

Course Catalog for 2014/2015

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HISTORY

On October 6, 1884, Secretary of the Navy William E. Chandler signed General Order 325, which began by simply stating: "A college is hereby established for an advanced course of professional study for naval officers, to be known as the Naval War College." As its first president, Rear Adm. Stephen B. Luce set a course for the Naval War College which endures to this day. He mused, "Fancy a university man aspiring to the honors of the legal profession and ignoring the law school and the science of law. . . . It must strike anyone who thinks about it as extraordinary that we members of the profession of arms should never have undertaken the study of our real business."

Luce's zeal for the Naval War College emanated throughout the faculty and its subsequent presidents. Alfred Thayer Mahan, a faculty member who later became president of the college, delivered a series of lectures that were published several years later as a book in 1890: The

Influence of Sea Power Upon History, 1660-1783. Almost overnight, it gave Mahan a position of prominence and very rapidly promoted the respect the Naval War College received.

Despite wide acceptance of Mahan's views, the early years of the Naval War College were not without difficulties. The college mainly faced internal opposition from within the Navy, as many officers firmly believed that everything an officer needed to know was technical and could be learned at sea. The college employed a technique of tactical and operational analysis to acquaint officers with procedures for estimating military situations, determining action, drafting appropriate implementing orders, and evaluating results. This was accompanied by an elaborate program of war gaming, pioneered by the Germans as *Kriegspiel* and first introduced in the U.S. Navy at Newport in 1886.

Naval War College war games quickly captured the imagination of professionals and laymen alike. Theodore Roosevelt wrote prior to one of his four visits to the Naval War College, "I want to time my visit so as to see one of your big strategic games." By August 1917, these techniques made the Naval War College a laboratory for strategic and operational planning, and almost every war plan adopted between 1890 and 1917 was prepared by Naval War College officers, in cooperation with the Office of Naval Intelligence and the Navy's General Board.

The college excelled in times of peace before significant military conflict. After World War II, Fleet Adm. Chester Nimitz said of the war in the Pacific: "The war with Japan had been reenacted in the game rooms here [at the Naval War College] in so many different ways that nothing that happened during the war was a surprise—absolutely nothing except the kamikaze tactics toward the end of the war; we had not visualized those." In the years after World War II, the role of the military changed rapidly, and the college underwent appropriate change, providing preparation and analysis for the Cold War era. In 1948, the college began publishing its highly respected journal, *The Naval War College Review* and, in 1956, the Naval Command College was founded, as a course of study for senior international naval officers. In its first half century, half of the graduates became admirals and about ten percent went on to become chief of their navy. The College of Naval Command and Staff, enrolling mid-grade officers, emphasized the operational and tactical elements of command, while the College of Naval Warfare for senior officers stressed larger policy, administrative, and strategic questions.

During the Cold War, the college added courses in international law, international relations, economics, comparative culture, and military management. In 1972, the college entirely revamped its academic curriculum to focus on strategy and policy, defense economics and decision making, and naval operations. By the '80s, the college was established as a focal point, stimulus, and major source of strategic thinking within the U.S. Navy. In the 1990s, the college was accredited to award its own graduates a Master of Arts degree in national security affairs and strategic studies. The Senior Enlisted Academy opened in 1981; an entity now directly associated with the college and meant to prepare senior enlisted personnel for mid-level management.

Following the recognition for a need for a more robust contribution to joint command and control, the college initiated programs designed to strengthen Navy combat readiness at the operational level of war through education and training of joint force maritime component commanders and their staffs. The Naval War College also began to lead an effort to develop a

coherent leadership development continuum focused on developing leaders of character who are prepared for operational and strategic leadership challenges. In 2006, an initiative established its China Maritime Studies Institute to improve mutual understanding and maritime cooperation with China.

Now in its second century of service to the U.S. Navy and the nation, the Naval War College continues to prepare its students not for their next assignments but for the remainder of their careers, by providing them with a professional military education second to none—one that is based on the intellectual flexibility that flows from a clear understanding of the fundamental principles that have governed national security affairs in peace and in war throughout history.

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ADMINISTRATION

The president of the college is accountable for all operations of the college and is responsible for education and research, analysis and gaming activities that contribute to its mission accomplishment. Normally a rear admiral, the president exercises oversight across all elements of the college, subject to broad policy guidance from the Chief of Naval Operations. The president also maintains professional contacts with the fleet and military and civilian institutions of higher learning in the United States and around the world. The selection of the provost, deans, department chairs, directors and other key personnel is at the discretion of the president, as outlined in the faculty handbook. The college's draft mission encompasses five key functions: PME/JPME; research analysis and gaming; support combat readiness; enhance maritime security cooperation; and mission support.

The president of the college is assisted in his governance by an executive leadership team consisting of the provost, deputy to the president/chief of staff, the Dean of academic affairs, the Dean of the Center for Naval Warfare Studies and the Dean, College of Operational and Strategic Leadership, who are responsible to him for their respective functions and supporting tasks. The expanded management group includes the associate provost, the dean of students, department chairs and college directors, assistant deans, division heads, and special advisors to the president. The provost is the chief operating officer of the college. As such, the provost is responsible to the president for the effective and efficient functioning of the college.

As the chief operating officer, the provost is also responsible to the president to ensure that the college accomplishes its mission, functions and supporting tasks. Because of this and in order to link the college's operations that support its mission accomplishment with its financial resource management processes, the provost exercises oversight of the preparation of the college's annual budget as well as its participation in the Department of Defense Planning, Programming, Budgeting and Execution (PPBES) process. The provost is also the principal

assistant to the president for education and is responsible for the well-being and effective use of the faculty, academic staff, and student body.

The provost performs the duties normally associated with a dean of faculty. The provost acts as the executive agent for the president in educational matters. The dean of academic affairs, working through the provost, is responsible to the president for the establishment and maintenance of academic policy, standards and procedures.

The Dean of academic affairs directs and coordinates the professional military education programs of the college. The Dean of academic affairs approves the resident and nonresident academic curricula of the College of Naval Warfare (CNW), College of Naval Command and Staff (CNC&S), Naval Command College (NCC), Naval Staff College (NSC), and the College of Distance Education (CDE). The Dean of academic affairs, through the academic department chairs and college directors, coordinates all academic matters, including course content, teaching methodology, and scheduling; directs evaluations of the course of instruction; ensures the academic programs are provided adequate library support; and maintains close professional relationships with other military and civilian educational institutions.

The provost and Dean of academic affairs are supported in their duties by the Dean of students, chairs of the core academic departments of Strategy and Policy (S&P), National Security Affairs (NSA), and Joint Military Operations (JMO), the directors of the two international colleges (NCC and NSC), the director of CDE, the associate provost, the assistant dean of academics, the library director, and the registrar. The provost also is advised by a small group of advisors representing the other U.S. military services and the State Department. The Dean of academic affairs supervises the work of the college's academic and military chairs and the academic faculty, who are responsible for the curricula for the academic programs, as well as its development and teaching.

The Dean of international programs is responsible for sustaining and strengthening international programs to enhance navy-to-navy relationships, the Joint Security Assistance Training Plan, and maritime and theater security cooperation. The college has an associate provost and an associate Dean of academics for electives and directed research to help provide focus and continuity to academic administration. The associate provost is responsible for leading efforts to evaluate institutional and educational effectiveness and sustaining accreditation standards. He also ensures proper management of those functions specifically related to joint education and the Navy's PME Continuum. The associate Dean of academics for electives and directed research manages the electives program as well as the directed research program.

For the research, analysis, and gaming function, the Dean of the Center for Naval Warfare Studies directs the development of concepts concerning national security and strategic thought, and of ideas for the employment of joint and naval forces in peace and war. His duties include coordinating all advanced research activities at the college by maintaining active contact with the staffs of CNO, the commandant of the Marine Corps, fleet commanders, and other U.S. and foreign government agencies concerned with strategy, operations, logistics, international law, technology, and political-military affairs. Additionally, the dean is responsible for publishing the Newport Papers monograph series, and books; developing annual budgets supporting war

gaming for research; providing curricular support to the teaching departments; and encouraging contributions to strategic thought and research.

The Dean of the Center for Naval Warfare Studies oversees the efforts of a full-time, government-funded research, analysis and gaming faculty and staff organized into six departments: Strategic Research, War Gaming, International Law, Warfare Analysis and Research, Naval War College Press, and Maritime History, as well as a detachment of the Office of Naval Intelligence. The research, analysis and gaming faculty directly support the college's academic programs by teaching electives, advising student research, participating in conferences, and conducting or coordinating lectures of opportunity, in addition to performing their regular duties.

The Dean of the College of Operational and Strategic Leadership (COSL) directs and coordinates efforts in the Leadership Continuum of Professional Military Education (PME) for Navy officer and enlisted personnel including education on ethics and character development; operational level educational programs including Joint/Combined Force Maritime Component Commander (JFMCC/CFMCC) courses, Maritime Staff Operators Course (MSOC), the Executive Level Operational Level of War Course (ELOC), and the Assess and Assist Team (AAT); Senior Enlisted Academy (SEA); Stockdale Group advanced research program in operational level leadership and is responsible for hosting the NWC Ethics Conference.

The deputy to the president/chief of staff is the principal assistant to the president for mission support and is responsible for the security and safety of the Naval War College and its personnel. The deputy to the president/chief of staff is responsible for directing all administrative and support functions; implementing policies for the distribution and effective management of personnel and material in coordination with the provost; coordinating all internal and external nonacademic programs and functions; monitoring administrative and support programs for students, faculty, and staff; maintaining a comprehensive security program; and providing support for special activities pertinent to the management and administration of the college. These tasks involve the oversight of facilities, manpower and management, information resources, administrative services, publication and printing, and graphic arts. The deputy to the president/chief of staff is assisted by a mixture of naval and civilian department heads who manage the support infrastructure. Subject to the orders of the president, the deputy contributes to the effective functioning of the college and is the prime coordinating agent with the Newport Team and Naval Station Newport. As chief of staff, he manages the supporting staff.

The director, Senior Enlisted Academy is responsible for the education and operation of the Senior Enlisted Academy (SEA). As of Oct. 1, 2008, SEA shifted to the Naval War College from the Navy Education and Training Command. SEA provides a fully in-resident, five-week educational opportunity for senior chiefs and selected chiefs (and their other service and partner nation equivalents) and a blended program consisting of a distance learning element followed by a two-week in-resident opportunity. The college's long-standing partner relationship transitioned to a command relationship to better execute the enlisted sailor PME continuum.

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MISSION, VISION, GOALS and OBJECTIVES

This section outlines the Naval War College's current mission, vision, goals and objectives.

Mission

The mission of the Naval War College is expressed in its Mission, Functions, and Task statement (OPNAVINST 5450.207D) dated 23 May 2012:

The mission of the U.S. Naval War College is to:

1. **Educate and Develop Leaders:** The College shall provide current, rigorous, and relevant professional military education (PME) programs supporting the Navy's Professional Military Education Continuum. These PME programs must meet the standards required in law and policy and be accessible to the maximum number of qualified U.S. officers and Navy enlisted personnel, civilian employees of the U.S. Government, and international senior enlisted leaders and officers. The education should foster an active and growing community linked by PME including leadership with professional ethics that furthers global maritime security. The desired effect is a career continuum of PME, including leadership development and professional ethics, which produces a group of leaders of character. These leaders have trust and confidence in each other and are operationally and strategically minded, critical thinkers, proficient in joint matters, and skilled naval and joint warfighters prepared to meet the operational level of war (OLW) and strategic challenges of today and tomorrow.

2. **Support Defining the Future Navy and Associated Roles and Missions:** The College shall conduct research, analysis, and gaming to support the requirements of the Secretary of the Navy, the CNO, the combatant commanders, the Navy component commanders, the Navy's numbered fleet commanders, other Navy and Marine Corps commanders, the U.S. intelligence community, and other departments and agencies of the U.S. Government. The desired effect is a program of focused, forward-thinking and timely research, analysis, and gaming that anticipates future operational and strategic challenges; develops and assesses strategic and operational concepts to overcome those challenges; assesses the risk associated with these concepts; provides analytical products that inform the Navy's leadership and help shape key decisions; and contributes effectively to the public discourse on U.S. national security policy.

3. **Support Combat Readiness** The College shall conduct OLW education, leadership and professional ethics training, education, and assessment activities to support the ability of the Navy's joint force maritime component commanders (JFMCCs) and Navy component commanders to function effectively as operational commanders. This effort shall include supporting the needs of joint force commanders, Navy component commanders, and the Navy's numbered fleet commanders for including operational planning, analysis, assessment, and wargaming to respond to emerging operational

requirements. The desired effect is to improve the capability of Navy commanders to lead maritime, joint and combined forces; and their staff members to plan, execute, and assess force employment options in order to function cohesively within the context of an operational level maritime staff.

4. Strengthen Global Maritime Partnerships: The College shall bring together flag, senior and intermediate level naval leaders from other countries to develop them for high command in their navies; promote an open exchange of views between international security professionals which encourages friendship and cooperation and builds trust and confidence; and study operational planning methods and common maritime security challenges. The College shall develop research and gaming collaboration with its sister institutions in other navies and work to improve the general level of maritime research and analysis. The desired effect is to maintain and further strengthen the global maritime partnerships upon which the safety of the U.S. homeland and the secure flow of oceanic commerce depend.

Vision

The 2007-8 strategic planning process produced a new vision for the College. Very succinctly, the leadership's intent is that:

The Naval War College will be the Navy and nation's first choice for educating and inspiring innovative leaders who think strategically, are masters of the operational art, and lead with confidence maritime, joint, interagency, and multinational operations to achieve national security objectives.

We will be foremost in providing the nation's military leaders and statesmen with rigorous analysis, independent research and robust war gaming to clarify and resolve critical national security issues. As the intellectual center of the Navy, we will play an indispensable role in developing leaders, crafting strategy, and building trust and confidence—the foundation of enduring relationships of inestimable value to our nation and the world.

Our purpose remains as clear today as when the college was founded: to lead the world in the conduct of “original research in all questions relating to war and to statesmanship connected with war, or the prevention of war.”

Goals and Objectives

The Naval War College's Strategic Plan, 2008-12 formalized goals, objectives, and milestones directed to continuously improve every aspect of the college's life to produce the finest product possible. Goals and objectives were developed to bridge the gap between where we are now and where we want to be in the future. They reflect those things that must be done in order to fill that gap. Neither a list of functions and tasks nor an attempt to describe all existing

programs and ongoing efforts, the goals that follow have been developed to require specific future actions that are measurable and support our vision of the Naval War College's future.

[NOTE: LEAD = Accountable Executive Agent; SUPPORT = Contributory/coordinating Responsibility]

Goal 1. Develop a group of leaders of character, who have trust and confidence in each other and are operationally and strategically minded, critical thinkers, proficient in joint matters and skilled naval and joint warfighters. LEAD: Dean of Academic Affairs

Objectives:

1.1. Recruit, hire, and sustain a world class faculty and staff as the critical element in producing and delivering the highest quality education.

1.2. Develop and manage current, relevant, and rigorous curricula for Navy and Joint Professional Military Education (PME) and the Navy's PME Continuum for officers, enlisted personnel, and civilian employees.

1.3. Deliver the highest quality education to resident students at levels appropriate to their progression along the Navy's PME Continuum.

1.4. Deliver the highest quality education to non-resident students at levels appropriate to their progression along the Navy's PME Continuum.

1.5. Build relationships with and represent the Navy and the Naval War College to external agencies and organizations pertinent to the NWC's education mission.

1.6. Provide academic services and infrastructure necessary to support resident and non-resident education.

Goal 2. Provide a program of focused, forward-thinking and timely research, analysis, and gaming that anticipates future operational and strategic challenges; develops and assesses strategic and operational concepts to overcome those challenges; assesses the risk associated with these concepts; and provides analytical products that inform the Navy's leadership and help shape key decisions. LEAD: Dean, CNWS

Objectives:

2.1. Recruit, hire, and sustain a world class faculty and staff as the critical element in producing and delivering focused, relevant research and analysis.

2.2. Assess future operational and strategic challenges and develop and assess strategic and operational concepts to overcome those challenges.

2.3. Serve as the center of excellence in the Navy on international maritime law and the law of armed conflict.

2.4. Provide war gaming facilities and appropriate modeling and simulation systems as well as warfare analysis and decision support capabilities to support senior Navy leadership and other national security decision-makers on a wide range of operational and strategic challenges.

2.5. Build relationships with external agencies and organizations pertinent to the NWC's research mission and conduct outreach activities to wider audiences as appropriate.

Goal 3. Improve the capability of Navy commanders to lead maritime, joint and combined forces and their staff members to plan, execute and assess and function cohesively as a maritime headquarters organization. LEAD: Director, JFMCC

Objectives:

3.1. Develop and manage focused, current, and relevant education for maritime component commanders and their staffs.

3.2. Deliver the highest quality education focused on theater-level combat leadership in the maritime domain to international and U.S. flag and general officers and their staffs.

3.3. Build relationships with and represent the Navy and the Naval War College to external agencies and organizations pertinent to joint/combined warfighting education.

Goal 4. Build and strengthen national and international maritime relationships and to improve the ability of U.S. and partner nations to operate together in the maritime domain. LEAD: ADOA International Programs

Objectives:

4.1. Develop and deliver a PME program for selected military officers from allied and friendly nations.

4.2. Develop and deliver outreach activities to engage senior maritime leaders from allied and friendly nations.

Goal 5. Manage and administer human, physical, and financial resources in accordance with Department of the Navy, higher headquarters, and internal guidance, and as required to accomplish the NWC's mission functions and tasks. LEAD: Deputy & Chief of Staff

Objectives:

5.1. Maintain and sustain a world class physical and informational infrastructure to enable the NWC mission.

5.2. Provide administrative services and support to enhance the performance of NWC employees and support of students, customers, and the public.

5.3. Exercise vigilant stewardship of financial resources and articulate legitimate requirements for additional resources as needed.

The planning process that produced this plan took care to ensure that naval and joint issues are woven throughout the plan and are integral to our mission, vision, goals, and objectives. This emphasis is not new, but reflects a continuing commitment to naval and joint education that began in earnest in 1973 with a course based upon the notion that the college educates students “how to win wars” using broad concepts of political, military, and economic strategies matched to national policy objectives. From this viewpoint, and fully supported by historical case studies from the Peloponnesian Wars to the Gulf War, the advantages of joint force employment naturally emerged.

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ACADEMIC PROGRAMS

The Department of Academic Affairs supports the missions of the Naval War College by developing strategic and operational leaders through education.

The Naval War College (NWC) education provides a framework in which military and civilian leaders gain a profound understanding of strategy and operations, as well as the ability to

think critically, deal with uncertainty and surprise, be proficient in joint matters, and comprehend the security environment and all elements of national power. The College achieves this through the combined efforts of its three core Academic departments - National Security Affairs, Joint Military Operations, Strategy and Policy - and through the College of Distance Education, the Maritime Advanced Warfighting School, the Electives program, and focused conferences and lectures. The academic year is full and complete. To support personnel and rotation realities, we welcome - and graduate - three classes per year, with a majority arriving in July and graduating in June. We therefore execute the Intermediate Level Course (ILC), Senior Level Course (SLC), Electives, and associated resident and distance programs simultaneously, all the while updating the curriculum, maintaining professional relevance, engaging in policy and scholarly debates, and providing service to the College.

The department has one faculty and many programs. The Academic faculty delivers two distinct courses of graduate-level education. In the Resident program at Newport, the SLC named Fleet Admiral Chester W. Nimitz course in National Security and Strategic Studies; addresses war and grand strategy, strategic-level leadership and decision making, and theater-strategic military planning, and is accredited by the Chairman of the Joint Chiefs of Staff to provide Joint Professional Military Education Phase II (JPME II) certification. Graduates will earn the Master of Arts in National Security and Strategic Studies degree. The ILC, named Admiral Raymond A. Spruance Course in Maritime Warfare and Strategic Studies, addressing campaigns and war strategies, theater-level leadership and decision making, and operational planning, provides JPME I certification. Graduates will earn a newly established Master of Arts in Defense and Strategic Studies. Both degrees are accredited by the New England Association of Schools and Colleges (NEASC) Committee on Institutions of Higher Education (CIHE). Resident students at both levels must take a series of focused Elective courses, participate in Ethics Conferences, and attend a series of lectures by distinguished visitors planned to complement the core curriculum.

The non-resident curriculum, with a history dating to 1914, is delivered by the College of Distance Education (CDE) using four distinct delivery methodologies to ensure wide access to the JPME I course of study. The Fleet Seminar Program (FSP) most closely replicates the resident experience in a nighttime seminar format and is currently taught at 20 locations around the country, primarily in Fleet Concentration Areas (FCA's). Eighteen full-time faculty members in Monterey, CA teach JPME I to students enrolled in graduate studies at the Naval Postgraduate School (NPS). A Web-enabled Program leverages internet technology to deliver the core course of instruction to those students not located near an FCA. And a CDROM-based Program ensures students without persistent access to the internet still have access to JPME.

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Naval War College Degree

The Naval War College is accredited by the New England Association of Schools and Colleges to award qualified resident U.S. graduates with a Master of Arts degree in National Security and Strategic Studies and accredited by the chairman, Joint Chiefs of Staff to award

JPME Phase I credit for the intermediate program and JPME Phase II credit for the senior course. Graduates from the international programs receive an NWC diploma. The Naval War College is also accredited to award the same Master of Arts degree to qualified non-resident students who complete the Fleet Seminar Program, are admitted to the non-resident Graduate Degree Program, and who then complete the Electives Program requirements for the degree.

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Academic Year

NWC convocations are traditionally scheduled in August, and the majority of students graduate the following June. However, two smaller classes of senior and intermediate-grade U.S. officers begin their academic years in either the winter or spring trimesters, which begin in November and February/March.

The 10-month curriculum for resident students is divided into trimesters of three to four months. Additionally, three abbreviated 12-day core curriculum courses are offered annually for U.S. military reservists.

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Core Curriculum

The Naval War College has three core teaching departments: Strategy and Policy; National Security Affairs; and Joint Military Operations, each with separate faculty. Each department teaches one Intermediate-level Course (ILC) and one Senior-level Course (SLC).

Strategy and Policy Department

The Strategy and Policy curriculum teaches students to think strategically and prepare them for positions of strategic leadership. Strategy is the relationship between war's purpose, objective, and means. The course is designed to sharpen the student's ability to assess how alternative strategic courses of action achieve broad, national-level objectives. Students will think in a disciplined, critical, and original manner about the international strategic environment, about a range of potential strategies, and about the strategic effects of joint, interagency, and multinational operations.

Joint Military Operations Department

The Joint Military Operations curriculum focuses on joint war fighting at the theater-strategic and operational levels of war. The JMO course prepares future military and civilian leaders for high-level policy, command, and staff positions requiring joint planning expertise and joint warfighting skills. It emphasizes the theory and practice of operational art in terms of maritime and joint forces. JMO students will learn to apply operational art, the joint operation planning process and critical thinking skills in a seminar environment to employ joint forces to achieve a broad array of objectives. Extensive faculty and student interaction fosters professional attitudes and perspectives essential to successful military operations.

National Security Affairs Department

The Department of National Security Affairs (NSA) is one of the nation's largest and most vibrant graduate teaching departments in national and international security studies. Our curricular philosophy is rooted in the importance of blending both intellectual rigor and professional relevance to our students. Reflecting this educational approach, our faculty comprises a diverse blend of scholars, practitioners, and active duty military officers. Each of our two main core courses offers a broad survey in contemporary security studies with multidisciplinary foundations in international relations, regional studies, foreign policy analysis, strategic leadership, and other fields. Common areas of study include: the international system; regional security dynamics; national strategy; force planning; the nature of economic, political, organizational, and behavioral factors that influence decision-making process within complex national security organizations; and, the challenges associated with leadership at the strategic or theater strategic levels. The senior-level National Security Decision Making (NSDM) course focuses on strategic-level issues, while the intermediate-level Theater Security Decision Making (TSDM) course places particular emphasis on regional security challenges. Both courses use a "Levels of Analysis" framework with parallel modules in Security Strategies (international/systemic level) Policy Analysis (national/organizational/societal level), and Leadership Concepts (individual level). The courses feature "practitioner sessions" in which senior practitioners engage students on key course themes, and each culminates in a capstone Final Exercise (FX) that challenges students to integrate course concepts.

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PME/JPME Outcomes

Senior-Level PME/JPME Outcomes

-Skilled in Formulating and Executing Strategy & U.S. Policy

- Skilled in Joint Warfighting, Theater Strategy & Campaign Planning
- Capable of Strategically-Minded Critical Thinking
- Capable of Excelling in Positions of Strategic Leadership

Intermediate-Level PME Outcomes

- Skilled in applying operational art (OPART) to Maritime, Joint, Interagency, & Multinational Warfighting
- Skilled in Joint/Navy Planning Process
- Capable of Critical Thought with Operational Perspectives
- Prepared for Operational Level Leadership Challenges
- Effective Maritime Spokespersons

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Symposia and Conferences

The academic life at the Naval War College is enhanced by several conferences and symposia. Some are held annually and some are less frequent. These programs afford students and faculty opportunities for stimulating encounters with contemporary military, political and cultural leaders from both the professional and academic communities.

Current Strategy Forum

The Current Strategy Forum is an academic year capstone event hosted annually by the Secretary of the Navy to discuss current military policy revolving around a pre-determined theme. The Chief of Naval Operations and the Commandant of the Marine Corps appear and provide snapshots of where their respective services are in the area of military operations, and where their services will be going in the near future. Prominent civilians from leading academic institutions also speak on topics ranging from the global economy to historical patterns. The civilian expertise provides students a new lens through which to view military operations.

International Seapower Symposium

The biennial International Seapower Symposium brings together heads of many of the free world's navies as a catalyst to international understanding. Held during the fall trimester, the Chief of Naval Operations invites the heads of navies and distinguished international naval leaders to discuss challenges and opportunities and to enhance common bonds of friendship. ISS provides a forum for maritime and naval leaders to exchange ideas with the leadership of the U.S. Navy, Marine Corps, and Coast Guard and with the NWC faculty. The program features briefings and opportunities for international leaders to speak. Many of them are graduates of the Naval War College's Naval Command College or Naval Staff College.

Ethics Program

Ethics symposia and discussions scheduled throughout the year focus students and faculty on the professional military ethic. Each year the ethics program is built around a core theme as well as weaving themes and questions of ethics throughout the core curriculum. The college invites guest speakers from academic institutions, the military, and other professions to discuss contemporary issues dealing with the professional military ethic.

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ACADEMIC POLICY

The intent of Luce and the college's thirty-seventh president, Vice Adm. Stansfield Turner constitutes the strategic tradition and purpose of the Naval War College and the driving force of the college's approach to education and research, analysis, and gaming. This strategic tradition is more than rhetoric; it has a very practical and abiding influence in everything the college does. The flag-level, senior-level, intermediate-level, and primary-level professional military education programs designed, developed and delivered by the college are not intended to prepare officers for a specific follow-on assignment, but rather to provide a systematic way to develop leaders and to improve and discipline the way they think. These educational opportunities foster the required mental flexibility and discipline to cope effectively with the intellectual demands inherent in positions of increasingly significant responsibility within the broader national security community in the United States and that of our friends and allies. This intellectual flexibility cannot be obtained solely from a survey course in current international security issues or from a detailed examination of current weapons acquisition and force posture concerns. Instead, intellectual flexibility must flow from a clear understanding of the fundamental principles that have governed our nation's national security concerns during peace and war.

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Admission Policy

Resident military students of the College of Naval Warfare and the Naval Command College are Lieutenant Colonels, Colonels, Commanders, and Captains, from all Services and invited countries, with approximately sixteen to eighteen years of commissioned service, while resident students of the College of Naval Command and Staff and Naval Staff College are Majors or Lieutenant Commanders, from all services and invited countries, with approximately twelve years of commissioned service. The Naval War College does not directly select its military students. The selection is made by each Service, with the criteria within each Service being very similar. In the case of the Navy, candidates for attendance are chosen from officers selected for promotion to Lieutenant Commander, Commander, and Captain. This selection is based on professional performance and a clear potential for higher responsibilities. Subject to rank waiver approval by NAVPERSCOM, a limited number of Lieutenants can attend the College of Naval Command and Staff. Similarly, a limited number of Lieutenant Commanders can attend the College of Naval Warfare provided they have already completed JPME I requirements.

In addition, every academic year, selected departments and agencies are invited to nominate civilian applicants in the grades of GS-14/15 or equivalent for admission to the College of Naval Warfare and civilian applicants in the grade of GS-13 or equivalent for admission to the College of Naval Command and Staff. Admission for civilian students nominated to the resident program requires a formal application to the Naval War College. The Registrar and the Academic Department Heads screen and recommend applicants based on their academic accomplishments, professional achievements and their potential to complete the program. The Associate Provost is the approval authority for civilian student admission. A minimum of a Bachelor's Degree and letters of recommendation from the applicant's department or agency are required. Additional requirements for admission may be found on the U.S. Resident Student page of the Naval War College website.

Navy officers in the rank of lieutenant through captain (O-3 through O-6), or other service officers in the grade of O-4 through O-6, may be selected for participation in the College of Distance Education programs. These programs include the Fleet Seminar Program (FSP), the Web-enabled Program, the CDROM-based Program, and the Naval War College at Naval Post Graduate School Program. Admission to the Fleet Seminar Program, Web-enabled Program, and CDROM-based Program requires formal application through the College of Distance Education. Officers are screened and selected based on their academic accomplishments and potential to complete the program. A minimum of a bachelor's degree is required. Web-enabled Program students must possess or have ready access to the appropriate computer equipment and the World Wide Web/Internet. The curriculum for these programs is derived from, and closely parallels the accredited resident curricula, and is composed of the same three core courses; Joint Maritime Operations (JMO); Theater Security Decision Making (TSDM); and Strategy and War (S&W). Additionally, a growing list of elective courses is available through the College of Distance Education.

