



**2017/2018**  
**ACADEMIC CATALOG**





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## Course Catalog for 2017/2018

### 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 U.S. Naval War College." As its first president, Rear Adm. Stephen B. Luce set a course for the Naval War College that 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 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 increased the respect the school received.

Despite wide acceptance of Mahan's views, the early years of the Naval War College were not without difficulties. It 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 school, "I want to time my visit so as to see one of your big strategic games." By August 1917, these techniques made the 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 re-enacted in the game rooms here [at the Naval War College] by so many people and in so many different ways that nothing that happened during the war was a surprise—absolutely nothing except the kamikaze tactics towards 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 school 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 chiefs of their navies. 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, courses were added 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 1980s, the college was established as a focal point, stimulus, and major source of strategic thinking within the U.S. Navy. In the

1990s, it was accredited by the New England Association of Schools and Colleges to award its own graduates a Master of Arts degree in National Security and Strategic Studies. The Senior Enlisted Academy (SEA) 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 of a need for a more robust contribution to joint command and control, programs were initiated 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 Navy Leader 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 (CMSI) to improve mutual understanding and maritime cooperation with China. In 2016, the College established the Russia Maritime Studies Institute (RMSI) in response to the changing security environment and based on interest from the Chief of Naval Operations (CNO) and other senior flag officers. RMSI's mission is to conduct unclassified research into Russian maritime issues on behalf of the U.S. Navy and our NATO partners. In February 2017, the Institute for Future Warfare Studies (IFWS) was stood up to research and study how armed conflict may evolve in the future and the United States can better prepare for it.

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.

## ADMINISTRATION

The President of the College is accountable for all operations 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 CNO. 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 school's mission encompasses five key functions: Professional Military Education (PME) / Joint Professional Military Education (JPME); research, analysis, and gaming; supporting combat readiness; strengthening global maritime partnerships and mission support.

The President is assisted in his governance by an executive leadership team consisting of the Provost, Vice President/Chief of Staff, the Dean of Academics, the Dean of the Center for Naval Warfare Studies, the Dean of International Programs, and the Dean of the College of Operational and Strategic Leadership, who are responsible 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 advisers to the President. The Provost is the chief operating officer of the college. As such, the Provost is responsible to the President for the school's effective and efficient functioning.

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 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 annual budget as well as its participation in the Department of Defense Planning, Programming, Budgeting, and Execution (PPBE) 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. He acts as the executive agent for the President in educational matters. The Dean of Academics, working through the Provost, is responsible for the establishment and maintenance of academic policy, standards and procedures.

The Dean of Academics directs and coordinates the professional military education programs of the college. The Dean of Academics 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 Academics, 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 Academics are supported in their duties by the Dean of Students, chairs of the core academic departments - 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 associate dean of academics for electives and directed research, the library director, and the registrar. The Provost also is advised by a small group of advisers representing the other U.S. military services and the State Department. The Dean of Academics supervises the work of the school'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 by maintaining active contact with the staffs of the 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 *Naval War College Review*, 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 and Operational Research Department, War Gaming Department, Stockton Center for the Study of International Law, Naval War College Press, and Maritime History Department, 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 Leader Development Continuum 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 Maritime Operational Planner's Course (MOPC), the Executive Level Operational Level of War Course (ELOC), and the Assist and Assess Team (AAT); the Navy Senior Leader Development Course (NSLDC), formerly the Stockdale Group, advanced research program in operational level leadership, and is responsible for hosting the initial NWC Ethics Symposium on the day of convocation.

The Vice President/Chief of Staff is the principal assistant to the President and is responsible for implementing policies for the distribution and effective management of personnel and material in coordination with the Provost. The Vice President/Chief of Staff manages the supporting staff and 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 to the president / chief of staff contributes to the effective functioning of the college and is the prime coordinating agent with the Naval Station Newport.

The deputy to the provost is the director of mission support 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, civilian manpower and management, administrative services, security, safety, and visual communications.

The Director of the Senior Enlisted Academy (SEA) is responsible for the education and operation of SEA. As of October 1, 2008, SEA shifted to the Naval War College from the Navy Education and Training Command. Starting in Fiscal Year 2017, all newly selected senior chief petty officers are required to complete SEA in Newport. SEA provides a blended program consisting of a nine-week distance learning element online followed by three weeks of resident education in Newport. The college's long-standing partner relationship transitioned to a command relationship to better execute the enlisted sailor PME continuum.

## **MISSION and VISION**

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

### **Mission**

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

1. **Educate and Develop Future 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. **Help to define the future Navy and its roles and missions:** Naval War College conducts 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.
3. **Support Combat Readiness:** Naval War College conducts operational level of war education, leadership and professional ethics training, education, and assessment activities to support the ability of the Navy's joint force maritime component commanders and Navy component commanders to function effectively as operational commanders. This effort includes supporting the needs of joint force commanders, Navy component commanders, and the Navy's numbered fleet commanders for including operational planning, analysis, assessment, and war gaming to respond to emerging operational requirements.
4. **Strengthen Global Maritime Partnerships:** Naval War College brings 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. Naval War 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.
5. **Promote ethics and leadership throughout the force:** Leader Development rests on the twin prongs of competence and character. Effective Navy leaders work from a foundation of humility, embracing our core values of honor, courage, and commitment. Behaving with integrity, accountability, initiative, and toughness, leaders commit to

improving the character of themselves and their teams. As the CNO's Executive Agent for leadership and ethics, Naval War College helps the Navy to strengthen the ability of its leaders to always behave consistently with our core values, throughout their careers.

6. **Contribute knowledge to shape effective decisions through our Maritime History Center expertise**: Naval War College holds the unique mission of educating service professionals about concepts of seapower and the military policy of the United States. Since the earliest lectures delivered at Naval War College in the 1880s, Rear Adm. Stephen B. Luce argued that "naval strategy adopts some of its most important measures during peace." As Luce intended, the Maritime History Center performs the task of conducting original historical research of interest to contemporary practitioners, strategic thinkers, and the American public to inform the future military policy of the United States into the 21st century and beyond.
7. **Provide expertise and advice to the international legal community through the Stockton Center for the Study of International Law**: The Stockton Center provides original research, analysis, teaching, and engagement with the global international law community; contributes to the education and training of Navy leadership; and supports the conduct of naval, joint, interagency and combined operations in accordance with international law. The center also studies the international law of the sea, the law of armed conflict, aerospace and cyberspace law, international organizations, human rights, and other aspects of law.

