

U.S. Naval War College



Academic Catalog



2016 – 2017

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HISTORY

On October 6, 1884, Secretary of the Navy William E. Chandler signed General Order 325, which began by simply stating: "A college is hereby established for an advanced course of professional study for naval officers, to be known as the Naval War College."



As its first president, Rear Admiral 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 a profession of arms, should never have undertaken the study of our real business."

Luce's zeal for the Naval War College emanated throughout the faculty and its subsequent presidents. Alfred Thayer Mahan, a faculty member who later became president of the college, delivered a series of lectures that were published several years later as a book in 1890: *The Influence of Sea Power Upon History, 1660–1783*. Almost overnight, it gave Mahan a position of prominence and very rapidly increased the respect the Naval War College received.



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

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

The college excelled in times of peace before significant military conflict. After World War II, Fleet Adm. Chester Nimitz said of the war in the Pacific: "The war with Japan had been 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 college began publishing its highly respected journal, the *Naval War College Review*, and, in 1956, the Naval Command College was founded, as a course of study for senior international naval officers. In its first half century, half of the graduates became admirals and about ten percent went on to become 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, the college added courses in international law, international relations, economics, comparative culture, and military management. In 1972, the college entirely revamped its academic curriculum to focus on strategy and policy, defense economics and decision making, and naval operations. By the '80s, the college was established as a focal point, stimulus, and major source of strategic thinking within the U.S. Navy. In the 1990s, the college was accredited to award its own graduates a Master of Arts degree in National Security and Strategic Studies. The Senior Enlisted Academy opened in 1981, an entity now directly associated with the college and meant to prepare senior enlisted personnel for mid-level management.

Following the recognition of a need for a more robust contribution to joint command and control, the college initiated programs designed to strengthen Navy combat readiness at the operational level of war through education and training of joint force maritime component commanders and their staffs. The Naval War College also began to lead an effort to develop a coherent leadership development continuum focused on developing leaders of character who are prepared for operational and strategic leadership challenges. In 2006, an initiative established its China Maritime Studies Institute to improve mutual understanding and maritime cooperation with China.

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

ADMINISTRATION

The President of the Naval War College is accountable for all operations of the college and is responsible for education and research, analysis, and gaming activities that contribute to its mission accomplishment. Normally a Rear Admiral, the President exercises oversight across all elements of the college, subject to broad policy guidance from the Chief of Naval Operations. The President also maintains professional contacts with the fleet and military and civilian institutions of higher learning in the United States and around the world. The selection of the provost, deans, department chairs, directors, and other key personnel is at the discretion of the President, as outlined in the faculty handbook. The college's 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 of the Naval War College is assisted in his governance by an executive leadership team consisting of the provost, Deputy / Chief of Staff, the Dean of Academics the Dean of the Naval Warfare Studies, and the Dean of Operational and Strategic Leadership, who are responsible to him for their respective functions and supporting tasks. The expanded management group includes the Associate Provost, the Dean of Students, department chairs and college directors, assistant deans, division heads, and special 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 effective and efficient functioning of the college.

As the chief operating officer, the Provost is also responsible to the president to ensure that the college accomplishes its mission, functions, and supporting tasks. Because of this and to link the college's operations that support its mission accomplishment with its financial resource management processes, the Provost exercises oversight of the preparation of the college's annual budget as well as its participation in the Department of Defense Planning, Programming, Budgeting, and Execution system process. The Provost is also the principal assistant to the President for education and is responsible for the well-being and effective use of the faculty, academic staff, and student body.



The Provost performs the duties normally associated with a dean of faculty. The Provost acts as the executive agent for the President in educational matters. The Dean of Academics, working through the Provost, is responsible to the President 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

non-resident 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 the College of Distance Education, 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 college's academic and military chairs and the academic faculty, who are responsible for the curricula for the academic programs, as well as its development and teaching.

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

For the research, analysis, and gaming function, the Dean of Naval Warfare Studies directs the development of concepts concerning national security and strategic thought, and of ideas for the employment of joint and naval forces in peace and war. His duties include coordinating all advanced research activities at the college by maintaining active contact with the staffs of the Chief of Naval Operations, 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 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 Naval Warfare Studies oversees the efforts of a full time, government funded research, analysis, and gaming faculty and staff organized into five 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 Operational and Strategic Leadership directs and coordinates efforts in the leadership continuum of PME for Navy officer and enlisted personnel, including education on ethics and character development; operational level educational programs, including joint/combined force maritime component commander (JFMCC/CFMCC) courses, Maritime Staff Operators Course (MSOC), the Executive Level Operational Level of War Course (ELOC), and the Assist and Assess Team (AAT); Senior Enlisted Academy (SEA); and Stockdale Group advanced research program in operational level leadership, and is responsible for hosting the Naval War College Ethics Conference.

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

The Director of the Senior Enlisted Academy 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. SEA provides a fully in resident, five-week educational opportunity for Senior Chiefs and selected Chief Petty Officers (and their other Service and partner nation equivalents) and a blended program consisting of a distance learning element followed by a two-week resident opportunity. The college's long standing partner relationship transitioned to a command relationship to better execute the enlisted sailor PME continuum.

MISSION, VISION, and GOALS

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

Mission

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

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

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

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

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

combined forces; and their staff members to plan, execute, and assess force employment options in order to function cohesively within the context of an operational level maritime staff.

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



Vision

The 20147-2018 strategic planning process produced a new vision for the College. Very succinctly, the leadership's vision is:

An objective and rigorous academic institution that develops strategically minded warfighters and culturally adept, internationally focused, ethical leaders; advances the study of American sea power; and fosters "original research on all questions relating to war and to statesmanship connected with war, or the prevention of war."

NWC leads the Navy and the nation in providing rigorous, top-quality education in security and strategic affairs to America's current and future military and civilian leaders, and those of our friends and allies. Our graduates will be innovative, ethical leaders who understand the complexities of the contemporary national and international security environments, plan and think strategically, are masters of the operational art, and lead maritime, joint, interagency, and multinational operations confidently to achieve national security objectives. We play an indispensable role in developing professionalism and leadership throughout the Navy and in producing joint warfighters who are adept at crafting campaigns and operational plans. Our programs serve as the foundation of enduring relationships of inestimable value to our nation and the world.

We are the academic center for analysis, research, and gaming that helps define the future of the Navy, and addresses issues and questions regarding the national security of the United States. We will provide the nation's military leaders and senior

civilian policy makers with rigorous analysis, independent research, and robust gaming to clarify and resolve critical national security issues, especially those related to maritime security and sea power.

The College's true strength lies in the creativity, energy, and intellectual capital of our people. To realize this vision, we must continue to invest in our staff and faculty members, helping them to reach their full potential. We recruit, retain, and develop the highest-caliber faculty and staff who are experts and professionals in their respective fields. We must establish and maintain a diverse workforce in order to capture the benefits of diverse perspectives. We must ensure fair treatment and respect for all our people, and require accountability at all levels. We must maintain a safe and healthy working environment.

We realize our collective expertise in the operational and strategic levels of war is directly linked to our strategic tradition—"original research on all questions relating to war . . ." We must maintain our academic independence and the faculty's ownership of the curricula. We must respect the Navy's "warfighting first" ethos as foundational to our profession of arms.

We must attract the highest-quality students, across all services, national agencies, and international communities, and educate and develop them in our resident programs. Using educational outreach, we will make a quality education available to as many future leaders as possible. We must increase our focus on developing naval strategists. We must also cultivate strong relationships with our alumni, both U.S. and international, throughout their careers for a lifelong learning experience. We must evaluate and refine the educational outcomes for each of our programs, and improve our ability to assess student learning outcomes accurately.

Regarding our study of American sea power and our research on war and its prevention, we must keep the research and scholarly activities of the College objective, rigorous, and relevant to the needs of the Navy and the nation. This means strong support and encouragement for both independent and targeted research. We must increase our focus on evolving naval operational and strategic requirements, the Asia-Pacific region, regional threats, irregular challenges, and cyberwarfare. We must increase productive dialogue among those primarily responsible for our academic, warfighting, and international engagement missions. We must continue to strengthen our relationships within the Navy and better communicate our products to senior Navy leadership and others within the national security establishment. We must sustain our efforts to inform and educate the public concerning national security issues and military operations through a robust outreach and publication program.

We must enroll more resident international students and create more opportunities for engagement between our U.S. and international students and their families. We must foster international outreach programs with foreign war colleges, world-class universities, and independent research institutes to improve the College's curricular and research activities. We must promote an open exchange of views

between international security professionals. We must provide international military officers with a functional understanding of internationally recognized human rights and the American democratic way of life.

We must strive to be a vanguard institution, producing new ideas but also leading by example in the realm of leadership and ethics. We must encourage and sustain good communications and cooperation among the NWC team and pursue good relations with the local, state, and international communities. We must be responsible stewards of government and donated funds and property. Above all, we must preserve our institutional integrity – seeking truth without bias.

Goals

The Naval War College's Strategic Plan, 2014-218 formalized goals and milestones directed to continuously improve every aspect of the college's life to produce the finest product possible. Goals were developed to bridge the gap between where we are now and where we want to be in the future. They reflect those things that must be done in order to fill that gap. Neither a list of functions and tasks nor an attempt to describe all existing programs and ongoing efforts, the goals that follow have been developed to require specific future actions that are measurable and support our vision of the Naval War College's future.



Goal 1. Intermediate-Level PME with JPME I. Educate and develop leaders of character

who have trust and confidence in each other and are critical thinkers imbued with knowledge of the operational level of warfare (traditional and irregular) and understanding of strategic theory and practice at the theater level, informed by the challenges of the contemporary security environment, steeped in the maritime dimensions of the international security environment and modern warfare, and proficient in joint matters.

Goal 2. Senior-Level PME with JPME II. Educate and develop leaders of character who have trust and confidence in each other, understand grand strategy, and are strategically minded, critically thinking leaders, proficient in joint matters and capable of contributing to national strategic and theater strategic responsibilities and issues as well as strategic responsibilities and challenges for the Department of the Navy.

Goal 3. Sustain capacity for geostrategic and operational research, analysis, and gaming, and expand capacity for examining maritime and Navy elements of strategic issues.

Goal 4. Improve the capability of Navy commanders to lead maritime, joint, and combined forces and their staff members to plan, execute and assess, and function cohesively as a maritime headquarters organization. Expand NWC's capacity and improve NWC's ability to communicate timely results and insights from mission activities related to maritime command and control.

Goal 5. Through the Naval Leadership and Ethics Center, lead the Navy's effort to develop leaders who personify their moral obligation to the naval profession by upholding the Navy Core Values and Navy Ethos, fulfill their obligations as leaders of character and integrity, and confidently exercise their authority and responsibility with a strong and abiding sense of accountability for their actions throughout a career of selfless service.

Goal 6. Champion the cause of international maritime cooperation by educating the future leaders of our allies and partners alongside their U.S. counterparts, fostering loyalty among our alumni through a commitment to lifelong learning, and building stronger navy-to-navy relationships by participation in international symposia, war games, and war college exchanges.

Goal 7. Create a systematic approach for fostering diversity and inclusion throughout the College community and sustain an inclusive college climate.

Goal 8. Improve communication and liaison with senior Navy leadership at the OPNAV staff and the fleet headquarters in order to better assist in strategic and operational-level analysis and decision making.

Goal 9. Continue to improve the college's vital infrastructure in knowledge and information management; execute, as feasible, the college's elements of Vision 2035: Master Plan Newport Naval Station, March 2008; and invest in the faculty and staff to sustain our intellectual capital.

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

ACADEMIC PROGRAMS

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



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

The non-resident curriculum, with a history dating to 1914, is delivered by the College of Distance Education (CDE) using four distinct delivery methodologies to ensure wide access to the JPME I course of study. The Fleet Seminar Program (FSP) most closely replicates the resident experience in a nighttime seminar format and is currently taught at 20 locations around the country, primarily in Fleet Concentration Areas (FCA's). Eighteen full time faculty members in Monterey, CA teach JPME I to students enrolled in graduate studies at the Naval Postgraduate School (NPS). A Web-

enabled Program leverages internet technology to deliver the core course of instruction to those students not located near an FCA. A CDROM-based Program ensures students without persistent access to the internet still have access to JPME.

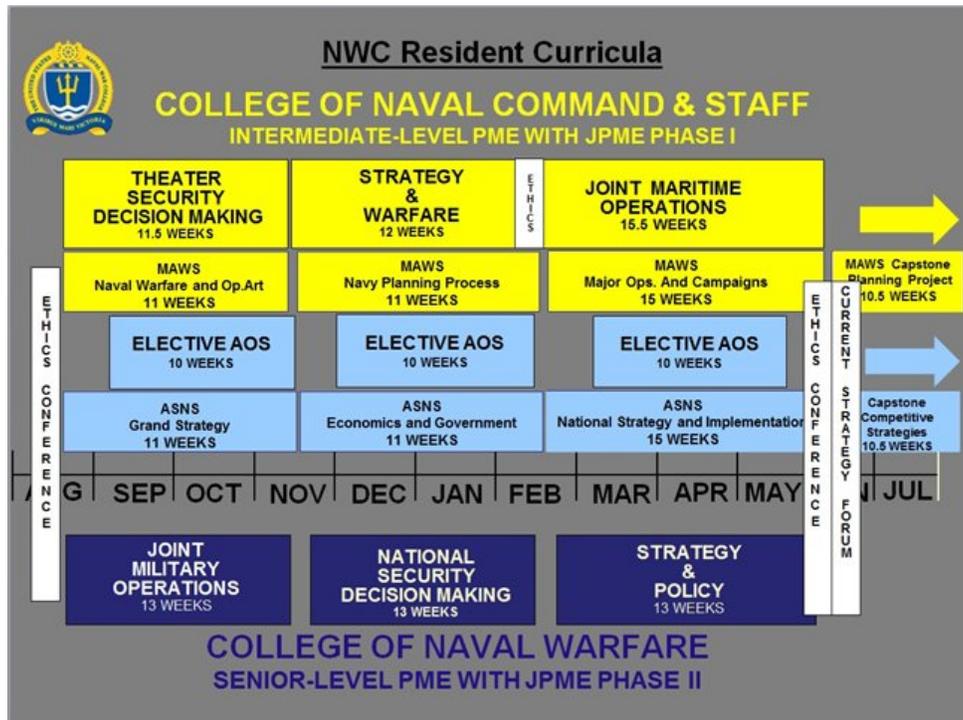
Naval War College Degree

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 with a **Master of Arts degree in National Security and Strategic Studies** and graduates of the College of Naval Command and Staff 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 an NWC diploma. The Naval War College is also accredited to award the same Master of Arts degree to qualified non-resident students who complete the Fleet Seminar Program, are admitted to the non-resident Graduate Degree Program, and who then complete the electives program requirements for the degree.