Students enrolled in the Fleet Seminar Program are eligible to apply for the accredited Master's Degree in National Security and Strategic Studies. Students who complete any part, or all, of either the CDROM-based or Web-enabled Programs are not eligible for the master's degree, and no credit from these programs may be transferred to the M.A. degree. Prior to submission of an application to the Graduate Degree Program (GDP), a student must have their bachelor's degree transcripts submitted by the granting institution, and must submit two reference letters as part of the GDP application package. One of the two reference letters must be from a Naval War College faculty member. The Graduate Degree Program Admissions Board reviews all student GDP applications and recommends worthy candidates for selection to the Dean, academic affairs, who then makes the final selections.

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Examination and Grading

U.S. Resident Students

All U.S. resident students in the College of Naval Warfare (CNW) and the College of Naval Command and Staff (CNC&S) will be examined and graded in the three trimester studies prescribed by the departments of Strategy and Policy (S&P), National Security Affairs (NSA), and Joint Military Operations (JMO). The final academic grade will be derived by equally weighting and averaging numerical results obtained in the three trimesters. In the Electives Program, students will be graded on a High Pass/Pass/Fail basis. Each student must take one elective per trimester from an elective Area of Study that will require an allocation of about 20% of his/her effort, with the balance being directed to the prescribed program. All prescribed, elective, and special program requirements must be satisfactorily completed prior to graduation. Exceptions to this policy will be approved only by the dean of academic affairs after administrative review of the particular circumstances involved. Department chairs and the associate dean of academics for Electives and Directed Research are responsible for notifying the dean of academic affairs and the registrar, in writing, immediately upon learning of an incompleteness on the part of a student. This notification will include a statement of circumstances and a departmental recommendation.

International Students

Naval Command College

Senior-level international students in the Naval Command College (NCC) are fully integrated in CNW, attending seminars and lectures with their U.S. counterparts. They complete classes, seminar exercises, and writing assignments in JMO and S&P; international officers complete a team project in NSA.

International officers may voluntarily take all exams. The faculty evaluates their academic work and provides substantive, written feedback, but does not assign grades to these products. Additionally, the Field Studies Program is designed to give a balanced understanding of the United States culture and institutions as well as American political, social, and economic life. It also provides an increased awareness of the basic issues of internationally recognized human rights. International officers are also encouraged to participate in the Electives Program. They receive graduate level credit for courses completed at the Naval War College which can be applied to Master's Degree programs at local Rhode Island universities.

Naval Staff College

Intermediate-level international officer students in the ten-month NSC course (NSC-10) are fully integrated in CNC&S, attending seminars and lectures alongside their U.S. counterparts. They complete classes and seminar exercises and writing assignments in JMO and S&W; international officers complete a team project rather than individual papers in TSDM. They may voluntarily take exams. The faculty evaluates their academic work and provides substantive, written feedback, but does not assign grades to these products. Additionally, the Field Studies Program, designed to promote understanding of U.S. culture and institutions as well as American political, social, and economic life, is an integral element of their core, educational program. International officers are highly encouraged to participate in the Electives Program.

Nonresident Students

Intermediate-level Program students

Nonresident students of the College of Distance Education (CDE) must complete specialized versions of the three core courses of Joint Maritime Operations, Theater Security Decision Making, and Strategy and Warfare that have been modified to meet the constraints of the educational methodology associated with the specific program. Completion of electives is not required for nonresident students. Nonresident students in the Graduate Degree Program must successfully complete nine semester hours of elective work from the NWC or a regionally-accredited college or university in an elective area of study to be eligible for the master of arts degree. These elective courses must receive approval of the director, CDE and the associate provost for electives and directed research prior to commencing work.

Primary, Basic, and Introductory-level PME Program students

Students in the Primary, Basic, or Introductory-level PME courses must successfully complete each of the course's modules. The courses are designed to take respectively about 75, 40, and 20 hours of online work to complete. The PME courses are provided via Navy Knowledge Online (NKO) Integrated Learning Environment (ILE). The Primary PME course is designed for naval officers in the grade of ensign to lieutenant, navy senior enlisted leaders in the grades of chief or senior chief, and their equivalent DoN civilians. The Basic Course is for E-4 to E-6, and the Introductory for E-1 to E-3. Upon completion, students' Electronic Training Jackets are automatically annotated having completed the course.

Grades

All of the NWC academic programs have a required, core curriculum, which meets the Navy and Joint PME requirements for its respective level. The prescribed curriculum for resident students in the intermediate and senior-level programs also includes an elective area of study. Students in the nonresident Graduate Degree Program must also complete the elective requirements.

Senior-level PME with JPME Phase II

The academic program consists of a core curriculum, consisting of Joint Military Operations, National Security Decision Making, Strategy and Policy, prescribed academic conferences, the Speakers Program, and an elective area of study consisting of three elective courses.

Intermediate-level PME with JPME Phase I

For resident and nonresident graduate degree program students, the academic program consists of a core course, including Theater Security Decision Making, Strategy and War, and Joint Maritime Operations, prescribed academic conferences, and an elective area of study consisting of three elective courses. For all other nonresident intermediate-level programs, the core, academic program consists of Theater Security Decision Making, Strategy and War, and Joint Maritime Operations.

Primary PME with JPME

The curriculum flow is Introduction, Culture of the Navy, Governance of the Navy, How the Navy Thinks About War, How the Navy Plans its Operations, Technology and Warfare in the Maritime Domain, and the Conclusion. Designed to develop a shared understanding of Navy capabilities for the joint war fight by the Navy's deck plate-level leaders, the officer and senior enlisted versions share a common, core curriculum, supplemented by some specific focused material.

Grading

Except for the electives program, all work in the prescribed curricula for the intermediate and senior-level programs will be graded using the following standards:

| Letter Grade | Numeric Range | Numeric Equivalent | Description |
|--------------|---------------|--------------------|--|
| A+ | 97-100 | 98 | Very high quality clearly above average graduate level |
| A | 94-97 | 95 | |
| A- | 90-94 | 92 | |
| B+ | 87-90 | 88 | Expected performance |
| B | 84-87 | 85 | |

| | | | |
|----|-------|-------------|---|
| B- | 80-84 | 82 | of average graduate student |
| C+ | 77-80 | 78 | Below average performance expected for graduate work |
| C | 74-77 | 75 | |
| C- | 70-74 | 72 | |
| D+ | 67-70 | 68 | Well below average performance expected for graduate work |
| D | 64-67 | 65 | |
| D- | 60-64 | 62 | |
| F | 0-59 | As assigned | Unsatisfactory work |

Grades assigned by instructors for papers, examinations, exercises, and seminar preparation/contribution will be expressed in whole numbers or in letter grades and their numeric equivalent from the scale above. Since the grade of F covers a large numeric range, a specific numeric grade between 0 and 59 must be assigned. Student work that is not completed will receive a numeric grade of zero (0).

Unexcused tardy student work, that is work turned in past the deadline without previous permission by the instructor, will receive a grade not greater than C+ (78). Student work determined to be in violation of the academic honor code will receive a grade of F. The college's Academic Integrity Board will assign an accompanying numeric grade to the F. Though it may not be applicable to all cases, a grade of zero (0) will be assigned as a matter of practice. Final course grades will be expressed as the unrounded numerical average, to two decimal places, along with corresponding letter grades with pluses or minuses, as appropriate.

Expected Grade Distribution

Historical evidence indicates that a grade distribution of 35%-45% "A's" and 55%-65% "B's" and below can be expected from the overall NWC student population. While variations from this norm might occur from seminar to seminar and subject to subject, it would rarely if ever be expected to reach an overall "A" to "B and below ratio of greater than or equal to an even 50/50 distribution.

Weighting of Course Components

As a rule, at least 60% of a final course grade must be derived from written work. Within this guideline, department chairs and Advanced Research Program (ARP) coordinators will announce the weights attached to each course component (e.g., exams, essays, papers, seminar preparation/participation, etc.) at the beginning of each trimester. It is the responsibility of department chairs, ARP coordinators, and individual instructors to ensure that students understand weighting of course components and the grading system at the outset of each course.

Resident Course Electives Program

All work in the Electives Program will be graded on a High Pass/Pass/Fail scale using the following standards:

| Grade | Description |
|-----------|---|
| High Pass | Work of very high quality that is clearly indicative of performance above the average expected of graduate-level student. |
| Pass | Expected performance of a graduate-level student in meeting all course requirements. |
| Fail | Unsatisfactory performance to include failure to meet all course requirements. |

Elective grades will not be a component of a student's final academic standing, but satisfactory performance in the Electives Program is required for graduation.

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Advanced Research Program

The Advanced Research Program offers highly qualified students the opportunity to participate in one of several collaborative research groups as well as substitute an in-depth research project for some other segment of the academic program. Selected students may join an already established research group and at the direction of the group's faculty mentors, participate in the development research and analysis products of that group. Alternatively, select students can either develop a topic or choose from a list of pre-approved topics from which a major research paper is completed in place of one of two core courses.

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Advanced Studies in Naval Strategy

Navy officers will earn the Naval Strategy subspecialty (2300) upon successful completion of:

- The core courses in either the intermediate- or senior-level in-residence PME programs at the Naval War College;
- The three *Advanced Studies in Naval Strategy* Area of Study (AOS) electives (90 hours of seminar work supported by 180 hours of preparation);
- An additional period of structured interaction with practitioners of naval, military, and national strategy in support of these electives (36 hours in a focused discussion with guest practitioners, supported by appropriate hours of preparation); and,

d) A focused 13-week summer project developing strategic products tailored to specific issues from the National Security Council, OSD, Joint Staff, COCOM, OPNAV, and/or NCC staffs. The Navy has determined there is a need for officers skilled in the practice of formulating, developing, and executing strategy at various leadership levels in order to fill key billets in Navy, Joint, and high-level political staffs. In April 2010, the House Committee on Armed Services Subcommittee on Oversight and Investigations reconfirmed the 1989 “Skelton Report” on jointness and PME that along with experience, Joint billets, and select civilian institutions, the U.S. Naval War College (NWC) is the center to produce the Navy’s strategists by educating them broadly in domestic and international political, technological, economic, scientific, and social trends.

The core academic curriculum at NWC provides a broad graduate-level education in the interaction of strategy and policy, Joint military operations, and the security environment in which policy choices are made. Graduates have a strong understanding of civil-military relations, national military, defense, and security policies, the evolving security environment (to include the cyber domain), the formulation and conduct of Joint operations, the importance of culture for operations and policy, the strategic effects of operations, and foundational works on strategy and strategic concepts applied across history, regions, and all forms of warfare.

NWC’s *Advanced Studies in Naval Strategy* (AOS 23) builds on this educational base to instill a profound understanding of the strategic uses of sea power, the role of economics in strategy, and acquired knowledge from history and the social sciences on issues of vital interest to the Navy. An elective on “International Security” will examine these national security issues in detail and will include sessions on the theory and practice of deterrence, the reassurance of allies, coercive diplomacy, the causes of war, war termination, and peacetime uses of military power. A second elective on “Economics and Strategy” will examine the costs of war, financial crises, fiscal crunches, the economic instrument of power as inducement and sanction, forms of economic warfare, and energy as a source of conflict and cooperation. A third elective on “Sea Power: Past, Present, and Future” will examine past and current theorists and exponents of naval power, and then examine the uses of sea power and maritime assets to accomplish national goals.

This course of study is a sequence and cumulative, with later electives building on what was learned earlier in previous electives and the core courses.

An additional programmatic component labeled the *Practicum* and falling within the purview and academic schedule of AOS 23 will, on roughly a bi-weekly basis, bring in distinguished civilian and military practitioners of the formulation and execution of strategy for focused discussion on vital contemporary topics in strategy. Preparatory readings and structured learning objectives will be developed for each session. Exceptionally Students will also visit practitioners in Washington and at combatant commands.

A *Naval Strategy Summer Project @ NWC* (NSSP) will teach students to apply their academic and practitioner knowledge to real-world issues. Modeled on a combination of the summer curricula of the Maritime Advanced Warfighting School and the Office of Net Assessment’s Summer Study, NSSP will be tailored to address specific issues from the National Security Council, OSD, Joint Staff, COCOM, OPNAV, and/or NCC staffs. Students will examine in-depth special issues, working in small groups under the leadership of faculty from NWC and practitioners, producing products of practical import and feeding back to the issue sponsor. Student travel may be involved where necessary and feasible.

Throughout the 13-month program, students will work on a major *Thesis*, which will be coordinated across the subject matter, requirements, and professors of the Electives, the Practicum, and the Summer Study Project. The thesis will demonstrate true originality, quality of strategic thought, and the ability to develop practical, real-world, and yet innovative solutions to complex problems of enduring and vital interest to the Navy.

Each year the Elective sequence, the Practicum, and the Summer Study will be re-examined to determine whether a different region or functional issue should become the focus.

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Degree & Diploma Requirements

Resident Students

U.S. resident students in the CNW or CNC&S who earn a final grade of B- or above in each core course (or an approved Advanced Research Program in lieu of one of the core courses), and who pass three elective courses, are awarded the Naval War College Master of Arts degree in National Security and Strategic Studies and are also eligible for JPME certification (CNW ~ Phase II and CNC&S ~ Phase I). Resident students from the CNW and the CNC&S who complete the three core courses (or an approved Advanced Research Program in lieu of one of the core courses), with an overall average grade of B- or better and not more than one course grade in the “C” category, and who pass three elective courses are eligible for the NWC diploma and the appropriate JPME certification.

U.S. resident students in the CNW who have already earned a NWC Master of Arts degree in National Security and Strategic Studies through prior attendance in the CNC&S or through the CDE Graduate Degree Program will not be eligible to receive a second Master of Arts degree. Assuming the grade requirements above are met, these students will receive the NWC diploma with JPME II certification. These students will also earn 30 graduate level semester hours (eight per core course and two per elective each semester) that they may apply towards other graduate programs either concurrently or after completion of the academic year.

College of Distance Education

Successful completion of the non-resident, intermediate-level Fleet Seminar Program is recognized by the award of the NWC CNC&S diploma and JPME Phase I certification. Fleet Seminar students, who have been accepted in the Graduate Degree Program and earn a final grade of B- or above in each core course and complete nine graduate semester hours of approved elective courses, are also awarded the Naval War College Master of Arts degree in National Security and Strategic Studies. Successful completion of other nonresident, intermediate-level programs is recognized by the award of the College of Distance Education diploma and JPME Phase I certification. To earn either the Naval War College CNC&S diploma or the College of Distance Education diploma, a student must complete all three core courses with an overall grade average of “B-” or better and not more than one course grade in the “C” category. For the JPME Phase I certification and diploma, all the CDE program courses are interchangeable, and indeed

the FSP courses are accepted for credit for students who may subsequently attend the NWC in residence.

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Transcripts and Transfer Credit

Transcripts

In the case of resident and non-resident students, upon written request to the registrar, an official transcript showing numerical and letter grades will be provided to other educational institutions.

Transfer Credit

The policy of the Naval War College is not to accept transfer credit for courses completed at another institution in fulfillment of any portion of the resident NWC curriculum. Transfer credit up to nine hours as required by the Nonresident Graduate Degree Program of the College of Distance Education will be accepted upon the approval of the Associate Dean of Academics for Electives and Directed Research.

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Academic Recognition

Honors are bestowed as recognition of outstanding academic achievement and as a means to further encourage sound scholarship. This honor, based upon graduation grade point-average, becomes part of the official record, is awarded upon graduation and appears on the transcript, the diploma, military fitness and evaluation reports, and other documents which convey a student's academic accomplishment. Two categories are awarded for superior scholarship in work leading to the master's degree. Students whose final grade point average (GPA) stands them numerically within the top 20 % of their graduating cohort—November, March, and June—will be designated as having earned distinction. In determining degrees of distinction within the cohort, students in the top 5 % of their class will be designated on their diploma and transcripts as having graduated with highest distinction, and students comprising the next 15 % will be designated as having graduated with distinction. In no case will a GPA of less than 90 % (A-) earn distinction status.

Those students participating in tailored curriculum programs, composed of a combination of prescribed courses and special research programs, as approved by the Dean of Academic Affairs, may also be eligible for a distinguished graduate designation.

When a mathematical distinction between students cannot be made, the proportions stipulated above may be exceeded. Successful completion of the electives program is a prerequisite to eligibility for either of these honors. Fleet Seminar students compete for honors in similar fashion as resident students but are compared only within their fleet seminar cohort in making this determination. For Web enabled and CD-ROM based students, distinction and highest distinction are determined using as a reference the GPA from the most recent resident College of Naval Command and Staff June graduating cohort. Faculty members participating in NWC academic programs will be eligible for academic honors. However, such faculty designation will not be calculated in the student percentages cited above so as not to deprive any full-time student of this opportunity.

In the case in which students complete graduation requirements through a combination of Residence and Fleet Seminar Program, distinction determination will be based upon the program in which the student is enrolled at the time of completion.

Academic Awards

Many varied and prestigious awards are available for professional writing and research by students, allowing an excellent opportunity for professional recognition. Faculty members provide an important link to ensure that students are made aware of these opportunities and to encourage participation. Department chairs, the director of CDE, and faculty are encouraged to screen papers prepared as an academic requirement and, when warranted, provide constructive criticism and motivation to facilitate student submissions for award competition. The staff judge advocate provides the Dean of Academic Affairs with an ethics review when requested in the case of a special academic award. A short description of awards is given below for faculty reference. Faculty members should note that papers entered into competition which are the product of a Naval War College academic requirement may fall into the category of "government works" that are not subject to copyright and may be used by U.S. government agencies as desired. Honorable mention awards or certificates are presented in nearly every category if, in the opinion of the respective award committee, additional essays deserve special recognition. All essays must have been written while the student was enrolled in a Naval War College course, either as a resident or as a nonresident student.

- The Navy League of the United States annually sponsors awards to the two resident students graduating in June who demonstrate a high degree of academic, extracurricular, and community service. The award presented to the student of the College of Naval Warfare is known as the Stephen Bleecker Luce Award; that presented to the student of the College of Naval Command and Staff is known as the William Sowden Sims Award.
- The President's Award for CNW and CNC&S Honor Graduates in the March and November classes is presented at the respective graduation ceremony to those students who demonstrate a high degree of academic, extracurricular, and community service.

- The Admiral Richard G. Colbert Memorial Prize is a cash prize (\$1,000) and certificate awarded annually by the Naval War College Foundation to the author of the best professional essay that focuses on an economic, military, political, strategic, or tactical aspect of an appropriate professional topic.
- The J. William Middendorf II Award for Student Research is awarded annually to a student or group of students whose research project is considered to have made the most significant contribution in a field related to strategic or tactical concepts, logistics, or readiness. Recipients receive a certificate and a \$1,000 prize.
- The Naval War College Foundation Award recognizes the student whose essay is considered to have made the most significant contribution to some aspect of maritime strategy or the operational level of warfare. A certificate and a \$1,000 cash prize are presented.
- The B. Franklin Reinauer II Defense Economics Prize is given for the essay considered to have made the most significant contribution to understanding of the relationship between national security and economics. The recipient receives a certificate and a \$1,000 cash prize.
- The Jerome E. Levy Economic Geography and World Order Prize recognizes the best research product that fundamentally addresses and proposes potential solutions in the disciplines of economic geography and national/international security.
- The Michael Handel Strategy Prize Essay Award is awarded to a student who writes an original essay for the final examination in the resident intermediate- and senior-level Strategy and Policy Course. This essay must exhibit qualities that Professor Handel especially prized in strategic analysis: it will be well-written; it will systematically examine a difficult, recurring strategic question that derives insights from both history and strategic theory; and it will reflect a true dispassionate analysis of the issue. The Strategy and Policy faculty will nominate exceptional examination essays for consideration by the prize committee.
- The Vice Admiral James H. Doyle, Jr., Military Operations and International Law Prize recognizes the essay considered to have made the most significant contribution on the role of international law in military operations during peacetime or armed conflict. Sponsored by the Naval War College Foundation, the award consists of a \$500 cash prize and an inscribed certificate for one U.S. and one international officer.
- The annual Marine Corps Association Award is presented for the best professional essay on topics relating to the Marine Corps or Marine Corps operations. The \$500 cash award, provided by the Marine Corps Association, and a certificate are presented.
- The Director of Naval Intelligence (DNI) and the Director of the Defense Intelligence Agency (DIA), respectively, sponsor Intelligence Directors' Essay Awards for the best professionally worthy essays on some aspect of naval or maritime intelligence and joint or national intelligence. The awards consist of Office of Naval Intelligence and Defense Intelligence Agency plaques.
- The Armed Forces Communications and Electronics Association Award (AFCEA) recognizes the best professional essay in the areas of Avionics, Command and Control, Computers, Communications, Electronic Warfare, Electronics, Radar, Satellites, and Intelligence Systems. Operations research papers or other student submissions developing these subjects are considered for the competition. Recipients of the award receive a certificate describing the accomplishment and a table clock.

- International students attending the Naval Command College are eligible to compete for the Robert E. Batemans International Prize Essay Award sponsored by the Naval War College Foundation. The essay must represent original thinking on some aspect of force planning, or current operational or strategic issues of maritime interest with an international dimension. The award consists of a \$1,000 cash prize and an inscribed certificate.
- The annual Zimmerman/Gray International Essay Award, established in academic year 2004–2005, is given for the best of the professionally worthy papers submitted by a student in the Naval Staff College full-year course of study. The award consists of a perpetual plaque displayed at the Naval War College bearing the winner's name. Recipients of the award are also given a suitably inscribed certificate describing their accomplishment and a cash prize provided through the generosity of Mr. and Mrs. Gilson Gray and the Naval War College Foundation. The award is named in honor of their fathers, CDR Donald Zimmerman, USN, and CDR Gilson B. Gray, Jr., USN, both career naval aviators who saw combat duty during World War II.
- The Captain Walter B. Woodson, Jr., USN, Academic Memorial Prize was established in memory of the individual who served as the Executive Director of the Naval War College Foundation from 1973 to 1993. It is awarded to a Naval Staff College student for the best paper on a topic relating to force planning or strategic issues of maritime interest. Sponsored by the Naval War College Foundation through the generosity of Captain Woodson's many friends, the prize is presented at the graduation ceremonies in June and December.
- The Naval Submarine League Prize recognizes the best essay or research paper submitted related to submarine warfare by a resident student at the Naval War College.
- The Naval War College Review Prizes are sponsored by the Naval War College Foundation for works published in the Naval War College Review. The three best feature articles appearing in the Review during a calendar year are awarded cash prizes. Historically oriented feature articles of maritime interest may also be considered for the Edward S. Miller History Prize. Authors may, but need not, have an affiliation with the Naval War College.
- Each year the Naval War College Foundation sponsors a monetary award to an outstanding College of Distance Education Fleet Seminar Program graduate demonstrating high standards of academic performance, professionalism, and community service. This award is known as the McGinnis Family Award for Outstanding Performance in Fleet Seminar Education.
- The Foundation also presents the Vice Admiral John T. Hayward Award for Outstanding Performance in Correspondence Education to a graduate of the College of Distance Education Web-enabled Program, or the CDROM-based Program who displays the highest overall standard of academic performance during his/her enrollment. The final course must have been completed prior to 1 June of the year the award is presented. Each award consists of a \$1,000 cash prize and a plaque or certificate.
- Annually the Naval War College presents the Vice Admiral Charles "Soc" McMorris Award to the top graduate of the Maritime Advanced Warfighting School, based on grade point average, faculty evaluation, and peer recommendations. The award is presented at MAWS graduation in September.

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Academic Honor Code

The Naval War College diligently enforces a strict academic code requiring students to credit properly the source of materials directly cited in any written work submitted in fulfillment of diploma/degree requirements. Simply put: plagiarism is prohibited. Likewise, this academic code prohibits cheating and the misrepresentation of a paper as a student's original thought. Plagiarism, cheating, and misrepresentation are inconsistent with the professional standards required of all military personnel and government employees.

Furthermore, in the case of U.S. military officers, such conduct clearly violates the "Exemplary Conduct Standards" delineated in Title 10, U.S. Code, Sections 3583 (U.S. Army), 5947 (U.S. Naval Service), and 8583 (U.S. Air Force).

If written work is submitted which appears to violate the Academic Honor Code, the faculty or staff member will notify the executive assistant of the department concerned or the director, College of Distance Education as appropriate. The department will investigate the matter to determine whether or not there is substantial evidence of a violation. If there is substantial evidence, the chair of the department or the director, College of Distance Education will refer the matter to the dean of academic affairs. A complete explanation of the Academic Honor code and its related procedures can be found in the Faculty Handbook (2013).

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ACADEMIC DEPARTMENTS AND COURSES

The Naval War College maintains three academic departments and the Navy's advanced warfighting school: Strategy and Policy, National Security Affairs, Joint Military Operations, and the Maritime Advanced Warfighting School. The Strategy and Policy department is designed to teach students strategic thinking; National Security Affairs is designed to teach students about effective leadership and decision making; Joint Military Operations is designed to teach joint war fighting at the theater-strategic and operational levels; and the Maritime Advanced Warfighting School prepares students of all Military Services for immediate assignment as operational planners and down-range operational command billets.

The College also offers elective courses and two-week courses to reserve officers.

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Strategy and Policy (S&P) Department

The Strategy and Policy Department teaches students to think strategically and conduct critical analysis to thereby become leaders skilled at making sound judgments in the joint, interagency, and multinational decision-making environments. The intermediate- and senior-level courses on strategy are considered the best in professional military education and serve as a model for programs on strategic studies offered at world-class universities. Dr. Paul Kennedy, Yale University's Director of International Security Studies, recently remarked that, "The Grand Strategy year-long course at Yale is fundamentally a copy-cat version of the Strategy and Policy course at Newport." Similarly, Sir Hew Strachan, Chichele Professor of the History of War at Oxford University, observed this program "has been an inspiration and influence beyond the United States, and it remains a model...to think about strategy, to give it context, and above all how to do it sensibly." This reputation for excellence is well-deserved and rests on the professionalism and passion of a gifted faculty.

The intermediate- and senior-level strategy courses are rigorous and challenging. Students learn to think about the relationship between power and statecraft in a disciplined, analytical, and original manner. In their preparation for positions of strategic leadership, students master the meaning of a wide range of classical and contemporary strategic concepts. Landmark works on strategy and war—such as Clausewitz's *On War*, Sun Tzu's *Art of War*, Thucydides' *Peloponnesian War*, Mao's *On Protracted War*, and Douhet's *Command of the Air*—provide a foundation for strategic analysis. Students also study classic works of sea power and maritime strategy including Mahan's *Influence of Sea Power Upon History* and Corbett's *Some Principles of Maritime Strategy* to better understand the conduct of war at sea and its strategic effects. By in-depth critical analysis of a wide range of case studies, students examine the decision making of strategic leaders. Vice Admiral Stansfield Turner emphasized the importance of in-depth examinations of historical case studies for a course on strategy: "Studying historical examples should enable us to view current issues and trends through a broader perspective of the basic elements of strategy. Approaching today's problems through a study of the past is one way to ensure that we do not become trapped within the limits of our own experience."

The strategy courses combine the key strengths of a graduate education in the liberal arts and a professional school program of study. Educating leaders in strategy entails an innovative interdisciplinary approach, drawing on the disciplines of history, political science, international relations, ethics, culture and regional studies, and economics. The courses presented by the Strategy and Policy Department integrate academic perspectives with critical military factors from the profession of arms, such as leadership, doctrine, technology, and logistics. The resulting synthesis prepares students for positions of strategic leadership by providing them with a coherent frame of analysis to assess complex strategic problems and formulate strategies to address them. The Strategy and Policy Department provides an education that is meant to be of enduring value for someone serving in the profession of arms and as a national security professional.

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Strategy & Policy (S&P): Senior Level Course on Grand Strategy

The senior-level course emphasizes grand strategy and employs case studies that are distinctive in three respects. First, the course examines the dynamics and effects of long-term strategic competition. Such conflicts often entail protracted periods of intense fighting that produce truces and peace settlements, interwar and prewar eras, as well as cold war conflicts and crises leading to war. This dynamic provides an opportunity to consider the long-term effectiveness of all instruments of national power. Second, the case studies and strategic thinkers featured in the reading list examine diverse types of wars, encompassing a variety of operations and different keys to success. Success in one kind of conflict may be followed by failure in another; thus, an important aspect of strategic leadership is the ability to adapt. Third, this course analyzes the strategic success and failure of great and regional powers as well as non-state actors over long periods of time. It contrasts maritime powers with land powers, exploring the different strategies open to them, and examines the resiliency of different kinds of political systems.

The Strategy and Policy Course examines conflicts of various sizes, shapes, types, and combinations. Three basic types of war stand out in our syllabus: big (and protracted) wars fought for high stakes by the most powerful states of the international system, often as part of coalitions and in multiple theaters; regional wars fought within a single theater (or two contiguous theaters), typically of shorter duration than big wars; and insurgencies fought within a country against a failing, emerging, or well-established state by a non-state or sub-state movement that seeks to impose a new political system. Every case study in this course incorporates at least two of these basic types of war, and some case studies include all three types.

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Strategy & War (S&W): Intermediate Level Course on Strategy

The task for strategists and planners in translating operational outcomes into enduring strategic results is never easy or straightforward. The Strategy and War Course examines how the overall strategic environment shapes operational choices and outcomes. In turn, the course also examines the strategic effects of operations, exploring how battlefield outcomes can change the strategic environment. Operational success in war, for example, might open up new strategic opportunities. Operational failures might close off promising strategic courses of action. The interaction between the operational use of military force and strategic outcomes can lead to unanticipated results. The history of warfare provides many examples of disproportionate military victories that were largely unforeseen by planners. Alternatively, the commitment of large numbers of forces and huge resources does not ensure strategic success. Students examine how unanticipated second- and third-order effects frustrate planners who seek to dominate the battlefield and the course of operations.