## **Vision**

The 2017-2021 strategic planning process produced a new vision for the school. The main priority of the college will always be to educate and develop future leaders through the development of strategic perspectives, critical thinking, and cultural awareness, as well as enhancing the capability to advise senior leaders and policy makers. Our other missions in support of

educating and developing leaders are helping to define the future Navy and its roles and missions; supporting combat readiness; strengthening global maritime partnerships; promoting ethics and leadership throughout the force; contributing knowledge to shape effective decisions through our Maritime History Center expertise; and through the Stockton Center for the Study of International Law, providing expertise and advice to the international legal community. To accomplish these missions, the college must preserve a current and relevant curriculum, a world-class faculty and staff, and the best and brightest joint student body educated both during time spent at the college and through a robust alumni program of lifelong learning afterward.

To anticipate and respond to changes in our strategic environment and best fulfill our mission, the Naval War College will do the following:

- Continue to *operationalize* our educational and research efforts to maximize near-term support to the fleet. In particular, the college will provide greater focus on understanding today's threats, while further enhancing combat readiness through expanded teaching of maritime warfare. In his "Design for Maintaining Maritime Superiority," the CNO charged the Navy with testing and refining naval power concepts "through focused war gaming, modeling, and simulations" that will connect directly to fleet exercises and training. Implicit in this charge is the challenge that operations research and analysis across the navy enterprise must be conducted in a cohesive or holistic manner that is sufficient for Navy leadership to make fully informed decisions.
  - To that end, the college is committed to increasing the connections between experimentation, campaign analysis, and war gaming.
  - Warfighting initiatives in the College of Operational and Strategic Leadership will expand focus on emerging technologies and changes within the strategic environment.



- In addition to our mature and dynamic China Maritime Studies Institute, the school will continue to expand its Russia Maritime Studies Institute. This institute occupies a unique space at the nexus of the academic policy, and operational communities and will follow the proven methodologies of all our college institutes.
  - Recognizing the importance of enabling the United States and its partners to develop a clear understanding of the strategic and operational factors that shape Russia's approach to maritime issues and that drive Russian military and foreign policy decision making, the Russia Maritime Studies Institute will develop and execute a broad research agenda. Included will be a wide variety of issues, such as naval policy, strategy, and operations; maritime technologies; shipbuilding; maritime law; deterrence; and naval diplomacy. It will widely disseminate finished research to Navy leadership and the Fleet.
- Naval War College will continue to study the importance of warfare, to include the important dialogue on irregular warfare and the prevention of conflict.
  - The college will work to normalize funding streams for the Center for Irregular Warfare and Armed Groups so that the college is better able to meet current and future maritime challenges in irregular warfare.
  - The college will explore mechanisms to expand the study of conflict prevention in line with the vision established by Admiral Luce.
- In addition to ensuring an education founded on joint requirements, the college will expand the navalization of our curriculum to best maximize understanding of sea control. The strategic environment of

today presents access to challenges that make sea control more critical than ever before.

- The school will align parts of our curricula to teach through a maritime and sea power lens. Future warfighting will no doubt be conducted as joint and combined operations, but the U.S. Naval War College's legacy and recognized role as the Navy's intellectual center for considering issues related to maritime-focused warfare at and from the sea must be the sine qua non of our educational and research efforts. To understand how sea control can be contested, and best assured, a serious study of history is required.
- Through myriad futurization initiatives, the college will inculcate an understanding of future operating environments, technologies, and operational concepts to continue to prepare our students for the ever-increasing scope and pace of change.
  - Key elements of our core course offerings and our wide-ranging electives and directed research programs will be "future focused" in content and in the analytical case studies used to generate thoughtful consideration of alternatives.
  - The growing importance of unmanned and robotic systems, space security, information/cyber operations, directed energy weapons, and man-machine interaction will be addressed campus-wide and will be prioritized and resourced as necessary to ensure that students are knowledgeable on these topics.
  - The college will critically assess cutting edge advancements and innovations in higher education theory and practice and rapidly adopt those that show promise for our students.

- Accelerating a process that was begun more than 40 years ago when the First International Seapower Symposium convened in Newport, the college will strive to further internationalize itself so that it becomes the veritable locus of international maritime cooperation. The participation of topflight international officers and senior enlisted personnel in the classroom greatly broadens and enhances the educational experience of all U.S. students. A series of initiatives will increase the capability and capacity of the college to turn episodic engagement events into a purposeful program that leverages its reputation for neutrality and inclusiveness to build a network of reliable partnerships. Key steps include these:
  - Implement a pathway to enable select, highly qualified international students to receive a Master of Arts degree.
  - Expand the Presidential Fellows Program to four former heads of Navy. In addition to writing, teaching, and mentoring students they will advise the President of the College and, in coordination with the Dean of International Programs, develop and execute a plan that maintains policy momentum between the regularly scheduled International Seapower Symposia.
  - Expand the alumni engagement efforts with an emphasis on increasing U.S. alumni engagement with international alumni.
  - Institutionalize student military-to-military exchange efforts with China and other nations.
  - Bring the International Maritime Staff Operators Course to full output by 2020.
  - Normalize funding streams for the International Seapower Symposium series so that the school is better able to meet the challenges of the Navy's premier engagement event.
  - Increase the frequency of Regional Alumni Symposia and the effectiveness of the Regional Alumni Symposia Program.



- The fifth component of the college's vision for the future is to attract and retain talented and expert faculty and staff through a rational and incremental approach to normalizing the conditions under which our professional faculty and staff are enabled to conduct their teaching and research efforts. This series of initiatives recognizes the fundamental differences that currently exist between the rules, regulations, and norms that apply to educators in the nongovernmental sector and those that apply to Navy Title X faculty.
  - This effort is vitally important since the U.S. Naval War College must recruit from the same pool of qualified applicants as civilian academia, and must create a work environment that is conducive to retaining a world-class faculty. While there are likely to be some unalterable and counterproductive policies and procedures inherent in service as federal government employees, we will seek to minimize such instances and seek to make duty at the Naval War College as similar to work in other top-tier graduate institutions as possible.

## ACADEMIC PROGRAMS

The academic departments support the missions of the Naval War College by developing strategic and operational leaders through education.

The Naval War College 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 (NSA), Joint Military Operations (JMO), and Strategy and Policy (S&P) - and through the College of Distance Education (CDE), the Maritime Advanced Warfighting School (MAWS), the electives program, and focused conferences and lectures. The academic year is full and complete. To support personnel and rotation realities, we 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 education programs simultaneously, all the while updating the curriculum, maintaining professional relevance, engaging in policy and scholarly debates, and providing service to the college.

There is one academic faculty and many different programs. The academic faculty delivers two distinct courses of graduate-level education. In the resident program at Newport, the Senior-level 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. The Intermediate-level Course in Maritime Warfare and Strategic Studies, addresses campaigns and war strategies, theater-level leadership and decision making, operational planning, and provides JPME I certification. Resident students at both levels must take a series of focused elective courses, participate in conferences, and attend a series of lectures by

distinguished visitors designed to complement the core curriculum.