Academic Year

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

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



Core Curriculum

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

Strategy and Policy Department

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

Joint Military Operations Department

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

National Security Affairs Department

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

parallel modules in Security Strategies (international/systemic level), Policy Analysis (national/organizational/societal level), and Leadership Concepts (individual level). The courses feature “practitioner sessions” in which senior practitioners engage students on key course themes and each culminates in a capstone Final Exercise (FX) that challenges students to integrate course concepts.

PME/JPME Outcomes

Senior Level PME/JPME Outcomes

- Skilled in formulating and executing strategy and U.S. policy
- Skilled in joint warfighting, theater strategy, and campaign planning
- Capable of strategically minded critical thinking
- Capable of excelling in positions of strategic leadership

Intermediate Level PME/JPME Outcomes

- Skilled in applying operational art (OPART) to maritime, joint, interagency, and multinational warfighting
- Skilled in the 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 predetermined 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 (ISS) brings together heads of many of the world's navies as a catalyst to international understanding. Held during the fall trimester, the Chief of Naval Operations invites the heads of navies and distinguished international naval leaders to discuss challenges and opportunities and to enhance common bonds of friendship. ISS provides a forum for maritime and naval leaders to exchange ideas with the leadership of the U.S. Navy, Marine Corps, and Coast Guard and with the NWC faculty. The program features briefings and opportunities for international leaders to speak. Many of them are graduates of the Naval War College's Naval Command College or Naval Staff College.



Ethics Program

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

ACADEMIC POLICY

The intent of Luce and the college's thirty-seventh President, Vice Adm. Stansfield Turner constitutes the strategic tradition and purpose of the Naval War College and the driving force of the college's approach to education and research, analysis, and gaming.

This strategic tradition is more than rhetoric; it has a very practical and abiding influence in everything the college does. The flag level, senior level, intermediate level, and primary level professional military education programs designed, developed and delivered by the college are not intended to prepare officers for a specific follow on assignment, but rather to provide a systematic way to develop leaders and to improve and discipline the way they think. These educational opportunities foster the required mental flexibility and discipline to cope effectively with the intellectual



demands inherent in positions of increasingly significant responsibility within the broader national security community in the United States and that of our friends and allies. This intellectual flexibility cannot be obtained solely from a survey course in current international security issues or from a detailed examination of current weapons acquisition and force posture concerns. Instead, intellectual flexibility must flow from a clear understanding of the fundamental principles that have governed our nation's national security concerns during peace and war.

Admission Policy

Resident military students of the College of Naval Warfare and the Naval Command College are Lieutenant Colonels, Colonels, Commanders, and Captains, from all Services and invited countries, with approximately sixteen to eighteen years of commissioned service, while resident students of the College of Naval Command and Staff and Naval Staff College are Majors or Lieutenant Commanders, from all Services and invited countries, with approximately ten to twelve years of commissioned service. The Naval War College does not directly select its military students. The selection is made by each Service, with the criteria within each Service being very similar. In the case of the Navy, candidates for attendance are chosen from officers selected for promotion to Lieutenant Commander, Commander, and Captain. This selection is based on professional performance and a clear potential for higher responsibilities. Subject to

rank waiver approval by NAVPERSCOM, a limited number of Lieutenants can attend the College of Naval Command and Staff. Similarly, a limited number of Lieutenant Commanders can attend the College of Naval Warfare provided they have already completed JPME I requirements.

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

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

Students enrolled in the Fleet Seminar Program are eligible to apply for the accredited Master of Arts 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 then makes the final selections.

Examination and Grading

U.S. Resident Students

All U.S. resident students in the College of Naval Warfare (CNW) and the College of Naval Command and Staff (CNC&S) will be examined and graded in the three trimester studies prescribed by the departments of Strategy and Policy (S&P), National Security Affairs (NSA), and Joint Military Operations (JMO). The final academic grade will be derived by equally weighting and averaging numerical results obtained in the three trimesters. In the electives program, students



will be graded on a High Pass/Pass/Fail basis. Each student must take one elective per trimester that will require an allocation of about 20% of his/her effort, with the balance being directed to the prescribed program. All prescribed, elective, and special program requirements must be satisfactorily completed prior to graduation. Exceptions to this policy will be approved only by the Dean of 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

Naval Command College

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

Naval Staff College

Intermediate level international officer students in the NSC course are fully integrated in CNC&S, attending seminars and lectures alongside their U.S. counterparts. They complete classes and seminar exercises, team projects, and writing assignments in JMO, TSDM, and S&W. They may voluntarily take exams. The faculty evaluates their academic work and provides substantive, written feedback, but does not assign grades to these products. Additionally, the Field Studies Program, designed to promote understanding of U.S. culture and institutions as well as American political, social, and economic life, is an integral element of their core, educational program. International officers are highly encouraged to participate in the electives program. They receive graduate level credit for courses completed at the Naval War College which can be applied to master's degree programs at local universities.

Non-resident Students

Intermediate Level Program Students

Non-resident students of the College of Distance Education (CDE) must complete specialized versions of the three core courses of Joint Maritime Operations, Theater Security Decision Making, and Strategy and Warfare that have been modified to meet the constraints of the educational methodology associated with the specific program. Completion of electives is not required for non-resident students. Non-resident 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 of the College of Distance Education and the Associate Dean of Academics for Electives and Directed Research prior to commencing work.



Grades

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

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.

Primary PME with JPME

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

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 plan consisting of three elective courses. For all other non-resident intermediate-level programs, the core, academic program consists of Theater Security Decision Making, Strategy and War, and Joint Maritime Operations.

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, and an elective plan consisting of three elective courses.

Grading

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

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

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

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

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

Expected Grade Distribution

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

Weighting of Course Components

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

Resident Course Electives Program

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

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

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

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.

Advanced Naval Strategist Program

U.S. Naval officers will earn the Naval Strategist Subspecialty Code, (SSC) 2300P upon successful completion of:

- a) The three core academic courses in either the intermediate or senior in-residence JPME programs at the U.S. Naval War College;
- b) The *Advanced Naval Strategist Program* elective program and area of study (AOS 23) (120 hours of seminar work supported by 240 hours of preparation);
- c) An additional period of structured interaction with practitioners of naval, military, and national strategy in support of these electives (20-30 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; and,
- 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.

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. The U.S. Naval War College (NWC) 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

Strategy. Students will be selected in advance of arrival at Newport and begin the program in the fall term.

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

NWC's *Advanced Naval Strategist Program (ANSP)* (AOS 23) builds on this intensive academic program, by adding a ten-month double elective course, and additionally requires completion of a 45 page master's thesis, and a ten-week summer practicum. The ANSP 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, Research Methods, Economic Foundations of Strategy, Power in the International System, Geopolitics, 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.

A programmatic component labeled the *Practicum* and falling within the purview and academic schedule of AOS 23 will, on roughly a bi-weekly basis, bring in distinguished civilian and military practitioners of the formulation and execution of strategy for focused discussion on vital contemporary topics in strategy. Preparatory readings and structured learning objectives are developed for each session. When practical and as funding allows, students will also visit practitioners in Washington and conduct other travel.

A summer program will offer opportunity to work with such groups as the Office of Net Assessment in Newport, travel, and work on strategic project initiatives of interest to the U.S. Navy, and will teach students to apply their academic and practitioner knowledge to real-world issues. Each summer program will be tailored to available opportunities and student interest. Students will examine in-depth special issues, working in small groups under the leadership of faculty from NWC and practitioners, producing products of practical import and feeding back to the issue sponsor. Student travel may be involved where necessary and feasible.

Throughout the 13-month program, students will work on a major thesis, which will be coordinated across the subject matter, requirements, and professors of the electives, the Practicum, and the summer program. The thesis will demonstrate true

originality, quality of strategic thought, and the ability to develop practical, real-world, and yet innovative solutions to complex problems of enduring and vital interest to the Navy.

Each year the elective program, the Practicum, and summer projects will be re-examined to determine the best outcome for this advanced educational program.

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 Senior Level College of Naval Warfare are worth 8 credit hours and each of the three electives are worth 2 credit hours for a total of 30 credit hours. In the Intermediate Level College of Naval Command and Staff, Theater Security Decision Making and Strategy and Warfare are worth 7 credit hours and Joint Maritime Operations is worth 10 credit hours while each of the three electives are worth 2 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.

Non-resident Students

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 non-resident, intermediate level programs is recognized by the

award of the College of Distance Education diploma and JPME Phase I certification. To earn either the Naval War College CNC&S diploma or the College of Distance Education diploma, a student must complete all three core courses with an overall grade average of “B-” or better and not more than one course grade in the “C” category. For the JPME Phase I certification and diploma, all the CDE program courses are interchangeable, and indeed the FSP courses are accepted for credit for students who may subsequently attend the NWC in residence.

Transcripts and Transfer Credit

Transcripts

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

Transfer Credit

The policy of the Naval War College is not to accept transfer credit for courses completed at another institution in fulfillment of any portion of the resident NWC curriculum. Transfer credit up to nine hours as required by the non-resident 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 % of their graduating cohort—November, March, and June—will be designated as having earned distinction. In determining degrees of distinction within the cohort, students in the top 5 % of their class will be designated on their diploma and transcripts as having graduated with highest distinction and students comprising the next 15 % will be designated as having graduated with distinction. In no case will a GPA of less than 90 % (A-) earn distinction status.



Those students participating in tailored curriculum programs, composed of a combination of prescribed courses and special research programs, as approved by the Dean of 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 Program students compete for honors in similar fashion as resident students but are compared only within their fleet seminar cohort in making this determination. For Web enabled and CD-ROM based students, distinction and highest distinction are determined using as a reference the GPA from the most recent resident College of Naval Command and Staff graduating June cohort. Faculty members participating in NWC academic programs will be eligible for academic honors. However, such faculty designation will not be calculated in the student percentages cited above so as not to deprive any full-time student of this opportunity.

In the case in which students complete graduation requirements through a combination of residence and the 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 the College of Distance Education, 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 for faculty reference. Faculty members should note that papers entered into competition which are the product of a Naval War College academic requirement may fall into the category of "government works" that are not subject to copyright and may be used by U.S. government agencies as desired. Honorable mention awards or certificates are presented in nearly every category if, in the opinion of the respective award committee, additional essays deserve special recognition. All essays must have been written while the student was enrolled in a Naval War College course, either as a resident or as a non-resident student.

- The Navy League of the United States annually sponsors awards to the two resident students graduating in June who demonstrate a high degree of academic, extracurricular, and community service. The award presented to the student of the College of Naval Warfare is known as the Stephen Bleecker Luce Award; that presented to the student of the College of Naval Command and Staff is known as the William Sowden Sims Award.

- The President's Award for CNW and CNC&S Honor Graduates in the March and November classes is presented at the respective graduation ceremony to those students who demonstrate a high degree of academic, extracurricular, and community service.
- The Admiral Richard G. Colbert Memorial Prize is a cash prize (\$1,000) and certificate awarded annually by the Naval War College Foundation to the author of the best professional essay that focuses on an economic, military, political, strategic, or tactical aspect of an appropriate professional topic.
- The J. William Middendorf II Award for Student Research is awarded annually to a student or group of students whose research project is considered to have made the most significant contribution in a field related to strategic or tactical concepts, logistics, or readiness. Recipients receive a certificate and a \$1,000 prize.
- The Naval War College Foundation Award recognizes the student whose essay is considered to have made the most significant contribution to some aspect of maritime strategy or the operational level of warfare. A certificate and a \$1,000 cash prize are presented.
- The B. Franklin Reinauer II Defense Economics Prize is given for the essay considered to have made the most significant contribution to understanding of the relationship between national security and economics. The recipient receives a certificate and a \$1,000 cash prize.
- The Jerome E. Levy Economic Geography and World Order Prize recognizes the best research product that fundamentally addresses and proposes potential solutions in the disciplines of economic geography and national/international security.
- The Michael Handel Strategy Prize Essay Award is awarded to a student who writes an original essay for the final examination in the resident intermediate- and senior-level Strategy and Policy Course. This essay must exhibit qualities that Professor Handel especially prized in strategic analysis: it will be well-written; it will systematically examine a difficult, recurring strategic question that derives insights from both history and strategic theory; and it will reflect a true dispassionate analysis of the issue. The Strategy and Policy faculty will nominate exceptional examination essays for consideration by the prize committee.
- The Vice Admiral James H. Doyle, Jr., Military Operations and International Law Prize recognizes the essay considered to have made the most significant contribution on the role of international law in military operations during peacetime or armed conflict. Sponsored by the Naval War College Foundation, the award consists of a \$500 cash prize and an inscribed certificate for one U.S. and one international officer.
- The annual Marine Corps Association Award is presented for the best professional essay on topics relating to the Marine Corps or Marine Corps operations. The \$500 cash award, provided by the Marine Corps Association, and a certificate are presented.
- The Director of Naval Intelligence (DNI) and the Director of the Defense Intelligence Agency (DIA), respectively, sponsor Intelligence Directors' Essay Awards for the best professionally worthy essays on some aspect of naval or

maritime intelligence and joint or national intelligence. The awards consist of Office of Naval Intelligence and Defense Intelligence Agency plaques.