Of course, in war the enemy always seeks to frustrate the best-laid plans and impose high risks and costs on operations. The Strategy and War Course emphasizes that a war's outcome is contingent upon the actions taken by those engaged in the fighting. A skillful adversary seeks to exploit strategic vulnerabilities and operational missteps. Further, an enemy's capabilities might prove difficult to overcome. Asymmetric strategies and capabilities can create an operational environment that frustrates decisive outcomes. Skilled strategists thus understand that the enemy has a vote in determining the war's outcome. The Strategy and War Course gives critical

attention to how an enemy's actions form part of the dynamic, violent interaction that is the test of war.

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National Security Affairs (NSA) Department

The National Security Affairs (NSA) Department teaches two primary core courses that engage the complexities of the contemporary and emerging national security environment. The National Security Decision Making (NSDM) course is designed for senior military officers and U.S. Government civilians and offers a broad security studies curriculum that focuses on the national strategic level. The Theater Security Decision Making (TSDM) course is designed for intermediate military officers and U.S. Government civilians and also offers a general security studies curriculum, but focuses heavily on the theater strategic level (with particular emphasis on the role and challenges of the U.S. geographic combatant commands). Both courses approach the study of national security affairs at three levels of analysis through distinctive sub-courses in Security Strategies, Policy Analysis, and Leadership Concepts, and a culminating exercise in which students bring these levels of analysis together. Common areas of study include the effective selection and leadership of military forces in the context of constrained national resources, strategic planning and selection of future military forces and their potential use as a national power tool, the nature of economic, political, organizational, and behavioral factors that affect the decision making process within complex national security organizations, and the challenges associated with leadership beyond the tactical and operational levels.

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National Security Decision Making (NSDM): Senior Level Course

The National Security Decision Making (NSDM) course educates senior military officers and U.S. government civilians in the College of Naval Warfare and Naval Command College on effective decision making and leadership on national security issues, focusing primarily at the strategic level. Focus areas include strategic planning and selection of future military forces and their potential use as one tool of national power; the nature of economic, political, organizational, and behavioral factors affecting national security decisions within complex national security organizations, with particular emphasis on the Department of Defense and its role in the interagency process; enhancing strategic thinking skills and understanding of the role, formulation, and implementation of U.S. national security strategies; and exploring the unique challenges that characterize leadership at the strategic level. The course philosophy reflects the belief that effective strategic leaders must synthesize many academic disciplines and professional experiences. The course therefore approaches national security studies from three distinct levels

of analysis, utilizing an interdisciplinary approach incorporating concepts from economics, political science, strategy, leadership, psychology, and cognate disciplines. In an active learning seminar environment, students apply concepts from these disciplines to case studies that encompass a spectrum of complex national security challenges. The NSDM curriculum consists of three sub-courses and one culminating exercise: (1) Security Strategies, (2) Policy Analysis, (3) Leadership Concepts, and (4) the NSDM Final Exercise (FX).

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Theater Security Decision Making (TSDM): Intermediate Level Course

The Theater Security Decision Making (TSDM) course educates intermediate military officers and U.S. government civilians in the College of Naval Command and Staff and Naval Staff College on effective decision making and leadership on security issues, focusing primarily at the theater strategic level. Focus areas include enhancing cultural awareness and regional expertise; development of theater strategies and understanding associated requirements by the geographic combatant commands; preparation of officers and civilians for intermediate-level command and staff assignments; the nature of economic, political, organizational, and behavioral factors affecting national security decisions within complex national security organizations, with particular emphasis on the combatant commands and their role within the Department of Defense; enhancing critical thinking skills and understanding of the role, formulation, and implementation of theater strategies within the context of broader U.S. national security strategies; and, the characteristics and skills needed to be an effective participant in a senior staff environment.

The course philosophy reflects the belief that effective command and staff leaders must synthesize many academic disciplines and professional experiences. The course therefore approaches national security studies from three distinct levels of analysis, utilizing an interdisciplinary approach incorporating concepts from economics, political science, strategy, leadership, psychology, and cognate disciplines. In an active learning seminar environment, students apply concepts from these disciplines to case studies that encompass a spectrum of complex national security challenges. Each seminar will concentrate on a specific geographic combatant command. Assignments to these regionally-oriented seminars is based on a preference sheet submitted by students and on assessment of past or likely future assignments to a particular region.

Students are requested to submit their regional preference sheet well in advance of the start of the TSDM trimester. The TSDM curriculum consists of three sub-courses and one culminating exercise: (1) Security Strategies, (2) Policy Analysis, (3) Leadership Concepts, and (4) the TSDM Final Exercise (FX). Hone critical and creative thinking skills, especially the ability to develop and evaluate a range of potential solutions to ill-structured problems.

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Joint Military Operations (JMO) Department

The Joint Military Operations (JMO) Department teaches the Joint Maritime Operations Course to students in the College of Naval Command and Staff and the Naval Staff College, and teaches the Joint Military Operations Course to students in the College of Naval Warfare and the Naval Command College. The curriculum for each course is based on the enduring principles that historically govern military operations, updated to the current world situation and stemming from the extant National Security and National Military Strategies.

The College of Naval Warfare JMO course emphasizes the issues that must be addressed by a regional, war fighting combatant commander, other supporting combatant commanders, subordinate component commanders, and their staffs. The College of Naval Command and Staff JMO course addresses operations of the joint task force commander, subordinate commanders, and supporting staffs. Both courses seek to instill an entirely new student perspective.

The entering student's primary background experience generally is centered in a single, discrete discipline within the narrow dimension of a segment of a single-Service environment. The graduating student, on the other hand, has a firm grasp of military and naval strategy and campaigning, including integrated operations with other Services and U.S. agencies, and multinational operations with allies. Graduates also understand the linkages among strategy, operations, and tactics, and possess a thorough grounding in the essential elements of military planning and decision making.

The JMO courses employ a multidisciplinary approach, which synthesizes selected concepts from strategy, military decision making to include international law and rules of engagement, operational planning, and warfare tasks.

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Joint Military Operations (JMO): Senior Level Course

The Joint Military Operations (JMO) Senior Level Course (SLC) is an in-depth study of the theater-strategic and operational levels of war across the spectrum of conflict. It builds on Joint Professional Military Education (JPME) Phase I as defined in the Officer Professional Military Education Policy (OPMEP), and complements the Naval War College's National Security Affairs (NSA) and Strategy and Policy (S&P) curriculum. The JMO SLC prepares students for the operational arena by emphasizing problem solving operational planning and joint force

application to achieve military objectives. It examines joint operations from the standpoint of the combatant commander (CCDR) and Joint Task Force (JTF) commander with a maritime emphasis. It further develops joint attitudes and perspectives, exposes officers to, and increases their understanding of, service cultures while concentrating on joint staff operations.

The JMO trimester is designed to:

1) Enhance students' ability to develop operational concepts, to adeptly apply joint planning processes, and to leverage creatively the instruments of national power across the spectrum of conflict in achieving assigned objectives.

2) Strengthen senior leadership skills necessary to excel in major staff responsibilities and in theater-strategic positions of leadership, and to serve as trusted advisors to policy makers.

3) Develop skilled senior war fighters, able to synthesize valid courses of action and to function in volatile, uncertain, complex, and ambiguous operating environments.

4) Hone critical and creative thinking skills, especially the ability to develop and evaluate a range of potential solutions to ill-structured problems.

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Joint Maritime Operations (JMO): Intermediate Level Course

The Joint Maritime Operations Intermediate Level Course (ILC), Navy Professional Military Education (PME) with Joint Professional Military Education (JPME) Phase I curriculum, is designed to prepare mid-career U.S. and international military officers and civilians to:

(1) Expand critical and creative thinking and develop problem solving skills as they pertain to operational level decision making and leadership.

(2) Develop students who are grounded in operational art and its application across the spectrum of conflict.

(3) Effectively apply the Joint/Navy Planning Process to meet national security challenges, and introduce the skills required to function as a member of a joint, interagency or multinational planning group.

(4) Understand the maritime dimensions of operational warfare.

Once grounded in operational art, JMO students learn to balance the ways, means, ends, and risks to achieve national, theater-strategic, and operational objectives, as well as develop operational designs using service and joint doctrine.

JPME Phase I outcomes include students who are critically thinking planners and leaders with a maritime, operational level perspective. Upon completion of the JMO Phase I course, students will be:

- 1) Skilled in applying operational art to maritime, joint, interagency and multinational war fighting environments.
- 2) Skilled in the Joint/Navy Planning Process.
- 3) Capable of critical thought with an operational perspective.
- 4) Prepared for operational level leadership challenges.
- 5) Effective as maritime spokespersons.

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Maritime Advanced Warfighting School (MAWS)

The Maritime Advanced Warfighting School (MAWS) is a CNO-directed course of instruction that imparts significant naval and joint operational planning knowledge to specially selected Navy and other-Service officers for subsequent assignments to Numbered Fleet, Navy Component Fleet Commander, Joint Component, and Combatant Commander staffs. It integrates the NWC resident Intermediate Level College (ILC) / JPME Phase I curriculum with a tailored operational planning and leadership curriculum in a single 13-month package. The MAWS educates officers to be operational-level leaders: to understand and apply maritime power effectively; to stand up and lead Operational Planning Teams (OPTs); and to think creatively and critically by evaluating complex, chaotic security problems, identifying key causes and effects, developing exhaustive alternatives, and effectively implementing the best courses of action. The MAWS educates officers to conduct operational planning in multinational, interagency, joint, and maritime planning environments.

MAWS students represent all U.S. Services and are chosen from the slate of officers who comprise each August's College-wide intermediate level class (ILC). Navy officers selected to attend the August ILC may apply for MAWS by notifying their detailers of desire to participate. Non-Navy officers selected to attend the August ILC may apply for MAWS by notifying their Senior Service Officers at the Naval War College. The MAWS integrates the College of Naval Command and Staff core courses (National Security Affairs, Strategy and War, and Joint

Maritime Operations), three electives comprising the Joint Planner area of study, and accomplishment of real-world planning missions assigned by Joint and Navy operational commanders in the final three months of the course. This educational process produces skilled practitioners of the operational art and operational planning in the joint and maritime domains.

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Electives Program

The Naval War College Electives Program constitutes 20% of the Naval War College resident academic curriculum. The purpose of the Electives Program is to expand treatment of subjects offered in the core curriculum, offer subjects not available in the core curriculum, and provide specialized Areas of Study (AOS) that produce special competencies that can be identified and tracked by the Navy's personnel system. These AOS are intended, according to the CNO, to complement the Executive Learning Officer's initiatives. Accordingly, Navy students and DoN civilian students will take only the electives offered as part of their chosen AOS. Navy students who complete three electives within a course of study will, in some cases, receive an Additional Qualification Designator (AQD), or the equivalent, as appropriate. Elective courses may be selected according to the students' personal interests and professional preferences without risk to academic standing. The Naval War College encourages faculty and staff to offer electives in their various specialties.

AREAS OF STUDY (AOS)

Series of three courses in a particular area of study (AOS)(90 hours of class work)

Regional and Cultural Proficiency – Achieves CJCS RE Level 3

- Asia-Pacific

- Greater Middle East

- Africa

- Latin America/WESTHEM

- Europe Russia

- Executive Analysis for the Warfare Commander

- Corporate Strategic Planning

- Operational Law

- Strategy, Operations, & Military History
 - Information Operations
 - Irregular Warfare
 - Leadership & Ethics
 - Homeland Security Homeland Defense
 - Enterprise Strategic Planning
 - Strategic Theater Planner
 - Joint Operational Planning (MAWS)
 - Halsey Group
 - Mahan Scholars
 - Stockdale Group
 - Joint Land Aerospace Sea Simulation (JLASS)
 - Gravelly Group
 - Student Journal
- AOS REQUIREMENT
- Directed by CNOG 05
 - Most produce an AQD (Additional Qualification Designator) for U.S. Navy students

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Special Research Programs

The Naval War College offers several special programs that provide resident students opportunities to conduct advanced research at the college. These programs provide enhanced educational experiences for select students; they encourage innovative and critical thinking, contribute to the professional military and national security literature, support high-level military decision making; and have practical value in the area of building trust and confidence and

leadership. The Special Research Programs fall into two general categories: Advanced Research Groups and Individual Research Projects.

Advanced Research Program (ARP) Groups

Four Advanced Research Groups within the Center for Naval Warfare Studies under the Warfare Analysis and Research Department and one within the College of Operational and Strategic Leadership provide an opportunity for a small group of specially selected students to pursue collaborative research projects on operational and strategic issues of current interest to the senior leadership of the Navy and the Department of Defense. The primary focus of each of the five Advanced Research Groups is:

Halsey Alfa Examines enduring warfare imbalances of high-intensity conventional warfare in maritime area denial situations. This group uses iterative, ongoing wargaming and operational analysis as their primary methodologies.

Halsey Bravo: Examines medium-intensity, asymmetric and anti-access challenges. This group also uses iterative, ongoing wargaming and operational analysis as their primary methodologies.

Stockdale Group: Established in 2006 to foster innovative thinking on operational level leadership and conduct research, analysis and gaming to determine a set of leadership competencies required of 21st century leaders, while providing an enhanced educational experience for a select group of officers attending the senior-level course. It consists of a linked program of course work in the core and elective curricula, as well as group research projects. The program culminates in a presentation of the research project to the CNO just prior to the June graduation. This program is the only advanced research project to include international students, and it is not open to students starting/graduating in March.

Gravely Group: Students in this group pursue individual research projects into Integrated Air and Missile Defense and Undersea Warfare, based on current and future operational requirements and adding to the overall body of knowledge in these mission areas.

Mahan Scholars Program: Students participate in individual and collaborative research projects on an issue of strategic relevance to the U.S. Navy and its role in joint warfare. It consists of a linked program of coursework in the core and elective curriculums, as well as a group research effort begun in the fall trimester and completed during the spring trimester.

Individual Advanced Research Projects

The Individual ARPs allows qualified students to undertake individual research projects that substitute for single core courses. These projects, comparable to master's research project, are subject to review and approval by the Advanced Research Council (ARC) and the President of the College. They are supervised by faculty advisors with expertise in the areas studied. Faculty members, including the faculty advisor chosen to guide the student's research and the director of the program, evaluate each ARP proposal and final product. Nominally, individual research projects are proposed in the student's first trimester at the college with preliminary research done in the second trimester. The student's final trimester is then used to complete the research and produce the written product. The most successful students in this program have some level of experience in research methodology and in writing thesis length papers.

Individual ARP students participate in their respective research group as an elective for two trimesters. During one trimester, ARP students participate full time in their research in place of either the Strategy and Policy or National Security Decision Making core courses. Individual ARP students participate in their normal elective track for all three trimesters but substitute their ARP research for Strategy and Policy or National Security Affairs core courses, nominally in their last trimester at the college. Students receive a numerical grade for their participation in the

ARP that becomes part of their transcript at the college, contributes to their class standing and is credited to their matriculation to the Master's Degree and JPME requirements.

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Regional & Specialized Study Groups

The Naval War College hires faculty members with regional security expertise and analysis in all areas of the globe. Academic, research, and gaming faculty members possessing regional and cultural knowledge participate in the NWC's regional studies groups, through which the NWC promotes major research and exchange/educational relationships with counterpart institutions around the world. The College's five regional studies groups have become strategic assets in the Global War on Terrorism and in future military operations; they have also helped to support the CNO's maritime security cooperation initiatives. Students are invited to participate as their schedule permits during their academic year.

Faculty from these regional studies groups teach regionally oriented electives and research issues of crucial importance to the numbered Fleets, combatant commanders and other government agencies.

Africa Studies Group

The Africa Studies Group (ASG) comprises faculty and students with an interest in African affairs. The group strives to increase awareness and enhance teaching on regional issues by supporting faculty professional development, sponsoring guest speakers, disseminating information about local events relating to Africa, and circulating electronic articles of interest to members. The ASG also provides subject matter expertise and research support to the Navy, Combatant and Component Commanders and other DoD agencies. It also actively supports NWC and USAFRICOM regional engagement and security cooperation activities in theater. The primary day to day mission of the ASG is the development and execution of an elective program focusing on African culture and history, military history and contemporary security and politics. The College of Distance Education offers online versions of these courses accessible to officers of all services on a global basis.

Asia Pacific Studies Group

The Asia-Pacific Studies Group (APSG) consists of faculty and students at the NWC with particular interest, expertise, or experience in China, Taiwan, Japan, North Korea South Korea, Russia, Southeast Asia, Australia, Oceania, regional maritime affairs, and U.S. military strategy in the Asia-Pacific region. The group serves as the focal point for information sharing related to major policy developments within the region and to U.S. policy. The APSG convenes regular meetings for members to report on research in progress and hosts several guest speakers throughout the academic year. The group performs an important outreach function for the

College by facilitating faculty and student participation in major conferences and research activities in the Asia-Pacific region and in the United States. APSG works with the China Maritime Studies Institute and the John A. van Beuren Chair of Asia-Pacific Studies at the Naval War College to promote greater regional awareness. In addition, the APSG undertakes periodic interactions with other military colleges across the region and with major research organizations devoted to Asia and the Pacific. Finally, APSG performs a coordinating function with the Electives Program on the growing array of course offerings on the region and on U.S. Asia-Pacific strategy, enabling students to fulfill the requirements for the College's Asia-Pacific Studies Concentration. The Asia-Pacific area of studies offers a broad array of courses from basic surveys on specific countries to more specialized topics of importance to the Navy such as Chinese Maritime Development.

Europe-Russia Studies Group

The Europe-Russia Studies Group (ERSG) comprises faculty and students with an interest in Europe, Russia, and the Caucasus. While addressing issues internal to those geopolitical areas, the ERSG focuses on issues of transatlantic interest in the political, economic, and security spheres. The purpose of the ERSG is to stimulate the exchange of applied learning and knowledge, bringing educational value to the Naval War College, its faculty and its students, and supplying strategic and operational thought to topics of relevance to the Navy and the Joint Force through academic research and engagement.

To accomplish this, the ERSG program uses subject matter experts, guest speakers, and colloquia capable of addressing economic, political and security issues related to European and Russian institutions, governments, trends and processes. A primary focus of the group has been on establishing and developing a curriculum of elective courses focusing on the region. Currently, there are a number of regional courses addressing the history, economics and politics of the region, including coverage of NATO and the European Union. Over the past year, the ERSG has sponsored lectures from nationally-renowned experts on Russia, NATO, and the European Union. It has taken a leading role in NATO's Partnership for Peace Program to improve the Professional Military Education of Azerbaijan. Forthcoming initiatives of the ERSG include the development of a cooperative relationship with the Russian Naval War College (Kuznetsov Academy) in St. Petersburg. The ERSG is the principal vehicle through which the Naval War College's special partnership with the U.S. European Command is implemented, providing academic and analytical support for the theater combatant commander.

Greater Middle East Group

The Greater Middle East Research Study Group (GME RSG) is comprised of regional experts, civilian and military, whose collective academic research interests, operational experience, and professional careers focus on the most important strategic challenges within this region. The group advances the NWC educational mission through its dedication to three key areas: teaching, research, and international engagement. The GME RSG is linked to the College's Greater Middle East Area of Study (AOS) in the resident electives program which seeks to ensure our resident mid-grade and senior military officers a robust and cutting-edge elective curriculum through classroom instruction, independent research, and opportunities for

engagement with the region. In cooperation with five other regional study groups, the GME RSG facilitates conferences, lectures, and workshops throughout the year that link our faculty and students with other communities of scholars and professionals outside the college in both government agencies and academic institutions. The GME RSG has been instrumental in providing the framework for a Distinguished Visiting Scholar Program which hosted three prominent scholars on Middle East and South Asian affairs for a year-long program and lecture series: Shibley Telhami, University of Maryland (2006-7); Vali Nasr, Fletcher School of Diplomacy (2007-8); and Barnett Rubin, New York University (2008-9).

In 2012, GME RSG sponsored lectures by known experts on the region including Gregory Gause (University of Vermont), Daniel Byman (Georgetown University/Brooking Institution), Hussein Banai (MIT/Occidental College), COL (ret.) Lawrence Wilkerson, College of William and Mary, Dr. Cherif Bassiouni, DePaul University Law School, and Pulitzer Prize-winning author and New York Times journalist, CJ Chivers. In November 2012, the GME RSG co-sponsored a workshop with the Crown Center for Middle East Studies at Brandeis University titled "Rule of Law in the Arab World-in-Transition." The workshop organizers were Professor Heidi Lane, Professor of Strategy and Policy and Director of the Naval War College's Greater Middle East Regional Study Group and Professor Eva Bellin, the Myra and Robert Craft Professor of Arab Politics at the Crown Center for Middle East Studies at Brandeis University. The objective of the workshop was to examine key areas of governance and security in the MENA region using a comparative framework. Workshop participants were chosen based on their potential to offer new and cutting-edge research on rule of law issues in Middle Eastern and North African nations before, during and after transition from authoritarian rule.

The GME RSG contributes to several ongoing college initiatives such as the Flag Leadership Program, the (former) Cultural Awareness and Regional Expertise Program for the Surface Warfare School and DIILS, and many individual faculty members are instrumental to supporting and providing expertise within and outside the college. The GME RSG seeks to integrate the professional and intellectual capital of its affiliated faculty and student body with the college's larger mission through curricular excellence, programmatic relevance, and community and international outreach on the critical region and nations of the Greater Middle East.

Indian Ocean Studies Group

The Indian Ocean Studies Group (IOSG) is the College's newest regionally-focused group. The members of this group study the Indian Ocean region as a whole, with a maritime focus that crosses U.S. government organizational and traditional land-centric geographic seams. The goal of the work of the study group is to examine issues and areas that may be relatively understudied and bring a uniquely maritime point of view to the region to provide valuable insights to policy makers and analysts in accordance with the educational mission of the Naval War College. The IOSG serves as the War College's principal forum for addressing a full range of Indian Ocean strategy and policy issues. The study group's activities include group meetings; sponsorship of a visiting speakers program; dissemination of research in progress and publication of final research results; and workshops and conferences. The group has also been engaged in directly supporting senior DoD decision makers on strategic issues in the region.

Latin America Studies Group

The Latin American Studies Group, comprised of faculty, staff and students with an interest in the region, coordinates the planning, programming, budgeting, and execution of an extensive engagement program throughout the Latin American region. The Group also shares perspectives on key political, economic and security issues in the region with a focus on understanding context and providing perspective on this dynamic and growing region of the world. This engagement program supports theater security cooperation activities of the U.S. Southern Command, U.S. Northern Command, their naval components, and the U.S. Navy.

The study group supports a variety of regionally-focused activities: conferences; war games; research projects; faculty travel to conduct lectures, workshops, and curriculum reviews; and war college and faculty visits from the region to the Naval War College. Additionally, the Group supports the Inter-American War Game and the Multilateral War Game involving over 14 countries from the region. Latin America Studies Group faculty also prepare and deliver lectures and short courses at naval war colleges, defense staffs, think tanks, and civilian universities throughout the region. The knowledge and regional understanding gained is brought back and incorporated into the college's core curriculum, electives, and research programs.

Faculty members teach the three electives in the Western Hemisphere - Latin American Concentration. The electives provide a general overview of the government, geography and culture of the region, a more focused examination of security challenges in the region, and a study of regional economic trends to include case studies of significant economic events in modern Latin American history.

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Reserve Component JPME I Courses

The Naval War College currently administers three Reserve Component (RC) JPME I syllabus programs each academic year. The Theater Security and Decision Making course is normally held in the Spring, and the Strategy and War course is normally held in the Fall, while the Joint Maritime Operations Course is held in the Winter. These courses are based upon the NWC College of Distance Education (CDE) JPME I syllabus and once completed may be applied as partial credit toward a Naval War College JPME I certificate by enrolling in the NWC CDE Web-enabled or CDROM-based Programs. The courses do involve substantial pre-course preparation and are administered by the same NWC Faculty members who teach the In-Residence programs. These courses are available to all branches of service. Funding can be obtained either through your parent service, command or Commander, Navy Reserve Forces Command (CNRFC), N7-Training. Further information on these courses can be obtained by contacting the NWC Operational Support Office (401-841-4068), via email at operationalsupport@usnwc.edu, or on the Operational Support/Reserve Affairs section of

NWC's website. CNRFC N7 will release a message advertising a board for schools ADT funding to attend these courses. These messages can be viewed via normal message traffic or by signing-in via CAC to CNRFC N7's website at <http://www.navyreserve.navy.mil>

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Center on Irregular Warfare and Armed Groups (CIWAG)

CIWAG was created in 2008 and has been supported by a combination of DoD funds and private grants from the Smith-Richardson and Bradley Foundations to ensure that education and research on armed groups remains timely and easily accessible. The center's mission is threefold: promote and support research and teaching on irregular warfare and armed groups; disseminate cutting-edge analysis via symposia and workshops to provide a forum for dialogue at the Naval War College between U.S. and international practitioners and scholars; and expand outreach and networking activities to establish and sustain a "community of interest" devoted to the study and teaching of irregular warfare and armed groups.

CIWAG has developed eight case studies and is working on additional cases by noted scholars from around the world to provide students from professional military educational institutions and civilian universities with operational and strategic insights into contemporary and historical issues pertaining to irregular warfare and armed groups. CIWAG was founded and is co-directed by Dr. Marc Genest and Dr. Andrea Dew. CIWAG's Deputy Director is Captain Carl Tiska who holds the Special Operations Forces Chair at the U.S. Naval War College. The Center also has 13 senior associates who are U.S. Naval War College faculty members and four research associates. CIWAG hosts an annual symposium at the college.

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COLLEGE OF DISTANCE EDUCATION

The College of Distance Education (CDE) provides Naval War College education programs to Naval officers, other service officers, and selected federal civilian employees who cannot attend the NWC in residence. The College pioneered non-resident military education in 1914 to directly connect it with officers in the fleet. The College delivers group and individual programs that met the standards for programmatic reaccreditation by the Chairman, Joint Chiefs of Staff for JPME Phase I during 2009.

The non-resident intermediate-level student population has grown considerably over the last few years to its present number of more than 5,000. The College now offers four tailored programs to meet JPME-I requirements and the circumstances of its non-resident students.

The progress reflects the College's efforts to assist the CNO in educating future leaders, and it also fulfills statutory requirements for JPME Phase I. The success of the resident curriculum carries over to these directly-derived non-resident programs. The CDE faculty is closely involved with its resident academic department colleagues in curricula development, and most importantly, they provide the expertise required to adapt the resident curricula to the various distance education methodologies.

The Director of CDE and the academic department Chairs mutually consent to the intermediate-level curricula of the various distance education programs, which are approved by the Dean of Academic Affairs. The bond between the core resident faculty and the distance education faculty has strengthened significantly as they work to ensure similarity and compatibility in curricular content and administrative procedures. Selected CDE Newport faculty teach every year in the resident core curricula, and nearly the entire full-time Newport CDE faculty has taught in the resident programs in the past. Additionally, the resident faculty participates in the College's Fleet Seminar Program Additional Instruction Location Assessment and Lecture Program, further ensuring the educational effectiveness and the congruence of the resident and non-resident intermediate-level programs.

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Fleet Seminar Program

The Fleet Seminar Program (FSP) delivers a seminar-based curricula taught by adjunct and on-campus faculty members to about 1,200 students annually at Naval bases and stations across the United States. Students attend thirty-four weekly evening seminars annually to complete each course, typically taking three years to complete the program. Applications for admission are open from April through June of each year, with classes formed in August for an early September start.

Seminars are offered at the following locations: Newport, RI; Annapolis, MD; Washington DC; Patuxent River, MD; Norfolk, VA; Dahlgren, VA; Great Lakes, IL; Millington, TN; Mayport, FL; Jacksonville, FL; Pensacola, FL; New Orleans, LA; Dallas/Fort Worth, TX; San Diego, CA; Port Hueneme, CA; Whidbey Island, WA; Everett, WA; Bangor, WA; and Pearl Harbor, HI.

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Graduate Degree Program

As a special adjunct to the Fleet Seminar Program, students may apply separately for the Graduate Degree Program (GDP) after successful completion on their first FSP core course. The GDP leads to the award of the NWC Master of Arts degree, and requires the completion of the three FSP core courses with a minimum B- grade, and the completion of nine semester hours of elective course work in an approved Area of Study

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Web-enabled Program

The Web-enabled Program delivers a tailored curriculum taught by CDE faculty to cohorts of about twenty students on the World-Wide Web. The Web-enabled Program is an 18-month, paced program with scheduled interaction between the students and the instructor, and between the students themselves singly or in groups. The three individual courses require about 6-8 hours of work each week, and the requirement to keep pace with the instructor and classmates results in a very high course completion rate. The time required actually "online" is minimal, and all online work is asynchronous, that is, not at the same time in a "chat room" mode. Additionally, there is never a set time that students must be online, so students and professors may be physically located around the world.

Web Class Cohorts:

- Strategy & War (S&W) is 17 weeks long and starts quarterly in January, April, July and October.
- Theater Security and Decision Making (TSDM) is 20 weeks long and starts quarterly in February, May, August, and November.
- Joint Maritime Operations (JMO) is 34 weeks long and starts quarterly in February, May, August, and November.

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CD-ROM Based Program

The CDROM-based Program is available on a controlled basis to a limited number of students, typically those active duty officers stationed at sea or in remote locations with limited

or no internet access. The methodology of this program allows eligible students to complete an independent-study, distance program supervised by CDE faculty. Faculty and student interaction is primarily by email supplemented by paper or phone correspondence when necessary. Individual study precedes evaluated assignments. The curriculum and assessments are designed to be completed in 12-14 months at a pace of 4-6 hours of study per week.