The non-resident curriculum, with a history dating to 1914, is delivered by the College of Distance Education 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 19 locations around the country, primarily in Fleet Concentration Areas (FCA's). Full-time faculty members in Monterey, CA teach JPME I to students enrolled in graduate studies at the Naval Postgraduate School (NPS). The Web-enabled Program leverages internet technology to deliver the core course of instruction to those students not located near an FCA. And the CDROM-based Program ensures students without persistent access to the internet still have access to JPME.

### **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 of the College of Naval Warfare (CNW) with a **Master of Arts degree in National Security and Strategic Studies** and graduates of the College of Naval Command and Staff (CNC&S) with a **Master of Arts degree in Defense and Strategic Studies**. The College is also 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 a NWC diploma. The Naval War College is also accredited to award the same **Master of Arts degree in Defense and Strategic Studies** to qualified non-resident students who complete the Graduate Degree Program. They are admitted to the non-resident Graduate Degree Program, and then complete the electives requirements for the degree.



## **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 students begin their academic years in either the winter or spring trimesters. The winter trimester begins in November and the spring trimester in February/March.

The ten 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.

## **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 ILC and one SLC per year.

### **Strategy and Policy Department**

The Strategy and Policy curriculum teaches students to think strategically and prepares them for positions of strategic leadership. Strategy is the relationship between war's purpose, objective, and means. The course is designed to sharpen the students' 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 the 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 National Security Affairs (NSA) curriculum educates students in effective decision-making and leadership on security issues, particularly those involving force selection and planning challenges within national and theater resource constraints. The curriculum focuses on national defense and military strategic concepts.

### **PME/JPME Outcomes**

#### **Senior-Level PME/JPME Outcomes include:**

- 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 include:**

- 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

### **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**

An initial Ethics Symposium is held on the afternoon of convocation in August. Ethics has been more deeply integrated into the core curriculum this academic year and the additional ethics symposia discontinued. However, the college invites guest speakers throughout the year from academic institutions, the military and other professions to discuss contemporary issues dealing with professional military ethics.

## **Academic Policy**

The intent of Luce and the college's 37th president, Vice Adm. Stansfield Turner, constitutes the strategic tradition and purpose of the Naval War College and the driving force of the school'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. 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.

### **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 16 to 18 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 12 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 the Naval Personnel Command, 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 Defense 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 of Academics, who makes the final selections.

## **Examination and Grading**

### **U.S. Resident Students**

All U.S. resident students in the College of Naval Warfare and the College of Naval Command and Staff will be examined and graded in the three trimester studies prescribed by the departments of Strategy and Policy, National Security Affairs, and Joint Military Operations). 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 that will require an allocation of about 20 percent 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 Academics 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 Academics 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**

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 colleges and universities.

## **Nonresident Students**

### **Intermediate-level Program students**

Nonresident students of the College of Distance Education 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 Dean of Academics 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 Naval War College 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 elective courses. Students in the non-resident 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 course of study consisting of three elective courses.

## **Intermediate-level PME with JPME Phase I**

For resident and non-resident 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 course 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**

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 of average graduate student
B	84-87	85	
B-	80-84	82	
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 Review Committee 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 percent-45 percent "A's" and 55 percent- 65 percent "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 percent 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.

### 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.

### **NWC Advanced Strategist Program (ASP)**

The NWC Advanced Strategist Program (ASP) is a CNO directed initiative designed to produce officers with a deeper understanding of the theory and application of both military and national strategy.

#### Core Requirements:

a) The three JPME core academic courses in either the intermediate or senior in-residence JPME programs at the U.S. Naval War College;

b) The *Advanced Strategist Program (ASP)* program and Area of Study (AOS 23) (160 hours of seminar work supported by 300 hours of preparation);

c) An additional period of structured interaction with practitioners of naval, military, and national strategy in support of these electives (20+ hours in a focused discussion with guest practitioners, supported by appropriate hours of preparation);

d) An approved graduate-level thesis of 45 pages on a subject of strategic import to the U.S. Navy;

e) A focused 10-week capstone project developing products tailored to U.S. Naval Strategic issues and/or relevant regional exposure to geographical areas of interest to the Navy.

Purpose: 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. U.S. Naval War College is one of several professional schools or university programs designed to produce such a cadre of officers educated in the study and application of naval, military and national strategy. Students will begin the program in the Fall Term.

Concept: The core academic curriculum of the college 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 will 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 Strategist Program* builds on this intensive academic program, by adding a ten-month double elective course, and additionally requires completion of master's degree level thesis, and a ten-week summer component. Each year these components will be evaluated in order to make appropriate updates, and to determine the best outcomes for this advanced educational program.

Academic Component: This special advanced program is taught by the best faculty drawn from many experts across the college. The ASP curriculum includes interaction with nationally known academics and leaders, and includes instruction on the following topics: Origins of War and Societal Conflict, International Security in Theory and Practice, Power in the International System, Research Methods, Geopolitics, Economic Foundations of Strategy, International Political Economy, Globalization, Energy Markets, Theories of Sea and Maritime Power, Nuclear Strategy and Proliferation, Deterrence, Sanctions and Inducements, Ethics and Strategy, Implications of Cyber and Emerging Technologies on Modern War, Application of Maritime Strategies, and Alternative Strategic Futures, among others. This course of study is cumulative and as a result does not allow for phased inputs.

Practicum Component: A programmatic component labeled the Practicum, (falling within the purview and academic schedule of AOS 23), assists the students on thesis formulation, research and writing. It also brings in distinguished civilian and military practitioners of the formulation and execution of strategy for focused discussion on vital contemporary strategy topics.

Thesis Component: Throughout the 13-month program, students will work on a 45 page academic master's degree level thesis, which will be coordinated during the Practicum across the academic curriculum, and will be guided by a thesis committee of a principle academic PhD advisor, along with a military faculty member, and the ASP director. The thesis will demonstrate originality, quality of strategic thought, and the ability to develop practical, real-world, and innovative solutions to complex problems of enduring and vital interest to the Navy or the Department of Defense.

Summer Component: The summer program portion offers the opportunity to work with groups like the Office of Net Assessment (when working in Newport), and work on strategic project initiatives of interest to the U.S. Navy. These strategy formulation projects teach students to apply their learned knowledge to real-world issues. Summer programs are tailored to available opportunities. Students work in small groups under the leadership of faculty and practitioners from NWC, examining in-depth issues and producing products of practical import to the sponsor. When practical and as funding allows, students will visit practitioners of both military and national strategy in Washington D.C. and/or conduct other travel.

Credentialing: Naval officers are selected and assigned to the program prior to arrival in Newport. Upon successful completion of ASP, U.S. Naval officers will earn the Naval Strategist Subspecialty Code, (SSC) 2300P. Sister services may apply for a few additional joint academic slots for this program. Upon successful completion of ASP, U.S. Air Force officers will earn Advanced Study Group (ASG) credit, and U.S. Army officers will earn the 6z Army Strategist skill identifier (SI).