- The Armed Forces Communications and Electronics Association Award (AFCEA) recognizes the best professional essay in the areas of Avionics, Command and Control, Computers, Communications, Electronic Warfare, Electronics, Radar, Satellites, and Intelligence Systems. Operations research papers or other student submissions developing these subjects are considered for the competition. Recipients of the award receive a certificate describing the accomplishment and a table clock.
- International students attending the Naval Command College are eligible to compete for the Robert E. Batemans International Prize Essay Award sponsored by the Naval War College Foundation. The essay must represent original thinking on some aspect of force planning, or current operational or strategic issues of maritime interest with an international dimension. The award consists of a \$1,000 cash prize and an inscribed certificate.
- The annual Zimmerman/Gray International Essay Award, established in academic year 2004–2005, is given for the best of the professionally worthy papers submitted by a student in the Naval Staff College full-year course of study. The award consists of a perpetual plaque displayed at the Naval War College bearing the winner's name. Recipients of the award are also given a suitably inscribed certificate describing their accomplishment and a cash prize provided through the generosity of Mr. and Mrs. Gilson Gray and the Naval War College Foundation. The award is named in honor of their fathers, CDR Donald Zimmerman, USN, and CDR Gilson B. Gray, Jr., USN, both career naval aviators who saw combat duty during World War II.
- The Captain Walter B. Woodson, Jr., USN, Academic Memorial Prize was established in memory of the individual who served as the Executive Director of the Naval War College Foundation from 1973 to 1993. It is awarded to a Naval Staff College student for the best paper on a topic relating to force planning or strategic issues of maritime interest. Sponsored by the Naval War College Foundation through the generosity of Captain Woodson's many friends, the prize is presented at the graduation ceremonies in June and December.
- The Naval Submarine League Prize recognizes the best essay or research paper submitted related to submarine warfare by a resident student at the Naval War College.
- The Naval War College Review Prizes are sponsored by the Naval War College Foundation for works published in the Naval War College Review. The three best feature articles appearing in the Review during a calendar year are awarded cash prizes. Historically oriented feature articles of maritime interest may also be considered for the Edward S. Miller History Prize. Authors may, but need not, have an affiliation with the Naval War College.
- Each year the Naval War College Foundation sponsors a monetary award to an outstanding College of Distance Education Fleet Seminar Program graduate demonstrating high standards of academic performance, professionalism, and community service. This award is known as the McGinnis Family Award for Outstanding Performance in Fleet Seminar Education.

- The Foundation also presents the Vice Admiral John T. Hayward Award for Outstanding Performance in Correspondence Education to a graduate of the College of Distance Education Web-enabled Program, or the CDROM-based Program who displays the highest overall standard of academic performance during his/her enrollment. The final course must have been completed prior to 1 June of the year the award is presented. Each award consists of a \$1,000 cash prize and a plaque or certificate.
- Annually the Naval War College presents the Vice Admiral Charles “Soc” McMorris Award to the top graduate of the Maritime Advanced Warfighting School, based on grade point average, faculty evaluation, and peer recommendations. The award is presented at MAWS graduation in September.

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 of the 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 of the College of Distance Education will refer the matter to the Dean of Academics. 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. The National Security Affairs Department is designed to teach students about effective leadership and decision making. The Joint Military Operations Department is designed to teach joint war fighting at the theater-strategic and operational levels. The Maritime Advanced Warfighting School (MAWS) prepares students of all Services for immediate assignment as operational planners and future operational command billets. The Naval War College 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 become leaders skilled at making sound judgments in the joint, interagency, and multinational decision-making environments. The intermediate and senior level courses on strategy are considered the best in professional military education and serve as a model for programs on strategic studies offered at world-class universities. Dr. Paul Kennedy, Yale University's Director of International Security Studies, recently remarked that, "The Grand Strategy year-long course at Yale is fundamentally a copy-cat version of the Strategy and Policy course at Newport." Similarly, Sir Hew Strachan, Chichele Professor of the History of War at Oxford University, observed this program "has been an inspiration and influence beyond the United States, and it remains a model...to think about strategy, to give it context, and above all how to do it sensibly." This reputation for excellence is well-deserved and rests on the professionalism and passion of a gifted faculty.

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

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

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

The National Security Affairs (NSA) Department is one of the nation's largest and most vibrant graduate teaching departments in national and international security studies. The curricular philosophy is rooted in the importance of blending both intellectual rigor and professional relevance to students. Reflecting this educational approach, the faculty members comprise a diverse blend of scholars, practitioners, and active duty military officers. Each of the two main core courses offers a broad survey in contemporary security studies with multidisciplinary foundations in international relations, regional studies, foreign policy analysis, strategic leadership, and other fields. Common areas of study include: the international system; regional security dynamics; national strategy; force planning; the nature of economic, political, organizational, and behavioral factors that influence 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 Admiral Chester W. Nimitz Joint Military Operations Course to students in the College of Naval Warfare and the Naval Command College, and teaches the Admiral Raymond A. Spruance Joint Maritime Operations Warfighters Course to students in the College of Naval Command and Staff and the Naval Staff 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 the upper tactical and operational levels of war with heavy emphasis on the employment of naval power. Both courses seek to instill in students an entirely new perspective regarding warfighting and the profession of arms.

The entering student's primary background experience is generally 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 operations and campaigning, including integrated operations with other Services, U. S. agencies, and multinational partners. Graduates are expected to understand the links between 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 that synthesizes selected concepts from strategy, military decision making to include international law and rules of engagement, operational planning, and naval 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 range of military operations 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 Raymond A. Spruance Warfighters 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) course 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 (NWC) resident Intermediate Level College (ILC) / JPME Phase I curriculum with a tailored operational planning and leadership curriculum in a single 13-month package. 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. 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 NWC. 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% of the resident academic curriculum. The electives program offers graduate level courses that expand treatment of subjects covered in the core curriculum, explore subjects not available in the core curriculum, and provide specialized areas of study 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 area of study all three trimesters. 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 over one hundred different elective courses annually, and most are conducted in a dynamic small-seminar environment. The lineup of courses evolves annually, and NWC professors are encouraged to offer electives in their various specialties. Many electives are taught by resident faculty, but a significant number are taught by Adjunct Professors from various regional institutions. Each elective counts for two credits and meets for ten three-hour sessions.

AREAS OF STUDY (AOS):

- Greater Middle East
- Asia-Pacific
- Western Hemisphere / Latin America
- Europe-Russia
- Africa
- Operational Planning
- Executive Analysis for Warfare Commander Certification
- Enterprise Strategic Planning
- Strategy, Operations, and Military History
- Operational Law
- Information Operations
- Irregular Warfare
- Leadership & Ethics
- Joint Land Aerospace Sea Simulation (JLASS)
- Halsey
 - o Halsey ALPHA Research Group
 - o Halsey BRAVO Research Group
- Gravely Group
- The Mahan Scholars Group
- Homeland Security / Homeland Defense
- Advanced Naval Strategist Program

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 Academics 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 ALPHA: Examines enduring warfare imbalances of high-intensity conventional warfare in maritime area denial situations, specifically in the Pacific Theater. This group uses iterative, ongoing 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 Research 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.

The 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 counterproliferation. .

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 three trimesters. 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.

Regional & Specialized Study Groups

The Naval War College hires faculty members with regional security expertise and analysis in all areas of the globe. Academic, research, and gaming faculty members possessing regional and cultural knowledge participate in the NWC's regional studies

groups, through which the NWC promotes major research and exchange/educational relationships with counterpart institutions around the world. The Naval War College's seven regional studies groups have become strategic assets in the 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.

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 lectures, roundtables, and workshops throughout the year to link students and faculty with scholars and practitioners from both Arctic and non-Arctic states.

ASG faculty frequently publish scholarly articles and books on the region and present their research findings to senior leaders and at major academic conferences. .

Africa Studies Group

The Africa Studies Group comprises faculty and students with an interest in African affairs. The group strives to increase awareness and enhance teaching on regional issues by supporting faculty professional development, sponsoring guest speakers, disseminating information about local events relating to Africa, and circulating electronic articles of interest to members. The Africa Studies Group also provides subject matter expertise and research support to the Navy, Combatant and Component Commanders and other DoD agencies. It also actively supports NWC and USAFRICOM regional engagement and security cooperation activities in theater. The

primary day-to-day mission of the Africa Studies Group 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 area of study. The Asia-Pacific area of study offers a broad array of courses from basic surveys on specific countries to more specialized topics of importance to the Navy such as Chinese Maritime Development.

Europe-Russia Studies Group

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

To accomplish this, the ERSG program uses subject matter experts, guest speakers, and colloquia capable of addressing economic, political and security issues related to European and Russian institutions, governments, trends and processes. A primary focus of the group has been on establishing and developing a curriculum of elective courses focusing on the region. Currently, there are a number of regional courses addressing the history, economics and politics of the region, including coverage of NATO and the European Union. Over the past year, the ERSG has sponsored lectures from nationally renowned experts on Russia, NATO, and the European Union.

It has taken a leading role in NATO's Partnership for Peace Program to improve the Professional Military Education of Azerbaijan. Forthcoming initiatives of the ERSG include the development of a cooperative relationship with the Russian Naval War College (Kuznetsov Academy) in St. Petersburg. The ERSG is the principal vehicle through which the Naval War College's special partnership with the U.S. European Command is implemented, providing academic and analytical support for the theater combatant commander.

Greater Middle East Group

The Greater Middle East Research Study Group (GME RSG) is comprised of regional experts, civilian and military, whose collective academic research interests, operational experience, and professional careers focus on the most important strategic challenges within this region. The group advances the NWC educational mission through its dedication to three key areas: teaching, research, and international engagement. The GME RSG works closely with the college's Greater Middle East area of study (AOS) 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 War College's principal forum for addressing a full range of Indian Ocean strategy and policy issues. The study group's activities include group meetings; sponsorship of a visiting speakers program; dissemination of research in progress and publication of final research results; and workshops and conferences. The group has also been engaged in directly supporting senior DoD decision makers on strategic issues in the region.

Latin America Studies Group

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

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

Faculty members teach the three electives in the Western Hemisphere / Latin American area of study. 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.

Reserve Component JPME I Courses

The Naval War College currently administers three Reserve Component (RC) JPME I syllabus programs each academic year. The Theater Security and Decision Making course is normally held in the spring, and the Strategy and War course is normally held in the fall, while the Joint Maritime Operations Course is held in the winter. These courses are based upon the NWC College of Distance Education (CDE) JPME I syllabus and once completed may be applied as partial credit toward a Naval War College JPME I certificate by enrolling in the NWC CDE Web-enabled or CDROM-based Programs. The courses do involve substantial pre-course preparation and are administered by the same NWC faculty members who teach the resident program. These courses are available to all Services.. Further information on these courses can be obtained by contacting the NWC Operational Support Office (401-841-4068), via email at operationalsupport@usnwc.edu, or on the Operational Support/Reserve Affairs section of NWC's website. CNRFC N7 will release a message advertising a board for schools ADT funding to attend these courses. These messages can be viewed via normal message traffic or by signing-in via CAC to CNRFC N7's website at <http://www.navyreserve.navy.mil>

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 Foundation and the Bradley Foundation 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's case study series, written by practitioners and noted scholars from around the world, provide students from professional military educational institutions and civilian universities with operational and strategic insights into contemporary and historical issues pertaining to irregular warfare and armed groups. CIWAG was founded and is co-directed by Dr. Marc Genest and Dr. Andrea Dew. CIWAG's Deputy Director is Captain Carl Tiska, who holds the Special Operations Forces Chair at the U.S. Naval War College. The Center also has 13 senior associates who are U.S. Naval War College faculty members, as well as four research associates. 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 military officers and selected federal civilian employees who cannot attend the NWC in residence. The College pioneered non-resident military education in 1914 to connect with officers in the fleet. CDE delivers group and individual programs that met the standards for programmatic reaccreditation by the Chairman, Joint Chiefs of Staff for JPME Phase I during 2015.

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

The progress reflects CDE's efforts to assist in educating future leaders and also fulfills statutory requirements for JPME Phase I. The success of the resident curriculum carries over to the 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 the College of Distance Education 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 previously taught NWC resident programs. Additionally, the resident faculty participates in the CDE'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 thirty-four weekly evening seminars annually to complete each course, typically taking three years to complete the program. Applications for admission are open from April through June of each year, with classes formed in August for an early September start.

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

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 in Defense and Strategic Studies 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 6-8 hours of work each week, and the requirement to keep pace with the instructor and classmates results in a very high course completion rate. The time required actually "online" is minimal, and all online work is asynchronous, that is, not at the same time in a "chat room" mode. Additionally, there is never a set time that students must be online, so students and professors may be physically located around the world.

Web Class Cohorts:

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

CD-ROM Based Program

The CDROM-based Program is available on a controlled basis to a limited number of students, typically those active duty officers stationed at sea or in remote locations with limited or no internet access. The methodology of this program allows eligible students to complete an independent study, distance program supervised by CDE faculty. Faculty and student interaction is primarily by email supplemented by paper or phone correspondence when necessary. Individual study precedes evaluated assignments. The curriculum and assessments are designed to be completed in 12-14 months at a pace of 4-6 hours of study per week.

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

Naval War College at the Naval Postgraduate School

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

The core NWC courses are taught in a seminar format in the classroom on the NPS quarterly schedule. Both S&W and TSDM 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.

Both colleges gain the same level of understanding U.S. naval officers would acquire and still receive instruction at the unclassified level from the 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.

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



Naval Command College

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

Naval Staff College

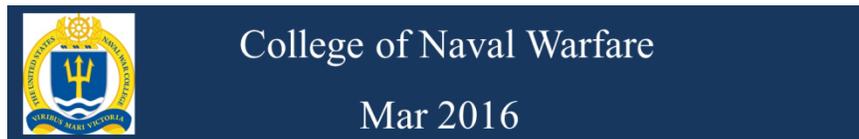
Intermediate level international students in the NSC course are fully integrated in CNC&S, attending seminars and lectures alongside their U.S. counterparts. They complete classes and seminar exercises, team projects and writing assignments in JMO, TSDM and S&W.