Internet access is not required. The intent of the CDROM-based Program is to leverage technology by using a number of audio and video enhancements to supplement the required readings in each course. Video lectures by resident faculty are recorded and embedded on the media. There are also a number of interactive student activities, self-assessment quizzes, and graphics to provide a more engaging learning environment. In addition to regular curriculum updates on each of the courses, most of the media have been updated to DVD, and several software improvements have been implemented to improve the user interface.

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Naval War College at the Naval Postgraduate School

The Vice Chief of Naval Operations (VCNO) tasked NWC to assume responsibility for the JPME I program at the Naval Postgraduate School (NPS) in Monterey in 1999. Starting in the Academic Year 1999-2000, the NWC entered a partnership with NPS and offered the NWC core courses to eligible personnel at NPS as electives in their programs of studies. In addition, the S&W course fulfills a Secretary of the Navy requirement for all Department of the Navy personnel attending NPS in residence to complete a maritime strategy course.

The core NWC courses are taught in a seminar format in the classroom on the NPS quarterly schedule. Both S&W and NSA are taught in one quarter each, while JMO is split into two courses, each comprising one quarter in length. The courses need not be taken in sequence over four consecutive quarters, but may be spread-out over the time a student is assigned to NPS. The only caveat to this feature is that JMO I must be completed before JMO II. Other service officers at NPS are also eligible to attend the courses for their JPME I certification thus adding important joint acculturation to the program. On average, nearly 400 students a quarter enroll in the NWC-at-NPS courses, and about the same number graduate each year, thus earning the CDE Command and Staff Intermediate-Level Service College diploma and JPME Phase I certification.

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INTERNATIONAL PROGRAMS

The Naval War College maintains two international academic student bodies, the Naval Command College (NCC) and the Naval Staff College (NSC). The NCC is for select senior international naval officers and a small number of U.S. officers. The NSC is for select intermediate international naval officers and a small number of U.S. officers.

Both colleges gain the same level of understanding U.S. naval officers would acquire and still receive instruction at the unclassified level from NWC's three core teaching departments, Strategy and Policy; National Security Affairs, and Joint Military Operations. In addition to military proficiency, both colleges also intend to foster friendship among international navies.

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Naval Command College

Senior-level international students in the Naval Command College (NCC) are fully integrated in CNW, attending seminars and lectures with their U.S. counterparts. They complete classes, seminar exercises, and writing assignments in JMO and S&P; international officers complete a team project in NSDM. International officers may voluntarily take all exams. The faculty evaluates their academic work and provides substantive, written feedback, but does not assign grades to these products. Additionally, the Field Studies Program is designed to give a balanced understanding of the United States culture and institutions as well as American political, social, and economic life and to give an increased awareness of the basic issues of internationally recognized human rights.

International officers are encouraged to participate in the Electives Program. They receive graduate level credit for courses completed at the Naval War College which can be applied to Masters program at local Rhode Island universities.

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Naval Staff College

Intermediate-level international officer students in the ten-month NSC course (NSC-10) are fully integrated in CNC&S, attending seminars and lectures alongside their U.S. counterparts. They complete class and seminar exercises and writing assignments in JMO and S&W; international officers complete a team project rather than individual papers in NSDM. They may voluntarily take exams. The faculty evaluates their academic work and provide substantive,

written feedback, but do not assign grades to these products. Additionally, the Field Studies Program, designed to promote understanding of U.S. culture and institutions as well as American political, social, and economic life, is an integral element of their core, educational program. They are highly encouraged to participate in the Electives Program. . Additionally, the NSC has created Maritime Staff Coalition sessions designed to enhance the educational experience of the international officers attending the Naval War College. It's objective is to increase student understanding of global maritime coalition operations.

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STUDENT BODY

The Naval War College educates about 600 students each year, separated into five colleges. Each college is distinct, and may contain senior or junior-level officers; U.S. or international officers; and even students from civilian federal government institutions, such as the Central Intelligence Agency or the Federal Bureau of Investigation. NWC also admits students from other U.S. armed services.

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College of Naval Warfare

The College of Naval Warfare (CNW) is a multidisciplinary program for senior level officers in the U.S. Navy, Coast Guard, Marine Corps, Army and Air Force, typically in the pay grade of O-5 or O-6. The college also welcomes members of civilian Federal organizations of respective seniority. This senior level professional military education program provides students with executive-level preparation for higher responsibilities as senior captains/colonels and flag/general officers.

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College of Naval Command and Staff

The College of Naval Command and Staff (CNCS) is a multidisciplinary program for intermediate level officers in the U.S. Navy, Coast Guard, Marine Corps, Army and Air Force, typically in the pay grade of O-4. The college also welcomes members of civilian federal

organizations of respective seniority. This intermediate level service college course provides an initial opportunity for professional military education wherein students prepare for increased responsibilities as commanders/lieutenant colonels and as junior captains/colonels.

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Naval Command College

The Naval Command College (NCC) enrolls senior international officers, who attend the College of Naval Warfare core courses alongside their U.S. counterparts. Students submit papers and participate in most academic exercises, voluntarily take exams, but do not receive grades. The education for these international officers is a blend of the Naval War College curriculum and Field Studies Program (FSP). This program exposes the students to the American culture, economy, government, and American leaders through a series of scheduled trips throughout the country.

Graduates receive a Naval War College diploma and transfer credit.

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Naval Staff College

The Naval Staff College (NSC) is a program for intermediate level international officers. The NSC course is comprised a ten-month college program of Strategy and War, Theater Security Decision Making, and Joint Maritime Operations and a six-month course that parallels the ten-month curriculum, in addition to the International Law and Ocean Affairs class. Students submit papers and participate in most academic exercises but students are not required to take exams and don't receive grades. Students go on several FSP trips throughout their academic year.

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College of Distance Education

The College of Distance Education (CDE) provides Naval War College education programs to Naval officers, other service officers, and selected federal civilian employees who cannot attend in residence. The Fleet Seminar Program (FSP) delivers a seminar-based curriculum taught by adjunct and on-campus faculty members to about 1,200 students annually across the United States. Students attend weekly evening seminars for about thirty-four weeks to complete each of the three core courses. FSP students may earn the NWC master's degree by gaining admission to the Graduate Degree Program and completing additional elective course credits. The Web-enabled Program delivers a tailored curriculum taught by CDE faculty to cohorts of about twenty students via the Internet. The CDROM-based Program offers a self-paced program specifically designed for officers assigned to sea duty or in remote locations where access to the Internet is non-existent or severely limited. The NWC at NPS Program is an in-class seminar program taught to officer students at the NPS that offers the opportunity to earn the JPME Phase I certification and Naval War College Diploma while completing the NPS master's degree.

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COLLEGE OF OPERATIONAL AND STRATEGIC LEADERSHIP

The College of Operational and Strategic Leadership (COSL) was formally established in October 2007, and provides Professional Military Education by focusing on leader development.

COSL is comprised of two departments:

The Operational Level Programs (OLP) Department is responsible for Joint Flag Education (JFMCC/CFMCC) courses, Maritime Staff Operators Course (MSOC) to include Battle Lab, the Executive Level Operational Level of War Course (ELOC), and the Assist and Assess Team (AAT).

The Leadership and Ethics Department is responsible for the NWC Leadership and Ethics Electives Area of Study, Professional Military Ethics Program, and Stockdale Group Advanced Research Program. It integrates leadership with ethics and character development in the Navy's PME continuum for Navy officer and enlisted personnel. The Leadership and Ethics Department is also responsible for supporting the Navy's Leader Development Continuum from E-1 through Flag rank.

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Operational Level Programs (OLP)

The Operational Level Programs Department of the College of Operational and Strategic Leadership provides education, training, and assistance on maritime operations for current and future fleet commanders and their staffs in order to more effectively and efficiently employ naval, joint, and combined forces at the operational level of war.

Responsibilities of the Operational Level Programs Department include:

a. Establishing and maintaining Officer (to include Flag Officers) and Enlisted development programs to serve effectively as Maritime Component Commanders or as staff members at Fleet Headquarters.

b. Maintaining oversight and management of Operational Level Programs (OLP) which facilitate the development and refinement of the Combined/Joint Force Maritime Component Commander's (C/JFMCC) Flag Officer Course, Maritime Staff Operators Course (MSOC), the Executive Level Operational Level of War Course (ELOC), the Assist and Assess Team (AAT), and other activities within the Naval War College that involve maritime operational level command and control (C2) as it directly relates to the Fleet, as well as direct support to the fleet in maritime operational level C2 training and assistance. These programs:

1) Address the practical challenges confronting commanders and staffs at the operational level of war in the maritime domain.

2) Serve as both a foundation and a catalyst for the Navy's continued evolution of JFMCC, Navy Component Commander (NCC), and numbered fleet concepts, capabilities, and doctrine.

3) Develop perspectives necessary for Commanders and their staffs to gain a high degree of confidence with concepts, systems, language and processes to effectively employ naval forces in a joint, interagency and multinational environment.

4) Provide unique insights to various Navy-wide working groups chartered with improving the overall Maritime Operations Centers (MOC) structure in the United States Navy. These groups focus on both processes and equipment used throughout the Navy at the operational level of war and to improve the overall performance of Navy MOCs.

5) Assign and task personnel, organize and resource programs, and maintain facilities to serve as a resource of maritime operational level C2 expertise for the Navy.

6) Facilitate Highly Qualified Expert/Maritime Senior Mentor (HQE) support to the Navy's Fleet and Strike Group Commanders.

Combined Force Maritime Component Commander Course

The Combined Force Maritime Component Commander (CFMCC) course is a one-week, flag-level class that addresses the operational-level maritime security challenges faced by the nations of a specific region. It is comprised of flag-level officers from all U.S. services, as well as from invited nations that operate in the region. Two or three courses are held each year, hosted by regional US Navy commanders (i.e., US Pacific Fleet, U.S. Naval Forces Europe/U.S. Naval Forces Africa, U.S. Naval Forces Central Command, and U.S. Naval Forces Southern Command). It is taught at the unclassified level.

The course develops a network of leaders, focused on the operational level, in support of cooperation in the theater, and oriented toward maritime security. It also helps to evolve the Combined Maritime Command and Control concepts, while advancing the understanding of security issues facing participating nations.

The CFMCC Flag Course provides executive-level attendees with the background and perspective to effectively and efficiently integrate unique maritime capabilities, in support of the objectives of the combined force, while recognizing the possibility of competing national objectives of participating nations

Joint Force Maritime Component Commander Course

The Joint Force Maritime Component Commander (JFMCC) course is a one-week, flag-level course conducted at the Naval War College. It is designed to prepare future maritime component commanders to plan and execute complex maritime operations. Taught at the classified level, only United States flag/general officers are permitted to attend. Students come from each of the military services as selected by their service headquarters with the majority of them being naval officers.

The JFMCC Flag Course addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the JFMCC capabilities to address those concerns, are the basis for course discussions and study. Further, the course considers existing JFMCC concepts and doctrine, operational-level capabilities, command and control processes and applications, and the considerations and expectations of joint force commanders as well as supporting functional component commanders.

The course brings in experienced subject matter experts as session instructors to develop perspectives necessary to effectively employ naval forces in a joint, coalition, or interagency environment.

Maritime Staff Operators Course

The primary objective of the Maritime Staff Operators Course (MSOC) is to comprehend, analyze, and apply Maritime Operations Center (MOC) processes and procedures necessary to plan, prepare, execute, and assess complex maritime operations in a dynamic environment. Its mission is to educate and prepare students to immediately and effectively serve on maritime operational-level staffs. This course began in 2007 and now educates about 400 students each year.

This course examines both the art and science associated with military activities across the range of military operations. It includes recently developed MOC concepts and substantial application of the Navy Planning Process (NPP). MSOC incorporates seminars, lectures, and practical exercises using a realistic maritime scenario. It culminates with a synthesizing Battle Lab exercise designed to replicate the organization, processes, procedures, and command and control tools of a nominal MOC.

The focus of this course is on maritime operations at the operational level of war. The construct is inherently joint, and uses both Navy and joint doctrine as standard references. Accordingly, it emphasizes the applications of maritime capabilities through a Combined/Joint Force Commander (JFC). Students apply planning skills and maritime staff processes and procedures across numerous maritime lines of operation (LOOs), which include, but are not limited to, freedom of navigation (FON), maritime interception operations (MIO), noncombatant evacuation operations (NEOs), humanitarian assistance/disaster relief (HA/DR) operations, and multi-service/ interagency/multinational operations. This is accomplished through a regimen which uses a dynamic contemporary scenario set in 2015.

A practitioner's approach is applied requiring hands-on student participation. Student-produced deliverables include military briefings and mission-type orders (e.g., operation orders (OPORDs) and fragmentary orders (FRAGORDs) and daily intentions and directives messages (DIDMs).

The course builds on fundamentals and culminates with the planning of multiple LOOs during the execution phase of MSOC. This course is designed to produce personnel who are capable of performing in a high-tempo, fluid operational environment.

Executive Level Operational Level of War Course

The Executive Level Operational Level of War Course (ELOC) is focused at the senior leadership (O-6) level, and ensures attendees are properly educated in and understand the intricacies of effectively participating the decision making process and managing a Maritime Operations Center (MOC) and its resources.

The course provides the Fleet staff principal with insights to be an effective and efficient manager of the people, processes and resources of the staff to support the commander in TIMELY, INFORMED, and PROACTIVE decision-making and execution of command responsibilities. Course objectives are to allow attendees to: understand the Maritime Operational Level of War (OLW) and the central role the Fleet staff plays in orchestrating tactical actions in consonance with strategic guidance; understand how staff principals participate in and apply the operations and supporting processes; discuss the roles, relationships, and evolution of maritime Command and Control relative to the staff, MOC, and subordinate commands; discuss, and provide Fleet insights into staff resource challenges and level of decision authority in managing the staff and Maritime Operations Center (MOC); and appreciate the staff principals' pivotal position in facilitating internal staff communication and in translating the Commander's operational desires into action, both within and external to the staff.

Assist and Assess Team

The Assist and Assess Team (AAT) is comprised of naval officers, chief petty officers, and civilian faculty who partner with the eight Fleet Commanders, their Maritime Operations Center (MOC) staffs and coordinate with other Navy, joint, interagency and multinational commands/organizations to enhance the Navy's maritime command, control and readiness at the operational level of war. This is accomplished through tailored operational-level assistance and education to fleet staffs at the MOC sites, by helping to harvest and share best practices, identify trouble areas and tackle challenges in an effort to find solutions, including fusing of doctrine and practices. Additionally, the AAT provides on-site support to fleet commanders and their staffs during major exercises. This support is provided in conjunction with Fleet Forces Command personnel as members of the United States Navy MOC Training Team.

The OLP faculty and staff also coordinate closely with other departments across the college to help infuse current maritime operational level of war issues, insights, and observed fleet practices into other curriculum, conferences and wargaming activities to ensure accurate and relevant representation in those entities.

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Leadership and Ethics Department

The Leadership and Ethics Department is responsible for the Leadership and Ethics Areas of Study in the Naval War College's Electives Program, Professional Military Ethics Program, and the Stockdale Group Advanced Research Program. This department works closely with the Navy Leadership and Ethics Center (NLEC) as well as with Navy leadership on issues involving character development and stewardship of the profession of arms, to include supporting the execution of the Navy Leader Development Strategy in supporting the development of an effective Navy Leader Development Continuum from E-1 to O-10.

This department is also engaged in student-led operational-level leadership research conducted by the multi-service and international officer Stockdale Group. It also is responsible for NWC's Professional Military Ethics Program that provides a series of lectures, panels, seminars and discussion groups to further officers' understanding and application of ethical leadership which is led by the Admiral James B. Stockdale Chair of Military Ethics.

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CENTER FOR NAVAL WARFARE STUDIES

The Center for Naval Warfare Studies perpetuates Admiral Luce's vision of the College as a place of original research on all matters pertaining to war, statesmanship connected with war and the prevention of war. Focused on the maritime aspect of national security and defense, the

center possesses a range of scholarly and analytic capabilities. It fosters critical and innovating thinking on current and evolving operational challenges of importance for the Navy.

The center directly complements the curriculum at the Naval War College by providing a place for researching important professional issues which, in turn, inform and stimulate the faculty and students in the classroom. Moreover, from its very beginning, the center has linked the Naval War College to the fleet and policymakers in Washington by serving as a focal point, stimulus, and major source of strategic and campaign thought.

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War Gaming Department

The War Gaming Department conducts high quality research, analysis, gaming, and education to support the Naval War College mission, prepare future maritime leaders, and help shape key decisions on the future of the Navy. As the world's premier gaming organization, the War Gaming Department conducts approximately 50 games annually in support of internal College needs and externally generated requests from various branches of the Defense and Navy Departments, operational commands, and civilian agencies. To support the objectives of each game's sponsor, the War Gaming Department employs a wide variety of gaming techniques ranging from complex, multi-sided, computer-assisted games to simpler, single-sided seminar games. Games can range from broad national strategies to operational plans to the specifics of tactics. Most games take place at the College, but some are conducted off site.

War gaming is a valuable research tool for investigating strategic and operational concepts and exercising military and civilian decision makers in maritime and joint warfare. War gaming is an effective technique for creating a decision-making environment that fosters education and understanding for the participants whether they are students or operational staffs. War gaming also provides insights into complex problems, is beneficial in assessing risk in operational plans, and helps identify issues associated with potential future force structure.

Further information on the War Gaming Department may be found on the website at <http://www.usnwc.edu/WarGaming>.

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Warfare Analysis and Research Department

The Warfare Analysis and Research (WAR) Department conducts relevant research into current and future warfighting issues using select Naval War College students working under the mentorship of experienced research professionals.

Collaborative research efforts are coordinated through student participation in one of the Halsey, Gravely, or the Mahan Scholars research groups while individual research work is guided by faculty from not only within the WAR department but also by faculty throughout the college as appropriate. This analysis is used to inform key policy makers, commanders and other defense and security professionals.

Under the management of the Warfare Analysis and Research Department, the Decision Support Center (DSC) provides an innovative environment specifically designed to bring together a range of tools to aid in decision-making, concept development or alternative analysis. The DSC is available for use by Department of Defense, the Department of the Navy and other government agencies.

The Warfare Analysis and Research Department website is at <http://www.usnwc.edu/Departments---Colleges/Center-for-Naval-Warfare-Studies/Warfare-Analysis-and-Research.aspx>.

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Strategic Research Department

The mission of the Strategic Research Department (SRD) is “to produce innovative strategic research and analysis for the U.S. Navy, Department of Defense and the broader national security community.” SRD activities fall under the wider mission-set of CNWS which is to produce "focused, forward-thinking and timely research, analysis, and gaming that anticipates future operational and strategic challenges; develops and assesses strategic and operational concepts to overcome those challenges; assesses the risk associated with these concepts; and provides analytical products that inform the Navy’s leadership and help shape key decisions." SRD makes three specific contributions:

1. SRD is a center for regional security expertise and analysis in four regions: Eurasia, Africa, the Asia-Pacific, and the Greater Middle East. SRD faculty members possess in-country experience, historical knowledge, and facility in critical languages (including Russian, German, French, Chinese, Japanese, and Spanish). Consistent with the U.S. Navy’s Language Skills, Regional Expertise and Cultural Awareness (LREC) Strategy, SRD faculty conduct research and teach regionally oriented electives and research issues of importance to the numbered Fleets, combatant commanders, and other government agencies.
2. SRD provides functional areas of expertise with direct relevance to naval strategy, policy, and operations. SRD faculty members have substantive knowledge of national security decision-making, naval strategy and doctrine, maritime security operations, nonproliferation, counterproliferation, counter-piracy, nuclear strategy and planning, civil-military relations, military transformation, and cybersecurity, among other topics. SRD supports a wide range of naval organizations on these topics and, when time and resources allow, makes its experts available to other U.S. government organizations including Office of the Secretary of Defense (OSD), the Joint Staff, the Central Intelligence Agency (CIA), the Office of the Director of National Intelligence (ODNI), the National Security Council (NSC), the U.S. Congress, and the Department of State.
3. SRD faculty members contribute to the NWC’s teaching mission by offering electives, providing lectures, and supporting curriculum development. SRD faculty members teach elective courses as both primary and co- instructors. They also supervise Advanced Research Projects and Directed Research for interested students. On an as required basis they offer tailored lectures to JCLASS, SWOS, and SEA students. SRD publications have been incorporated into Strategy & Policy readings on China, CFMIC’s module on the Philippines, and several other NWC sponsored courses. Finally, SRD faculty members are in demand as lecturers, guest speakers, and

keynotes at professional military education (PME) institutions, universities, colleges and research institutes both in the United States and overseas.

The Strategic Research Department website is at <http://www.usnwc.edu/Research---Gaming/Strategic-Research.aspx>

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Maritime History Department

On behalf of the Naval War College president, the Maritime History Department manages and directs the Naval War College's maritime history research and sea service heritage programs throughout the College. Programs include:

- Historical research in world and U.S. maritime history;
- NWC command and local naval history.
- Naval War College Museum
- NWC art, print, drawing, artifact collections
- NWC archives, manuscript, rare book/imprint collections
- Occasional maritime history publications, including the Naval War College bulletin; Historical Monograph series
- Occasional maritime history conferences
- Commemorative events
- History fellowships and prizes
- Oral history

The Maritime History Department serves as the central resource and contact point for the entire Naval War College in matters relating to maritime history and has particular responsibility for implementing and coordinating the College's research and writing program in this area. The Department provides the interface between the Naval War College, the Naval Historical Center, and the Naval War College Museum. The Department includes the Ernest J. King Professor of Maritime History, who serves as the College's senior academic expert in the field of maritime history. Under the chairman, the Maritime History Department directs (a) research and writing in naval history and (b) the Naval War College Museum, and coordinates the relationships of these activities with (c) the Naval War College Library's collections of manuscripts, archives, and rare books.

The Maritime Historian serves as the central resource and contact point for the entire Naval War College in matters relating to maritime history. The department carries on the tradition at the Naval War College that was begun in the works of Rear Admirals Stephen B. Luce and Alfred Thayer Mahan in the period between 1884 and 1910. Their fundamental and original contributions to historical research and naval scholarship laid the foundation for today's modern approaches to the history of naval strategy and naval operations.

The Historian specializes in the history of the theory and practice of naval and maritime strategy, the history of naval operations in all periods, the history of naval activities in the Narragansett Bay region since the age of exploration, and the history of the Naval War College since 1884.

The Maritime History website is: <http://www.usnwc.edu/Research---Gaming/Maritime-History.aspx>

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Naval War College Press '

The Naval War College Press publishes the quarterly Naval War College Review, which focuses on politico-military, strategic, and operational matters. The NWC Press also publishes both the Newport Papers monograph series (in print and online) and full-length books, distributed by the Government Printing Office

It also boasts a robust on-line presence at <http://www.usnwc.edu/press>.

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International Law Department

The International Law Department of the Center for Naval Warfare Studies serves as the Naval War College's focal point for the study of international and maritime law and oceans policy as they affect US military policy, strategy, and operations. Through scholarly research, publication, teaching, and international engagement, the Department substantially advances the understanding of complex legal and policy issues confronting the United States and other nations today and in the future. The Department also hosts an annual international law conference that draws the world's leading international law experts; provides legal support to War Games; conducts workshops on emerging legal issues, and co-hosts an annual International Law of Military Operations course and Maritime Security Cooperation Workshop for legal advisors from the U.S. and abroad. When requested, the Department provides advice to the Fleet and other DOD entities on a variety of international, operational, and maritime legal issues. As part of its research, the Department compiles, edits, and publishes the annual "Blue Book" International Law Studies series that since 1901 has provided a forum for prominent legal scholars to publish articles that contribute to the broader understanding of international law. Beginning with the publication of Volume 89 in 2013 the International Law Studies entered a new era as on-line publication, which was undertaken to make the proud history and current scholarly works more accessible to a broader audience. The Department also serves as Primary Review Authority for The Commander's Handbook on the Law of Naval Operations (NWP 1-14M, MCWP 5-2.1, and COMDTPUB P5800.7). Members of the Department also serve as faculty for International Institute of Humanitarian Law courses on the law of armed conflict, the law of naval operations, and rules of engagement and as guest lecturers at various international law conferences.

The International Law Department website is at <http://www.usnwc.edu/ILD>

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OFFICE OF NAVAL INTELLIGENCE DETACHMENT, NEWPORT

The Office of Naval Intelligence Detachment (ONI Det) is part of Office of Naval Intelligence (ONI), headquartered in Suitland, Maryland. The detachment was established in 1977 at the Naval War College (NWC) due to the requirement for significant intelligence support to wargaming. With the standup of the Center for Naval Warfare Studies in 1981 and a recently invigorated NWC focus on support to the operational Navy, the detachment's mission broadened to include support to a variety of research and analysis programs. Today, ONI Det provides

intelligence support to research, analysis and wargaming at NWC, and facilitates ONI access to research and analytic expertise resident at the college. Detachment members are integrated onto NWC wargaming teams for game design, development, testing and execution, providing intelligence-related subject matter expertise. The detachment is also fully integrated into various regional and functional analytic efforts at NWC, supporting the Halsey, Gravelly and Mahan student research groups, the Maritime Advanced Warfighting School, the Chief of Naval Operations Strategic Studies Group, and others. In addition, the detachment is the point of presence for dedicated network support in the region.

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HENRY E. ECCLES LIBRARY

The Henry E. Eccles Library provides information resources and services that promote the mission and curriculum of the Naval War College, supports student and faculty research and scholarship, and encourages lifelong learning. The Library not only serves the Naval War College community but also supports long distance education students, visiting scholars and dignitaries, and the broader academic and military communities.

The Eccles Library's knowledgeable staff fills an important role educating and instructing patrons on effective research skills and successfully managing information. The librarians are a dynamic asset for scholars-- offering instruction and access to library resources, instructing patrons on the effective use of library tools and services, maintaining a website that serves as a portal to all of the available library materials, and extending reach to the broader community via social media. These dedicated librarians also conduct research in the field of library science, publishing their findings in respected journals and applying these findings to local best practices in support of the mission of the College.

The Library, named in honor of Rear Admiral Henry Effingham Eccles, a distinguished WWII era logistician with close ties to Naval War College history, is composed of three primary divisions:

- The Main Library houses the reference, microform, rare book, periodicals, and general circulating collections; along with the Federal (Superintendent of Documents) Depository collection. There are over 270,000 books and documents, over 1,700 periodical titles (of which over 750 are current subscriptions), over 500,000 microforms; and access to approximately 99 online database systems-- many of which contain full text e-books and journal articles.
- The Classified Library Branch, housed in a secure vault within the Main Library, contains over 53,000 titles which include Naval Warfare Publications, CD-ROMs, cassettes, voice recordings; and more than 80,000 volumes. Students, faculty, and staff with secret security clearance may use the Classified Library's SIPRNET access for searching classified online resources and sending/receiving classified e-mail.
- The Naval Historical Collection, located in Mahan Hall, is the custodian of the Naval War College's 128 year history, the history of the Navy in Narragansett Bay, and naval warfare as practiced during the last 200 years. The archives contain over 1,200 records and archival

materials; which include correspondence, lectures, and technical documents. There are over 260 manuscript materials in the collection, containing personal and official papers of Naval War College professors and presidents. The collection also has many oral histories that tell the stories of the men and women who made important contributions to the Navy, and of those who taught and administered at the College. In addition, the archives include historical newspapers such as the sole extant run of the Newport Navallog, Naval Station Newport's weekly newspaper dating back to the early twentieth century. Many of these documents have been digitized and can be viewed on the newly revamped website at <http://www.usnwc.edu/archives>. The Naval Historical Collection also provides access to the records of the former Newport Torpedo Station, which are stored remotely in Cranston, Rhode Island.

The Eccles Library will temporarily be relocating June 2014 to Sims Hall, to remain there until the new Learning Commons is completed in the Fall of 2016.

For more information, please visit <http://www.usnwc.edu/Academics/Library.aspx>

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SENIOR ENLISTED ACADEMY

The Navy Senior Enlisted Academy (SEA) provides an opportunity for Chief, Senior Chief, and Master Chief Petty Officers to engage in studies that broaden their educational experience, and assist them in fulfilling today's increasing senior enlisted responsibilities. The curriculum is designed to be as demanding, challenging, diversified, and comprehensive as possible. The Senior Enlisted Academy develops stronger leaders by preparing them to fulfill their expanded and ever-widening roles as global leaders in a "GLOBAL FORCE FOR GOOD".

SEA classes convene seven times each year. Designed primarily for the Senior Chief Petty Officer (E-8), each class may also have a limited number of CPOs, MCPOs, international students, and other U.S. service senior enlisted leaders. The class is divided into small groups to allow for a free exchange of ideas, sharing of experiences, reasoning in problem solving, fostering self-confidence, and team building. This course is leadership centric and focuses on the organizational level of leadership. The six week curriculum addresses the following areas: Communication Skills, Leadership, Organizational Behavior, National and International Studies, and Chief Petty Officer Professionalism. During their time at the SEA, students refine their critical thinking and communication skills through the submission of four essays and five oral presentations. In addition, students take three quizzes, a midterm examination, and a cumulative final examination.

The SEA uses the facilitated (Socratic) seminar as the primary method of curriculum delivery. However, auditorium lectures featuring subject matter experts from the Naval War College, Naval Justice School, Naval Personnel Command, and local colleges and universities also enhance various blocks of instruction. SEA students normally attend class from 0700 to 1630, Monday through Friday, and are allotted 90 minutes for lunch.

The SEA opened its doors in 1981. Over the years the curriculum has adapted to meet the needs of Navy senior enlisted leaders as they transitioned into positions of increased

responsibility, including joint duty assignments. The SEA is the only educational facility in the Navy Professional Military Education (PME) continuum to provide the enlisted equivalent of Joint PME Phase I for our senior enlisted leaders. The SEA is a prerequisite for attending the COB/CMC course.