Utilization: Successful graduates of the program can be expected, in future career years, to be assigned to specially designated strategist billets identified by the U.S. Navy (and/or sister services).

## **Degree & Diploma Requirements**

### **Resident Students**

U.S. resident students in the CNW 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**. U.S resident students in the 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 Defense and Strategic Studies**. Graduates are also eligible for JPME certification (CNW ~ Phase II and CNC&S ~ Phase I).

The core courses in the College of Naval Warfare are worth eight credit hours and each of the three electives is worth two credit hours for a total of 30 credit hours. In the College of Naval Command and Staff, Theater Security Decision Making and Strategy and Warfare are worth seven credit hours and Joint Maritime Operations is worth 10 credit hours while each of the three electives is worth two credit hours for a total of 30 credit hours.

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 in National Security and Strategic Studies. 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 Defense 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 college in residence.

## **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 college 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.

## **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 percent 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 five percent of their class will be designated on their diploma and transcripts as having graduated with highest distinction and students comprising the next 15 percent will be designated as having graduated with distinction. In no case will a GPA of less than 90 percent (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 Academics, 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 CDRM-based students, distinction

and highest distinction are determined using as a reference the GPA from the most recent CDE Fleet Seminar Program June graduating cohort. Faculty members participating in college's 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 Academics with an ethics review when requested in the case of a special academic award. A short description of awards is given below. 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, Cmdr. Donald Zimmerman, and Cmdr. Gilson B. Gray, Jr., both career naval aviators who saw combat duty during World War II.

- The Capt. 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 Capt. 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 Adm. 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 Adm. 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.

### **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).

## **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 for immediate assignment as operational planners and down-range operational command billets.

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

### **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. 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 Adm. 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.

### **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.

## **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.

## **National Security Affairs (NSA) Department**

Each of the two main core courses offered by the National Security Affairs Department offer 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 the 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. 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 an instrument of national power, 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.

## **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 a culminating exercise: (1) Security Strategies, (2) Policy Analysis, (3) Leadership Concepts, and (4) the NSDM Final Exercise (FX).

## **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 concentrates on a specific geographic combatant command. Assignments to these regionally-oriented seminars are based on a preference sheet submitted by students and on assessment of past or likely future assignments to a particular region.

Students submit their regional preference sheet well in advance of the start of the TSDM trimester. The TSDM curriculum consists of three sub-courses and a culminating exercise: (1) Security Strategies, (2) Policy Analysis, (3) Leadership Concepts, and (4) the TSDM Final Exercise (FX).

## **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.

### **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.

### **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 decision making and leadership in the maritime domain
- (2) Develop students grounded in Operational Art and Naval Warfare Theory including practical application across the spectrum of conflict.
- (3) Apply the Joint/Navy Planning Process to volatile, uncertain, complex, and ambiguous problems and develop written orders designed to resolve them.
- (4) Understand how to employ maritime power in the attainment of assigned joint and service objectives.

Once grounded in operational art, JMO Spruance students learn to balance the ways, means, ends, and risks to achieve theater-strategic, and operational objectives, as well as develop operational designs using Service and joint doctrine with emphasis on the employment of naval power

### **Maritime Advanced Warfighting School (MAWS)**

The Maritime Advanced Warfighting School (MAWS) is a CNO-directed course 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 Naval War College's 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 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.

### **Electives Program**

The Naval War College electives program constitutes 20 percent 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) for those students desiring to focus on a certain subject. Students may take courses from various Areas of Study throughout the year, or they may choose to remain with a specific AoS. Some Areas of Study offer an Additional Qualification Designation to U.S. Navy students that can be identified and tracked by the Navy's personnel system. The NWC offers more than 100 different Elective courses annually, and most are conducted in a small-seminar environment. The lineup of courses evolves from year-to-year, and faculty members are encouraged to offer electives in their various specialties. Most electives are taught by resident faculty, but a significant number is taught by Adjunct Professors from various regional institutions. Each elective counts for two credits and meets for ten three-hour sessions each trimester.

## AREAS OF STUDY (AOS)

Series of three courses in a particular area of study

Regional and Cultural Proficiency – Achieves CJCS RE Level 3

- Asia-Pacific
- Greater Middle East
- Africa
- Latin America/Western Hemisphere

- Europe Russia

- 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

-Joint Land Aerospace Sea Simulation (JLASS)

-Gravelly Group

### **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; 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 with oversight from the Dean of Academic Affairs 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 Advanced Research Groups is:

**Halsey Alfa:** Examines operational-tactical warfighting at the high end of the conflict spectrum involving near-peer military competition in East Asia. This group uses iterative, free play war gaming and operational analysis as their primary methodologies.

**Halsey Bravo:** Examines medium-intensity, asymmetric and anti-access challenges, particularly within the Middle East. This group also uses iterative, ongoing war gaming and operational analysis as their primary methodologies.

**Gravelly 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, particularly in the field of nuclear deterrence and counter-proliferation.

### **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 Naval War 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.

### **Graduate Certificate in Ethics and Emerging Technology**

The Naval War College's new Graduate Certificate in Ethics and Emerging Military Technology (EEMT) deepens expertise in the ethical complexities imposed by new technology. In a specialized version of the electives program, EEMT students gain priority enrollment in relevant courses and complete an additional course plus a faculty-mentored original research paper. They earn four additional graduate credits and recognition as



Certificate recipients in studies highly relevant to the Navy and Nation. This first-ever NWC Certificate offering is voluntary and goes beyond the Master of Arts degree. Selection is limited to a small number of highly-motivated students and determined on a case-by-case basis.

## **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 school's regional studies groups, through which the college 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.

## **Arctic Studies Group**

The Arctic Studies Group (ASG) is an interdisciplinary team of faculty, staff and students with interest, expertise, or experience in the dynamic and emerging Arctic region. In August 2013, the ASG was created to educate leaders, strengthen maritime partnerships, and generate rigorous, forward-thinking, and timely research to support the needs of the joint and naval community. The ASG provides a platform for students and faculty to engage in collaborative thinking, analysis, problem-solving and multi-disciplinary research on Arctic governance and security issues. Beginning in August

2015, the ASG will launch the Arctic studies program - a new area of study that prepares an active and growing community of leaders to be critical thinkers and develop joint and naval strategies, plans, programs and policies in the Arctic region. ASG students will explore the linkage between Arctic culture, history, economics, and security through independent research, gaming, field trips, and frequent engagement with regional and functional experts from government, academia, and industry. The curriculum encourages creative, out-of-the box thinking that enables students to explore solutions to real-world planning missions and problem sets provided by leaders from the Navy, Coast Guard, U.S. European Command, U.S. Northern Command, Joint Staff, Office of the Secretary of Defense, National Security Council, and the Arctic Council. In cooperation with other regional study groups and departments, the ASG hosts a series of lecturers, roundtables, and workshops throughout the year to link students and faculty with scholars and practitioners from both Arctic and non-Arctic states. ASG faculty members frequently publish scholarly articles and books on the region and present their research findings to senior leaders and at major academic conferences. . In 2014, the ASG hosted lectures and roundtables with Adm. Robert J. Papp (ret), Commandant of the U.S. Coast Guard, General Philip Breedlove, Supreme Allied Commander, Europe (SACEUR), Lt. Gov. Mead Treadwell of Alaska and many other government and industry leaders. The ASG informed the development of the Navy's Arctic Roadmap 2014-2035, designed the Climate Change and Arctic Panel at the 21st International Seapower Symposium, and hosted the inaugural Arctic Strategy and Policy Seminar (ASPS- which allowed ASG AOS students and visiting experts to engage in original and long-term thinking focused on the Arctic.