STUDENT BODY

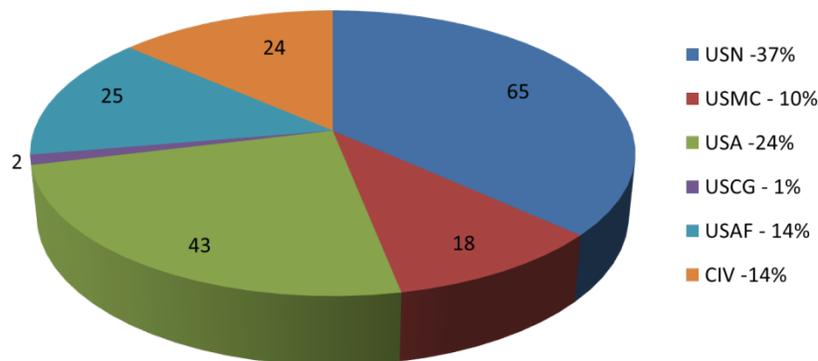
The Naval War College educates about resident 600 students each year, and is comprised of five separate colleges. Each college is distinct, and may contain senior or intermediate level officers; U.S. or international officers; and even students from civilian federal government institutions, such as the Central Intelligence Agency or the Federal Bureau of Investigation. NWC also admits US students from other Services. Additionally, the College of Distance Education includes more than 5,000 non-resident students pursuing various NWC programs.

College of Naval Warfare

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



177 Total



College of Naval Command and Staff

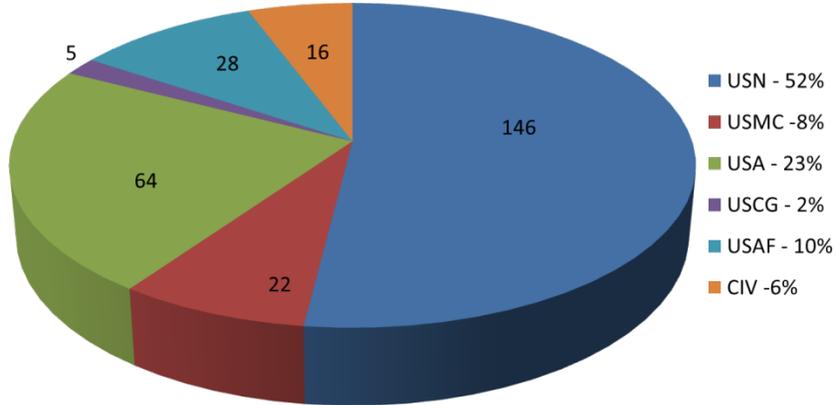
The College of Naval Command and Staff (CNCS) is a multidisciplinary program for intermediate level officers in the U.S. Navy, Coast Guard, Marine Corps, Army and Air Force, typically in the pay grade of O-4. The college also welcomes members of civilian federal organizations of respective seniority. This intermediate level service college course provides an initial opportunity for professional military education wherein students prepare for increased responsibilities as Commanders/Lieutenant Colonels and as junior Captains/Colonels.



College of Naval Command and Staff

Mar 2016

281 TOTAL



Naval Command College

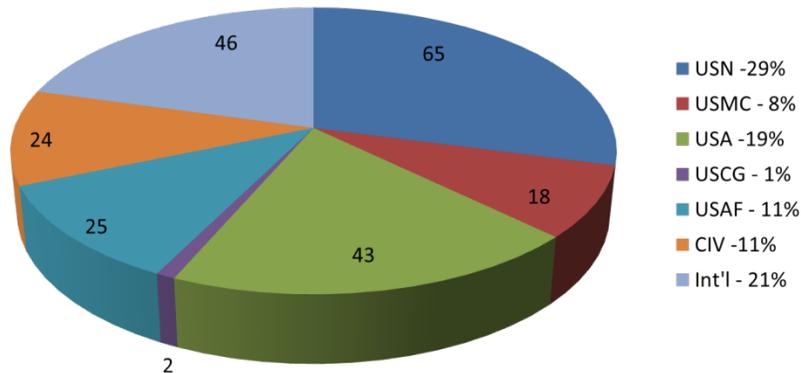
The Naval Command College (NCC) enrolls senior international officers, who attend the College of Naval Warfare core courses alongside their U.S. counterparts. Students submit papers and participate in most academic exercises, voluntarily take exams, but do not receive grades. The education for these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



College of Naval Warfare Naval Command College

Mar 2016

223 Total

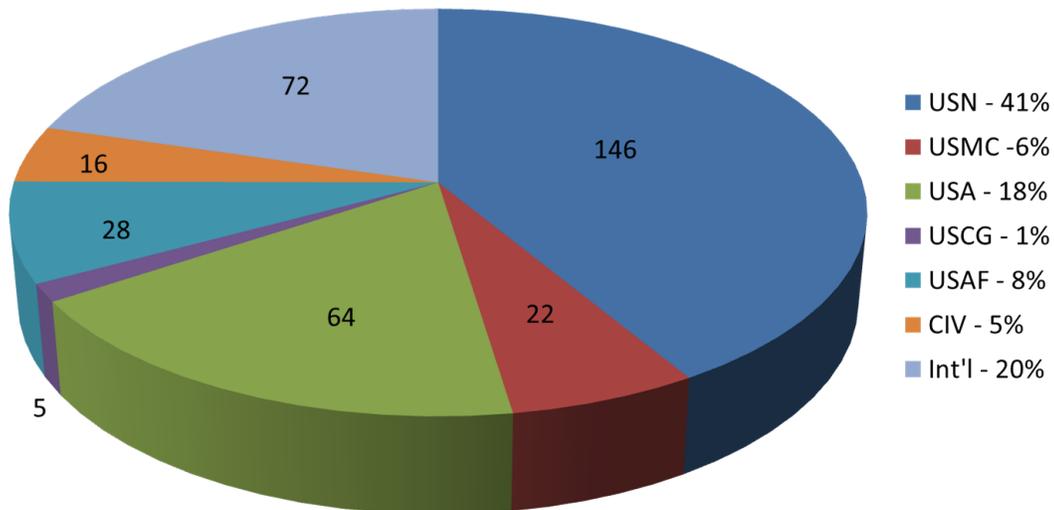


Naval Staff College

The Naval Staff College (NSC) is a program for intermediate level international officers. The NSC course enrolls international students alongside U.S. counterparts in the core courses including Strategy and War, Theater Security Decision Making, and Joint Maritime Operations. Students submit papers and participate in most academic exercises but students are not required to take exams and don't receive grades. Students also go on several FSP trips throughout their academic year to increase their exposure to American culture, government, and economic institutions.



353 TOTAL



College of Distance Education

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

the opportunity to earn the JPME Phase I certification and Naval War College Diploma while completing the NPS master's degree.

COLLEGE OF OPERATIONAL AND STRATEGIC LEADERSHIP

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

COSL is comprised of two departments:

The Operational Level Programs (OLP) Department is responsible for Joint 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 NWC Leadership and Ethics electives area of study, Professional Military Ethics Program, and Stockdale Group Advanced Research Program. It integrates leadership with ethics and character development in the Navy's PME continuum for Navy officer and enlisted personnel. The Leadership and Ethics Department is also responsible for supporting the Navy's Leader Development Continuum from 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 Naval War College that involve maritime operational level command and control (C2) as it directly relates to the Fleet, as well as direct support to the fleet in maritime operational level C2 training and assistance. These programs:



- 1) Address the practical challenges confronting commanders and staffs at the operational level of war in the maritime domain.
- 2) Serve as both a foundation and a catalyst for the Navy's continued evolution of JFMCC, Navy Component Commander (NCC), and numbered fleet concepts, capabilities, and doctrine.
- 3) Develop perspectives necessary for Commanders and their staffs to gain a high degree of confidence with concepts, systems, language and processes to effectively employ naval forces in a joint, interagency and multinational environment.
- 4) Provide unique insights to various Navy-wide working groups chartered with improving the overall Maritime Operations Centers (MOC) structure in the United States Navy. These groups focus on both processes and equipment used throughout the Navy at the operational level of war and to improve the overall performance of Navy MOCs.
- 5) Assign and task personnel, organize and resource programs, and maintain facilities to serve as a resource of maritime operational level C2 expertise for the Navy.
- 6) Facilitate Highly Qualified Expert/Maritime Senior Mentor (HQE) support to the Navy's Fleet and Strike Group Commanders.
- 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 en-route 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. Operations 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.

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. This department works closely with the Navy Leadership and Ethics Center (NLEC) as well as with Navy leadership on issues involving character development and stewardship of the profession of arms, to include supporting the execution of the Navy Leader Development Strategy in supporting the development of an effective Navy Leader Development Continuum from Seaman Recruit to Admiral.

The department also engages in student led operational level leadership research conducted by the multi-service and international officer Stockdale Group 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 (CNWS) perpetuates Rear Admiral Stephen B. Luce's vision of the Naval War 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 Naval War College to the fleet and policymakers in Washington by serving as a focal point, stimulus, and major source of strategic and campaign thought.

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 Naval War College needs and externally generated requests from various branches of the DoD including the Department of the Navy, 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 Naval War College, but some are conducted off site.

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

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

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, educates Navy, joint, and civilian national security leaders, and engages PLA/N and Chinese academics to provide the CNO with another avenue of contact and understanding and to test and advance ideas.

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.

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

Maritime History Department

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 Department 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. In this respect, the Maritime History Department at the Naval War College is unique in that its mission is directly tied to efforts to understand the practical questions of naval warfare and the particular peacetime functions of navies.

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

Among other critical functions, the Maritime History Department conducts primary historical research with a specific emphasis on the strategic role of the United States in global naval affairs. The Maritime History Department 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.

Given its underlying mission, the Maritime History Department serves on behalf of the Naval War College President as the central resource and contact point for the entire Naval War College in matters relating to maritime history. As such, the historians associated with the Maritime History Department hold the particular responsibility for providing scholarly historical studies, which are tailored to inform contemporary discussions about the future role of navies and the American sea services, in particular. To these ends, the Ernest J. King Professor of Maritime History serves as the Naval War College's senior academic expert in the field of maritime history, ensuring the unified efforts of other historians on the Naval War College faculty and staff, associated scholars in the field, and for the American public. In particular, the Historian specializes in the history of the theory and practice of naval and maritime strategy, the history of naval operations in all periods, the history of naval activities in the Narragansett Bay region since the age of exploration, and the history of the Naval War College since 1884.

Under the overall supervision of the Ernest J. King Professor of Maritime History, the junior historians associated with the Maritime History Department also hold the unique mission of directing:

- (a) Research and writing in naval history
- (b) The Naval War College Museum and coordinating the relationships of these activities
- (c) The Naval War College Library's collections of manuscripts, archives, and rare books in the Naval Historical Collection.

In addition, historians associated with the Maritime History Department perform the educational mission of the Naval War College through scholarly lectures, public educational programming, and elective courses. Historians associated with this Department are also expected to maintain close ties among the international community of fellow maritime historians, naval practitioners, policymakers, and strategic thinkers.

Given the basic mission of performing historical scholarship, the department maintains strong ties with the international academic community of historians. In this way, the Department also carries on the tradition at the Naval War College that was begun in the works of Rear Admirals Stephen B. Luce and Alfred Thayer Mahan. Their fundamental and original contributions to historical research and naval scholarship laid the foundation for today's modern approaches to the history of American concepts of naval strategy and operations into the twenty-first century and beyond.

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

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.

It also boasts a robust online presence at <https://www.usnwc.edu/press>.

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.

The Stockton Center’s website is at <https://www.usnwc.edu/Departments---Colleges/International-Law.aspx>

Office of Naval Intelligence Detachment, Newport

The Office of Naval Intelligence Detachment (ONI Det) is part of Office of Naval Intelligence (ONI), headquartered in Suitland, Maryland. The detachment was established in 1977 at the Naval War College (NWC) due to the requirement for significant intelligence support to war gaming. With the standup of the Center for Naval Warfare Studies in 1981 and a recently invigorated NWC focus on support to the operational Navy, the detachment's mission broadened to include support to a variety of research and analysis programs. Today, ONI Det provides intelligence support to research, analysis and war gaming at NWC, and facilitates ONI access to research and analytic expertise resident at the college. Detachment members are integrated onto NWC 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 at NWC, 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 NWC 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 Admiral 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 undergoes major renovation. A new, state-of-the-art learning commons is scheduled to be completed this year and the library will return to Hewitt Hall during the summer of 2016. The learning commons will focus 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 will include 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 NWC library supports the research and education mission of the Naval War College and promotes lifelong learning by providing information resources and services and instruction on information literacy. The library not only serves the resident Naval War 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 over 300,000 books, electronic and print, over 60,000 full text journal titles online and 350 current print subscriptions, over 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 over 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 NHC'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 sixteenth century covering maritime affairs, history, politics, art and literature.

The Henry E. Eccles Library and classified library are open 0800-1630, 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. For base access please email 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. The Senior Enlisted Academy develops stronger leaders by preparing them to fulfill their expanded and ever-widening roles as global leaders.

The 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.



The 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 will be a prerequisite for promotion to E-9.

Historically, the SEA taught two separate courses for active duty and selected reserve (SELRES) members. Beginning in June 2016, the SEA will teach a single course incorporating SELRES students into the current Active Duty course. The combined course will be comprised of nine weeks of distance learning (DL), followed by three weeks of residence education in Newport, RI. 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 Blackboard Learning Management System. Students can expect approximately eight to ten hours of academic work per week during the nine-week DL phase. The course requires completion of online PME as a course prerequisite. See the SEA website for more detail.

In FY-17 the SEA will designate two classes for those SELRES members who can only complete two weeks in residence, grouping SELRES students together. These students will still complete the nine weeks of DL and will graduate at the two-week point of the residence program. In all other SEA classes, SELRES will be fully integrated with Active Duty/FTS members.

The residence portion of the SEA uses the Socratic Method during facilitated seminars 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 local colleges also enhance various blocks of instruction. SEA students normally attend class from 0700 to 1630, Monday through Friday, and are allotted 90 minutes for lunch.

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 Center for Personal and Professional Development (CPPD), 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 synchronization and alignment with the Navy Leader Development Strategy.