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NAVY LEADERSHIP AND ETHICS CENTER (NLEC)

The Naval Leadership and Ethics Center (NLEC) inculcates the fundamental tenets of ethical leadership throughout the naval profession, from Seaman Recruit to Captain. NLEC guides the development of leaders with a strong, abiding sense of their responsibility, authority, and accountability, and who are committed to Navy Core Values and the Navy Ethos. NLEC provides leadership education and training, curricula support, leading-edge research, and assessment of leadership effectiveness across the Navy to ensure our leader development activities remain current and relevant. Its functions include:

1. Leadership Education and Training. NLEC will deliver first-rate, role-specific leader development that builds confidence and competence in attaining Leader Development Outcomes in our Navy professionals, from Seaman Recruit to Captain. NLEC retains at its core the responsibility to develop leaders at the command level, including Major Command, Commanding Officer, Executive Officer, and Command Master Chief/Chief of the Boat.
2. Curricula Support. NLEC will partner with accession sources, the Center for Personal and Professional Development (CPPD), the Senior Enlisted Academy, the U.S. Naval War College, and the MCPON's Leadership Mess on developing Navy-wide leadership and ethics curricula that support effective leader development and strengthen our collective stewardship of the naval profession.
3. Research. NLEC will conduct leading-edge research, in conjunction with the U.S. Naval War College, in areas such as self-awareness, command climate, organizational culture, and decision-making that will influence curricula and leader development activities.
4. Assessment. NLEC will assess leadership effectiveness across the Navy, analyze trends, and modify curricula to ensure currency and relevance. NLEC will partner with the U.S. Naval War College, academia, sister Services, and the Fleet to bring to the forefront best practices and areas for further work, and to ensure synchronization and alignment with the Leader Development Strategy.

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CNO STRATEGIC STUDIES GROUP

The Chief of Naval Operations (CNO) Strategic Studies Group (SSG) generates revolutionary naval warfare concepts for the Navy of the future. Revolutionary implies that the concepts would upset the existing order. Therefore, these concepts are non-consensual. The SSG focuses its efforts on warfighting concepts that appear to have great potential, but which Navy organizations are currently not pursuing.

Retired Navy Adm. James R. Hogg is the Director of the SSG, which is a tenant command on the U.S. Naval War College campus in Newport, Rhode Island. The SSG is co-located with NWC to facilitate collaboration as part of the Navy's process for naval warfare innovation.

The SSG is tasked directly by the CNO, and reports only to the CNO. The CNO personally selects senior Navy officers and approves assignment of USMC, USCG and USAF nominees to serve as CNO Fellows on the SSG. Working with the President, NWC, the Director hand picks six NWC students to serve as Director Fellows for each SSG.

At the completion of each year's efforts, the SSG produces a final briefing to Navy leadership that provides a view of the future Navy along with broad recommendations, detailed roadmaps, and immediately actionable steps to inform and identify near and mid-term decisions to prepare the Navy for that future.

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NAVAL WAR COLLEGE MUSEUM

According to legend, in late October 1884, Commodore Stephen B. Luce was rowed from the flagship of the North Atlantic Squadron anchored off Newport to Coasters Harbor Island two miles north of the center of Newport, a site designated earlier that month by the Secretary of the Navy for a new kind of college. Once on the island, Luce proceeded to a large stone building, the former Newport Asylum for the Poor, climbed its rickety stairs, and as he opened the front door solemnly announced to his few companions and the empty grounds, "Poor little poorhouse, I christen thee United States Naval War College."

Today the "little poorhouse" is a well preserved and stately structure, a National Historic Landmark and home to the Naval War College Museum. Named Founders Hall in honor of the founding fathers of the College, it is uniquely suited for its current purpose. In addition to being the original site of the college, it is where Captain Alfred Thayer Mahan, USN, second president (1886-1889) and subsequently a renowned naval historian, first delivered his lectures on sea power—lectures which were first published in 1890 as the epochal *The Influence of Sea Power upon History, 1660-1783*.

As one of twelve naval museums within the Naval History and Heritage Command, the Museum's themes are the history of naval warfare, particularly as studied at the Naval War

College, and the naval heritage of Narragansett Bay—a tale that begins with the nation's colonial roots. Its collection consists of items relating to these subjects that are perceived to be of value to scholarship, and it forms the core for exhibits throughout the college and for educational outreach projects. Besides permanent exhibits on the college, the genesis of the Navy in the region, and the evolution of permanent naval installations from the late nineteenth century to the present, the museum features short-term special exhibits relating to college curriculum and to current naval-related topics. In general, museum exhibits identify milestones in the evolutionary development of war at sea; explain the significance of the sea as a factor in the formulation and the attainment of national policy objectives; describe the character, educational philosophy, and mission of the college; and chronicle the eventful relationship of the U.S. Navy with Narragansett Bay and its people.

While the museum is primarily for the education and the edification of the Naval War College community, it is in a larger sense the corporate memory of the Navy in the region, and it serves as a clearinghouse for naval history information in New England. The museum director, a Naval War College faculty member and subject-area specialist, and staff answer inquiries, provide guidance and orientation talks to visitors on regional naval history and current exhibits, and assist scholarly researchers in the use of the museum holdings. You may also access the U.S. Navy 20th Century Ships History Database, available on a kiosk at the museum.

The museum is open to the public 10 A.M. to 4:30 P.M., Mondays through Fridays throughout the year, and 12 noon-4:30 P.M. on weekends during June through September. It is closed on holidays. Public access to the Museum with personal vehicle is through Gate 1 of U.S. Naval Station, Newport. For base access and reservations please call (401) 841-4052 or 2101 at least one working day in advance. Reservations and photo identification are necessary for entry onto the Naval Station Newport. Visitors must stop at the Pass Office before proceeding to Gate 1.

Large groups, tours, and school buses should contact Naval Station Public Affairs Office at (401) 841-1832/3538 and enter through Gate 17 of Naval Station Newport. Facilities for the handicapped are available, as is a gift shop operated by the Naval War College Foundation (which partially funds museum operations). Further information on exhibits and special events is available by writing to: Director, Naval War College Museum, Naval War College, 686 Cushing Road, Newport, RI 02841-1207, or telephone (401) 841-4052/2101 (DSN 948-4052/2101). Fax (401) 841-7074 or e-mail: museum@usnwc.edu

For further information about the museum and its collections, subscribe to the Museum's weekly blog at <http://navalwarcollegemuseum.blogspot.com/> and follow it on Facebook at <http://www.facebook.com/navalwarcollegemuseum>

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STUDENT EXPECTATIONS

U.S. military and civilian students detailed to the U.S. Naval War College (NWC) in Newport participate in a ten-month tour of academic and strategic development. Depending on the curriculum requirements of each trimester, students are expected to read anywhere between 500 and 700 pages per week, write regular papers and take exams. Average student class and study time is 50 to 60 hours per week. The core curriculum provides the backbone for an accredited Masters of Arts in National Security and Strategic Studies. The elective course supplements the core curriculum, allowing each student to pursue a more specialized area of study and in most cases graduate with an Additional Qualification Designator (AQD). Needless to say, it is a rigorous and incredibly rewarding year requiring significant time management skills. Seminars and lectures typically take place in the mornings between 8:00 a.m. and 12:00 p.m., with afternoons dedicated for individual study. Electives are scheduled once a week on Wednesday or Thursday afternoons from 1:30 to 4:30 p.m. Other mandatory attendance requirements include visiting Flag / General Officer addresses, the Evening Lecture Series, and the Naval Heritage Lecture Series.

For questions related to the adjustment between operational and academic life, the Dean of Students Office and the individual Service Advisors stand ready to assist. The Dean of Students Office can be reached by phone at (401) 841-3373.

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Student Orientation

The Dean of Students Office is responsible for the orientation of resident U.S. students. After a student is informed by their service / agency of their assignment to NWC, they should be directed to contact the Dean of Students Office by email at: studentpoc@usnwc.edu. After contact has been established, the student will receive a welcome aboard letter via email containing directions for online enrollment, housing information and preliminary reading requirements. Resident U.S. Naval War College students matriculate in August, November or March.

New-student orientation is a multi-day event. Day one briefs include: Introduction to the War College, Core Curriculum, Policies, and Advanced Research Programs. The President or Provost and the Dean of Academic Affairs welcome all incoming students and participate in these briefs. Day two briefs include: Security, Resources, Medical, International Programs, and Information Resources. Day three briefs include: Reading and Writing Expectations and Library Assets. Other days will include health assessment, urinalysis testing (military students only), email account set-up, and book issue. The other services conduct an additional orientation, focusing on service specific requirements and preparations for a year of study at a Navy installation.

The international orientation is conducted soon after the international students arrive in the United States before their academic programs begin. This two week-long event, designed for both the officers and, if appropriate, their spouses, gives an in-depth introduction to the United States, Newport, the college, and the international colleges. The international officers and spouses are given overviews of American history, government, political system, foreign policy, NWC academics, and organization of the U.S. Armed Forces. Staff and others introduce the mission, objectives, and procedures of the college; the Newport naval complex and its supporting services; and the surrounding civilian community, local government, school enrollment, banking, day care, medical, dental, legal, housing, shopping, vehicle purchase/registration, transportation, culture, customs, local area familiarization and other services. As with U.S. students, the President and the Provost personally participate in this orientation program.

Students in all four programs in the College of Distance Education are provided an orientation to their particular program. Each orientation is designed to ensure that the student has the necessary tools to understand the methodology and in some cases the technology used in each program. In the Fleet Seminar Program, students are provided contact information for the Program Office in Newport, their professor, and the liaison office for their specific location. Students enrolled in the NWC at NPS Program are provided an orientation through the program manager located at the NPS. Book issue, classroom assignment and all administrative requirements are handled by the Monterey office. Web-Enabled Program students are given a full week of orientation to the Learning Management System of Blackboard. Here they test their computer systems to ensure compatibility. This week also introduces them to their course instructor, the administrative personnel, the Blackboard technical expert, and the program manager. Students applying to the CDROM-based Program are provided an offer of enrollment from the program manager. Once enrolled, a DVD is provided that instructs first time students to verify computer hardware and software requirements needed to begin the program. If shortfalls exist, a link is provided so the student can install the software needed. This DVD also gives the student information on administrative contact personnel as well as CDE full-time faculty that may be contacted.

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Mission, Vision, Goals and Objectives

Student Support

Each student in the resident course is issued an iPad, books, readings, and course materials at no cost. U.S. students must return the iPads and nearly all of their textbooks. International students are authorized to retain all issued course materials. Computers with intranet and internet connections are available in several locations throughout the college. Students are able to get Common Access Card (CAC) readers issued so they may access the NWC portal from home to complete administrative tasks and academic assignments. Staff and technical support is provided during working hours. Access to printers, copiers, and paper supplies is provided at convenient locations throughout the campus. Wireless connectivity is available at most locations which

students may access using iPads and personal laptops. Also available within the academic complex are the Eccles Library, medical and dental offices, bookstore, barber shop, mailboxes, coffee and food vending machines, and breakfast and lunch (both hot and cold fare) at the Hewitt Café. A Naval War College identification badge and common access card give students twenty-four hour access to the complex and computer resources. Library facilities are also available twenty-four hours a day; library staff is available between the hours of 0800 and 1630. Additional on-campus student services are provided by the Deputy / Chief of Staff's organization, including security clearances, automobile registration, photo identification, name tags, and audio-visual aids.

Students in the College of Distance Education are provided all materials needed for each of the core courses in each program. In addition, through the Blackboard Learning System which is available to most students in all four programs, students have access to the NWC Library data base through which they can then access NWC library facilities. Additionally, students in the NWC at NPS Program have access to the NPS library facilities. Also, students in the Fleet Seminar Program have access to the many civilian and other government library facilities in their local areas. These include such facilities as the U.S. Naval Academy, Joint Intelligence College, Marine Corps University and the Library of Congress.

The Naval War College is located aboard Naval Station Newport. Military students and their families benefit from the multifaceted services a naval station offers to the military community. A nearby Officers' Club provides food and entertainment and is available to civilian students as well. For eligible military and civilian students, the Navy Exchange, Commissary, the Navy-Marine Corps Thrift Shop, and Consolidated Package Store offer good value on merchandise, groceries, and beverages.

Since instruction is presented in English, international students must demonstrate language proficiency on standardized tests before they may attend the college. Weekly training in English as a Second Language (ESL) is available, offered as an elective for international officer students. Separate ESL classes are offered to other international students and spouses who desire to hone their English skills. Additionally, language tapes and CDs are available in Arabic, Croatian, and Spanish for any who would like to learn these languages on their own time.

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Student Counseling

The Dean of Students is responsible for the general welfare of all U.S. students in residence. Resident students may seek personal and professional counseling from the dean, their respective military service advisors, or the faculty. While the Dean of Students, service advisors, and directors of the international colleges provide professional and personal counseling on an open-door, "drop in any time" basis, faculty seminar moderators meet students regularly during

classroom sessions and scheduled tutorials. Thus, they are often best able to identify students with academic or personal problems and refer them to the appropriate channel for assistance. Because such a role is an inherent part of military leadership, military faculty members take the lead in this regard.

When resident students experience difficulty with the stress of the academic environment or other problems, short-term counseling is also available through the Naval Station's Fleet and Family Support Center, mental health department at the Navy Medical Clinic, as well as the Social Work Department at the Newport Hospital. NWC CDE students in all programs are afforded the opportunity to contact their respective program managers, course division heads or individual full time and adjunct faculty for any academic or administrative questions or comments they may have. The CDE Washington, DC office has a full time faculty member and administrative assistant who are responsible for conducting counseling and oversight of the seminars in that area. The NWC at NPS Program Office has a full time program manager and administrative support personnel who are available to all students enrolled in that program. Also, at our FSP Additional Instructional Locations there are liaison personnel who assist Fleet Seminar students with administrative requirements and book issue.

All CDE students, upon graduation, are afforded the opportunity to attend the June graduation ceremony in Newport. CDE sponsors a graduation dinner for the students and their family members the evening prior to graduation and provides those attending a listing of all the activities that occur in conjunction with graduation.

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Religious Activities

Protestant, Roman Catholic, and Jewish services are conducted throughout the week at the Naval Station's Chapel of Hope as well as support and outreach to the Islamic community. Navy chaplains maintain contact with local leaders of other religious communities in order to meet the needs of military and civilian personnel, including international students.

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Student Health Services

Health facilities are available for all military students within the college and for their families at the Naval Health Clinic New England (NHCNE) and the Newport Hospital. On campus, the college also has an Independent Duty Corpsman (IDC) who conducts weekday "sick

call,” taking care of minor ailments and referring more severe issues to the nearby clinic for immediate attention or the Newport Hospital after hours. The IDC also oversees a Health Risk Assessment Program that appraises students’ overall health upon entrance and provides training on the benefits of health maintenance.

During indoctrination, routine laboratory tests are conducted, lifestyles evaluated, and physical exams and counseling are provided. Specialized dental care is provided at the Naval Station dental clinic. Civilian students use the medical and dental coverage provided through their federal employment agency.

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Recreation and Extracurricular Activities

Although the year in Newport is academically challenging, students are encouraged to participate in social, recreational, athletic, and other extracurricular activities that balance their academic pursuits.

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Social Activities

Throughout the year, students can participate in a wide variety of formal and informal social activities. As new seminars are formed each trimester, faculty members generally arrange social events (e.g. icebreakers) often at their homes, to get acquainted in an informal atmosphere. Seminars tend to be the organizational unit for student activities. Military socials begin in the fall with the Navy Ball (October), followed by the Marine Corps Ball (November), the Holiday Ball (December), and the Army Ball (May). Class, service, and seminar gatherings, as well as trips to various cultural and athletic events, provide the opportunity for interaction between students of other military services and nationalities. Students are also involved in a wide variety of local community activities, combining recreation with social responsibility. Many take an active part in holiday food and gift drives; some participate as volunteers for Scout troops, youth sports teams, women’s shelters and soup kitchens; others tutor local elementary, middle, and high school students. Student activities are financed in part by the students themselves, while additional funding comes from Morale, Welfare, and Recreation funds and from the Naval War College Foundation.

The essential component of the International Program at the college, as well as the vision of the late Admiral Arleigh Burke who founded the program, is the fostering of camaraderie and

lifelong friendship among international officers and their U.S. counterparts. The program aims to create professional and personal ties that will allow close collaboration among professional colleagues to prevent war and, if conflict comes, to work together to gain a decisive victory. Both international colleges have wardrooms to facilitate informal personal exchanges, and both hold class meetings throughout the year. Many events are organized by the international colleges' staffs to familiarize the students and their families with aspects of customs and culture in the United States. In addition, international students are encouraged to sponsor cultural events that showcase their nations' culture, traditions, food, and dress. The President, Provost, Dean of Students and Dean of International Programs participate in many of these cultural and social events. The international colleges encourage an informal, voluntary program of "in home entertaining," wherein intermediate international officers invite their classmates and families to their homes to share a bit of their country's food, culture, history, and hospitality in a relaxed setting.

International students are also introduced to the concept of community service, through interaction with local organizations and clubs. Luncheons, dinners, or presentations are hosted by the Navy League of the United States chapters in Newport, New York, San Francisco, St. Louis, and Phoenix. Local clubs, including the Lions Club, the Dunes Club, and the Quindecim Club, host functions for international officers and their spouses to familiarize them with Americans and American life. During these events, students meet community, political, and business leaders and discuss a wide range of issues and topics. These events help to demonstrate civilian support of the military and also ways in which many former military members serve their communities in civilian life.

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Athletic Activities and Facilities

Coordinated by the Dean of Students Office and run by students, group athletics include intramural sports run through the base gym, the President's Cup Competition (an interclass athletic competition held three times a year), and an Army-Navy Flag Football game. In addition to these organized events, each military professional is required to maintain a high level of personal physical fitness and conditioning. The Naval Station gym, located close to the college, is a full-service facility providing cardio and weightlifting equipment, basketball and racquetball courts, a pool, locker rooms, and saunas. It also has professional athletic trainers on staff and available to assist in developing a conditioning program. Also located near the college are tennis courts, fields for baseball, soccer, and football, and a swimming pool. The gym rents equipment for a wide variety of sports, and sailboats are available for rent at the Naval Station Marina once students have qualified.

International students compete in athletics with their U.S. seminar counterparts. Sports provide an outstanding opportunity for team and relationship building outside of the classroom. The games are directed, coached and supported by students, staff and faculty.

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Student Organizations

The Student Government Organization for degree-granting resident programs supports academic, athletic, and social activities. Each class functions according to its constitution and bylaws. Each college has an executive committee composed of a president and vice president, both from the August matriculating class. This executive committee appoints members to serve as chairs of the student academic and athletic committees, as well as social committees if the class desires. A secretary and treasurer may also be appointed. Each seminar has an appointed leader, who organizes student physical fitness, business, academic, activity, and athletic functions. The student seminar organization is revised each trimester. NCC's class officers include a sports representative, a social committee chairman, and a travel committee chairman. NSC has a social representative and sports representative.

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Registrar

The Dean of Students serves as the Registrar and operates the military equivalent of an admissions office and student records office. The Registrar is responsible for development and maintenance of the college wide student database, academic records, statistical data, and biographical records. The Registrar also coordinates transcript preparation and works closely with the academic departments in grade preparation and computation; assists in the determination of eligibility to graduate with distinction and highest distinction; and coordinates graduate degree and diploma preparation for both resident and nonresident students. The Registrar is also responsible for alumni transcripts. Release of personal information regarding students and alumni is in accordance with the Federal Privacy Act. Transcripts are sent out only upon written request and with authorization from the graduate. In addition, the registrar coordinates applications for those students desiring to apply for the Strategic Studies Group and oversees the receipt and administration of all civilian student nomination packages.

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ALUMNI AFFAIRS

The NWC Office of Alumni Affairs was established in 2009 to build and sustain networks of trust and confidence. The Alumni Office provides a lifetime learning network of resources, perspectives and educational approaches to all NWC alumni. Additionally, the Alumni Office facilitates a feedback loop for the improvement of the NWC curricula and programs.

For more information, visit the Alumni Affairs Webpage at www.usnwc.edu/Alumni.

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FACULTY

The Naval War College maintains a well-qualified, highly experienced faculty to educate students. The civilian faculty include accomplished professors whose past careers include ambassadorships and senior executive level government service, and many come from prominent academic institutions. In addition to a highly professional civilian faculty, NWC has a military faculty with decades of experience.

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ACADEMIC AND ADMINISTRATIVE LEADERSHIP

President

Rear Admiral Walter E. Carter, Jr., U.S. Navy

B.S., U.S. Naval Academy

Provost

Ambassador (ret.) Mary Ann Peters

M.A., Johns Hopkins School of Advanced International Studies, 1974; B.A., Santa Clara University, 1972; Courses at Institut d'Etudes Politiques, Paris, 1970-71

Associate Provost

Professor William R. Spain

M.A., U.S. Naval War College; M.A. Salve Regina University; B.A., Randolph-Macon College

Dean of Academic Affairs

Professor John F. Garofano

Ph.D., M.A., Cornell University; M.A. Johns Hopkins University School of Advanced International Studies; B.A. Bates College

Chief of Staff

Captain George E. Lang, Jr., U.S. Navy

M.A., Webster University; B.S., SUNY Maritime College at Fort Schuyler

Library Director

Dr. Allen C. Benson

Ph.D., University of Pittsburgh; M.L.S. University of Alabama; B.F.A., University of Minnesota

Dean of Students

Captain John P. Griffin, U.S. Navy

M.A., U.S. Naval War College; M.A., University of Maryland; B.S., U.S. Naval Academy

Professor of Professional Military and Graduate Education Effectiveness

Professor Thomas J. Gibbons

Ed.D., Johnson & Wales University; M.A., U.S. Naval War College; M.S., George Washington University; B.S., U.S. Military Academy

Professor, Director of Writing Center

Professor Donna Connolly

Ph.D., University of Notre Dame; M.A., University of Tennessee; B.A., Wheeling Jesuit University

Professor of Academic Affairs

Professor Michael J. Sherlock

M.A., U.S. Naval War College; B.S., U.S. Naval Academy

Director of Alumni Affairs

Professor Julia Gage

J.D., Roger Williams School of Law; B.A., Buffalo State College

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JOINT MILITARY OPERATIONS

CAPT Alan J. Abramson, U.S. Navy

Chair, Joint Military Operations Department

M.S., Engineering Science, Naval Postgraduate School; M.A. National Security and Strategic Studies, Naval War College; B.S., US Naval Academy

Professional Experience: Surface Warfare, East Asia, Missile Defense; Phase I/II: I (ILC) & II (JFSC); Phase I/II: I (SLC) II (JFSC); JQO: Yes

Civilian Faculty

Professor Albion A. Bergstrom

Ph.D., Candidate, Salve Regina University; M.A., U.S. Naval War College; M.A., Central Michigan University; B.A., Colorado State University

Professional Experience: USA (Ret), Armor, Military Strategy, Personnel Management; Phase I/II: I (ILC); JSO: No

Professor James P. Butler

Ph.D., Capella University; M.S., National Resource Strategy, 1995 - Industrial College of the Armed Forces; M.A., National Security and Strategic Studies, 1988 - United States Naval War College; M.S., Logistics (Material Management), 1983 - Naval Postgraduate School; B.S., Analytical Management, 1972 - U.S. Naval Academy Professional Experience: Command, Leadership, and JPME Phase I/II: I: 1988 - United States Naval War College, (SLC) & II: 2001 - Joint Forces Staff College, (SLC); I & II: 1995 - Industrial College of the Armed Forces; JSO: Yes

Professor Donald W. Chisholm

Ph.D., University of California, Berkeley; M.A., University of California, Berkeley; B.A., University of California, Berkeley

Professional Experience: Professor of Political Science, Public Policy, and Public Administration; Phase I/II: No; JSO: No

Professor Richard M. Crowell

M.A., U.S. Naval War College; B.S., Massachusetts Maritime Academy

Professional Experience: Aviation, Information Operations; JPME Phase I/II: I (ILC) & II (JFSC); JSO: Yes

Professor Stephen Forand

M.A., U.S. Naval War College; B.S., University of Massachusetts, Dartmouth

Professional Experience: USMC Aviation (CH-53); Phase I (ILC) / II (JFSC); JSO: Yes

Professor William Hartig

M.A., U.S. Naval War College Highest Distinction; M.A., Troy State University Magna Cum Laude; B.S., St. John's University

Professional Experience: USMC Infantry, Amphibious Warfare, Military Linguist, FAO, SAO; Phase I/II: I (ILC); JSO: No

Professor Douglas N. Hime

Ph.D., Salve Regina University; M.S., University of Southern California; B.S., Emporia State University Professional Experience: USAF (Ret), Aviation; Phase I/II: I (ILC); JSO: No

Professor Fred B. Horne

M.A., U.S. Naval War College; M.A., Air War College; B.S., United States Naval Academy Professional Experience: Aviation (Maritime Patrol) Training and Education, IMET; Phase I/II: I (ILC); JSO: No

Professor Ivan Luke

Ph.D., Salve Regina University; M.A., U.S. Naval War College; B.S., U.S. Coast Guard Academy Professional Experience: US Coast Guard Operations; Phase I/II: I (SLC); JSO: No

Professor William McDonald

M.A., U.S. Naval War College; B.A., Oklahoma City University

Professional experience: Liaison Officer, U.S. Maritime Administration; Senior Maritime Advisor, U.S. Embassy, Iraq; JSO: No.

Professor Michael E. McGauvran

Ed.D., Candidate, Johnson and Wales University; M.S., National Defense University, Washington; M.A., Naval Command and Staff; M.P.A, Midwestern University, TX

Professional Experience: Chief of Plans, STRATCOM; Pilot; Phase I/II: I (ILC); JSO: Yes

Professor George F. Oliver

Ph.D., George Mason University; M.A., U.S. Naval War College; M.B.A., University of South Carolina; B.S., Engineering, U.S. Military Academy Professional Experience: USA Infantry & Special Operations Forces; Phase I/II: I (ILC); JSO: No

Professor Paul A. Povlock

M.A., U.S. Naval War College; M.S., University of Maryland; B.S., United States Naval Academy

Professional Experience: Submarine Warfare; Phase I/II: I (ILC); JSO: No

Professor Mark Seaman

M.A., U.S. Naval War College; B.S., United States Naval Academy

Professional Experience: Naval Aviation; Phase I/II: I (SLC); JSO: No

Professor Eric J. Shaw

Ph.D., Humanities Salve Regina University; M.S., Operations Research University of New Haven; M.A., U.S. Naval War College; B.S., Psychology Virginia Tech

Professional Experience: USCG; Phase I/II: I (ILC); JSO: No

Professor Richard Shuster

Ph.D., George Washington University; M.A., University of Massachusetts, Boston; B.A., Clark University

Professional Experience: Analyst, Defense Intelligence Agency.

Professor Patrick C. Sweeney

Ph.D., Salve Regina University; M.A., Western Kentucky University; M.A., School of Advanced Military Studies (Fort Leavenworth); B.S., The Citadel

Professional Experience: USA, Artillery; Joint Planning; Phase I/II: I (ILC); JSO: No

Professor Milan N. Vego

Ph.D., George Washington University; M.A., B.A., Belgrade University; B.S., Yugoslav Naval Academy Professional Experience: Military History/Operational Art; Phase I/II: No; JSO: No Military Faculty

LTC Greg Bell, USA

MSA, Administration, Central Michigan University,

BA in Political Science, University of Georgia

Professional Experience: Former BN Commander, recently returned from Afghan Nov 2013, worked in RC East, US AFRICOM J33/35 JPME I yes. Army school JPME II no JQO no

Colonel Michael D. Borg, U.S. Army

M.A., National Security and Strategic Studies, U.S. Naval War College; M.A., Military Studies - American Civil War, American Military University; B.A., History, Metropolitan State College

Professional Experience: Field Artillery; Phase I/II: I (CGSC) & II (NWC); JSO: No

Commander Daniel W. Caldwell, U.S. Navy

M.A., U.S. Naval War College, National Security Affairs and Public Policy; B.A., History, Assumption College Professional Experience: Surface Warfare Officer (SWO); Phase I/II: I

(CNCS), II (Joint Forces Staff College); JQO: Yes

Colonel Robert M. Cassidy, U.S. Army

Ph.D., Fletcher School of Law and Diplomacy, M.A., U.S. Naval War College, Diplôme d'Études Supérieures de Défense, French Joint Defense College, M.A.L.D., Fletcher School,

M.A., Boston University, B.A., Fitchburg State College (summa cum laude). Professional Experience: Strategy, Combat Aviation. Phase I and II: Phase I (ILC) and Phase II (SLC); JSO: Yes.

Lieutenant Colonel Chris L. Connolly, U.S. Army

M.A., National Security and Strategic Studies, U.S. Naval War College; M.Ed., Human Resource Development, University of Louisville; B.S., International Relations, U.S. Military Academy

Professional Experience: Combined Arms Maneuver; Phase I/II: I (CGSC), II (NWC); JQO: Yes

Lt Colonel Larry Floyd, U.S. Air Force

M.A. Military Operational Art/Science, USAF Aeronautical University; B.S. Political Science, University of Cent FL Professional Experience: Air Mobility; Phase I/II: I (Air Command and Staff College) and II (AWC Distance); JQO: No

Captain Connie Frizzell, U.S. Navy

M.S. Systems Engineering, Naval Postgraduate School; B.S., United States Naval Academy

Professional Experience: Information Warfare; Phase I/II: I (FleetSeminar) & II (JFSC); JQO: Yes

Yes

Colonel Jamie Gannon, U.S. Marine Corps.

M.A. National Security and Strategic Studies, NWC; M.S. Systems Management, Naval Postgraduate School; B.S. Manufacturing Engineering, Miami University (Ohio); USMC

Command & Staff College. Commanded Logistics Battalion (LtCol) and Marine Wing Support Group.