### **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, and 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 the college's 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 supports discussion round tables for visiting dignitaries 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 college's educational mission through its dedication to three key areas: teaching, research, and international engagement. The GME RSG works closely with the College's Greater Middle East Area of Study in the resident electives program which seeks to ensure that resident mid-grade and senior military officers are offered a robust and cutting-edge elective curriculum through classroom instruction, independent research, and opportunities for engagement with the region. In cooperation with the 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 such as the Watson Center for International Studies (Brown University), Belfer Center (Harvard University) and the Crown Center for Middle East Studies (Brandeis University.) Since 2006, the GME RSG has been instrumental in providing lectures of opportunity, faculty funding, professional development opportunities, and workshops and conferences on strategic challenges within the region. 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), comprised of faculty, staff, and students with an interest in the region, has 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 school'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 Newport. Additionally, the group supports the Inter-American War Game and the Multilateral War Game involving more than 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.

### **Maritime History Center**

Maritime history remains a fundamental foundation upon which the Naval War College educates students and supports the global operations of the U.S. Navy in both peace and war. Given the influence of sea power upon history, the Maritime History Center holds the unique function of informing the military policy of the United States. In examining the question of history, the underlying relevance of the past resonates within the context of contemporary questions concerning the future

Navies have historically performed the strategic peacetime mission of avoiding wars altogether and, when required, win wars decisively. Understanding war first requires serious scholarship and secondarily an ongoing focus on the ultimate objective of establishing a sustainable peacetime end. Given these broader questions of war, on behalf of the Naval War College President, the Maritime History Center manages

and directs the Naval War College's maritime history research and sea service heritage programs.

Among other critical functions, the Maritime History Center conducts primary historical research with a specific emphasis on the strategic role of the United States in global naval affairs. The Center's Director is the primary means by which unity of effort is established among the related educational functions of the Naval War College Museum, the archival management functions of the Naval Historical Collection, and the historical research support provided by the Naval War College Library. In this respect, the Maritime History Center Director is dual-hatted as the Naval War College Museum Director to foster collaboration between the college and the museum.

### **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, the Strategy and War course is normally held in the fall, and the Joint Maritime Operations Course is conducted in winter. These courses are based upon the 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 CDE Web-enabled or CDROM-based Programs. The courses do involve substantial pre-course preparation and are administered by the same faculty members who teach the resident programs. These courses are available to all branches of Service. Further information on these courses can be obtained by contacting the college's Operational Support Office.

### **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 a dozen 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 hosts an annual symposium at the College.

## **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 Academics. 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.

### **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 34 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, R.I.; Annapolis, Md; Washington DC; Patuxent River, Md; Norfolk, Va.; Dahlgren, Va.; Great Lakes, Il.; Millington, Tenn.; Mayport, Fla; Jacksonville, Fla.; Pensacola, Fla. New Orleans, La.; Dallas/Fort Worth, Texas; San Diego, Calif.; Port Hueneme, Calif; Whidbey Island, Wash.; Everett, Wash.; Bangor, Wash. and Pearl Harbor, Hawaii.

### **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.

### **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 six to eight 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.

#### **CDROM-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 four to six 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.

### **Naval War College at the Naval Postgraduate School**

The Vice Chief of Naval Operations tasked NWC to assume responsibility for the JPME I program at the Naval Postgraduate School (NPS) in Monterey, Calif., in 1999. Starting in the Academic Year 1999-2000, the college entered a partnership with NPS and offered the Naval War College's 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, about 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.

## **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. 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.

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 have the goal of fostering trust, cooperation and friendship among allied and friendly navies.

Senior-level international students in the Naval Command College (NCC) are fully integrated in CNW, attending seminars and lectures with their U.S. counterparts.

The Naval Staff College (NSC) is a program for intermediate level international officers, who attend the College of Naval Command and Staff core courses alongside their U.S. counterparts. The NSC has also created Maritime Staff Coalition sessions designed to enhance the educational experience of the international officers attending the Naval War College. The objective is to increase students' understanding of global maritime coalition operations. Graduates receive a Naval War College diploma and transfer credit.

## **COLLEGE OF OPERATIONAL AND STRATEGIC LEADERSHIP**

The College of Operational Leadership manages the non-degree operational level of war education aimed at direct support to the fleet, the development of leadership and ethics for the Navy profession and research and teaching involving Navy leadership. The two departments in the College of Operational Leadership are Operational Level Programs and Leadership and Ethics.

The Operational Level Programs (OLP) Department is responsible for Joint Force Maritime Component Commander / Combined Force Maritime Component Commander (JFMCC/CFMCC) courses, Maritime Staff Operators Course (MSOC) to include Battle Lab, Maritime Operational Planners Course (MOPC), the Executive Level Operational Level of War Course (ELOC), Assist and Assess Team (AAT), Civilian-Military Humanitarian Response Program associated with Harvard Humanitarian Initiative, and OLP Operations Department.

The Leadership and Ethics Department is responsible for the Naval War College's Leadership and Ethics electives area of study, Professional Military Ethics Program, and the 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 Seaman Recruit through Admiral.

### **Operational Level Programs (OLP)**

The Operational Level Programs Department of the College of Operational and Strategic Leadership provides education 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 Senior 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 Maritime Operational Planners Course (MOPC), the Executive Level Operational Level of War Course (ELOC), the Assist and Assess Team (AAT), and other activities within the 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.

7) 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 curricula, conferences, and war gaming activities to ensure accurate and relevant representation in those entities.

#### *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 and general 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 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 officers and equivalents 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/lines of effort (LOO/LOE), which include, but are not limited to, sea control operations (SCO), maritime interception operations (MIO), noncombatant evacuation operations (NEO), 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 2020.

A practitioner's approach is applied requiring hands-on student participation. Students produce deliverables including military briefings and mission-type orders (e.g., Operation Orders (OPORDs) and Fragmentary Orders (FRAGORDs) and Daily Intentions Messages (DIMs)).