CNO STRATEGIC STUDIES GROUP

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

VADM James P. Wisecup, Ret. is the Director of the CNO Strategic Studies Group, which is a tenant command on the Naval War College campus in Newport, Rhode Island. The SSG is co-located with NWC to facilitate collaboration as part of the Navy's process for naval warfare innovation.

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

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

NAVAL WAR COLLEGE MUSEUM

In late September 1884, Commodore Stephen B. Luce was rowed ashore from the flagship of the North Atlantic Squadron anchored in Newport harbor. 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 history of Narragansett Bay - a tale that begins with the nation's colonial roots. The museum collection forms the core for exhibits throughout the college and for educational projects, and 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 also features short-term special exhibits relating to college curriculum and to naval related topics. In general, the 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 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, playing 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, produce

educational programs and exhibits, 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

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

STUDENT EXPECTATIONS

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. After contact has been established, the student will receive a welcome aboard letter via email containing directions for online enrollment, housing information and preliminary reading requirements. Resident U.S. Naval War College students matriculate in August, November or March.

New student orientation is a multi-day event. Day one briefs include: Introduction to the Naval War College, Core Curriculum, Policies, and Advanced Research Programs. The President or Provost and the Dean of Academics welcome all incoming students and participate in these briefs. Day two briefs include: Security, Resources, Medical, International Programs, and Information Resources. Day three briefs include: Reading and Writing Expectations and Library Assets. Other days will include health assessment, urinalysis testing (military students only), email account 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 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 NWC at NPS Program are provided an orientation through the program manager located at the NPS. Book issue, classroom assignment and all administrative requirements are handled by the Monterey office. Web-Enabled Program students are given a full week of orientation to the Learning Management System of Blackboard. Here they test their computer systems to ensure compatibility. This week also introduces them to their course instructor, the

administrative personnel, the Blackboard technical expert, and the program manager. Students applying to the CDROM-based Program are provided an offer of enrollment from the program manager. Once enrolled, a DVD is provided that instructs first time students to verify computer hardware and software requirements needed to begin the program. If shortfalls exist, a link is provided so the student can install the software needed. This DVD also gives the student information on administrative contact personnel as well as CDE full time faculty that may be contacted.

Student Support

Each student in the resident course is issued an iPad, books, readings, and course materials at no cost. U.S. students must return the iPads and nearly all of their textbooks. International students are authorized to retain all issued course materials. Computers with intranet and internet connections are available in several locations throughout the college. Students are able to get Common Access Card (CAC) readers issued so they may access the NWC portal from home to complete administrative tasks and academic assignments. Staff and technical support is provided during working hours. Access to printers, copiers, and paper supplies is provided at convenient locations throughout the campus. Wireless connectivity is available at most locations which students may access using iPads and personal laptops. Also available within the academic complex are the Eccles Library, medical and dental offices, bookstore, barber shop, mailboxes, coffee and food vending machines, and breakfast and lunch (both hot and cold fare) at the Hewitt Café. A Naval War College identification badge and common access card give students twenty-four hour access to the complex and computer resources. Library facilities are also available twenty-four hours a day; library staff is available between the hours of 0800 and 1630. Additional on campus student services are provided by the Deputy / Chief of Staff's organization, including security clearances, automobile registration, photo identification, name tags, and audio-visual aids.

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

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

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

Student Counseling

The Dean of Students is responsible for the general welfare of all U.S. resident students. 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 Newport’s Chapel of Hope as well as support an 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.

During indoctrination, routine laboratory tests are conducted, lifestyles evaluated, and physical exams and counseling are provided. Specialized dental care is provided at the Naval Station Newport 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. As new seminars are formed each trimester, faculty members generally arrange social events (e.g. icebreakers) often at their homes, to get acquainted in an informal atmosphere. Seminars are 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 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 non-resident students. The Registrar is also responsible for alumni transcripts. Release of personal information regarding students and alumni is in accordance with the Federal Privacy Act. Transcripts are sent out only upon written request and with authorization from the graduate. In addition, the Registrar coordinates applications for those students desiring to apply for the Strategic Studies Group and oversees the receipt and administration of all civilian student nomination packages.

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 NWC alumni. Additionally, the Alumni Lifelong Learning Office facilitates a feedback loop to improve NWC curricula and programs.

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

FACULTY

Academic and Administrative Leadership

Rear Admiral P. Gardner Howe, U.S. Navy

President

M.A., National Security, National War College

M.A., National Security Affairs (Special Operations/Low Intensity Conflict),

Naval Postgraduate School

B.S., U.S. Naval Academy

Dr. Lewis M. Duncan

Provost

Ph.D., Rice University

M.A., Rice University

B.A., Rice University

Professor James Hickey

Associate Provost

Ph.D., Salve Regina University

M.A., King's College, University of London

M.S., Troy University

B.S., U.S. Naval Academy

Professor Phil Haun

Dean of Academics

Ph.D., Massachusetts Institute of Technology

M.A., Vanderbilt University

A.B., Harvard University

Dr. Allen Benson

Library Director

Ph.D., University of Pittsburgh

M.L.S., University of Alabama

B.F.A., University of Minnesota

Professor David Brown

Executive Director, Advanced Naval Strategist Program

M.A. U.S. Naval War College

M.M.A.S School of Advanced Military Studies

M.S. Long Island University

B.A. Carson Newman College

Professor Thomas J. Gibbons

Professor of Professional Military Education

Ed.D., Johnson & Wales University

M.A., U.S. Naval War College
M.S., George Washington University
B.S., U.S. Military Academy

Professor Edward Gillen

Director of Institutional Effectiveness
Ph.D. Candidate Northeastern University
M.B.A. Hofstra University
B.S. John Carroll University

CAPT John Griffin, U.S. Navy

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

CAPT Francis M. Molinari, U.S. Navy

Chief of Staff
M.S., Naval Postgraduate School;
B.A., George Washington University

Professor Timothy P. Schultz

Associate Dean of Academics for Electives and Directed Research
Ph.D., Duke University
M.S., Colorado State University
M.A., Air Command and Staff College
M.A., School of Advanced Air and Space Studies
B.S., United States Air Force Academy

Professor Michael J. Sherlock

Professor of Academic Affairs
M.A., U.S. Naval War College
B.S., U.S. Naval Academy

Joint Military Operations

Captain Richard A LaBranche, U.S. Navy

Chair, Joint Military Operations Department
M.B.A., Boston University
M.A., Naval War College
B.S., Southern Illinois University

Professional Experience: Naval Strike Warfare, Defense Support to Civil Authorities (FEMA Integration), National Security & Strategic Studies/Policy, Operational Level War Planning, Director of the Maritime,

CJCS Chair Colin L. Powell Professor of Joint Military Studies
Advanced Warfighting School.
O5 or higher command: Yes
Phase I/II: Yes; JSO: Yes

Civilian Faculty

Professor Albion A. Bergstrom

Ph.D., Candidate, Salve Regina University
M.A., U.S. Naval War College
M.A., Central Michigan University
B.A., Colorado State University
Professional Experience: USA (Ret), Armor, Military Strategy, Personnel Management
O5 or higher command: Yes
Phase I/II: I (†SLC); JQO: No

Professor James P. Butler

Ph.D., Capella University
M.S., National Resource Strategy, Industrial College of the Armed Forces
Joint Forces Staff College
M.A. U. S. Naval War College
M.S., Logistics (Material Management), 1983 - Naval Postgraduate School
B.S., Analytical Management, 1972 - U.S. Naval Academy
Professional Experience: Command, Leadership, and JPME
O5 or higher command: Yes
Phase I/II: I: (SLC); II (SLC); JQO: Yes

Professor Douglas A. Chamberlain

Ph.D., Oxford University
M.A., U.S. Naval War College
M.A., Yale University
M.A., Cornell University
B.A., Bradford College
Professional Experience: CIA Senior Analyst.
O5 or higher command: NA
Phase I/II: Yes; JQO: NA

Professor Donald W. Chisholm

Ph.D., University of California, Berkeley
M.A., University of California, Berkeley
B.A., University of California, Berkeley
Professional Experience: Professor of Political Science, Public Policy, and Public Administration
O5 or higher command: N/A
Phase I/II: No; JQO: No

Professor Richard M. Crowell

M.A., U.S. Naval War College
B.S., Massachusetts Maritime Academy
Professional Experience: Aviation, Information Operation
O5 or higher command: No
Phase I/II: I (ILC); JQO: Yes

Professor Stephen Forand

M.A., U.S. Naval War College
B.S., University of Massachusetts, Dartmouth
Professional Experience: USMC Aviation (CH-53)
O5 or higher command: Yes
Phase I/II: I (SLC); JQO: Yes

Professor James Gannon

M.A., U.S. Naval War College;
M.S., Naval Postgraduate School;
B.S., Miami University;
USMC Command and Staff College,
Professional Experience: USMC (Ret), Planning, Logistics and Deployment Operations
O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

Professor David Gutschmit

M.A., SAIS/Johns Hopkins (MIPP)
B.S., Georgetown/School of Foreign Service
Professional Experience: Operations Officer/Operations Manager, National Clandestine Service, CIA
O5 or higher command: N/A
Phase I/II: No; JQO: No

Professor William Hartig

M.A., U.S. Naval War College
M.A., Troy State University
B.S., St. John's University
Professional Experience: USMC Infantry, Amphibious Warfare, Military Linguist, FAO, SAO
O5 or higher command: Yes
Phase I/II: I (ILC); JQO: No

Professor Douglas N. Hime

Ph.D., Salve Regina University
M.S., University of Southern California
B.S., Emporia State University
Professional Experience: USAF (Ret), Aviation
O5 or higher command: Yes

Phase I/II: I (ILC); JQO: No

Professor Fred B. Horne

M.A., U.S. Naval War College

M.A., Air War College

B.S., United States Naval Academy

Professional Experience: Aviation (Maritime Patrol) Training and Education, IMET

O5 or higher command: Yes

Phase I/II: I (ILC); JQO: No

Professor John Houfek

M.A., U.S. Naval War College

B.S., U.S. Naval Academy

Professional Experience: U.S. Special Operations Command; Naval Special Warfare Command; U.S. Sixth Fleet; Special Operations Command CENTRAL; Naval Special Warfare Group One; Naval Special Warfare Units One, Three and Ten; SEAL Teams Three and Five.

O5 or higher command: Yes

Phase I/II: (SLC); JQO: No

Professor Ivan Luke

Ph.D., Salve Regina University

M.A., U.S. Naval War College

B.S., U.S. Coast Guard Academy

Professional Experience: US Coast Guard Operations

O5 or higher command: Yes

Phase I/II: I (SLC); JQO: No

Professor Michael E. McGauvran

Ph.D., Johnson and Wales University

M.S., National Defense University, Washington

M.A., Naval Command and Staff

M.P.A, Midwestern University, TX

Professional Experience: USAF, Chief of Plans, STRATCOM; Pilot

O5 or higher command: Yes

Phase I/II: I (SLC); JQO: Yes

Professor Christopher McMahon

M.S, American University; Long Island University; GTU - Berkeley

B.S., US Merchant Marine Academy

Professional Experience: Merchant Marine and Maritime Service Officer (currently Rear Admiral, USMS); Associate Professor and Sailing Master; United States Merchant Marine Academy; Director, USMMA Global Maritime and Transportation School (GMATS); Special Assistant to the Secretary of Transportation; Director – Iraqi Reconstruction Management Office of Transportation (Baghdad); Senior Executive Service: Maritime Administration and U.S. Department of Transportation

O5 or higher command: N/A
Phase I/II: No; JQO: No

Professor George F. Oliver

Ph.D., George Mason University
M.A., U.S. Naval War College
M.B.A., University of South Carolina
B.S., Engineering, U.S. Military Academy
Professional Experience: USA Infantry & Special Operations Forces
O5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Paul A. Povlock

M.A., U.S. Naval War College
B.S., U.S. Naval Academy, Marine Engineering
Professional Experience: USN, Navy Branch Chief, Reconnaissance Operations
Division,
Joint Staff, Submarines
O5 or higher command: Yes
Phase I/II: (ILC); JQO: No

Professor Mark Seaman

M.A., U.S. Naval War College
B.S., United States Naval Academy
Professional Experience: Naval Aviation
O5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Richard Shuster

Ph.D., George Washington University
M.S., UMass Boston
B.A., Clark University
Professional Experience: DIA Representative, U.S. Naval War College; Historian,
Defense Intelligence Agency; Historian, Morgan, Angel and Associates; Adjunct
Professor, George Washington University.
O5 or higher command: N/A
Phase I/II: No; JQO: No

Professor Justin J. Speegle

M.A., Embry Riddle Air University
M.A., U.S. Naval War College
B.A., California State University at Long Beach
Professional Experience: Pilot, UH-1N
O5 or higher command: Yes
Phase I/II: Yes; JQO: Yes

Professor Milan N. Vego

Ph.D., George Washington University
M.A., B.A., Belgrade University
B.S., Yugoslav Naval Academy
Professional Experience: Military History/Operational Art
O5 or higher command: N/A
Phase I/II: No; JQO: No

Professor Barrett Wann

M.S., ARGOSY, Forensic Psychology
B.A., Monmouth University, History/Political Science
Professional Experience: U.S. Senate, NSA, DIA, J2 EUCOM/AFRICOM
O5 or higher command: N/A
Phase I/II: No; JQO: No

Professor Georgette Wilson

Ed.D., Johnson and Wales University
M.S., Naval Post Graduate School
B.S., United States Military Academy
Professional Experience: Logistics and Systems Automation
O5 or higher command: Yes
Phase I/II: Yes; JQO: Yes

Military Faculty

COL Gregory Bell, USA

M.S.A., Central Michigan University;
B.A., University of Georgia;
Army War College
Professional Experience: BN commander, Afghanistan, U.S. AFRICOM J33/35
O5 or higher command: Yes
Phase I/II: I (SLC), II no; JQO: No

LtCol Jason Brown, USMC

M.A., U.S. Naval War College
B.S., Samford University
Professional Experience: Battalion Commander, Operations Officer, Executive Officer,
Chief of Plans, Combat Advisor
O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

CDR Dan Caldwell, USN

M.A., U.S. Naval War College
B.A., Assumption College
Professional Experience: Surface Warfare Officer;
O5 or higher command: No

Phase I/II: (SLC); JQO: Yes

COL Chris Connolly, USA

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

M.Ed., University of Louisville;

B.S., U.S. Military Academy, International Relations

Professional Experience: Combined Armed Maneuver

O5 or higher command: Yes

Phase I/II: (SLC); JQO: Yes

CDR Keith B. Dowling

M.A., U.S. Naval War College

B.S., University of North Florida

Professional Experience: Completed Surface Warfare Officer Training; assigned to Mine Countermeasures Rotational Crew GOLF and served in USS WARRIOR, homeported in Ingleside TX, and USS DEXTROUS, deployed to the Fifth Fleet AOR.

