4251  
1-800-231-2222  
1-800-333-8444

# ROOT HALL FLOOR PLAN

## First Floor



## Second Floor



## Third Floor