Professional Experience: Logistics and Deployment Operations; JPME I/II (NWC); JQO: Yes

Colonel Katherine Graef, U.S. Army

M.S. Logistics Management, Florida Institute of Technology; B.A., Classical Archaeology, University of Texas at Austin

Professional Experience: Logistics; Phase I/II: I (Command and General Staff College) / II (Joint & Combined Warfighting School); JQO: Yes.

Lieutenant Colonel Wayne R. Hertel, U.S. Army

M.A., Management, Webster University; B.S., Physical Geography, University of Utah

Professional Experience: Field Artillery; Phase I/II: I (Command and General Staff College);

JSO: No

Commander Darren J M Houston, Royal Navy

SWO / Specialist Navigator

PG Dip (Applied Navigation), Plymouth University (UK), 2004.

JPME II (NWC, 2014); JQO - No.

Captain Michael Junge, U.S. Navy

M.A., U.S. Naval War College; M.A. The George Washington University; B.S. United States

Naval Academy Professional Experience: Surface Warfare; Phase I/II: I (ILC NRS) & II (SLC);

JQO: Yes

Lt. Colonel Chris J. Kidd, U.S. Army

M.A., Global Studies, University of Denver; Master of Military Art and Science, Army

Command and General Staff College; B.S., Economics, US Military Academy Professional

Experience: Infantry; Phase I/II: I (Command and General Staff College); JQO:No

Captain Richard A. LaBranche, U.S. Navy

Ph.D (ABD) Touro University; M.A. National Security and Strategic Studies, Naval War

College; M.S. Boston University; B.S. Southern Illinois University.

Professional Experience: Naval Aviation (Strike-Fighter), Homeland Security-Homeland

Defense; Phase I/II: I (SLC) II (JFSC); JSO: Yes

Lt Colonel Michael J. LePage, U.S. Air Force

M.S. Military Operational Art and Science, Air Command and Staff College, Air University, AL;

M.S. Strategic Intelligence, Joint Military Intelligence College, Washington D.C.; M.S.

Management, Troy State University; B.A. Criminal Justice, Norwich University, The Military

College of Vermont

Professional Experience: Intelligence, Political Military Affairs; Phase I/II: I (Air Command and Staff College); JQO: No

Captain Paul F. McHale, U.S. Navy

M.S. Mechanical Engineering, Naval Postgraduate School; B.S. Mechanical Engineering, US Naval Academy

Professional Experience: Submarine Warfare, Phase I/II: I (ILC) & II (JFSC); JQO Yes

Captain Andrew J. Norris, U.S. Coast Guard.

U.S. Naval War College; B.A. Biology, University of Virginia; J.D., University of Florida

Professional Experience: Operations Afloat, Operations Ashore, Staff Judge Advocate; JPME - none; JSO: No

Commander Chad E. Piacenti, U.S. Navy

M.A. National Security and Strategic Studies, NWC; B.S. Psychology, Duke University

Professional Experience: Intelligence, Targeting and Military Planning; Phase I/II: I (NWC) & II (JFSC); JSO: No

Commander Carol Prather, U.S. Navy

M.A. National Security and Strategic Studies, NWC; B.S. US Naval Academy

Professional Experience: Aviation (Maritime Patrol and Reconnaissance), East Asia; Phase I/II: I (NWC CDE) & II (CNW); JQO: No

Colonel Adrian Schuettke, U.S. Air Force
M.S. Systems Engineering, Air Force Institute of Technology, B.S. Mechanical Engineering,
University of Portland

JPME I: YES. Air Command and Staff College, Maxwell AFB, AL. Air War College, Maxwell
AFB, AL

JPME II: NO, JQO: NO

Commander Hans E. Sholley, U.S. Navy
M. A National Security and Strategic Studies, U.S. Naval War College,
B.S. General Engineering, U.S. Naval Academy

Professional Experience: Maritime Helicopter Pilot, Joint Staff, Joint Experimentation,
Transformation and Concept Development Division. Joint Qualified Officer.

JPME I & II (NWC), JQO: Yes

Captain Lawrence Stein, U.S. Navy

M.S. Strategic Studies U.S. Army War College, B.S. Pennsylvania State University, Professional
Experience: Intelligence, Phase I/II: I (ACSC), II (AFSC); JQO: Yes

Lt. Colonel Patrick F. Wolfe, U.S. Air Force M.M.S., Marine Corps University, M.A.S., Embry
Riddle University, B.A., San Diego State University. Professional Experience: Special
Operations Aviation. Phase I/II: I (USMC CSC). JQO: No

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Academy

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State University
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Ph.D., Boston College, B.A., Assumption College
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Ph.D., Salve Regina University, M.A., U.S. Naval War College, M.S., Naval Postgraduate
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University
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Ph.D., McMaster University, M.A., University of Massachusetts, B.A., University of
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M.A., U.S. Naval War College, B.S., Salem State College, B.S., George Washington University
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African Studies, B.A., Washington & Lee University
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M.A., Columbia University, B.A., George Washington University
Military Faculty

Lt Col Bradley Bridges, U.S. Air Force
M.A., U.S. Naval War College, M.A., Air Command and Staff College, M.B.A, Touro
University, B.S., University of Virginia
Professional Experience: Air Mobility; Phase I/II: I (ILC), II (SLC); JQO: No

Lieutenant Colonel Christopher Byrom, U.S. Air Force
M.A., Naval Postgraduate School, B.S., Virginia Tech
Professional Experience: Air Mobility; Phase I/II: I (ILC); JQO: No

Commander Demetri Economos, U.S. Navy
Ph.D., Universite de Sherbrooke, M.A., U.S. Naval War College, M.Ed., University of
Cincinnati, B.S., Virginia Commonwealth University.
Professional Experience: Science; Phase I/II: I (ILC), II (SLC); JQO: No

Captain Mike Haumer, U.S. Navy
M.S. Naval Postgraduate School, B.S. US Naval Academy
Professional Experience: Submarine Warfare; Phase I/II: I (ILC); JQO: No

Lieutenant Colonel Manuel Jimenez, U.S. Army
M.S., Florida Institute of Technology, B.A. Saint Leo University
Professional Experience: Ordnance/Multifunctional Logistics; Phase I/II: I (ILC); JQO: No

Commander Cary Knox, U.S. Navy
M.A., U.S. Naval War College, B.S., Illinois Institute of Technology,
Professional Experience: Aviation; Phase I/II: II (SLC); JQO: No

Lieutenant Colonel Brad McAlpine, U.S. Air Force
M.A, School of Advanced Air and Space Studies, M.S., Air Force Institute of Technology, M.A,
George Washington University, B.S., Pennsylvania State University, Professional Experience:
Missiles/Space; Phase I/II: I (ILC); II: No; JQO: No

Captain Kevin McGowan, U.S. Navy
M.A., U.S. Naval War College, B.S., U.S. Naval Academy
Professional Experience: Aviation; Phase I/II: II (SLC); JQO: No

Commander J. Scott McPherson, U.S. Navy
Ph.D., Salve Regina University M.A., U.S. Naval War College B.A., University of Arkansas
Professional Experience: Aviation; Phase I/II: I (ILC); JQO: No

Colonel Michael Pratt, U.S. Air Force
M.B.A., University of Maine, M.A., U.S. Naval War College M.A., Webster University, B.S.,
University of Maine
Professional Experience: Aerial Refueling; Phase I/II: I (ILC), II (SLC); JQO: Yes

Commander Paul Rasmussen, U.S. Navy
M.A., Naval War College, M.B.A., University of Nebraska, B.S., University of California at San
Diego, Professional Experience: Aviation; Phase I/II: I (ILC) and II (SLC); JQO: Yes

Commander Joseph Santos, U.S. Navy
M.A., Naval War College, B.S., Worcester Polytechnic Institute,
Professional Experience: Submarine Warfare; Phase I/II: II (SLC); JQO: Yes

Lieutenant Colonel Don Thieme, U.S. Marine Corps

M.A., Army War College; M.A., Uniwersytet Jagielloński; B.A., Auburn University
Professional Experience: Infantry/Reconnaissance; Phase I/II: I (ILC); JQO: Yes
Lieutenant Colonel Jeff Winters, U.S. Army
M.A., Long Island University, B.A. Western Illinois University
Professional Experience: Infantry/Armor; Phase I/II: I (ILC); JQO: No
Captain Erik Wright, U.S. Navy
M.A., U.S. Naval War College, B.S., U.S. Naval Academy
Professional Experience: Aviation; Phase I/II: II (SLC); JQO: No
Lieutenant Colonel Dean Zezeus, U.S. Air Force
J.D., Marquette University, M.A., Air Command and Staff College, B.A., Cardinal Stritch
University, Professional Experience: Missiles/Space; Phase I/II: I (ILC); II: No; JQO: No

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STRATEGY AND POLICY

Professor Michael F. Pavkovic
Chair, Strategy and Policy Department
Ph.D., University of Hawaii, Manoa; B.A., The Pennsylvania State University
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Ph.D., The Fletcher School of Law and Diplomacy, Tufts University; M.A.L.D., The Fletcher
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Studies (SAIS); B.S., Foreign Service, Georgetown University
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Professor Jacqueline L. Hazelton
Ph.D., Brandeis University; M.A., University of Chicago; B.A., University of Chicago
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Ph.D., The Fletcher School of Law and Diplomacy, Tufts University; M.A.L.D., The Fletcher
School of Law and Diplomacy, Tufts University; M.A., Providence College; M.A., Salve Regina
University; Diploma, U.S. Naval War College; B.A., Vanderbilt University
Professor Timothy D. Hoyt
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Co-chair, Indian Ocean Regional Studies Group
Ph.D., Johns Hopkins University - Paul H. Nitze School of Advanced International Studies;
M.A., Johns Hopkins University - Paul H. Nitze School of Advanced International Studies; B.A.,
Swarthmore College

Professor Colin Jackson

Ph.D., Massachusetts Institute of Technology; M.B.A., University of Pennsylvania, The Wharton School; M.A., Johns Hopkins University, School of Advanced International Studies (SAIS); A.B., Princeton University

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Ph.D., University of California, Los Angeles; M.A., University of California, Los Angeles; B.A., University of Chicago

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Ph.D., Cambridge University; B.A., Yale University

Professor Thomas G. Mahnken

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Ph.D., Johns Hopkins University; M.A., Johns Hopkins University; B.A., University of Southern California.

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Ph.D., M.I.A., Columbia University; M.A., Middlebury College; B.A., Harvard University

Professor Virginia Sher Ramadan

U.S. Department of State Faculty Advisor

J.D., New York Law School; L.L.M., Columbia Law School; B.S., Georgetown University

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Ph.D., University of Southern California; M.A., University of Kentucky; B.A., University of Texas

Professor George D. Satterfield

Ph.D., University of Illinois; M.A. Illinois State University; B.S. Illinois State University

Professor Anand Toprani

Ph.D., Georgetown University; M.Phil., University College, Oxford; A.B., Cornell University

Professor Michael Vlahos

Ph.D., The Fletcher School of Law and Diplomacy, Tufts University; M.A.L.D., The Fletcher School of Law and Diplomacy, Tufts University; A.B., Yale University

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Ph.D., Harvard University; B.A., University of California, Santa Barbara

Professor Toshi Yoshihara

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Ph.D., The Fletcher School of Law and Diplomacy, Tufts University; M.A., Johns Hopkins University School of Advanced International Studies (SAIS); B.S.F.S, Georgetown University

Military Faculty

Colonel Timothy P. Schultz, USAF

Executive Assistant, Strategy and Policy

Ph.D., Duke University; M.A., School of Advanced Air and Space Studies; M.A., Air Command and Staff College; M.S., Colorado State University, Fort Collins; B.S., U.S. Air Force Academy
Professional Experience: Aviation (U-2 pilot); Phase I: (ACSC); Phase II: (AFIT); JQO: No
Lieutenant Colonel Frederick H. Black, Jr., U.S. Army

Ph.D. Florida State University; M.A., Florida State University; B.S., United States Military Academy
Professional Experience: Field Artillery; Phase I/II: I (CGSC); JQO: No
Captain William A. Bullard III, U.S. Navy

M.A., U.S. Naval War College; M.S., Naval Postgraduate School; B.S., Worcester Polytechnic Institute
Professional Experience: SWO; Phase I/II: I (NWC ILC); II (NPS SLC); JQO: Yes
Captain Kenneth W. Caraveo, U.S. Navy

M.A., U.S. Naval War College; B.A. United States Naval Academy
Professional Experience: Aviation; Phase I/II: I (ACSC ILC); II (NWC SLC); JQO: Yes
Lieutenant Colonel John Deresky, USAF

M.A., U.S. Naval War College; M.S., Faulkner University; B.S., U.S. Air Force Academy
Professional Experience: Aviation (EC-130); Phase I: (NWC ILC); Phase II: (NWC SLC); JQO: No
Commander Robert J. Flynn, U.S. Navy

M.A., U.S. Naval War College; M.S., Troy University; B.S., U.S. Naval Academy
Professional Experience: Aviation; Phase I/II: I (NWC ILC); JQO: No
Colonel Thomas Goss, U.S. Army

Ph.D., Ohio State University; M.A., Ohio State University; M.A., Naval Postgraduate School; M.A., U.S. Naval War College
Professional Experience: Cyber; Phase I/II: I (Army IDE); II (NWC SLC); JQO: Yes
Colonel Phil Haun, U.S. Air Force

Ph.D., Massachusetts Institute of Technology; M.A., Vanderbilt University; A.B. Harvard University
Professional Experience: Aviation (A-10 pilot); Phase I/II: I (CGSC); II (AFIT); JQO: No
Captain Mark H. Jackson, U.S. Navy

M.A. U.S. Naval War College; B.A., University of Mississippi
Professional Experience: Aviation; Phase I/II: I (NWC ILC) II (JFSC) JQO: Yes
Commander Timothy P. Kollmer, U.S. Navy

M.A., U.S. Naval War College; B.E., Stony Brook University
Professional Experience: Submarines; Phase I/II: I (NWC ILC); JQO: No
Commander Robert A. Krivacs, U.S. Navy

M.A., U.S. Naval War College; B.S., U.S. Naval Academy
Professional Experience: Aviation; Phase I/II I (CDE) II (NWC SLC) JQO: No
Commander R. Todd Lacy, U.S. Navy

M.A., U.S. Naval War College; M.B.A., Jacksonville University; B.A. University of South Carolina
Professional Experience: Aviation; Phase I/II: I (CDE) II (NWC SLC) JQO: Yes
Commander Michael Marston, U.S. Navy

M.A., U.S. Naval War College; B.S., Ithaca College
Professional Experience: Aviation; Phase I/II: I (NWC ILC); II (NWC SLC); JQO: Yes
Lieutenant Colonel Michael J. Mooney, USMC

M.A., U.S. Naval Postgraduate School; M.A., U.S. Naval War College; B.S., U.S. Naval Academy
Professional Experience: Infantry/Special Ops; Phase I/II: I (USMC CDE); II (NWC SLC); JQO: No
Captain Christopher P. Ramsden, U.S. Navy
M.S., Industrial College of the Armed Forces, National Defense University; B.S., Norwich University
Professional Experience: Aviation; Phase I/II: I (ICAF); II (ICAF); JQO: Yes
Commander Michael J. Riordan, U.S. Navy
M.I.P.P., Johns Hopkins University, School of Advanced International Studies; M.A., U.S. Naval War College; B.S., U.S. Naval Academy
Professional Experience: Surface Warfare/EOD; Phase I/II: I (NWC ILC) ; II (SAIS SLC); JQO: Yes
Captain Christopher L. Shay, U.S. Navy
M.A., U.S. Naval War College; B.S., University of Vermont
Professional Experience: Aviation; Phase I/II: I (NWC ILC); JQO: No
Commander John M. Sheehan, U.S. Navy
Ph.D., U.S. Naval Postgraduate School; M.A., U.S. Naval War College; M.A., George Mason University; M.B.A., Columbia College; B.S., San Jose State University
Professional Experience: Aviation; Phase I/II: I (NWC ILC); JQO: No
Commander Michael A. Steen, U.S. Navy
M.A., Washington College; M.A., U.S. Naval War College; B.S., U.S. Naval Academy
Professional Experience: Surface Warfare; Phase I/II: I (NWC ILC); JQO: No
Commander Bryan D. Williams, U.S. Navy
M.A., U.S. Naval War College; B.S., U.S. Naval Academy
Professional Experience: Aviation; Phase I/II: I (NWC ILC) JQO: No
Commander Christopher S. Wiseman, U. S. Navy
M.A., U.S. Naval War College; A.B. Princeton University
Professional Experience: Aviation, Phase I/II: I (NWC ILC), JQO: No

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INTERNATIONAL PROGRAMS

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Naval Command College

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M.A., U.S. Naval War College B.S., Auburn University
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Deputy Director, Naval Command College
Commander Robert Gerosa, U.S. Navy

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Professional Experience: Surface Warfare; JPME: I; JQO: No
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Director, Naval Staff College
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Commander Charles A. Armin, U.S. Navy
M.A., U.S. Naval War College (CNW), B.S. (Electrical Engineering), University of Kansas
Professional Experience: Aviation, JPME: I (Air Command and Staff College Distance Learning) & II; JQO: Yes
International Programs
Commander William Ellis, U.S. Navy
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Lieutenant Commander Dennis Wajda, U.S. Navy
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Professional Experience: Aviation Phase I/II; JPME I: Yes; JQO: No.
Commander In H. Ha, U.S. Navy
B.S., U.S. Naval Academy, M.A., U.S. Naval War College

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COLLEGE OF DISTANCE EDUCATION

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Professional Experience: Naval Aviation Joint Maritime Operations Phase I/II: I (ILC); JSO: No
Professor George H. Baker, Jr.
M.A., U.S. Naval War College; M.A., University of Rhode Island; B.S., U.S. Naval Academy
Professional Experience: Submarine Warfare, Phase I/II: II (SLC); JQO: No
Professor Michael J. Barker
M.A., U.S. Naval War College; B.G.S., University of Massachusetts
Professional Experience: Aviation; Navy/Marine Corps Operations Planning; Acquisition; International Relations; Academic Course Management Phase I/II: I (SLC); JSO: No
Professor Robert L. Carney
M.A., U.S. Naval War College; U.S. Army Command and General Staff College; Joint Forces Staff College; B.S., U.S. Military Academy

Professional Experience: Theater Missile Defense; OIF; Battalion Command, OEF Phase I/II: I & II; JSO: Yes

Professor Stanley D. M. Carpenter

Ph.D., Florida State University; M.LITT., University of St. Andrews (Scotland); B.A., University of North Carolina at Chapel Hill

Professional Experience: Surface Warfare; Homeland Security; History; International Relations Phase I/II: I; JSO: No

Professor Bradley L. Carter

Ph.D. University of Kansas; M.T.S. Seabury-Western Theological Seminary; A.B. William Jewell College

Professional Experience: American Studies, Cultural and Military History, Religion; Phase I/II: No; JSO: No.

Professor William D. Ferree

Ph.D., Salve Regina University; M.A., U.S. Naval War College; M.S., Naval Postgraduate School A.B., Grove City College

Professional Experience: Surface Warfare; Proven Manpower Analyst Phase I/II: I (ILC); JSO: No

Professor Roger Fountain, II

M.A., U.S. Naval War College; M.S., University of Southern California; B.S., University of Denver

Professional Experience: Reconnaissance Operations; USAF Navigator/Weapons Systems; Joint Planning; Combined Operations; Operational Air Support Phase I/II: I & II; JSO: No

Professor Timothy S. Garrod

M.A., U.S. Naval War College; B.S., U.S. Naval Academy

Professional Experience: Surface Warfare; Command at Sea; Command Ashore (Joint); Mine Warfare; Academic Program Management Phase I/II: I; JSO: No

Professor Christopher J. Gregor

M.A., Florida State University; M.S., Naval Post-Graduate School; B.S., U.S. Naval Academy

Professional Experience: Artillery; Intelligence; Amphibious Operations; Joint operations Phase I/II: I & II; JSO: Yes

Professor John Jackson

C.A.G.S., M.S., Salve Regina University; M.Ed., Providence College; B.U.S., University of New Mexico; Diploma, Naval War College

Professional Experience: Supply and Logistics, Adult Education, Phase I/II: I; JQO: No

Professor David A. Kelly, Jr.

J.D., Texas Tech University School of Law; M.B.A., National University; B.S. Eng., University of Pennsylvania

Professional Experience: Surface Warfare; Expeditionary warfare; Joint/combined Operations; MOOTW; Attorney Phase I/II: I (SLC); JSO: No

Professor David S. Magill

Ph.D., Salve Regina University; M.A., U.S. Naval War College; M.A., Central Michigan University; B.A., University of Massachusetts

Professional Experience: Antisubmarine Warfare; Maritime Patrol Aviation; Program Evaluation; Defense Resource Management; Certified Online Instructor; Instructional Systems Design Phase I/II: I (SLC); JSO: No

Professor Richard J. Martin, Jr.

M.A., Salve Regina University; B.S., A.S., University of Maine

Professional Experience: Aviation Command and Control; Staff Planning; Joint Operations; Education; International Relations Phase I/II: I (SLC); JSO: No

Professor Alan J. Neff

M.A., U.S. Naval War College; M.B.A., Webster University; B.A., Ohio State University

Professional Experience: Naval Aviator; Interagency; Combined Operations; International Relations Phase I/II: I (SLC); JSO: No

Professor Ron Oard

M.A., U.S. Naval War College; M.S., Naval Postgraduate School; B.S.E. Purdue University

Professional Experience: Surface Warfare, Military History; Phase I/II: II (JFSC); JQO: Yes

Professor Steven Pierce

M.A., U.S. Naval War College; M.P.A., Troy State University; B.A., University of the State of

New York Professional Experience: Naval Aviation; ISR; Education; Public Administration Phase I/II: I (ILC); JSO: No

Professor Glenn C. Powers

M.A., U.S. Naval War College; M.A., Salve Regina University; B.S., U.S. Naval Academy

Professional Experience: Naval Aviation; ASW; Joint and Combined Operations; NATO OIC; Political Science; International Relations; SOUTHCOM Team Lead Phase I/II: I (ILC & SLC); JSO: No

Professor Angus K. Ross

M.A., Providence College; M.A., U.S. Naval War College; B.S., Exeter University (United

Kingdom) Professional Experience: Surface Warfare; USW; Joint Planning; Air Group Planning; Multi- National and NATO Operations Phase I/II: I (ILC); JSO: No

Professor Jeffery Shaw

Ph. D. Salve Regina University; M.A., American Military University; B.A., Saint Anselm

College Professional Experience: U.S. Air Force Aviation, History; Phase I/II: I (ACSC); JQO: N

Professor Douglas V. Smith

M.A., U.S. Naval War College; M.A., Naval Postgraduate School; B.S., U.S. Naval Academy

Professional Experience: Naval Aviation; Maritime Patrol; ASW; Military History; Naval History Phase I/II: I; JSO: N

o

Professor Paul J. St. Laurent

Ph.D., Florida State University; M.A., Providence College; M.A. U.S. Naval War College; M.A.,

Webster University; M.Ed., Boston University; B.S., The University of Massachusetts

Professional Experience: Logistics, Contracting, Joint Planning and Operations; NATO Planning; European History; Education Phase I/II: I & II (SLC); JSO: Yes

Professor Michael F. Van Vleck

M.A., U.S. Naval War College; B.S., U.S. Merchant Marine Academy

Professional Experience: Military Sealift Command; Special Warfare; Merchant Marine; Southeast Asia; South America Phase I/II: I; JSO: No

Professor Leonard W. Wildemann

M.A., U.S. Naval War College; M.A., B.A., Villanova University

Professional Experience: Surface Warfare, Joint Maritime Operations; Political Science;

International Relations Phase I/II: I (ILC); JSO: No

NWC at NPS Faculty

Professor Harold D. Blanton

Ph.D., M.A., Florida State University; B.S., Valdosta State University

Professional Experience: European History; Phase I/II: No; JSO: No

Professor Jan S. Breemer

Ph.D., M.A., University of Southern California; B.A., California State University

Professional Experience: Teaching and Research in National Security Affairs; Phase I/II: No;

JSO: No

Professor Richard Mitchell Brown, III

M.S., Naval Postgraduate School; M.B.A., University of Pennsylvania; B.S., U.S. Naval

Academy

Professional Experience: Air Warfare/Combat; Surface Warfare; Strategic Planning; Naval

Intelligence; European Area; ASW; Phase I/II: I (ILC); JSO: Yes

Professor Jonathan E. Czarnecki

Ph.D., M.A., State University of New York; B.S., Clarkson University

Professional Experience: C4I; EW/IO; Strategic Intelligence and Planning; Manpower; Joint

Resource Management; Phase I/II: I & II; JSO: Yes

Professor Fred P. Drake, Jr.

M.A., U.S. Naval War College; M.S., Troy State University; B.S., University of Idaho

Professional Experience: Naval Aviation; EW; Academic Management; IO; Strategic Planning

Phase I/II: I; JSO: No

Professor Richard B. Grahlman

M.S., Naval Postgraduate School; B.S., Oregon State University

Professional Experience: Strategic Planning; Joint Operations; Naval Aviation; Amphibious

Warfare Phase I/II: I & II (NDU); JSO: Yes

Professor Randall J. Hess

M.A., U.S. Naval War College; A.M., Stanford University; B.S., U.S. Naval Academy

Professional Experience: Naval Aviator; Air Warfare; Joint and Combined Operations (NATO);

National Security and Strategic Studies; Education and Training Management; Phase I/II: I

(SLC); JSO: No

Professor Michael W. Jones

Ph.D., Florida State University; M.S., B.A., University of New Orleans

Professional Experience: Naval Intelligence Phase I/II: I; JSO: No

Professor Casey J. Lucius

Ph.D. University of Hawaii; M.A. Naval Postgraduate School; B.A. Ashland University Orleans;

Diploma, U.S. Naval War College

Professional Experience: Naval Intelligence, Political Science; Phase I/II: I (ILC); JSO: No

Professor Michael McMaster

M.S., Naval Postgraduate School; B.B.A., University of New Mexico

Professional Experience: Surface Warfare; ASW; Joint Special Operations; Phase I/II: I (ILC);

JSO: No

Professor Thomas P. Moore

Ph.D., Virginia Tech; M.S., Stanford University; B.A., Northeastern University
Professional Experience: Logistics; Planning and Operations; Operations Research, Systems and Cost Analysis; Phase I/II: I (ILC); JSO: No

Professor Dane Nix

Ph.D. Salve Regina University; M.A. US Naval War College; Th.M. Duke University; M.Div Denver Seminary; B.A. University of Colorado

Professional Experience: Chaplain, Combatant Command Staff; Phase I/II: I (ILC), JQO: No
Professor Gary J. Ohls

Ph.D., M.A., Texas Christian University; M.A., U.S. Naval War College; M.B.A., California State University; A.B., Friends University

Professional Experience: Defense Program Planning; Crisis Management; American, Military and Naval History; Phase I/II: I; JSO: No

Professor David F. Overton

M.S., Naval Postgraduate School; B.S.P., East Carolina University

Professional Experience: Naval Aviation; Information Technology; Electronic Warfare; Phase I/II: I; JSO: No

Professor Joyce E. Sampson

Ph.D., Florida State University; M.A., B.A., Kent State University

Professional Experience: History; Western Civilization; Islam/Middle East; Phase I/II: No; JSO: No

Professor Donald J. Stoker

Ph.D., Florida State University; M.A., B.A., Valdosta State University

Professional Experience: Strategy and Policy; World History; European Military and Diplomatic History; Phase I/II: No; JSO: No

Professor Karl F. Walling

Ph.D., University of Chicago; M.A., University of Chicago; B.A., St John's College

Professor Craig A. Whiteside

Ph.D. Candidate, Washington State University; M.A. Washington State University; M.A. Long Island University; B.S. U.S. Military Academy

Professional Experience: Airborne Infantry, International Relations, Post-Conflict Security; Phase I/II: I (ILC); JSO: No

Washington Faculty

Professor Charles C. Chadbourn, III

Ph.D., University of Washington; M.A., B.S., Louisiana Technical University

Professional Experience: Surface Warfare; Strategy and Policy; Phase I/II: No; JSO: No

Fleet Faculty

Theater Security Decision Making

Professor Mike Armour Ph.D., University of Mississippi; M.A., U.S. Army War College; M.A., Memphis State University; B.S., Memphis State University

Professional Experience: Philosophy, Political Science, Public Administration; Phase I/II: II (SLC); JQO: No

Professor Virginia Gladding (Baker)

M.A., U.S. Naval War College; M.A.T., Vanderbilt University; B.A., Mary Washington College

Professional Experience: Intelligence, CJCS Staff, Air Staff; Phase I/II: I (SLC); JQO: Yes

Professor Lawrence L. Brady

M.A., Webster University; M.A., U.S. Naval War College; Joint Forces Staff College; B.A., Georgia Southern College

Professional Experience: U.S. Marine Corps Aviator, Naval/Marine Corps Aviation, Joint and Combined Operations; Phase I/II: I & II (SLC); JQO: Yes

Professor Robert Buehn

M.A., U.S. Naval War College; B.S., University of Florida

Professional Experience: Naval Aviation, Major Shore Level command; Phase I/II: I (ILC); JQO: No

Professor Bruce T. Clark

J.D., B.A., Seattle University; M.A., U.S. Naval War College

Professional Experience: Naval Special Warfare; Phase I/II: I (ILC); JQO: No

Professor Robert E. Cyboron

M.A., U.S. Naval War College; M.A., Naval Postgraduate School; B.A., Tufts University

Professional Experience: Surface Warfare, Anti-Submarine Warfare, National Intelligence, and Naval, Intelligence, International Relations (Pacific Rim focus), Joint and Combined Operations; Phase I/II: I (ILC); JQO: No

Professor James M. Docherty

M.S., U.S. Air War College; B.S., Michigan State University

Professional Experience: USN/USMC Aviation; Electronic Warfare; MAGTF Operations; International Relations; Drug Interdiction Operations; Joint Operations; Phase I/II: I&II (SLC); JSO: Yes

Professor Richard Finn

Ph.D., M.A., Salve Regina University; B.S., Southern Connecticut State University; Diploma, U.S. Naval War College

Professional Experience: Surface Warfare, Amphibious/Expeditionary Operations, Operations, Analysis, NATO Intelligence Analysis, Mid-East & North African Political/Military Affairs; Cyber Operations and Terrorist Watchlisting; Phase I/II: I (ILC); JQO: Yes

Professor William H. Forman, Jr.