Attended Explosive Ordnance Disposal (EOD) School in 2000, completed divisional and department head tours at Explosive Ordnance Mobile Unit ELEVEN followed by a tour as the Force Protection Officer for the Kitty Hawk Strike Group forward deployed in Yokosuka, Japan. Completed Executive Officer tour at Mobile Diving and Salvage Unit ONE in Hawaii, followed by a shore tour as Branch Chief for Asymmetric Warfare in U.S. Central Command. Completed tour as Commanding Officer, Explosive Ordnance Disposal ELEVEN.

O5 or higher command: Yes

Phase I/II: Yes; JQO: No

CDR Robert Ducote, USN

M.A., Naval War College;

B.S., Excelsior College; College of Naval Command and Staff

Professional Experience: Central Intelligence Agency, Combined Joint Special Operations Task Force – Afghanistan,

Naval Special Warfare Group TWO, SEAL Team TWO, SEAL Team FOUR, SEAL Team EIGHT, and Patrol Squadron SIXTY-NINE. Combat tours in Iraq, Afghanistan, Kosovo, Bosnia, Haiti, and multiple other contingency operations locations.

O5 or higher command: No

Phase I/II: (SLC); JQO: No

CAPT Connie Frizzell, USN

M.S., Naval Post Graduate School, Systems Engineering

B.S., U.S. Naval Academy

College of Naval Command and Staff

Professional Experience: Information Warfare

O5 or higher command: Yes

Phase I/II: (ILC); JQO: Yes

Col James Gannon, USMC

M.A., U.S. Naval War College;
M.S., Naval Postgraduate School;
B.S., Miami University;
USMC Command and Staff College,
Professional Experience: Logistics and Deployment Operations
O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

CAPT Edmund Hernandez, USN

M.A., Naval Post Graduate School
B.A., University of California at Los Angeles
Professional Experience: U.S. Navy Surface Warfare Officer
O5 or higher command: Yes
Phase I/II: Yes; JQO: No

COL Wayne Hertel, USA

M.S., Webster University, Management
B.S., University of Utah, Physical Geography
Army Command and General Staff College
Professional Experience: Field Artillery
O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

CDR Darren Houston, Royal Navy

B.A., Plymouth University, UK
U.S. Naval War College
Professional Experience: SWO/Specialist Navigation Officer on staff of UK CSG, Chief of Staff to NATO Standing Maritime Group One, Commanded Type 45 Daring Class Air Defence Destroyer
O5 or higher command: No
Phase I/II: (SLC); JQO: No

CAPT Eric Irwin, USN

M.A., U.S. Naval War College
B.S. George Washington University
Professional Experience: Career Submarine Officer, Commanded USS SALT LAKE CITY (SSN-716), Post Command Instructor at Naval Submarine School and Command Leadership School, Joint Duty – J-3 Reconnaissance Division, Joint Staff
O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

CAPT Michael Junge, USN

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

Professional Experience: Surface Warfare, Command of USS Whidbey Island (LSD 41), service in Marine, Navy, and OSD staffs
O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

LtCol Michael LePage, USAF

M.S., Air Command and Staff College;
M.S. Joint Military Intelligence College;
M.S. Troy State University;
B.S., Norwich University
Professional Experience: Intelligence, Political Affairs
O5 or higher command: Yes
Phase I/II: (ILC); JQO: No

CDR Michael Loomis, USN

M.S. Naval Postgraduate School;
M.S. Nova Southeastern University;
B.S. Rowan University
Professional Experience: Pilot, Oceanographer
O-5 or higher command: No
Phase I/II (ILC): Yes; JQO: No

LTC Joseph McGraw, USA

M.S.A., Naval Postgraduate School;
B.S., U.S. Military Academy;
Army Command and General Staff College
Professional Experience: Special Forces Battalion commander, Command combat Tours in OEF-Afghanistan, OIF and OEF-Philippines, Director of Advanced Special Operations Techniques Course
O5 or higher command: No
Phase I/II (ILC) Yes; JQO: No

CAPT Frederick W. Mosenfelder, USN

M.M.S., U.S. Marine Corps Command and Staff College;
B.S., Western Michigan University
Professional Experience: Intelligence
O5 or higher command: No
Phase I/II: JQO: Yes

LTC Anthony New, USA

M.A.S., Army Command and General Staff College;
B.S., U.S. Military Academy;
Professional Experience: Infantry/Combined Arms Maneuver
O5 or higher command: Yes
Phase I/II: (ILC); JQO: No

CAPT Andrew Norris, USCG

J.D., University of Florida

B.A., University of Virginia, Biology

Professional Experience: Operations Afloat, Operations Ashore, Staff Judge Advocate

O5 or higher command: No

Phase I/II: No; JQO: No

CAPT Carol Prather, USN

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

B.S., U.S. Naval Academy

Professional Experience: Aviation (Maritime Patrol and Reconnaissance, East Asia

O5 or higher command: No

Phase I/II: (SLC); JQO: No

LTC Michael Troy Rittenhouse, USA

M.S., Long Island University, CW Post, NY

Professional Experience: Strategic Support Battalion Commander, Executive Officer, Support Operations Officer, Brigade/Group S4

O5 or higher command: Yes

Phase I/II: I Yes; JQO: No

CAPT Robert Sanders, USN

LP.D., Northeastern University, Doctor of Law and Policy;

JD, Catholic University of America, Columbus School of Law

LLM., U.S. Army, TJAGSA

M.A., U.S. Naval War College

M.S., Troy State University, Joint Military Intelligence College

B.S., Northeastern University, Electrical Engineering

O5 or higher command: No

Phase I/II (ILC); JQO: Yes

LtCol Adrian Schuettke, USAF

M.S., Air Force Institute of Technology, Systems Engineering

B.S., University of Portland, Mechanical Engineering

Air Command and Staff College

Professional Experience: Commander, 521 Air Expeditionary Advisory Squadron, Iraq; A3/Operational Requirements Officer, Pacific Air Forces; F-15E Mission

Commander/Instructor

O5 or higher command: Yes

Phase I: (ILC); JQO: No

CAPT Hans Sholley, USN

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

B.S., U.S. Naval Academy

Professional Experience: Maritime Helicopter Pilot, Joint Staff, Joint Experimentation, Transformation and Concept Development

O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

LtCol Jennifer Stokes, USAF

M.S., Embry Riddle Aeronautical University
B.S., U.S. Air Force Academy
Professional Experience: Air Mobility
O5 or higher command: Yes
Phase I: (ILC); JQO: No

CAPT Carl Tiska, USN

M.S., National War College;
B.E., State University of New York
Uruguayan Naval War College
Professional Experience: U.S. Special Operations Command; Joint Forces Special Operations Component Command – Iraq; Joint Special Operations Command, Naval Special Warfare Unit Ten, Sixth Fleet; Special Operations Command SOUTH; SEAL Delivery Vehicle Team ONE; SEAL Team FOUR.
O5 or higher command: Yes
Phase I/II: (SLC); JQO: Yes

CDR Jay Tucker, USN

M.S., Dwight D. Eisenhower School for National Security and Resource Strategy;
M.S. Air University;
M.B.A., Lindenwood University
B.A., University of North Florida
Professional Experience: Operations Officer, NAVSUP Fleet Logistics Center, Deputy Director, DLA Land and Maritime Supplier Operations, supply Officer, Naval Mobile Construction Battalion 74, J4 JFC Naples, Wardroom/Material Stores Officer - USS ABRAHAM LINCOLN (CVN72), Contract Administrator, Supply Officer – USS DEFENDER (MCM2).
O5 or higher command: No
Phase I/II: (SLC); JQO: Yes

CAPT Fred Turner, USN

M.A., U.S. Naval War College
B.A., University of Virginia
Professional Experience: Intelligence, Cyber
O5 or higher command: No
Phase I/II: (SLC); JQO: Yes

National Security Affairs

Professor David A. Cooper
Chair, National Security Affairs Department

Ph.D., Australian National University;
M.A., Columbia University;
B.A., Oberlin College

Civilian Faculty

Professor Hayat Alvi

Ph.D., Howard University;
M.A., University of Michigan;
B.A., University of South Florida

Professor Jessica Blankshain

Ph.D., Harvard University;
B.S., Princeton

Professor David T. Burbach

Ph.D., Massachusetts Institute of Technology;
B.A., Pomona College

Ambassador John A. Cloud

M.A., George Washington University;
B.A., University of Connecticut

Professor Lindsay P. Cohn

Ph.D., Duke University
M.A., Duke University
B.A. Duke University

Professor James Cook

M.A., U.S. Naval War College;
B.S., U.S. Military Academy West Point
O-5 Level Command: Yes
Phase I/II: (SLC); JQO: Yes

Professor Roger H. Ducey

M.A., U.S. Naval War College;
M.A., Embry Riddle Aeronautical University;
B.A., University of Miami
O-5 Level Command: Yes
Phase I/II: (SLC); JQO: Yes

Professor Thomas R. Fedyszyn

Ph.D., M.A., Johns Hopkins University;
Navy Fellow for Strategic & International Studies
B.S., U.S. Naval Academy;
B.A., Grove City College

O-5 Level Command: Yes
Phase I/II: (SLC); JQO: Yes

Professor Nikolas Gvosdev

Ph.D., St. Anthony's College Oxford;
M.A., Oxford University;
M.A., Georgetown University

Professor Christopher Jasparro

Ph.D., University of Kentucky;
M.A., University of North Carolina Chapel Hill;
B.A., University of Vermont

Professor Joan Johnson-Freese

Ph.D., Kent State University;
M.A., Case Western Reserve University;
B.A., Bowling Green State University

Professor Kevin P. Kelley

M.A. Naval War College
M.B.A., New Hampshire College;
B.A., Holy Cross College
O-5 Level Command: No
Phase I/II: (SLC); JQO: No

Professor Stephen Knott

Ph.D., Boston College;
B.A., Assumption College

Professor Laurence L. McCabe

M.A., U.S. Naval War College;
M.A., University of Phoenix;
B.S., University of Texas
O-5 Level Command: Yes
Phase I/II: (SLC); JQO: Yes

Professor Andrew A. Michta

Ph.D., Johns Hopkins University
M.A., Michigan State University
B.A., St. Mary's College

Professor Thomas M. Nichols

Ph.D., Georgetown University;
M.A., Columbia University;
B.A., Boston University

Professor Richard J. Norton

Ph.D., Fletcher School of Law and Diplomacy;
M.A.L.D., Fletcher School of Law and Diplomacy;
M.A., Fletcher School of Law and Diplomacy;
B.A., Tulane University
O-5 Level Command: No
Phase I/II: (SLC); JQO: No

Professor T. Negeen Pegahi

Ph.D., University of Chicago;
M.A., University of Chicago;
B.A., Williams College

Professor Mary B. Raum

Ph.D., University of Washington;
M.S., Johns Hopkins University;
B.S., University of Maryland

Professor Derek S. Reveron

Ph.D., University of Illinois at Chicago;
M.A., University of Illinois at Chicago;
B.A., University of Illinois at Chicago
O-5 Level Command: No
Phase I/II: I (ILC); JQO: Yes

Professor Terence J. Roehrig

Ph.D., University of Wisconsin-Madison;
M.A., Marquette University;
B.A., Cardinal Stritch University

Professor Albert J. Shimkus, Jr.

M.A., U.S. Naval War College;
B.S., Salem State College;
B.S., George Washington University
O-5 Level Command: Yes
Phase I/II: (SLC); JQO: Yes

Professor Paul J. Smith

Ph.D., J.D., University of Hawaii, Manoa;
M.A., University of London, School of Oriental and African Studies;
B.A., Washington & Lee University

Professor Andrew L. Stigler

Ph.D., Yale University;
M.A., University of Chicago;
B.A., Cornell University

Professor Dana Struckman

M.A., U.S. Naval War College;
M.S., Lesley University;
B.S., University of Nebraska
O-5 Level Command: Yes
Phase I/II: I (ILC); (SLC); JQO: Yes

Professor Sean C. Sullivan

M.A., U.S. Naval War College;
B.A., University of Rochester
O-5 Level Command: No
Phase I/II: (SLC); JQO: No

Professor Kathleen A. Walsh

M.A., Columbia University;
B.A., George Washington University

Military Faculty

Col Brett Bartholomaus, USMC

M.A., U.S. Naval War College;
B.A., Iowa State University
Professional experience: Aviation (rotary wing)
O-5 Level Command: Yes
Phase I/II: (SLC); JQO: No

CDR Andrea Cameron, USN

Ed.D. Pepperdine University
M.S., Air Command and Staff College
M.A., George Washington University
B.A., Marquette University
Professional Experience: Personnel
O-5 Level Command: No
Phase I/II: (ILC); JQO: No

LTC Chad Christman, USA

M.S., Troy University
B.A., North Dakota State University
Professional Experience: Infantry
O-5 Level Command: Yes
Phase I (ILC); JQO: No

CAPT Anthony Cowden, USN

M.A., U.S. Naval War College;
M.S., University of New Haven;

B.A., University of Michigan
Professional Experience: Surface Warfare;
O-5 Level Command: No
Phase I/II: I(ILC), II(SLC); JQO: Yes

LtCol Chris Cunniff, USAF

M.A., Air Command and Staff College;
M.A., Grantham University;
B.S., Georgia Tech
Professional Experience: Air Mobility
O-5 Level Command: Yes
Phase I/II: I (ILC); JQO: No