The course builds on fundamentals and culminates with the planning of multiple LOO/LOEs 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. Officer graduates of MSOC acquire the Additional Qualification Designation (AQD) of Joint Operations Maritime (JOM) and Senior Enlisted graduates acquire the Navy Enlisted Classification (NEC) of Joint Maritime Staff Operator (9596).

### *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.

### *Maritime Operational Planners Course (MOPC)*

The MOPC exists to produce planners proficient in applying Navy planning methodologies to solve operational level problems for Navy Component Commander's (NCC) and Numbered Fleet Commander's (NFC). The demands on staff officers at fleet MOCs have significantly increased as the Navy's operational level of war capabilities have evolved. Evolving strategies and future crises require NCCs and NFCs to have an increased planning capability and capacity to meet both routine and crisis planning requirements while simultaneously supporting ongoing operational plan(s) development. In response to these demands, the Naval War College created this intermediate level planners course.

The MOPC develops planners capable of performing in dynamic, complex, and high-tempo maritime operational environments. The curriculum is based on Navy, naval, and joint doctrine; emerging concepts at fleet Maritime Operations Centers; and observations from the Naval War College's Assist and Assess Team's visits at maritime headquarters. The course is available to a select group of officers, O-3 to O-5 enroute or already assigned to a maritime headquarters. MOPC produces officers capable of forming, organizing, and leading operational planning teams and are proficient in the detailed application of the Navy Planning Process. Graduates of the MOPC are designated Maritime Operational Planners, acquiring the Additional Qualification Designation (AQD) of JPM.

#### *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 and 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.

#### *Civilian-Military Humanitarian Response Program*

The Civilian-Military Humanitarian Response Program (HRP) is an OLP effort led by OLP faculty that is based on three years of informal collaboration with



the Harvard Humanitarian Initiative (HHI) and other key universities. HRP's mission is to partner with leading universities and humanitarian organizations in order to advance civilian-military engagement and coordination during complex emergencies and disasters.

Through extensive partnerships and collaborations with the humanitarian response community, HRP aims to:

- 1) Improve the synchronization and interoperability of nongovernmental organizations (NGOs), intergovernmental organizations (IGOs), and U.S. and international militaries during complex emergencies.
- 2) Foster educational opportunities for leaders and practitioners across the humanitarian response sector.
- 3) Advance the understanding of rapidly evolving frameworks and information communication technologies for humanitarian response.

To achieve these objectives, HRP engages in the following activities:

- a. Collaborate and partner with leading universities and organizations in the humanitarian sector.
- b. Conduct evidence-based research on civilian-military engagement and coordination during complex emergencies, disasters, and exercises.
- c. Develop and teach innovative educational programs for U.S./international militaries, civilian universities, NGOs, and IGOs.
- d. Develop innovative training through international humanitarian exercises and simulations for U.S./international militaries, civilian universities, NGOs, and IGOs.

During academic year 2016-2017, HRP looks to expand beyond its existing partnerships and collaborations with HHI, MIT Lincoln Laboratory, Uniformed Services University of the Health Sciences, and the United Nations Office for the Coordination of Humanitarian Affairs, to other universities, NGOs, and IGOs who have expressed an interest in collaborating in the civilian-military humanitarian space.

### Operations and Admin

The OLP Operations Directorate integrates, synchronizes, and enables the efforts of all OLP directorates and is the primary point of contact for requests from the Fleet for outreach activities to include consulting and tailored training not associated with traditional fleet exercises. They coordinate both the Highly Qualified Experts program for NWC and Flag Officer Development efforts across the college. Additionally, Operations personnel develop and coordinate most new projects that OLP takes on such as International Maritime Staff Operators Course curriculum and Maritime Security Initiative education. OLP's "MOC Warfighter" on line journal is also coordinated and edited by Operations personnel.

In addition to normal administrative support, the OLP Admin Directorate provides student control and PSD liaison for OLP course attendees as well as travel support for OLP students, faculty, and staff.

### **Leadership and Ethics Department**

The Leadership and Ethics Department is responsible for the Leadership and Ethics area of study in the Naval War College's electives program, Professional Military Ethics Program, and the Stockdale Group Advanced

Research Program. The 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 Seaman Recruit to Admiral.

The department also engages in student-led operational level leadership research conducted by the multi-service and international officer Stockdale Advanced Research 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.

## **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 innovative 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 college to the fleet and policymakers in Washington by serving as a focal point, stimulus, and major source of strategic and campaign thought.

## **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.

### **Strategic and Operational Research Department**

The Strategic and Operational Research Department (SORD) produces innovative strategic research and analysis for the U.S. Navy, the Department of Defense, and the broader national security community. SORD activities fall under the wider mission 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.

SORD is a center for regional and functional security expertise and analysis at the Naval War College. Regional areas of focus include: Eurasia, the Indo-Asia-Pacific, and the Greater Middle East. SORD faculty members possess in-country experience, historical knowledge, and facility in critical languages including Russian, German, French, Chinese, and Japanese. Consistent with the U.S. Navy's Language Skills, Regional Expertise and Cultural Awareness (LREC) Strategy, SORD faculty teach regionally oriented electives and conduct research on issues of importance to the numbered fleets, combatant commanders, and other government agencies. SORD faculty members

conduct research and analysis in key functional areas of relevance to naval strategy, policy, and operations. These include naval strategy and doctrine, naval warfare, maritime security operations, nonproliferation, counter proliferation, counter piracy, nuclear strategy and planning, ballistic missile defense, civil-military relations, military transformation, and cyber security. SORD supports the full range of Navy leadership and organizations as well as other elements of the joint force and the U.S. interagency including the Joint Staff, the Office of the Secretary of Defense, the intelligence community, the National Security Council staff, the Department of State, and the U.S. Congress.

The department houses a number of specialized institutes, groups, and centers that foster deeper levels of research, analysis, and teaching on subjects of critical interest for the Navy. The Center for Cyber Conflict Studies (C3S) serves as a resource for advancing research, education, and analysis on the strategic and operational challenges of cyberspace for the Navy and the defense of the Nation. The China Maritime Studies Institute (CMSI) utilizes primary source, Chinese language material and scholarly literature to produce research and analysis focused on Chinese maritime and strategic developments. CMSI publishes on these issues areas, it educates Navy, joint, and civilian national security leaders, and it engages PLA/N and Chinese academics to provide the CNO with another avenue of contact and understanding and to test and advance ideas. In addition, the Russia Maritime Studies Institute (RMSI) conducts similar research to inform U.S. Navy, Fleet, Joint Force, and NATO decision-making with respect to Russian maritime issues.