J.D., B.A., Tulane University; M.A., Louisiana State University

Professional Experience: USAF JAGC, Political Science, International Law and National Security Law; Phase I/II: No; JQO: No

Professor Stephen Fought

Ph.D., Brown University; M.S., University of Southern California; B.S., Georgia Tech; Diploma, U.S. Naval War College

Professional Experience: Joint Staff, Joint Strategic Planning Staff; Phase I/II: I (ILC); JQO: No

Professor Paul Holman

Ph.D., M.A., Georgetown University; A.B., Harvard University; Diploma, U.S. Naval War College

Professional Experience: Air Force Intelligence, Joint Intelligence; Phase I/II: I (ILC); JQO: No

Professor William C. Keller

Ph.D., Walden University; M.S., Naval Postgraduate School; B.A., Colgate University

Professional Experience: Surface Warfare; Phase I/II: No; JQO: No

Professor Thomas C. Linn

M.A., U.S. Naval War College; M.A., Georgetown University; B.A., Virginia Military Institute

Professional Experience: Science and Technology in Defense, Ground combat operations, Joint and Coalition Operations, International, Relations, Joint Strategic Planning System; Phase I/II: I (ILC); JQO: No

Professor Port R. Martin

Fulbright Scholar La Sorbonne; Ed. D., University of San Diego; M.A., University of Northern Colorado; B.S., U.S. Naval Academy

Professional Experience: Surface Warfare, ASW, CIC, Naval Aviation, helicopters, wing & type, Commander staff's, human resource management specialist; Phase I/II: No; JQO: No

Professor Stephen V. McBrien

Ph.D., M.Ph., M.A., Columbia University; B.A., Catholic University of America; Diploma, U.S. Naval War College

Professional Experience: Deputy Director, National Security Analysis Group; Phase I/II: I (ILC); JQO: No

Professor C. Philip Nichols, Jr.

J.D., University of Baltimore School of Law; M.A., U.S. Naval War College; A.B., Georgetown University

Professional Experience: Naval JAG Officer; Phase I/II: I (ILC); JQO: No

Professor Cynthia S. Perrotti

M.A., U.S. Naval War College; M.S., Wright State University, Ohio; B.S. (Chemical Engineering), Purdue University, Indiana

Professional Experience: Acquisition Officer, Joint Experimentation; Phase I/II: I (ILC); JQO: No

Professor Dorothy A. Prose

M.A., Naval War College; M.B.A., George Washington University; B.A., College of St. Teresa

Professional Experience: Shore Station Management, Joint/NATO Duty, Communications, Recruiting; Phase I/II: pre-JPME (SLC); JQO: Yes

Professor Robert B. Watts

M.S., Ph.D., War Studies, Royal Military College of Canada, National War College; M.A., Naval Postgraduate School; M.A., American Military University; M.A., Old Dominion University; B.S., United States Coast Guard Academy

Professional Experience: Homeland Security, Drug Interdiction Operations, Interagency Operations; Phase I/II: I (ILC); JQO: No

Professor Stanley B. Weeks

Ph.D., M.A., American University; B.S., U.S. Naval Academy; Diploma, National War College

Professional Experience: Surface Warfare, Joint and Combined Operations, International Relations; Phase I/II: I & II (SLC); JQO: Yes

Professor Mark Wegge

M.A., U.S. Army War College; B. A., Northern Illinois University

Professional Experience: Naval Aviation; Phase I/II: I (SLC); JQO: No

Professor Theodore W. Wu

J.D., Boston University School of Law; M.S., Tufts University; B.S., U.S. Naval Academy

Professional Experience: Surface Warfare, Strategic and Operations Analysis; Phase I/II: No; JQO: No

Joint Maritime Operations

Professor Frank Baker

M.S., U.S. Naval Postgraduate School; M.A., U.S. Naval War College; B.A., Pennsylvania State University

Professional Experience: Surface Warfare, Oceanography, Joint Maritime Operations; Phase I/II: I (SLC); JQO: No

Professor Paul S. Bloch

M.S., Naval Postgraduate School; M.A., Salve Regina University; B.S., U.S. Naval Academy; Diploma, U.S. Naval War College

Professional Experience: Naval Aviation, Joint Planning and Operations, Operations Analysis; Phase I/II: pre-JPME (SLC); JQO: No

Professor John E. Brence

M.A., U.S. Naval War College; M.P.A., Troy State University; B.S., U.S. Air Force Academy

Professional Experience: Joint Air Operations, Command and Control, Joint Operations, Military History, Public Administration, Education; Phase I/II: I (SLC); JQO: No

Professor Robert E. Burke

M.A., U.S. Naval War College; M.S., Massachusetts Institute of Technology; B.S., Massachusetts Maritime Academy

Professional Experience: Joint Operations, Counter IED Operations; Phase I/II: I (ILC); JQO: No

Professor James T. Carroll, III

M.B.A., City University of London, United Kingdom; M.A., Salve Regina University; M.A., U.S. Naval War College; B.A., Villanova University

Professional Experience: Surface Warfare, Joint Operations, Command and Control; Phase I/II: I (SLC); JQO: No

Professor Paul Clarke

Ph.D., Auburn University; M.P.A., Howard University; B.A., San Francisco State University

Professional Experience: US Air Force Intelligence Officer; Phase I/II: I; JQO: Yes

Professor Michael L. Cluff

M.A., Salve Regina University; B.S., Michigan State University; Diploma, U.S. Naval War College

Professional Experience: Marine Infantry Officer, Joint Staff and COCOM, Joint Operations, International Relations; Phase I/II: I & II (SLC); JQO: Yes

Professor Michael R. Critz

M.A., U.S. Naval War College; M.S., Naval Postgraduate School; B.S., Rensselaer Polytechnic Institute; Diploma, Armed Forces Staff College

Professional Experience: Naval Aviation, Antisubmarine Warfare, Joint Operations and Planning; Phase I/II: I (ILC) & II (AFSC); JQO: No

Professor Francis J. Cummings

M.A., U.S. Naval War College; M.S., Salve Regina University; M.S., Pittsburg State University; B.A., University of Connecticut

Professional Experience: Armor, Infantry, Joint Operations, Civil Affairs, Foreign Area Specialist, (Turkey), Education; Phase I/II: I & II (SLC); JQO: Yes

Professor David E. Fay

M.A., U.S. Naval War College; M.S., Salve Regina University; B.S., New Hampshire College

Professional Experience: Naval Flight Officer, Joint Operations (JTF-4), Combined Operations (NATO Plans, CPWL staff); Phase I/II: I & II (SLC); JQO: No

Professor Frank R. Fowler

M.A., Salve Regina University; B.S., Roger Williams University; Diploma, U.S. Naval War College

Professional Experience: Systems Engineering, Systems Analysis, Submarine Combat Systems, Engineering; Phase I/II: I (ILC); JQO: No

Professor Derrill T. Goldizen

Ph.D., Pennsylvania State University; B.A., University of Southern Florida

Professional Experience: U.S. Air Force Meteorology, Joint Military Operations; Phase I/II: I; JQO: No

Professor Thomas Hagen

M.B.A., B.S., Oregon State University

Professional Experience: Naval Aviation, Joint Planning and Operations, Haiti Operation, CNO Fellow, Strategic Studies Group; Phase I/II: No; JQO: No

Professor John J. Hammerer

M.A., U.S. Naval War College; M.S., Naval Postgraduate School; B.S., University of South Carolina

Professional Experience: Joint Operations, Surface Warfare, Ballistic Missile Defense; Phase I/II: I/II (AFSC); JQO: Yes

Professor David L. Hartsough

M.A., National War College; M.B.A., University of North Florida; B.A., North Carolina State University Professional Experience: Maritime Aviation, NATO Operations; Phase I/II: I & II (NDU); JQO: No

Professor Peter Lane

Ph.D., University of Washington; B.S., U.S. Air Force Academy; Diploma, National Defense University Professional Experience: Aviation, History; Phase I/II: pre-JPME (NDU); JQO: No

Professor Jon Lawler

M.S., Salve Regina University; B.S., Edinburgh University

Professional Experience: Royal Navy Officer, Harrier Pilot; Joint Military Operations; Phase I/II: No; JQO: No

Professor Raymond J. Mach

M.S.A., George Washington University; M.A., U.S. Naval War College; B.S., Susquehanna University Professional Experience: Surface Warfare, Maritime Prepositioning, Expeditionary Warfare; Phase I/II: I (SLC); JQO: No

Professor Timothy J. Maynard

Ed.D., Johnson and Wales University; M.A., Johns Hopkins University; M.A., U.S. Naval War College; B.S., U.S. Naval Academy

Professional Experience: Surface Warfare Officer; Phase I/II: I & II; JQO: Yes

Professor Jim McHugh

M.A., U.S. Naval War College; M.A., Webster University; B.S., Pennsylvania State University Professional Experience: Joint Air Operations, Command and Control, Joint Intelligence; Phase I/II: I; JQO: No

Professor Richard R. Rager

M.A., American University; B.A., University of Southern California; Diploma, U.S. Naval War College

Professional Experience: Naval Aviation, Strategic Studies, Foreign Area Expertise, Middle East, South Asia Joint Planning; Phase I/II: pre-JPME (SLC); JQO: No

Professor Walter J. Richardson

M.A., Howard University; B.A., San Francisco State University

Professional Experience: Naval Aviation Officer; Joint Military Operations, Navy/Joint Planning; Phase I/II: I & II; JQO: No

Professor John M. Sappenfield

M.A., U.S. Naval War College; M.A., Webster University; B.A., University of North Carolina

Professional Experience: Joint and Interagency Planning, Joint Maritime Operations, Information Systems; Phase I/II: I (ILS) & II (JFSC); JQO: Yes

Professor Howard P. Shores

M.A., Ohio State University; B.A., West Virginia University

Professional Experience: Special Operations, Terrorism/Counter Terrorism Operations, Amphibious, Operations, Joint Maritime Operations; Phase I/II: No; JQO: No

Professor Jonathan W. Stull

M.A., U.S. Naval War College; M.S., Salve Regina University; B.A., Colgate University

Professional Experience: Transformation Chair, NDU, Expeditionary Operations, Joint Operations, Interagency Coordination; Phase I/II: I & II (NDU); JQO: Yes

Professor John F. Sussilleaux

M.A., U.S. Naval War College; M.A., George Washington University; B.S., College of the Holy

Cross Professional Experience: Surface Warfare, Naval Planning and Operations, Joint Operations, Operations Praying Mantis and Fiery Vigil; Phase I/II: pre-JPME; JQO: No

Professor Dario Teicher

M.A., Strategic Studies, Air War College; M.S., Telecommunications System Management, NPGS; B.S., Computer Science, State University of New York Maritime College

Professional Experience: Foreign Area Officer, Western Hemisphere, Surface Warfare; Phase I/II: I (ILC) & II (JFSC); JQO: Yes

Professor Joseph Thomas

Ph.D., M.A., University of Maryland; B.S., B.A., University of South Carolina; Diploma, U.S. Naval War College

Professional Experience: Surface Warfare, Coastal Warfare, Strike Group Training; Phase I/II: I (ILC); JQO: No

Professor D. Scott Thompson

M.S., Salve Regina University; M.A., U.S. Naval War College; B.S., U.S. Naval Academy

Professional Experience: Antisubmarine Warfare, Strategic Planning, Joint Maritime Operations; Phase I/II: I (NWC); JQO: No

Professor Michael R. Tollefson

M.S., Villanova University; M.A., U.S. Naval War College; M.A., Salve Regina University;

M.E., Naval Postgraduate School; B.S., U.S. Naval Academy

Professional Experience: Submarine Warfare, Joint Operations, International Relations, Political Science; Phase I/II: I (SLC); JQO: No

Professor Gary Ton

M.A., U.S. Naval War College; M.S., University of Arkansas; B.S., University of Mississippi

Professional Experience: Anti-Submarine Warfare, Naval Warfare, Joint Operations, Logistics; Phase I/II: I (ILC); JQO: No

Professor Alan Wall

M.A., U.S. Naval War College; M.S., George Washington University; B.S., Ohio State University

Professional Experience: Naval/Joint Intelligence, Surface Warfare, Joint Operations; Phase I/II: I (ILC); JQO: No

Professor James M. Warren

M.P.A., Troy State University; B.S., U.S. Naval Academy; Diploma, U.S. Naval War College
Professional Experience: Surface Warfare, Joint Operations, Strategic Planning and Intelligence, Operations Analysis; Phase I/II: I (ILC); JQO: No

Professor Mark R. Wegge

M.A., U.S. Army War College; B. A., Northern Illinois University

Professional Experience: Naval Aviation, NATO Planning, Interagency Planning, Joint Operations; Phase I/II: I (SLC); JQO: No

Professor David W. Willmann

M.S., Naval Postgraduate School; B.S., U.S. Naval Academy; Diploma, U.S. Army War College
Professional Experience: Naval Aviation, Joint Planning and Operations, Military History; Phase I/II: I (SLC); JQO: No

Professor Georgette P. Wilson

Ed.D., Johnson & Wales University; M.A., Army War College; M.S., Naval Postgraduate School; B.S., United States Military Academy

Professional Experience: Army Logistics, Joint Operations, Phase I/II: I/II (SLC); JQO: Yes
Strategy and Policy

Professor Porter R. Blakemore

Ph.D., University of Georgia; M.A., James Madison University; A.B., University of North Carolina at Chapel Hill

Professional Experience: U.S. Naval Aviation, Military History, European History; Phase I/II: No; JQO: No

Professor William D. Clinton, III

Ph.D., M.A., University of Virginia; B.A., Louisiana State University

Professional Experience: American Foreign Policy, International Relations, Cold War; Phase I/II: No; JQO: No

Professor Michael Creswell

Ph.D., M.A., University of Chicago; B.A., Indiana University

Professional Experience: European Security, International History, Cold War, Modern France; Phase I/II: No; JQO: No

Professor Thomas J. Cutler

M.A., Norwich University; B.A., Towson State University

Professional Experience: U.S. Navy Surface Warfare, Naval History, Western Civilization, World War II, Vietnam War; Phase I/II: No; JQO: No

Professor Kevin J. Delamer

M.A., U.S. Naval War College; B.S., U.S. Naval Academy

Professional Experience: U.S. Navy Aviation, U.S. Naval History, Military History; Phase I/II: I (ILC); JQO: No

Professor George B. Ellenberg

Ph.D., University of Kentucky; M.A., B.A., Clemson University

Professional Experience: American and Military History, Education Administration; Phase I/II: No; JQO: No

Professor Claudine L. Ferrell

Ph.D., Rice University; M.A., B.A., Southwest Texas State University

Professional Experience: U.S. Legal/Constitutional History, U.S. History, Vietnam War; Phase I/II: No; JQO: No
Professor Curtis P. Fritsch, III
M.A., U.S. Naval War College; M.B.A., M.P.A., University of Washington; B.A., University of California at Los Angeles
Professional Experience: U.S. Navy Surface Warfare, Budget Planning, Finance; Phase I/II: I (ILC); JQO: No
Professor Paul Gallagher
M.A., Army War College; B.A., Marquette University
Professional Experience: U.S. Navy Aviation, Naval Operations; Phase I/II: I (AWC); JQO: No
Professor Robert J. Gennette
M.A., B.S., San Diego State University
Professional Experience: U.S. History, European History, Economics; Phase I/II: No; JQO: No
Professor David M. Huntoon
M.A., U.S. Naval War College; B.S., University of Vermont
Professional Experience: U.S. Navy Aviation, Naval Operations, Military History; Phase I/II: I (SLC); JQO: No
Professor John M. Kramer
Ph.D., M.A., University of Virginia; B.A., LaSalle University
Professional Experience: Political Science, Russian and East European Affairs; Phase I/II: No; JQO: No
Professor Cyril M. Lagvanec
Ph.D., Texas A&M University; M.A., Tulane University; B.A. Baylor University
Professional Experience: American and European Military History, American Revolution; Phase I/II: No; JQO: No
Professor Thomas Lang
M.A., U.S. Naval War College; B.S., Central Michigan University
Professional Experience: U.S. Navy Aviation, Naval Operations, Military History; Phase I/II: I (ILC); JQO: No
Professor Bryan D. Lucas
M.A., U.S. Naval War College; B.A., Southern Connecticut State University
Professional Experience: U.S. Navy Surface Warfare, Military History; Phase I/II: I (ILC); JQO: No
Professor James R. McIntyre
M.A., University of Illinois; B.A., Temple University
Professional Experience: American Revolution, Napoleonic Era, European Military History; Phase I/II: No; JQO: No
Professor James J. O'Rourke
M.A., U.S. Naval War College; M.A. Salve Regina University; M.B.A., University of North Florida; B.S., U.S. Naval Academy
Professional Experience: U.S. Navy Aviation, Naval Operations, Military History; Phase I/II: I (ILC); JQO: No
Professor Donal O'Sullivan
Dr. habil., Catholic University of Eichstatt, Germany; Ph.D., M.A., Rheinische Friedrich-Wilhelms University

Professional Experience: Modern History, Eastern European History, International Law; Phase I/II: No; JQO: No

Professor Nathan R. Packard

Ph.D. Candidate, Georgetown University; M.A., Georgetown University; B.A. College of the Holy Cross

Professional Experience: U.S History, U.S. Diplomatic History, Military History, Latin American History; Phase I/II: Yes; JQO: No

Professor Tatiana Parent

Ph.D., University of Hawaii; M.A., B.A., Hawaii Pacific University

Professional Experience: Ancient European History, Islam and the Middle East, Medieval Studies, World History; Phase I/II: No; JQO: No

Professor Evan Renfro

Ph.D., University of Nebraska; M.A., B.A., University of Texas

Professional Experience: International Relations, Middle Eastern Studies, Geography; Phase I/II: No; JQO: No

Professor Calvin R. Scheidt

M.P.A., Troy State University; M.B.A., National University; B.S., University of LaVerne; B.S., Saint Leo University; Diploma, Armed Forces Staff College; Diploma, U.S. Naval War College; Diploma, Army Command and General Staff College

Professional Experience: U.S. Navy Supply, Military Organization/Planning/Operations; Phase I/II: I (ILC) & II (NDU); JQO: No

Professor David A. Smith

Ph.D., University of Missouri; M.A., B.A., Southwest Texas State University

Professional Experience: World War II, 20th Century Military History; Phase I/II: No; JQO: No

Professor Stephen Stein

Ph.D., Ohio State University; M.A., B.A., University of Colorado University

Professional Experience: U.S. Military and Naval History, Modern Middle East; Phase I/II: No; JQO: No

Professor Heath Twichell

Ph.D., M.A., American University; B.S., United States Military Academy

Professional Experience: U.S. Army Infantry, Modern Europe, World War II; Phase I/II: No; JQO: No

Professor Peter T. Underwood

M.A., Duke University; M.A., U.S. Naval War College; B.A., Virginia Military Institute

Professional Experience: U.S.M.C. Logistics, Western European History; Phase I/II: II (JFSC); JQO: Yes

Professor Larry A. Weaver

Ph.D., M.A., Indiana University; B.S., U.S. Air Force Academy

Professional Experience: U.S. Air Force Aviation, Modeling and Simulation, Strategic Planning, Education, Eastern European History; Phase I/II: I (ACSC); JQO: No

Professor Edward H. Wisner

M.A., Florida Atlantic University; M.B.A., Embry-Riddle Aeronautical University; B.A., Fort Lauderdale University

Professional Experience: U.S. Army Artillery, World War I, U.S. Naval History; Phase I/II: No; JQO: No

Professor Andrew T. Zwilling

M.A., B.A., Florida State University

Professional Experience: Colonial-1865 American History, Russian History, Early Modern European History; Phase I/II: No; JQO: No

Web Electives

Professor Richard A. Lobban

Ph.D., Northwestern University; M.A. Temple University; B.S. Bucknell University.

Professional Experience: A world-renowned expert in Sudan and Egypt, he has conducted extensive anthropological field research, and has published prolifically in the areas of African and African-American Studies

Professor James F. Miskel

Ph.D. State University of New York; M.A. State University of New York; B.A. Boston College.

Professional Experience: Federal Emergency Management Agency as a Division Director and Deputy Assistant Associate Director responsible for interagency emergency preparedness projects.

Professor John Fobanjong

Ph.D., University of Arizona; M.P.A., University of Arizona; B.S., University of Arizona

Professional Experience: Teaches courses in African Politics, Comparative Politics, Civil Rights, Public Administration and Public Policy at the University of Massachusetts Dartmouth.

Professor Carolyn Fluehr-Lobban

Ph.D., Northwestern University; M.A., Temple University; B.S., Temple University.

Professional Experience: Published specialist in Islamic law and Islamic society, women's social and legal status in Muslim societies, ethics and anthropological research, human rights and cultural relativism.

William R. Farrell

Ph.D., University of Michigan, M.A. Florida State University; B.A. Fordham University

Professional Experience: Retired Air Force Officer (prior to JPME) in Air Force Special Investigations, focusing on counterintelligence and security matters. Former Deputy Chief of Security, JCS staff.

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CENTER FOR NAVAL WARFARE STUDIES

Professor Robert C. Rubel

Dean, Center for Naval Warfare Studies

M.A., U.S. Naval War College M.A., Salve Regina University B.A., University of Illinois

Professional Experience: Military Planning and Decision Making, Naval Strategy Phase I/II: I (SLC) JSO: No

Civilian Faculty

Professor Robin M. Babb

M.S., Industrial College of the Armed Forces, M.S., Naval Postgraduate School, B.A., Stonehill

College. Professional Experience: Naval Shore Communications, War Planning, Faculty U.S.

Naval War College. Phase I/II: I & II (ICAF); JQO: Yes

Professor Walter A. Berbrick

Ph.D., Candidate, Northeastern University, M.A., Salve Regina University, B.A., Saint Peter's College. Professional Experience: Intelligence Analysis, International Law and Maritime Security Cooperation. Phase I/II: I & II No; JQO: No

Professor Heath J. Brightman

Ed.D., Seton Hall University, MCJ, Boston University, M.A., Holistic Counseling, Salve Regina University, M.A., Holistic Leadership, Salve Regina University, CAGS, Holistic Counseling-Expressive & Creative Arts, Salve Regina University, CAGS, Mental Health, Salve Regina University, B.S., University of Massachusetts at Amherst. Certified Clinical Trauma Professional (CTTP), Certified Clinical Hypnotherapist (CHT). Experience: Post-traumatic stress disorder research, traumatology, criminology, white collar crime, public program evaluation, corruption control, social science research methods, hyper-gaming and, application of game theory to irregular warfare, game design, operational leadership, biological and chemical warfare threat assessment and curriculum development/educational assessment. Phase I/II: No. JQO: No.

Professor William F. Bundy

Ph.D., Salve Regina University, M.A., w/Distinction U.S. Naval War College, B.A., (w/Distinction) University of Hawaii. Professional Experience: Submarine Warfare, Anti-Submarine Warfare, NOBC: Strategic Planning - Nuclear Military-Political, NOBC: Strategic Weapons and Navigation, Graduate Research in Ballistic Missile Defense Strategy and Planning, Leadership and Ethics. Phase I/II: I (SLC) & II; JQO: Yes

Professor Shawn W. Burns

Ed.D., Candidate, Johnson & Wales, M.A., U.S. Naval War College, B.A., Salem State College. Professional Experience: Navy/Marine expeditionary operations, helicopter aviation, war game design. Phase I/II: I (USNWC); JQO: No

Professor Thomas J. Culora

M.A., (w/Distinction) U.S. Naval War College, M.A., Naval Postgraduate School, B.F.A., The School of Visual Arts, New York, NY. Professional Experience: Amphibious Operations, Anti-Submarine Warfare, Helicopter Maritime Strike Operations, Strategy and Policy for CJCS and for OPNAV Staff (N5), Maritime Security Operations, Humanitarian Assistance and Disaster Relief Operations, Art History Phase I/II: I (NWC) & II (AFSC); JQO: Yes

Professor David A. Della Volpe

M.A., University of Alabama, M.A., U.S. Naval War College, B.S., Fairfield University. Professional Experience: Military History, Tactical Aviation, Military Planning. Phase I/II: I (USNWC); JQO: No

Professor Chris C. Demchak

Ph.D., M.A., University of California, M.P.A., Princeton University, B.A., University of California. Professional Experience: Cyber and International Security, Complex Socio-Technical Systems Analysis, Comparative Organization Theory, Diffusion of Advanced Technologies, Phase I/II: No; JQO: No

Professor Peter Dombrowski

Chair, Strategic Research Department, Ph.D., M.A., University of Maryland, B.A., Williams College Professional Experience: National Security Strategy and Policy, International Political Economy, Phase I/II: No; JQO: No

Professor Stephen G. Downes-Martin

Ph.D., University of London United Kingdom, Master of Advanced Studies (Mathematics Tripos III), University of Cambridge United Kingdom, M.A. (w/Distinction) U.S. Naval War College, B.Sc., First Class Honors University of London United Kingdom. Professional Experience:

Strategy, Decision Analysis, Deception, Voting Systems, Military Intelligence, Military Analysis, Operations Assessment, War Gaming, Game Theory, Systems Thinking and Dynamics, Modeling and Simulation, Mathematics, Physics, Phase I/II: I (SLC); JQO: No
Professor Douglas R. Ducharme

Ed.D., Candidate, Johnson & Wales, M.A., U.S. Naval War College, M.S., University of San Diego, B.S., Worcester Polytechnic Institute. Professional Experience: Mine Warfare, Search and Rescue, Operations Analysis, War Gaming, Energy Security, Institutional Research. Phase I/II: I (USNWC); JQO: No

Professor Peter Dutton

Ph.D., Candidate, King's College London, J.D., College of William and Mary, M.A., U.S. Naval War College, B.S., Boston University. Professional Experience: Chinese Maritime Law, Naval Aviation, and Navy Judge Advocate General. Phase I/II: I (SLC); JQO: N/A

Professor Bruce A. Elleman

William V. Pratt Professor of International History, 2013 to present. Ph.D., Columbia University, M.A., U.S. Naval War College, B.A., University of California, Berkeley Professional Experience: Military History, Phase I/II: (SLC); JQO: No

Professor Andrew Erickson

Ph.D., M.A., Princeton University, B.A., Amherst College. Professional Experience: Chinese Naval and Military Development. Phase I/II: No; JQO: No

Professor James R. FitzSimonds

M.S., Massachusetts Institute of Technology, B.S., U.S. Naval Academy, Industrial College of the Armed Forces, Professional Experience: U.S. Navy - Surface Line, Intelligence, Phase I/II: I (SLC) & II; JQO: Yes

Professor Lyle Goldstein

Ph.D., Princeton University, M.A., Johns Hopkins, SAIS, B.A., Harvard University Professional Experience: Chinese Naval and Military Development. Phase I/II: I (ILC); JQO: No

Professor John B. Hattendorf

Ernest J. King Professor of Maritime History, 1984 to present. Chair, Maritime History Department and Director, Naval War College Museum, Hon. L.H.D., Kenyon College; D.Phil., University of Oxford, United Kingdom; A.M., Brown University; A.B., Kenyon College, Professional Experience: USN surface warfare officer, Maritime and Naval History.

Professor Henry D. Kamradt

M.A., U.S. Naval War College, B.A., Duke University. Professional Experience: Anti Air Warfare, Surface Warfare, Anti-Submarine Warfare, Naval Intelligence, Phase I/II: I (ILC); JQO: No

Professor Craig M. Koerner

Ph.D., M.A., University of Chicago, B.A., University of California at Los Angeles, Phase I/II: No; JQO: No

Professor Jeffrey M. Landsman

M.A., U.S. Naval War College, M.B.A., Providence College, B.A., Miami University, Ohio. Professional Experience: Surface Warfare, Force Tactical Action Officer, Weapons Systems, Command and Control, Theater Security Cooperation, War Gaming, State Department. Phase I/II: I (USNWC); JQO: No

Professor Nan Li

Ph.D., Johns Hopkins University, M.A., University of Missouri, Columbia, B.A., Jilin University, Professional Experience: Chinese Civil-Military Relations, Chinese Maritime Strategy. Phase I/II: I (SLC); JQO: No

Professor Jon Scott Logel

Ph.D., Syracuse University, M.A., Syracuse University, B.S., B.A. Wake Forest University. Professional Experience: History, Military History, Army Aviation, Army Operations, COIN, NWC Strategy and Policy Faculty, War Gaming. Phase I/II: I; JQO: Yes

Professor Carnes Lord

Ph.D., B.A., Yale University, Ph.D., Cornell University. Professional Experience: Political Science Phase I/II: No; JQO: No

Professor Terence E. Mahoney

M.A., U.S. Naval War College, B.S., U.S. Naval Academy. Professional Experience: Security Assistance, Sea-basing, Officer Training, Undersea Warfare, War Gaming, Naval Aviation. Phase I/II: I (USNWC) & II (AFSC); JQO: No

Professor Donald J. Marrin

M.A., U.S. Naval War College, B.S., U.S. Naval Academy. Professional Experience: Surface Warfare, C4I, War Gaming, Phase I/II: I (USNWC) & II (AFSC); JQO: No

Professor Michael G. Martin

M.A., U.S. Naval War College, B.S., University of Notre Dame. Professional Experience: Surface Warfare, Naval Aviation, War Gaming, Game Design. Phase I/II: I (USNWC); JQO: No

Professor Montgomery McFate

Ph.D, M.Phil., M.A., Yale University, J.D. Harvard Law School, B.A., University of California at Berkeley. Professional Experience: Applied Military Anthropology, International Security, Irregular Warfare. Phase I/II: No; JQO: No

Professor William Murray

M.A., U.S. Naval War College, B.A., State University of New York (Cum Laude). Professional Experience: Wargame and Warfare Analysis, Phase I/II: I (USNWC) & II (JFSC); JQO: No

Professor Michael Schmitt

Chair, International Law Department; Professor of International Law. D.Litt., Durham University (UK); LL.M., Yale University; J.D., University of Texas; M.A., U.S. Naval War College; M.A., B.A., Texas State University. JPME Phase I/II (NWC).