LTC Oscar Diano, USA

M.A., Army Command and General Staff College;
B.A., The Citadel
Professional Experience: Armor;
O-5 Level Command: Yes
Phase I/II: I(ILC); JQO: No

CDR Demetri Economos, USN

Ph.D., Universite de Sherbrooke;
M.A., U.S. Naval War College;
M.Ed., University of Cincinnati;
B.S., Virginia Commonwealth University
Professional Experience: Science;
O-5 Level Command: No
Phase I/II: I (ILC), II (SLC); JQO: No

LTC Jamison Hines, USA

M.S., National Defense Intelligence College;
Joint Forces Staff College
B.A., St. Bonaventure University;
Professional Experience: Infantry, Intelligence
O-5 Level Command: No
Phase I/II: I (ILC), II (SLC); JQO: Yes

LTC Todd Johnson, USA

M.M.A S., School of Advanced Military Studies, Fort Leavenworth;
B.A., Ripon College
Professional Experience: Armor
O-5 Level Command: Yes
Phase I (ILC); JQO: No

CDR J. Scott McPherson, USN

Ph.D., Salve Regina University;

M.A., U.S. Naval War College;
B.A., University of Arkansas
Professional Experience: Aviation;
O-5 Level Command: No
Phase I/II: I (ILC); JQO: No

CDR Joseph Santos, USN

M.A., Naval War College;
B.S., Worcester Polytechnic Institute,
Professional Experience: Submarine Warfare;
O-5 Level Command: No
Phase I/II: II (SLC); JQO: Yes

CDR Dale R. Waggoner, USN

M.A., U.S. Naval War College;
B.S., Linfield College,
Professional Experience: Aviation;
O-5 Level Command: No
Phase I/II: II (ILC); JQO: N

Strategy and Policy

Professor Michael F. Pavkovic
Chair, Strategy and Policy Department
Ph.D., University of Hawaii, Manoa
B.A., Pennsylvania State University

Civilian Faculty

Professor Michael Dennis

Ph.D., Johns Hopkins University
B.A. and B.S.E. University of Pennsylvania

Professor Andrea J. Dew

Co-Director of the Center for Irregular Warfare and Armed Groups
Ph.D., Fletcher School of Law and Diplomacy, Tufts University
M.A.L.D., Fletcher School of Law and Diplomacy, Tufts University
B.A. (Hons.), University of Southampton (U.K.)

Professor F. Scott Douglas

Ph.D., Columbia University M. Phil, Columbia University
M.A., Johns Hopkins University School of Advanced International Studies (SAIS)
B.S., Foreign Service, Georgetown University

Professor Charles Edel

Ph.D., Yale University
M.A., Yale University
B.A., Yale University

Professor Marc A. Genest

Forrest Sherman Chair of Public Diplomacy Co-Director of the Center on Irregular Warfare and Armed Groups
Ph.D., Georgetown University
M.A., Georgetown University
B.A., University of Rhode Island

Professor Gregory Groth, Department of State

M.A., U.S. Naval War College
M.S., California Polytechnic State Univ.
B.A., Middlebury College

Professor Jacqueline Hazelton

Ph.D., Brandeis University
M.A., University of Chicago (Two Different M.A. Degrees)
B.A., University of Chicago

Professor James Holmes

Ph.D., Fletcher School of Law and Diplomacy, Tufts University
M.A.L.D., Fletcher School of Law and Diplomacy, Tufts University
M.A., Providence College
M.A., Salve Regina University
Diploma, U.S. Naval War College
B.A., Vanderbilt University
Phase I/II: (ILC); JQO: No

Professor Timothy D. Hoyt

John Nicholas Brown Chair of Counterterrorism
Ph.D., Johns Hopkins University, School of Advanced International Studies
M.A., Johns Hopkins University, School of Advanced International Studies
B.A., Swarthmore College

Professor Colin Jackson

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

Professor Burak Kadercan

Ph.D., University of Chicago
M.A., University of Chicago
B.A., Bogazici University (Turkey)

Professor Heidi E. Lane

Regional Studies Chair, Greater Middle East
Ph.D., University of California, Los Angeles
M.A., University of California, Los Angeles
B.A., University of Chicago

Professor John Maurer

Alfred Thayer Mahan Professor of Sea Power and Grand Strategy
Ph.D., Fletcher School of Law and Diplomacy, Tufts University
M.A.L.D., Fletcher School of Law and Diplomacy, Tufts University
B.A., Yale University

Professor Kevin D. McCranie

Ph.D., Florida State University
M.A., Florida State University
B.A., Florida Southern College

Professor Nicholas Murray

D.Phil., University of Oxford (U.K.)
M.St., University of Oxford (U.K.)
B.A. (Hons.), War Studies, King's College, University of London (U.K.)

Professor Sarah C. M. Paine

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

Professor Nicholas E. Sarantakes

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

Professor George Satterfield

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

Professor David R. Stone

Ph.D., Yale University
M.A., Yale University
B.A., Wabash College

Professor Anand Toprani

Ph.D., Georgetown University

M.Phil., Oxford University
A.B., Cornell University

Professor Andrew R. Wilson

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

Professor Toshi Yoshihara

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

Military Faculty

COL Robert Cassidy, USA

Ph.D., Fletcher School of Law and Diplomacy, Tufts University
M.A.L.D., Fletcher School of Law and Diplomacy, Tufts University
M.A., U.S. Naval War College
D.E.S.D., Ecole de Guerre
B.A., Fitchburg State College
O5 or Higher Level of Command: Yes
Phase I/II: (ILC); JQO: Yes

CAPT Carol A. Hottenrott, USN

M.Phil., The George Washington University
M.A., University of Pennsylvania
B.A., University of Pennsylvania
O5 or Higher Level of Command: Yes
Phase II: (AFSC); JQO: Yes

CDR Timothy Kollmer, USN

M.A., U.S. Naval War College
B.E. Electrical Engineering, Stony Brook University
O5 or Higher Level of Command: Yes
Phase I: (ILC); JQO: No

CDR Robert Krivacs, USN

M.A., U.S. Naval War College
College of Naval Command and Staff
B.S., United States Naval Academy
O5 or Higher Level of Command: No
Phase I (ILC); II: (SLC); JQO: No

LtCol Nathan Maker, USMC

M.A., United States Naval War College
M.A., American Military University

B.A., University of Connecticut
O5 or Higher Level of Command: Yes
Ph. II (SLC); JQO: Yes

CAPT Ralph Marro, USN

M.A., U.S. Naval War College
College of Naval Command and Staff
M.S., University of Massachusetts, Lowell
B.S., University of Massachusetts, Lowell
O5 or Higher Level of Command: No
Phase I (ILC); II: (SLC); JQO: No

Col Paul Murphy, USAF

M.A., U.S. Naval War College
M.A., Air War College
M.A., AF Institute of Technology
M.A., Embry-Riddle Aeronautical University
B.A. Northeastern University
O5 or Higher Level of Command: Yes
Phase I (ILC); II: (SLC); JQO: Yes

CDR Michael O'Hara, USN

Ph.D. Columbia University
M.Phil., Columbia University
M.A., Columbia University
M.A., U.S. Naval War College
College of Naval Command and Staff
M.A., University of Rhode Island
B.S., United States Naval Academy
O5 or Higher Level of Command: No
Phase I: (ILC); II: (SLC); JQO: No

CDR Michael Riordan, USN

M.A., Johns Hopkins University School of Advanced International Studies (SAIS)
M.A., U. S. Naval War College
B.S., United States Naval Academy
O5 or Higher Level of Command: No
Phase I: (ILC)/II: (SLC); JQO: Yes

CDR John Sheehan, USN

Ph.D., United States Naval Postgraduate School, Security Studies
M.A., U.S. Naval War College
M.A., George Mason University
M.B.A, Columbia University
B.A., San Jose State University
O5 or Higher Level of Command: No

Phase I: (ILC); JQO: No

LtCol Paul Theriot, USAF

M.A., Embry-Riddle Aeronautical University
B.S., U.S. Air Force Academy
O5 or Higher Level of Command: Yes
Phase I (ILC); II (SLC); JQO: No

LTC Noah Villanueva, USA

Ph.D., Capella University
M.Ed. University of Louisville
B.S., Campbell University
O5 or Higher Level Command: No
ILE; JQO: No

CDR Christopher Wiseman, USN

M.A., United States Naval War College
A.B., Princeton University
O5 or Higher Level of Command: No
Phase I: (ILC); JQO: No

International Programs

Professor Thomas E. Mangold Jr,
Dean of International Programs
M.P.A., B.A. Harvard University

Naval Command College

CAPT Derek Wessman, U.S. Navy

Director, Naval Command College
M.A., U.S. Naval War College,
B.S. U.S. Naval Academy
Professional Experience: Aviation;
0-5 Level command or higher: Yes
Phase I (ILC); JQO: No

CDR Keith Reams, U.S. Navy

Deputy Director, Naval Command College
M.A., U.S. Naval War College,
B.S. U.S. Naval Academy
Professional Experience: Aviation;
0-5 Level command or higher: No
Phase I/II: I&II; (SLC); JQO: Yes

Naval Staff College

CAPT Mark L. Turner, U.S. Navy

Director, Naval Staff College
M.A., U.S. Naval War College,
M.S., Averett College,
B.A., Marquette University
Professional Experience: Aviation;
0-5 Level command or higher: Yes
Phase I/II: I&II; (SLC); JQO: Yes

CDR Charles A. Armin, U.S. Navy

Deputy Director, Naval Staff College
M.A., U.S. Naval War College,
B.S., University of Kansas
Professional Experience: Aviation;
0-5 Level command or higher: Yes
Phase I/II: I&II; (SLC); JQO: Yes

International Programs

CDR Kurt Buckendorf, U.S. Navy

M.A., U.S. Naval War College
B.A., George Washington University
Professional Experience: Surface Warfare,
0-5 Level command or higher: No
Phase I/II: I; (ILC); JQO: No

LCDR Jody Mandeville

M.A., U.S. Naval War College
B.S., Nicholls State University
Professional Experience: Surface Warfare,
0-5 Level command or higher: No
Phase I/II: I; (ILC); JQO: No

College of Distance Education

Professor Leonard W. Wildemann

Director of the College of Distance Education
M.A., U.S. Naval War College
B.A., Villanova University
Professional Experience: Surface Warfare, Joint Maritime Operations; Political Science;
International Relations
0-5 Level Command or higher: Yes
Phase I/II: I (ILC); JQO: No

CDE Newport Faculty

Professor Michael J. Barker

M.A., U.S. Naval War College

B.G.S., University of Massachusetts

Professional Experience: Aviation; Navy/Marine Corps Operations Planning; Acquisition; International Relations; Academic Course Management

0-5 Level Command or higher: Yes

Phase I/II: I (SLC); JQO: No

Professor C.W. Bowman

M.A. SUNY at Plattsburg

M.A. U.S. Naval War College

B.S. U.S. Air Force Academy

Professional Experience: Management and Leadership; Legislative Affairs

0-5 Level Command or higher: Yes

Phase II: (SLC); JQO: No

Professor Robert L. Carney

M.A., U.S. Naval War College

B.S., U.S. Military Academy

Professional Experience: Theater Missile Defense; OIF & OEF Veteran

0-5 Level Command or higher: Yes

Phase I/II: II (SLC); JQO: Yes

Professor Stanley D. M. Carpenter

Ph.D., Florida State University

M. Litt., University of St. Andrews (Scotland)

A.B., University of North Carolina at Chapel Hill

College of Naval Command and Staff

Joint Forces Staff College (AJPME)

Professional Experience: Surface Warfare; Homeland Security; History; International Relations

0-5 Level Command or higher: Yes

Phase I/II: I&II (ILC); JQO: No

Professor Bradley Carter

Ph.D., University of Kansas

M.T.S., Seabury Western Theological Seminary

A.B., William Jewell College

Professional Experience: U.S. Army CGSC, Military History, PME

0-5 Level Command or higher: NA

Phase I/II: No; JQO: No

Professor William D. Ferree

Ph.D., Salve Regina University
M.A., U.S. Naval War College
M.S., Naval Postgraduate School
A.B., Grove City College
Professional Experience: Surface Warfare; Proven Manpower Analyst
0-5 Level Command or higher: No
Phase I/II: I (ILC); JQO: No

Professor Roger S. Fountain, II

M.A., U.S. Naval War College
M.S., University of Southern California
B.S., University of Denver
Professional Experience: Reconnaissance Operations; USAF Navigator/Weapons Systems; Joint Planning; Combined Operations; Operational Air Support
0-5 Level Command or higher: No
Phase I/II: I & II (SLC); JQO: No

Professor Julia A. Gage

J.D., Roger Williams University School of Law
B.A., Buffalo State College
Professional Experience: Conflict resolution, Mediation, Negotiation, Leader Development
0-5 Level Command or higher: No
Phase I/II: No; JQO: No

Professor Timothy S. Garrod

Ed. D., Johnson and Wales University
M.A., U.S. Naval War College
B.S., U.S. Naval Academy
Professional Experience: Surface Warfare; Command at Sea; Command Ashore (Joint); Mine Warfare; Academic Program Management
0-5 Level Command or higher: Yes
Phase I/II: I (SLC); JQO: No

Professor Derrill T. Goldizen

Ph.D., Pennsylvania State University
B.A., University of South Florida
Professional Experience: Army Support, Space Operations
0-5 Level Command or higher: No
Phase I/II: I (ACSC); JQO: No

Professor Christopher J. Gregor

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

Professional Experience: Artillery; Intelligence; Amphibious Operations; Joint Operations

0-5 Level Command or higher: Yes

Phase I/II: I & II (SLC); JQO: Yes

Professor John E. Jackson

C.A.G.S Salve Regina University

M.A., Salve Regina University

M.S., Providence College

B.S., University of New Mexico

Professional Experience: Logistics and Public Affairs

0-5 Level Command or higher: No

Phase I/II: I (ILC); JQO: No

Professor David A. Kelly, Jr.