The department houses four faculty-led student advanced research groups. The Gravely Group uses a variety of research and gaming techniques and focuses on naval capabilities and concepts. Examples include integrated air and missile defense, distributed lethality, and unmanned systems with a



focus on undersea vehicle concepts. The two Halsey Groups, Alpha and Bravo, focus on researching operational level scenarios in regions of focus including the Fifth, Sixth, and Seventh Fleet areas of responsibility. These groups include students directly in research, analysis, and gaming. War Plan Red is a broader group building deeper capability utilizing permanent faculty and contractor support, based on Halsey Group methodologies of detailed continuous war gaming. The Mahan Scholars Research Group focuses on issues of deterrence and nuclear weapons and strategy of interest to the Navy and the broader national security community. In addition to these group advanced research projects, SORD faculty teach a variety of electives, provide lectures of opportunity, support curriculum development as well as supervising individual Advanced and Directed Research Projects.

### **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 Publishing Office.

### **Stockton Center for the Study of International Law**

The Stockton Center for the Study of International Law (formerly, the International Law Department) serves as the Naval War College's focal point for the study of international and maritime law and oceans policy as they affect U.S. military policy, strategy, and operations. Through scholarly research, publication, teaching, and international engagement, the Stockton Center substantially advances the understanding of complex legal and policy issues confronting the United States and other nations today and in the future.

The Stockton Center hosts a number of workshops on emerging legal issues throughout the year that draw the world's leading international law experts. It provides legal support to war games and teaches three Naval War College electives in the Operational Law area of study (AOS 9 – AQD 229). When requested, the Stockton Center 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 Stockton Center 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 an online publication, which was undertaken to make the proud history and current scholarly works more accessible to a broader audience.

The Stockton Center serves as Primary Review Authority for The Commander's Handbook on the Law of Naval Operations (NWP 1-14M/MCWP 5-2.1/COMDTPUB P5800.7). It also produces the Maritime Operational Zones Manual. Members of the Stockton Center serve as faculty for International Institute of Humanitarian Law, Asia-Pacific Centre for Military Law, and NATO School courses on the law of armed conflict, the law of naval operations, and rules of engagement, and as guest lecturers at various U.S. and international law conferences.

## **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 due to the requirement for significant intelligence support to war gaming. With the standup of the Center for Naval Warfare Studies in 1981 and a recently invigorated the college's 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 war gaming at the college, and facilitates ONI access to research and analytic expertise resident at the college. Detachment members are integrated onto our war gaming 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, supporting the Halsey, Gravely 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.

## **HENRY E. ECCLES LIBRARY**

The Naval War College library dates back to August 1885 when books were requisitioned for the first officers assigned to the college. Nineteen years later, in 1904, a building was erected to house the library, which was then named Alfred Thayer Mahan Library and the first librarian was appointed in 1905.

Since 1976, the library has been housed in Hewitt Hall, named in honor of the late Rear Adm. Henry Effingham Eccles, a noted logistician, strategist, and author whose association with the Naval War College spanned 38 years.

In August 2014, the library moved to temporary quarters in Sims Hall while Hewitt Hall underwent major renovation.

In August 2016, the library returned to Hewitt Hall and moved into a new, state-of-the-art Learning Commons. The Learning Commons focuses on the user experience for students and faculty by providing them with a circle of services to help ensure their academic success. The Learning Commons includes research and reference support, a bookstore, writing center, student affairs, dining facilities, IT help desk, and in the near future instructional design support for faculty developing online courses.

The Naval War College library supports the research and education mission of the college and promotes lifelong learning by providing information resources and services and instruction on information literacy. The library not only serves the resident college community, but also distance education

students, visiting scholars and dignitaries, and the broader academic and military communities.

The library is composed of three divisions:

- The Henry E. Eccles Library is the main library. It houses the reference, microform, periodicals, and general circulating collections, along with the Federal (Superintendent of Documents) Depository collection. The library collections include more than 300,000 books, electronic and print, more than 60,000 full text journal titles online and 350 current print subscriptions, more than 500,000 microforms, and access to approximately 100 online databases.

- The classified library, also temporarily housed in Sims Hall, offers students and faculty access to SIPRNet terminals and a wide range of classified and restricted print and electronic resources. The classified library's collection of more than 70,000 items includes Strategy and Policy lectures and lecture outlines, NWC student research papers, Naval Warfare Publications, Army Field Manuals, NATOPS Manuals, JCS publications, Rand studies, and CNA studies. Access requires a secret security clearance.

- The Naval Historical Collection (NHC), located in Mahan Hall, is where the college archivists arrange and describe records and manuscripts of enduring value, including correspondence, reports, class lecture notes, oral histories, manuscripts and other primary source materials documenting the history and activities of the college and the Navy in Narragansett Bay. Collections of note include volumes from the personal libraries of Naval War College luminaries Stephen B. Luce and Alfred Thayer Mahan; the Dr. Alexander Hamilton Rice Collection on geography and exploration, which includes a first edition of Richard Hakluyt's *The Principal Navigations, Voyages, Traffiques and Discoveries of the English Nation* (1589); and the sole complete 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 Naval Historical Collection's website at <https://usnwcarchive.org/>. Additionally, the Rare Books Collection is housed in the NHC and is composed of 4,000 volumes dating back to the 16th century covering maritime affairs, history, politics, art and literature.

The Henry E. Eccles Library and classified library are open 0730-1630, Mondays through Fridays, throughout the year. The Naval Historical Collection is open Monday, Wednesday, Friday 0900-1600, and Thursdays by appointment (401-841-2345). Researchers are welcome. Public access to the library and Naval Historical Collection is available through Gate 1 of the U.S. Naval Station, Newport, R.I. For base access please email [libref@usnwc.edu](mailto:libref@usnwc.edu) or call 401.841-3052 for instructions and directions. Notification is required at least 10 days in advance of the date(s) you plan to visit. For the latest information about the library, follow us on Facebook at <https://www.facebook.com/USNWCLibrary>.



## **SENIOR ENLISTED ACADEMY**

The Navy Senior Enlisted Academy (SEA) provides an opportunity for Senior Chief Petty Officers (E-8s) 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. SEA develops stronger leaders by preparing them to fulfill their expanded and ever-widening roles as global leaders.

SEA is the Navy's only Professional Military Education (PME) institute for our senior enlisted force. Of the 1,200 students in attendance annually, the majority are active duty Navy personnel. Navy Reserve, Air Force, Army, Coast Guard, Marine Corps, and international senior enlisted make up the remainder of the student population.

SEA has been successful in preparing senior enlisted leaders for positions of greater responsibilities since 1981. As a result of that success, graduation from the SEA has long been a requirement before assuming the position of Command Master Chief or Chief of the Boat. Additionally, for E-8s selected in FY17 and beyond, graduation from the SEA is a prerequisite for promotion to E-9.