Professor Jonathan Stevenson

J.D., Boston University School of Law, B.A., University of Chicago. Professional Experience: Lawyer. Phase I/II: I (SLC); JQO: No

Professor Warren M. Wiggins

M.A., U.S. Naval War College, B.S., University of Central Florida. Professional Experience: CDR (USN) Ret, Anti-Air Warfare, Joint Logistics, Homeland Security/Homeland Defense. Phase I/II: I (USNWC); JQO: No

Professor Andrew C. Winner

Ph.D., M.A., University of Maryland, M.A, The Johns Hopkins University School of Advanced International Studies, B.A., Hamilton College. Professional Experience: National Security Strategy and Policy, Nonproliferation/Counter-Proliferation, Middle East, South Asia, Interagency Process Phase I/II: No; JQO: No

Military Faculty

Commander Jeffrey Adams, U.S. Navy

M.B.A. Texas A&M University, B.S. U.S. Naval Academy. Professional Experience: United States Transportation Command- J3, Naval Air Logistics and Operations, Maritime Patrol, ASW, ISR, ASuW. Education. Phase I/II: I, (AJPME) ; JQO: Yes
Lieutenant Commander Stacey Auger, U.S. Navy
B.S., University North Florida. Professional Experience: NFO, MPRA, ASW, ASUW, ISR, MSOC Phase I/II: No; JQO: No
Lieutenant Commander Stacey Auger, U.S. Navy
B.A., University North Florida. Professional Experience: Security Assistance, Sea-basing, Officer Training, Undersea Warfare, War Gaming. Phase I/II: I (USNWC) & II (AFSC); JQO: No
Commander W. Chris Baker, U.S. Navy
M.A., U.S. Naval War College, M.B.A. Naval Postgraduate School, B.S., University of Memphis, Graduate Navy Rotary Wing Weapons School. Professional Experience: Dive Operations, Tactical Helicopter Operations; ASW, ASUW, Strike, & Logistics. Phase I/II: I (USNWC); JQO: No
Lieutenant Arthur Ceraldi, U.S. Navy
B.S., U.S. Naval Academy. Professional Experience: Naval Flight Officer, Maritime Patrol Operations, Anti-Submarine Warfare, Anti-Surface Warfare. Phase I/II: No, JQO: No
Commander Nicholas C Cromwell, U.S. Navy
M.A. U.S. Naval War College, B.S. U.S. Naval Academy. Professional Experience: Information Warfare Officer, Coalition and Joint Information Operations Planner, Strategic Communication, Signals Intelligence, Electronic Warfare, Cyber Operations, War Gaming;
JQO: No
Lieutenant Commander Matthew Crook, U.S. Navy
M.A., Naval Postgraduate School Space Systems, B.S., Brigham Young University. Professional Experience: Submarine Warfare, Space Systems acquisition. Phase I/II: I (NPS); JQO: No
Captain Edward J. D'Angelo, U.S. Navy
M.A., U.S. Naval War College, M.S., Central Michigan University, B.S., Penn State University. Professional Experience: Naval Aviation, Helicopter Operations, Coalition Operations, Anti-Terrorism/Force Protection, Military Planning. Phase I/II: I & II (USNWC); JQO: Yes
Lieutenant Commander James Farrant UK Royal Navy
M.A. (Cantab), University of Cambridge. Professional Experience: Barrister of English Law, Maritime Logistics. Phase I/II: I (Joint Services Command and Staff College, Shrivenham, UK).
Commander Geoffrey Gorman, U. S. Navy
S.M., Massachusetts Institute of Technology, B.S. University of North Florida. Professional Experience: Surface Warfare Operations, AEGIS Tactical Action Officer, ASW Evaluator, Joint Staff Planner, Joint Staff FUOPS. Education: Phase I/II: No, JQO: No
Lieutenant Colonel Hunter Kellogg, U.S. Marine Corps
B.A. University of Colorado. Professional Experience: Combat TACAIR Operations, HVT Targeting, Tactical and Operational Coalition Staff. Phase I/II: I (USMC Command & Staff College non-resident) ; JQO: No
Lieutenant Colonel Timothy Kelly, U.S. Marine Corps
Military Faculty, International Law Department; L.L.M., U.S. Army Judge Advocate General's School; J.D., California Western School of Law; B.A., University of Nebraska at Omaha.
Professional Experience: Criminal Law, International Law, Operational Law/Staff experience at MEU and Division level. JPME Phase I: Yes JQO: No

Commander Cassie Kitchen, U.S. Coast Guard
Military Faculty, International Law Department; M.A., U.S. Naval War College; M.A., St. Mary's College of California; J.D., Roger Williams University School of Law; B.A., University of Florida. Professional Experience: Criminal Law, Operational Law, International Law/Staff Experience at Headquarters and District level. JPME Phase I: yes

Captain Mark Lyles, U.S. Navy

VADM Joel T. Boone Professor of Health and Security Studies; Ph.D., Education: University of Texas Health Sciences Center at San Antonio; D.M.D., University of Louisville, Ed.S., Murray State University, M.A., U.S. Naval War College, M.S., Murray State University, B.A., Murray State University, B.S., Murray State University; Fellow, American Institute for Medical and Biological Engineering. Professional Experience: Resident in Oral and Maxillofacial Surgery; Founder and Chief Scientific Officer, M.E.D. USA, Inc.; Research Scientist; Deputy to the Special Assistant to the Surgeon General for Research Program Integration & Mission Development; JQO: No

Commander Brandon McCauley, U.S. Navy

M.A. U.S. Naval War College, B.S. Appalachian State University. Professional Experience: Maritime Patrol, ASW, ASuW, ISR. Education: Phase I/II: Yes/No. JQO: No.

Major John Merriam, U.S. Army

International Law Department; L.L.M., U.S. Army Judge Advocate General's School; J.D., Case Western Reserve University; B.A., University of Notre Dame. Professional Experience: International Law, Criminal Law, Operational Law; Brigade, Special Forces Group, and Joint Task Force Staffs. JPME Phase I: Yes (USN Command and Staff 2014); JQO: No.

Lieutenant Commander Nicholas Miller, U.S. Navy

M.A., U.S. Naval War College, B.S., Widener University. Professional Experience: Submarine Warfare. Phase I/II: I (USNWC); JQO: No

Lieutenant Commander David Nava, U.S. Navy

M.A., Naval War College, B.A., University of Washington. Professional Experience: Naval Flight Officer, EA-6B ECMO, EW/IO Operational Planner, CSG Staff. Phase I/II: Yes/No; JQO: Yes

Colonel Jeffery D. Pedersen, U.S. Army

Deputy Chair, International Law Department, L.L.M., U.S. Army Judge Advocate General's School, J.D., Drake University Law School, M.B.A., Touro University International, B.A., Colorado State University. Professional Experience: International Law, Operational Law, Administrative Law, Staff Judge Advocate, U.S. and NATO Operational Staffs, Phase I/II: I (CGSC, Ft. Leavenworth) & II (Air War College non-resident; NWC resident); JQO: No

Commander Keith Powell, U.S. Navy

M.A., U.S. Naval War College – Irregular Warfare, M.A., Embry Riddle, B.S. U.S. Naval Academy. Professional Experience: Naval Air Logistics and Operations, Maritime Patrol, ASW, ISR, ASuW. Education. Phase I/II: I (USNWC); JQO: No

Commander Diane Quattrone, U.S. Navy

M.A., U.S. Naval War College, B.S. U.S. Naval Academy. Professional Experience: Surface Warfare Officer (BMD, Amphib), Surface Warfare Officer Schools Instructor, Naval Science Instructor. Phase I/II: Yes (Air Command and Staff College, non-resident, USNWC); JQO: No.

Lieutenant Commander Robert Reynolds, U.S. Navy

M.B.A., Columbia University, B.S., U.S. Naval Academy. Professional Experience: Aviation Electronic Warfare, Counter IED, CAOC Staff, Naval Science Instructor, Education. Phase I/II: I (Air Command and Staff College); JQO: No

Lieutenant Commander Robert Sawyer, U.S. Navy

M.A., Old Dominion University, B.S., U.S. Naval Academy. Professional Experience: Submarine Warfare, Nuclear Power School Instructor, Modeling and Simulation Analysis. Phase I/II: Yes/No; JQO: No

Lieutenant Commander Scott Washburn, U.S. Navy

Deputy, Strategic Research Department, M.B.A., Salve Regina University, M.A., U.S. Naval War College, B.S., San Diego State University. Professional Experience: Surface Warfare Officer, Phase I/II: I (USNWC), JQO: No

Commander Mitch. Wilson, U.S. Navy

M.A., U.S. Naval War College, M.A., Operational Research Naval Postgraduate school, B.S., University of North Carolina at Chapel Hill. Professional Experience: Tactical Helicopter Operations, Strike Group Staff, and Operational Analysis, Education. Phase I/II: I (USNWC); JQO: No

Contractors

Mr. David Brower

M.S., U.S. Naval Postgraduate School, B.S., U.S. Naval Academy. Professional Experience: Senior Military Analyst, War Gaming, Retired Navy Captain, Naval Aviation - LAMPS Mk I/III, Undersea Warfare

Mr. John Hanus

BS., U.S. Merchant Marine Academy. Professional Experience: USCG licensed merchant marine deck and engine officer; Reserve Intelligence Officer; expertise in cyber warfare. JPME Phase I/II: No; JQO: No

Mrs. Stephanie Helm

M.A., U.S. Naval War College. B.A., University of California. Professional Experience: Retired Navy Captain, Information Warfare. Experience in Information Operations, Cryptology, Intelligence and Strategic Communication. JPME Phase I (USNWC) /II (JFSC). JSQ: Yes.

Mr. Larry Johnson

M.A., U.S. Naval War College, B.S., New Hampshire College. Professional Experience: Retired Navy Surface Warfare Officer, CRUDES, Amphibious, Surface Operations, Strike Group Operations, Interdiction, Anti-Piracy, CFMCC Operations (NATO), HA/DR, Planning. JPME Phase I (USNWC); JQO: No

Mr. Allen McCoy

M.A., U.S. Naval War College. M.S., Naval Postgraduate School. B.S., Georgia Institute of Technology. Professional Experience: Retired Navy Commander, helicopter pilot, NAVEUR/SIXTH Fleet, JTF and JFMCC planner, aviation mishap investigator. JPME I/II: I (USNWC). JQO: No

Mr. Peter Pellegrino

M.A., Kings College London. B.S., Pennsylvania State University. Professional Experience: Senior Military Analyst, Game Designer/Consultant, Retired Navy Commander, Naval Flight Officer, EA-6B. JPME: Phase I (JSCSC). JQO: No.

Mr. John Vecoli,

MBA, University of Rhode Island, BSEET, University of Memphis.

Professional Experience: Over 10 years experience in War Gaming Department, Retired Naval Flight Officer, P-3C, PATRECONWING ONE Detachment Kadena Operations Office, ISR and ASW planning and operations. Nuclear Electrician Mate Submarines, Submarine School Instructor, Mater Training Specialist.

JPME: No; JQO: No

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COLLEGE OF OPERATIONAL AND STRATEGIC LEADERSHIP

Dean, College of Operational & Strategic Leadership

Rear Admiral James D. Kelly, U.S. Navy (Ret)

National War College B.S., U.S. Naval Academy

Professional Experience: 36 Years U.S. Naval Officer, Naval Aviation A6E, Command at Sea of VA-115, AOE-1, CV-64, CSG-5/CTF-70 FDNF, Command ashore - OIC SPEAR (ONI), CNFJ FDNF. USN

International: United Nations Mil Obs Palestine, SHAPE/EUCOM, Japan

Flag experience: CFFC N3/5/7/8, CTF70, CNFJ. Phase I/II: Yes; JQO: Yes

Civilian Faculty

Professor Gene R. Andersen

Leader Development and Assessment, Stockdale Group, M.A. (w/Distinction), U.S. Naval War College, B.S., U.S. Naval Academy,

Professional Experience: Leadership Development, Helicopter Aviation, Phase I/II: I (ILC);

JQO: No

Professor Eugene M. Augustine

Operational Level Programs

M.A., Salve Regina University, B.A., SUNY Cortland

Professional Experience: Leadership, Amphibious Warfare, Operational Level Planning, Combined, Joint, and Interagency Operations; Phase I/II: Phase I; JQO: N/A

Professor Thomas M. Bayley

M.A., U.S. Naval War College B.S., Texas A&M University

Professional Experience: Submarines, ASW, Nuclear C2, Joint Operations, Crisis Response

Phase I/II: Yes; JSO: Yes

Professor Sean J. Carroll

Flag Officer Leadership Programs

M.A., Boston University, B.A., Boston College

Professional Experience: Flag/General Officer Education, Aviation E-2C, Phase I/II: I (NWC CDE); JQO: No

Professor Martin L. Cook

Admiral James Bond Stockdale Professor of Professional Military Ethics

Ph.D., M.A., University of Chicago, B.A., University of Illinois

Professional Experience: Teaching philosophy, ethics, religious studies, Phase I/II: I; JQO: N/A

Professor Timothy J. Demy

Professional Military Ethics

Ph.D., M.A., Salve Regina University, Th.D., Th.M., Dallas Theological Seminary, M.St., University of Cambridge (Honors), M.A., U.S. Naval War College (President's Honor Graduate), M.A., The University of Texas at Arlington, B.A., Texas Christian University
Professional Experience: Ethics, Religion and International Relations, Chaplain, Phase I/II: I;
JQO: N/A

Professor Donald B. Fennessey

Operational Level Programs

M.A., U.S. Naval War College, M.S., U.S. Naval Postgraduate School, B.A., Dartmouth College
Professional Experience: Naval Carrier Aviation, Strike Warfare, Warfare Concepts of Operation, Political-Military Affairs, Military Doctrine, Naval Attaché, Phase I/II: Yes/No; JQO: No

Professor Richard J. Findlay

Director, Operational Level Programs

M.A., U.S. Naval War College, B.S., U.S. Naval Academy

Professional Experience: Leadership, Marine Aviation, Warfare Concepts, Phase I/II: Yes; JQO: No

Professor G. Jeffrey Fullerton

Operational Level Programs

M.A. (w/Distinction), U.S. Naval War College, B.S.M.E., Tulane University

Professional Experience: 30 year Navy Career Surface Warfare Officer (Captain, Ret), Leadership (including 3 ship command tours including Major Command Afloat), Integrated Air/Missile/Ballistic Missile Defense, Operational Level Planning/Execution, Flag/General Officer education, Phase I/II: I & II (NWC); JQO: Yes

Professor David C. Fuquea

Operational Level Programs

M.A. (w/Highest Distinction), U.S. Naval War College, M.A., Duke University, B.S. (w/Honors), U.S. Naval Academy

Professional Experience: Marine Infantry Officer, Multiple Combat Tours, Amphibious Operations, Noncombatant Evacuation Operations, Education and Training, Phase I/II: Yes; JQO: Yes

Professor Brent J. Griffin

Operational Level Programs

M.A., U. S. Naval War College, M.A., U.S. Naval Postgraduate School, B.A., SUNY Potsdam

Professional Experience: Intelligence, Phase I/II: I & II; JQO: No

Professor James T. Harrington

Operational Level Programs

M.A., U. S. Naval War College, M.B.A., Bryant College, B.A., College of the Holy Cross

Professional Experience: Surface Warfare, Political-Military Affairs, Joint and Combined (NATO), Operations, Military Doctrine, Education and Training Phase I/II: Yes; JQO: Yes

Professor Sean P. Henseler

Operational Level Programs

J.D., Catholic University Columbus School of Law, M.A., U.S. Naval War College, M.A., Georgetown University, B.S., Babson College

Professional Experience: Naval Intelligence, International and Operational Law, and Rule of Law, Detention Operations, Operational Level Planning, Education/Training, Phase I/II: I & II: Instructor (NWC); JQO: No

Professor Olenda E. Johnson
Strategic Leadership & Leader Development
Ph.D., University of Pittsburgh, M.B.A., Florida A&M University, B.S., Florida A&M University
Professional Experience: Organizational Behavior and Organizational Studies

Professor Richard Keltner
Operational Level Programs
B.B.A., Howard Payne University
Professional Experience: Naval Aviator, ASW, Navy/Joint Operations Planner, JFACC, Fleet Staff, CTF Staff, CNATRA Staff, Phase I/II: I: currently in progress; JQO: No

Professor Steven D. Kornatz
Operational Level Programs
M.A. (w/Distinction), U.S. Naval War College, M.S., University of Southern California, B.S., U.S. Naval Academy, Professional Experience: Naval Aviation, ASW, Amphibious Warfare, Joint Operations, Operational Level Planning, Professional Education, Phase I/II: I; USNWC instructor for Phase II; JQO: No

Professor Richard J. Krystof
Director, Maritime Staff Operators Course Battle Lab
M.A., U.S. Naval War College, B.S., Daniel Webster College, Nashua, NH
Professional Experience: Naval Aviator, Maritime Patrol and ASW, Combatant Commander Staff, War Gamer, Phase I/II: I; JQO: No

Professor Carnes Lord
Professor of Strategic Leadership
Ph.D., Cornell University, Ph.D., Yale University, B.A., Yale University
Professional Experience: Teaching political philosophy and national security; State Department and White House staff tours.

Professor John P. Mangold
Director, Maritime Staff Operators Course
Ed.D. candidate, Liberty University, M.A., U.S. Naval War College, M.S., Chapman University, B.A., Temple University
Professional Experience: Leadership, Amphibious Warfare, Curriculum Development, Operational Planning, Logistics, Phase I/II: Yes; JQO: Yes

Professor John R. Mathis
Operational Level Programs
Ph.D. , Salve Regina University, M.A., U.S. Naval War College, M.A., Embry-Riddle Aeronautical University, B.A., Marquette University
Professional Experience: Leadership, Tactical Electronic Warfare, Joint Strategic Operations, Joint Military Planning, Phase I/II: I; JQO: No

Professor John C. Meyer
Assistant Dean for Leadership
Stockdale Group Lead, M.A. (w/Distinction), U.S. Naval War College, M.M.A., University of Rhode Island, B.S., U.S. Naval Academy
Professional Experience: Leader Development, Professional Military Ethics, Surface Warfare, Warfare Concepts, Phase I/II: I (ILC); JQO: No

Professor Kevin J. McKinley
Operational Level Programs

M.A., University of Oklahoma, B.A., Norwich University
Professional Experience: Leadership, Planning, OLV Assessment, Ground Operations, USA
Command and General Staff College, Phase I/II: No; JQO: No

Professor James P. Murray

Operational Level Programs

M.A., U.S. Naval War College, B.S., U.S. Naval Academy

Professional Experience: Leadership, Naval Aviation, ASW, Joint Operations, Maritime
Operations, Educational Administration, Phase I/II: I (ILC) & II (JFSC); JQO: Yes

Professor David P. Polatty, IV

Operational Level Programs

M.A. (w/Highest Distinction), U.S. Naval War College, B.S., U.S. Naval Academy

Professional Experience: Surface Warfare, Naval Aviation, ASW, Joint/Combined Operations,
Maritime Operations, Phase I/II: Yes (NWC)/Yes (JFSC); JQO: Level I

Professor Francisco K. Rosario

Operational Level Programs

M.Ed., Providence College, M.A., Air Command and Staff College, B.S., University Of Arizona

Professional Experience: Surface & Amphibious Warfare, PSI, EMIO, Combined, Joint and
Interagency CNT/CD Operations, Crisis and Deliberate Planning, Phase I/II: I & II; JQO: Yes

Professor Joseph Rutledge

Operational Level Programs

M.S., Industrial College of the Armed Forces, M.A., U.S. Naval War College, B.S., University
of Rhode Island

Professional Experience: Leadership, Planning, Command and Control, Phase I/II: Yes/Yes;
JQO: No

Professor Paul W. Schmidle

Operational Level Programs

M.S., Hawaii Pacific University, MSIS, B.S., University of Long Island

Professional Experience: Surface Warfare, Knowledge/ Information Management, C2 Systems,
Phase I/II: Enrolled (Fleet Seminar Program); JQO: No

Professor Carlos A. Sotomayor

Operational Level Programs

M.A., U.S. Naval War College, B.S., U.S. Naval Academy

Professional Experience: Leadership, Tactical Electronic Warfare, Joint Operations,
Interagency/Foreign Policy & Security Assistance, Phase I/II: I; JQO: No

Professor Timothy P. St. Laurent

Operational Level Programs

MSIS, Bryant College, B.A., Boston University

Professional Experience: Leadership, Surface Warfare, Combined/Joint Operations,
Education/Training, Phase I/II: I (enrolled); JQO: No

Professor Jonathan E. Will

Deputy Chief-Assist and Assess Team (AAT)

M.A., U.S. Naval War College, M.S., U.S. Naval Postgraduate School, B.S., U.S. Naval
Academy

Professional Experience: Leadership, Surface Warfare, Operational Level Staff, Joint
Operations, Ballistic Missile Defense Operations, Nuclear Propulsion, Phase I/II: I; JQO: No
Military Faculty

Commander Jeffrey M. Alves, U.S. Navy

Operational Level Programs

M.A., U.S. Naval War College, B.A., Boston University

Professional Experience: Naval Aviation, Operational Level Staff, Operational Planning, Crisis Response, Phase I/II: I; JQO: No

Commander Philip J. Beckman, U.S. Navy

Operational Level Programs

M.E.M. Masters in Engineering Management, Old Dominion University, M.S., Operations Research, United States Postgraduate School, B.S. Mathematics, U. S. Naval Academy

Professional Experience: Submarines, Phase I/II: No; JQO: No

Lieutenant Commander Michael J. Cassidy, U.S. Navy

Operational Level Programs

M.A., U.S. Naval War College, B.S., Bridgewater State University

Professional Experience: Maritime Patrol Aviation, Phase I/II: I; JQO: No

Lieutenant Commander William D. Clark, U.S. Navy

Operational Level Programs

M.A., U.S. Naval War College, M.B.A., University of Georgia, B.S., University of Idaho

Professional Experience: Supply Corps, Naval Operational Planner, U.S. SEVENTH Fleet Logistics Plans/Exercise Officer, Afloat Supply Officer (two tours), Instructor at Navy Supply Corps School, Phase I/II: I; JQO: No

Lieutenant Commander Harold Cully, U.S. Navy

Operational Level Programs

B.S., U.S. Naval Academy

Professional Experience: Maritime Patrol Aviation, Phase I/II: No; JQO: No

Captain Marc Denno, U.S. Navy

Operational Level Programs

Education: MBA, Brenau University, B.S., U.S. Naval Academy

Professional Experience: Submarines, ASW, Installation Management; Phase I/II: I/II; JQO: No
Information Systems Technician Chief Petty Officer Aaron Dozier, U. S. Navy

Operational Level Programs

M.S., IT Management, Trident University, B.S., Liberal Arts/Mgt, Excelsior College; AA - Business Admin

Professional Experience: Information Technology Management, Surface Warfare.

Captain Richard Fox, U.S. Navy

Operational Level Programs

Education: M.S. Telecommunications Sys Mgt, Naval Postgraduate School, B.A., English, Millsaps College

Professional Experience: Surface Warfare, Amphibious Warfare, Professional Education, Joint Operations; Phase I/II: I/II; JQO: Yes

Commander Steven Fuller, U.S. Navy

Operational Level Programs

Education: M.A., U.S. Naval War College, M.S. Auburn University, B.S., George Washington University

Professional Experience: Surface Warfare, Operational Level Staff, Ballistic Missile Defense, Joint Fires Planning, Tomahawk Planning and Execution, Air Defense; Phase I/II: I/II JQO: No

Lieutenant Commander Justin Hsu, U.S. Navy

Operational Level Programs

M.A., U.S. Naval Postgraduate School, B.S., Carnegie Mellon University

Professional Experience: Naval Aviation Strike Fighter, Exercise Planning; Phase I/II: I; JQO:

No

Captain William L. Lawler Jr., U.S. Navy

Operational Level Programs

M.A., U.S. Naval War College, B.S. Marquette University

Professional Experience: Leadership, Naval Aviation, Joint – OSD (Operational Test & Evaluation), Navy/Joint Operations, Electronic and Amphibious Warfare, Training and Education, Phase I; JQO: No

Operations Specialist Chief Petty Officer Daniel J. Lee, U.S. Navy

Operational Level Programs

B.S. University of Maryland College

Professional Experience: Enlisted Leadership, Surface Warfare

Commander Michael T. Lents, U.S. Navy

Operational Level Programs

M.B.A., Webster University, B.A., Millikin University

Professional Experience: Intelligence, Phase I/II: No; JQO: No

Captain Francis Molinari, U.S. Navy

Director, Assist and Assess Team (AAT)

M.A., National Security Strategy from National War College, M.B.A., University of Maryland,

B.S., University of Wisconsin-Madison

Professional Experience: Intelligence, Phase I/II: ; JQO:

Lieutenant Commander Brian G. Sims, U.S. Navy

Operational Level Programs

B.A., Washington State University; M.A., Naval War College

Professional Experience: Phase I/II: I; JQO: No

Commander Benjamin P. Smith, U.S. Navy

Operational Level Programs

M.A., U.S. Naval War College, M.S., Maine Maritime Academy, B.S., Maine Maritime Academy

Professional Experience: Naval Aviation, LAMPS, Battle Group Operations, Interagency Operations, Joint Information Operations/Defense Support to Public Diplomacy, Phase I/II: I, JQO: No

Lieutenant Commander Scott Thomas, JAGC, U.S. Navy

Operational Level Programs

Education:

Professional Experience: Phase I/II: JQO:

Lieutenant Commander Mark Venzor, U.S. Navy

Operational Level Programs

B.A., Virginia Military Institute

Professional Experience: Surface Warfare Officer, Amphibious Operations, Phase I/II: No; JQO: No

Lieutenant Commander Kasim Yarn, U.S. Navy

Operational Level Programs

B.A., Virginia Military Institute

Professional Experience: Surface Warfare Officer, Amphibious Operations, Phase I/II: No; JQO: No

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MARITIME ADVANCED WARFIGHTING SCHOOL

Director: Captain Patrick Molenda, U.S. Navy

M.A. (National Security and Strategic Studies), U.S. Naval War College; B.S. (Political Science), Jacksonville Univ. Professional Experience: Aviation (HSL); Phase I/II: I(NWC) and II (AFSC); JQO: Yes.

Deputy Director: Robert L. Gardner

M.A. (National Security and Strategic Studies), U.S. Naval War College; M.S. (Management), Saint Mary University; B.S. (Mechanical Engineering), Virginia Military Institute. Professional Experience: Artillery and Planning; Phase I/II: I(CGSC and SLC/NWC) and II (AFSC); JQO: Yes.

Professor Michael R. Croskrey

M.S., Naval Postgraduate School; B.S., Iowa State University. Professional Experience: Aviation; Phase I/II: I (ILC); JSO: No

Commander James Dalton, U.S. Navy

M.A. (National Security and Strategic Studies), U. S. Naval War College; B.S. (Secondary Education/History), University of Missouri. Professional Experience: Naval Aviation (VA/VF/VFA); Phase I (SLC/NWC), JQO: No.

Professor Jerry Duffy

M.A., U.S. Naval War College; B.S., Dowling College. Professional Military Experience: Naval Aviation (Helicopters). Phase I: ILC; JSO: Yes

Lieutenant Colonel Robert E. St. Peter, U.S. Marine Corps

M.A., School of Advanced Warfighting; B.S. (Navigation and Transportation), Massachusetts Maritime Academy; Professional Experience: Infantry and Planning, Phase I: ILC; JQO: No.

BUILDING DATA

Bldg. No. Name Gross Sq Ft (GSF) Built/Renovated (P=Partial)

1 Luce Hall 36,128 1892,1988 (P), 2010

1A Pringle Hall 42,228 1934,1992 (P), 2007 (P), 2012

3 Mahan Hall 38,013 1904,1993 (P), (Additions) 1938,1966

10 Founders Hall 17,736 1819,1984, 2010 (P)

27 McCarthy Little Hall 109,821 1999, 2012 (Roof)

29 Sims Hall 118,664 1904,1999 (P)

52 Schonland Hall 17,700 1918,1985, 2008 (P), 2012 (P)

686 Conolly Hall 141,290 1974, 2005 (Roof)

683 Spruance Hall 84,280 1972, 2008 (P)

991 Hewitt Hall 159,914 1976, 2007 (P), 2008 (P), 2012 (P)

1284 Evans Hall 21,500 1990, 2008

12 Warehouse 12 30,000 1943, 2009 (P)

13 Warehouse 13 15,000 1943, 2009 (P)

ACCREDITATION

The Naval War College is accredited by the New England Association of Schools and Colleges Commission on Institutions of Higher Education. Additionally, the College is accredited to deliver Joint Professional Military Education (JPME) by the Chairman of the Joint Chiefs of Staff (CJCS) through the Process for Accreditation of Joint Education (PAJE). This is a CJCS-approved process for the oversight, assessment, and improvement of the JPME programs at intermediate and senior colleges.

INQUIRIES ABOUT THE INSTITUTION

Direct inquiries about the U.S. Naval War College to the Public Affairs Office.

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