Historically, SEA taught two separate courses; one for active duty and another for selected reserve (SELRES) members. Beginning in June 2016, the SEA incorporated SELRES and Active Duty students into a single course. This combined course consists of nine weeks of distance learning (DL), followed by three weeks of in-residence education in Newport, R.I. There is one week of administration and travel between the two phases, making the course 13 weeks from start to finish. During the DL phase students read, write papers, and interact with instructors and each other via the Naval War College's Blackboard Learning Management System. Students can expect approximately ten to 12 hours of academic work per week during

the nine-week DL phase. The course requires completion of online PME as a course prerequisite. See SEA website for more detail.

Each year SEA designates two classes for those SELRES who can only complete two weeks in-residence, grouping SELRES students together. These students still complete the nine weeks of DL and then follow a compressed, two-week schedule in-residence. In all other SEA classes, SELRES are fully integrated with Active Duty/FTS members.

The in-residence portion of the SEA uses the Socratic Method as the primary method of instruction. Additionally, auditorium lectures featuring subject matter experts from the Naval War College, Naval Justice School, Naval Personnel Command, and other speakers of opportunity enhance various blocks of instruction. SEA students normally attend class from 0700 to 1630, Monday through Friday, and are allotted 90 minutes for lunch.

## **NAVY LEADERSHIP AND ETHICS CENTER (NLEC)**

The Naval Leadership and Ethics Center (NLEC) inculcates the fundamental tenets of ethical leadership throughout the naval profession. NLEC guides the development of leaders with a strong, abiding sense of their responsibility, authority, and accountability. NLEC provides leadership education and training, curricula support, leading edge research, and assessment of leadership effectiveness across the Navy to ensure that leader development activities remain current and relevant. NLEC functions include:

1. Leadership Education and Training. NLEC delivers first- rate, role specific leader development that builds confidence and competence in attaining Leader Development Outcomes in Navy professionals. NLEC retains 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 partners with accession sources, the Senior Enlisted Academy, the Naval War College, and the MCPON's Leadership Mess on developing Navy-wide leadership and ethics curricula that support effective leader development and strengthen the collective stewardship of the profession of arms.
3. Research. NLEC conducts leading edge research, in conjunction with the Naval War College, in areas such as self-awareness, command climate, organizational culture, and decision making that influence curricula and leader development activities.
4. Assessment. NLEC assesses leadership effectiveness across the Navy, analyzes trends, and modifies curricula to ensure currency and relevance. NLEC partners with the Naval War College, academia, other Services, and

the fleet to bring to the forefront best practices and areas for further work,  
and to ensure

## NAVAL WAR COLLEGE MUSEUM

In late October 1884, Commodore Stephen B. Luce was rowed ashore from the flagship of the North Atlantic Squadron anchored off Newport, he went directly to Coasters Harbor Island, two miles north of the center of Newport, a place that would be formally designated several weeks later by the Secretary of the Navy as the home for a new kind of college. Once on the island, Luce proceeded to a large stone building, the former Newport Asylum for the Poor built in 1820, climbed its rickety stairs, and as he opened the front door reputedly announced to his few companions and the empty grounds, "Poor little poorhouse, I christen thee the 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 later published in 1890 as an epochal book that influenced naval strategic thinking around the world: *The Influence of Sea Power upon History, 1660-1783*.

As one of nine 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. The Museum collection, consisting of items relating to these subjects that are of value to scholarship, forms the core for exhibits throughout the college and for educational projects, and directly complements materials available for research in the Naval War College Library's Naval Historical Collection. 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 was established primarily for the education and the edification of the Naval War College community and the numerous schools and commands on board Naval Station, Newport, it is in a larger sense the corporate memory of the Navy in the region and serves the wider general public. The Museum plays an important role 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.

The NWC Museum is open to the public year round Monday through Friday 10 a.m. to 4:30 p.m. During the summer from June through September the museum is also open on weekends from noon to 4:30 p.m. It is closed on federal holidays.

U.S. citizens over the age of 16 who wish to visit the museum must submit information for a background check at least five working days prior to arrival. Non-U.S. Citizens require fourteen days advanced notice. Any visitor who is escorted by personnel with U.S. military identification does not need advanced reservations. All visitors must also produce two forms of identification for entry onto the Naval Station Newport. Visitors arriving by



vehicle are required to have photo identification, proof of vehicle insurance, and vehicle registration to access the base. Public access to the museum with a personal vehicle or bus is through Gate 1 of Naval Station Newport. Please contact the NWC Museum, (401) 841-4052, as early as possible prior to arrival and for reservations please call (401) 841-4052.

Weekday visitors must stop at the Pass and Identification Office before proceeding to Gate 1. For more information, please contact the NWC Museum (401-841-4052).

Facilities for the disabled 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 calling (401) 841-4052/2101 (DSN 841-4052/2101) or e-mail: [museum@usnwc.edu](mailto:museum@usnwc.edu).

## **INCOMING STUDENTS**

### **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 the NWC, they should be directed to contact the Dean of Students Office by email at: [studentpoc@usnwc.edu](mailto: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. Briefs include: Welcoming remarks from the President or Provost and the Dean of Academics, Introduction to the Naval War College, Core Curriculum, Policies, Advanced Research Programs, Security, Resources, Medical, International Programs, Information Resources, Reading and Writing Expectations, and Library Assets. Other events will include health assessment, urinalysis testing (military students only), email account setup, and book issue. Other military Services conduct additional orientation, focusing on Service specific requirements and preparations for a year of study at a Navy installation.

The international orientation is separate from U.S. student orientation and 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 Naval War College, and the international colleges. The international officers and spouses are given overviews of American history, government, political system, foreign policy, NWC academics, and the organization of the U.S. Armed Forces. Staff

and others introduce the mission, objectives, and procedures of the college, the Naval Station Newport 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 with 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 Naval War College 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.

## **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 some 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 college's 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 offices, bookstore, barber shop, 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 CAC 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 Naval War College Mission Support, including security clearances, 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 their respective program. In addition, through the Blackboard Learning System, students have access to the college's Library database through which they can then access our library facilities. Additionally, students in the Naval War College 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.

### **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.

### **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.

## **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.

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.

## **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.

## **Social Activities**

Throughout the year, students can participate in a wide variety of formal and informal social activities. 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.

### **Athletic Activities and Facilities**

Coordinated by the Dean of Students Office and run by students, group athletics include the President's Cup Intramural Competition (an interclass/faculty athletic competition held three times a year), an Army-Navy Flag Football game, and intramural sports at the base gym. 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 Newport's Chaffee Gymnasium, 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.

## **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.

## **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 oversees the receipt and administration of all civilian student nomination packages.

## **ALUMNI LIFELONG LEARNING**

The NWC Office of Alumni Lifelong Learning was established in 2009 to build and sustain networks of trust and confidence. The Alumni Lifelong Learning Office provides a lifetime learning network of resources, perspectives and educational approaches to all Naval War College alumni. Additionally, the Alumni Lifelong Learning Office facilitates a feedback loop to improve our curricula and programs.