J.D., Texas Tech University School of Law

M.B.A., National University

B.S. Eng., University of Pennsylvania

Professional Experience: Surface Warfare; Expeditionary warfare; Joint/Combined Operations; MOOTW; Attorney

0-5 Level Command or higher: No

Phase I/II: I (ILC); JQO: No

Professor David S. Magill

Ph.D., Salve Regina University

M.A., U.S. Naval War College

M.A., Central Michigan University

B.A., University of Massachusetts

Professional Experience: Antisubmarine Warfare; Maritime Patrol Aviation; Program Evaluation; Defense Resource Management; Certified Online Instructor; Instructional Systems Design

0-5 Level Command or higher: No

Phase I/II: I (SLC); JQO: No

Professor Richard J. Martin, Jr.

M.A., Salve Regina University

B.S., A.S., University of Maine

Air War College

U.S. Marine Corps Command and Staff College

Professional Experience: Aviation Command and Control; Staff Planning; Joint Operations; Education; International Relations

0-5 Level Command or higher: Yes

Phase I/II: I (ILC/SLC); JQO: No

Professor Alan J. Neff

M.A., U.S. Naval War College

M.B.A., Webster University
B.A., Ohio State University
Professional Experience: Naval Aviator; Interagency; Combined Operations;
International Relations
0-5 Level Command or higher: Yes
Phase I/II: I (SLC); JQO: No

Professor Ronald Oard

M.A., U.S. Naval War College
M.S., Naval Postgraduate School
B.S.E., Purdue University
Professional Experience: Surface Warfare, History, Engineering
0-5 Level Command or higher: No
Phase I/II: I&II (SLC); JQO: Yes

Professor Steven Pierce

M.A., U.S. Naval War College
M.P.A., Troy State University
B.A., University of the State of New York
Professional Experience: Naval Aviation; ISR; Education; Public Administration
0-5 Level Command or higher: NA
Phase I/II: I (ILC); JQO: No

Professor Glenn C. Powers

M.A., U.S. Naval War College
M.A., Salve Regina University
B.S., U.S. Naval Academy
Professional Experience: Naval Aviation; ASW; Joint and Combined Operations; NATO
OIC; Political Science; International Relations; SOUTHCOM Team Lead
0-5 Level Command or higher: Yes
Phase I: (SLC); JQO: No

Professor Angus K. Ross

M.A., Providence College
M.A., U.S. Naval War College
B.S., Exeter University (United Kingdom)
Professional Experience: Surface Warfare; USW; Joint Planning; Air Group Planning;
Multi- National and NATO Operations
0-5 Level Command or higher: No
Phase I/II: I (SLC); JQO: No

Professor Cynthia Sexton

M.A. U.S. Naval War College
M.S. Wright State University, Ohio
B.S. Purdue University
Professional Experience: Acquisition; Test & Evaluation

O-5 Level Command or higher: Yes
Phase I: (SLC); JQO: No

Professor Jeffrey Shaw

Ph.D., Salve Regina University
M.A., Air War College
M.A., American University
B.A., St. Anselm College
Professional Experience: Military History, International relations, Air Force Aviator
0-5 Level Command or higher: No
Phase I/II: 1(SLC); JQO: No

Professor Michael F. Van Vleck

M.A., U.S. Naval War College
B.S., U.S. Merchant Marine Academy
Joint Forces Staff College (AJPME)
Professional Experience: Merchant Marine; Military Sealift Command; Naval Special Warfare (Special Boat)
0-5 Level Command or higher: Yes
Phase I/II: I&II, (SLC); JQO: No

Military Faculty

CDR Timothy Urban, USN

M.A., Air Command and Staff College
B.S., U.S. Naval Academy
Professional Experience: Naval Aviator, Airborne Early Warning, Theater Security Cooperation, Homeland Defense/Security, Federal Executive Fellow
0-5 Level Command or higher: Yes
Phase I/II: 1&II (ILC); JQO: Yes

CDE Monterey Faculty

Professor Harold D. Blanton

Ph.D., M.A., Florida State University
B.S., Valdosta State University
College of Naval Command and Staff
Professional Experience: European History
0-5 Level Command or higher: No
Phase I/II: No; JQO: No

Professor Jan S. Breemer

Ph. D., University of Southern California
M.A., University of Southern California
B.A., California State University
Professional Experience: Teaching and Research in National Security Affairs

0-5 Level Command or higher: No
Phase I/II: No; JQO: No

Professor Richard Mitchell Brown, III

M.S., Naval Postgraduate School
M.B.A., University of Pennsylvania
B.S., U.S. Naval Academy
College of Naval Command and Staff
Professional Experience: Air Warfare/Combat; surface Warfare; Strategic Planning;
Naval Intelligence; European Area; ASW
0-5 Level Command or higher: No
Phase I/II: I (ILC); JQO: Yes

Professor Jonathan E. Czarnecki

Ph. D., State University of New York
M.A., State University of New York
B.S., Clarkson University
Joint Forces Staff College
College of Naval Command and Staff
Professional Experience: C4I; EW/IO; Strategic Intelligence and Planning; Manpower;
Joint Resource Management
0-5 Level Command or higher: No
Phase I/II: I & II (SLC); JQO: Yes

Professor Fred P. Drake, Jr.

C.A.G.S., North Central University
M.A., U.S. Naval War College
M.S., Troy State University
B.S., University of Idaho
Professional Experience: Naval Aviation; EW; Academic Management; IO; Strategic
Planning
0-5 Level Command or higher: No
Phase I/II: I (SLC); JQO: No

Professor Richard B. Grahlman

M.S., Naval Postgraduate School
B.S., Oregon State University
National Defense University
Professional Experience: Strategic Planning; Joint Operations; Naval Aviation;
Amphibious Warfare
0-5 Level Command or higher: Yes
Phase I/II: I & II (SLC); JQO: Yes

Professor Randall J. Hess

M.A., U.S. Naval War College
A.M., Stanford University

B.S., U.S. Naval Academy
Professional Experience: Naval Aviator; Air Warfare; Joint and Combined Operations (NATO); National Security and Strategic Studies; Education and Training Management
0-5 Level Command or higher: Yes
Phase I/II: I (SLC); JQO: No

Professor Michael W. Jones

Ph.D., Florida State University
M.S., University of New Orleans
B.A., University of New Orleans
College of Naval Command and Staff
Professional Experience: Naval Intelligence
0-5 Level Command or higher: No
Phase I/II: I (ILC); JQO: No

Professor Michael McMaster

M.S., Naval Postgraduate School
B.B.A., University of New Mexico
College of Naval Command and Staff
Professional Experience: Surface Warfare; ASW; Joint Special Operations
0-5 Level Command or higher: No
Phase I/II: I (ILC); JQO: No

Professor Thomas P. Moore

Ph.D., Virginia Tech
M.S., Stanford University
B.A., Northeastern University
Army Command and General Staff College
College of Naval Command and Staff
Professional Experience: Logistics; Planning and Operations; Operations Research, Systems and Cost Analysis
0-5 Level Command or higher: No
Phase I/II: I (ILC); JQO: No

Professor Dayne Nix

Ph. D., Salve Regina University
M.A. US Naval War College;
Th.M. Duke University;
M. Div. Denver Seminary;
B.A. University of Colorado
Professional Experience: Chaplain, Combatant Command Staff;
Phase I/II: I (ILC), JQO: No

Professor Gary J. Ohls

Ph. D., Texas Christian University
M.A., Texas Christian University

M.A., U.S. Naval War College
M.B.A., California State University
A.B., Friends University
Professional Experience: Defense Program Planning; Crisis Management; American,
Military and Naval History
0-5 Level Command or higher: Yes
Phase I/II: I (SLC); JQO: No

Professor David F. Overton

M.S., Naval Postgraduate School
B.S.P., East Carolina University
U. S. Marine Corps Command and Staff College
Professional Experience: Naval Aviation; Information Technology; Electronic Warfare
0-5 Level Command or higher: No
Phase I/II: I (ILC); JSO: No

Professor Joyce E. Sampson

Ph.D., Florida State University
M.A., Kent State University
B.A., Kent State University
Professional Experience: History; Western Civilization; Islam/Middle East
0-5 Level Command or higher: No
Phase I/II: No; JQO: No

Professor Donald J. Stoker

Ph.D., Florida State University
M.A., Valdosta State University
B.A., Valdosta State University
College of Naval Command and Staff
Professional Experience: Strategy and Policy; world History; European Military and
Diplomatic History
0-5 Level Command or higher: No
Phase I/II: No; JQO: No

Professor Robert A. Tomlinson

Ph.D., Claremont Graduate University
M.A., California State University, Northridge
M.P.A., Goldengate University
B.A., College of the Holy Cross
Air War College
Air Command & Staff College
Armed Forces Staff College
Professional Experience: Air Battle Management; Joint Staff; History Modern Middle
East; National Security Decision Making
0-5 Level Command or higher: Yes
Phase I/II: Both; JQO: Yes

Professor Karl F. Walling

Ph.D., University of Chicago
M.A., University of Chicago
B.A., St. John's College
Professional Experience: Political Science; Philosophy
0-5 Level Command or higher: No
Phase I/II: No; JQO: No

Professor Craig Whiteside

Ph.D., Washington State University
M.A., Washington State University
M.A., Long Island University
B.S., US Military Academy
U. S. Army Command and General Staff College
Professional Experience: Infantry/Airborne
0-5 Level Command or higher: No
Phase I/II: 1 (ILC); JQO: No

CDE Washington Faculty

Professor Charles C. Chadbourn, III

Ph.D., University of Washington
M.A., Louisiana Technical University
B.S., Louisiana Technical University
Professional Experience: Surface Warfare; Strategy and Policy
0-5 Level Command or higher: No
Phase I/II: No; JQO: No

Center for Naval Warfare Studies

Professor Thomas J. Culora

Dean of Naval Warfare Studies
M.A. (w/ Distinction), U.S. Naval War College
M.A., Naval Postgraduate School
B.F.A., School of Visual Arts, New York
Professional Experience: Amphibious Operations, Anti-Submarine Warfare, Helicopter
Maritime Strike Operations, Strategy and Policy for CJCS and for OPNAV Staff (N5),
Maritime Security Operations, Humanitarian Assistance and Disaster Relief Operations,
Art History, Fellow, Council on Foreign Relations (NY) and Fellow, Olin Institute,
Harvard University (Boston)
O-5 or higher command: Yes
Phase I/II: I (ILC) & II (SLC); JQO: Yes

Civilian Faculty

Professor Robin M. Babb

M.S., Industrial College of the Armed Forces

M.S., Naval Postgraduate School

B.A., Stonehill College

Professional Experience: Naval Shore Communications, War Planning

O-5 or higher command: Yes

Phase I/II: I (SLC) & II (SLC); JQO: Yes

Professor Walter A. Berbrick

Director, Arctic Regional Studies Group

Ph. D., Northeastern University

M.A., Salve Regina University

B.A., Saint Peter's College

Professional Experience: Arctic policy, strategy, and military planning; social science research methods; Russian military and naval development; war gaming; cooperative security mechanisms; and curriculum development/educational assessment

O-5 or higher command: No

Phase I/II: No; JQO: No

Professor Leif Bergey

M.A., U.S. Naval War College

B.S., Norwich University

Professional Experience: War Game Director/Designer/Analyst, Retired Navy

Commander, Naval Aviator, P-3, FAA-Certified Flight Instructor

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

Professor Heath J. Brightman

Ed. D., Seton Hall University

MCJ, Boston University

M.A., Holistic Counseling, Salve Regina University

M.A., Holistic Leadership, Salve Regina University

CAGS, Holistic Counseling-Expressive & Creative Arts, Salve Regina University

CAGS, Mental Health, Salve Regina University

B.S., University of Massachusetts at Amherst

Certified Clinical Trauma Professional (CTTP)

Certified Clinical Hypnotherapist (CHT)

Professional Experience: Post-traumatic stress disorder research, traumatology, criminology, white collar crime, public program evaluation, corruption control, social science research methods, hyper-gaming and, application of game theory to irregular warfare, game design, operational leadership, biological and chemical warfare threat assessment and curriculum development/educational assessment

O-5 or higher command: NA

Phase I/II: No; JQO: No

Professor William F. Bundy

Ph.D., Salve Regina University

M.A. (w/ Distinction), U.S. Naval War College

B.A. (w/ Distinction), University of Hawaii

Professional Experience: Submarine Warfare, Anti-Submarine Warfare, NOBC: Strategic Planning - Nuclear Military-Political, NOBC: Strategic Weapons and Navigation, Command-at-Sea, Research in Integrated Air and Missile Defense - Ballistic Missile Defense Strategy and Planning, Leadership and Ethics, Undersea Dominance and Information Dominance, Workshop and war game director, Cooperative and Joint Research and Development principle investigator. Command and Control and Cyber/Information Operations Research and Development.

O-5 or higher command: Yes

Phase I/II: I (SLC) & II (SLC); JQO: Yes

Professor Shawn W. Burns

Ed. D., Johnson & Wales

M.A., U.S. Naval War College

B.A., Salem State College

Professional Experience: Navy/Marine expeditionary operations, helicopter aviation, war game design

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

Professor David A. Della Volpe

M.A., University of Alabama

M.A., U.S. Naval War College

B.S., Fairfield University

Professional Experience: Military History, Tactical Aviation, Military Planning

O-5 or higher command: Yes

Phase I/II: I (SLC); JQO: No

Professor Chris C. Demchak

Ph.D., University of California

M.A., University of California

M.P.A., Princeton University

B.A., University of California

Professional Experience: Cyber and International Security, Complex Socio-Technical Systems Analysis, Comparative Organization Theory, Diffusion of Advanced Technologies

O-5 or higher command: Yes

Phase I/II: I (ILC); JQO: No

Professor Peter Dombrowski

Ph.D., University of Maryland

M.A., University of Maryland

B.A., Williams College

Professional Experience: National Security Strategy and Policy, International Political Economy

O-5 or higher command: NA

Phase I/II: No; JQO: No

Professor Peter Dutton

Ph.D. Candidate, King's College, London

J.D., College of William and Mary

M.A., U.S. Naval War College

B.S., Boston University

Professional Experience: Chinese Maritime Law, Naval Aviation, and Navy Judge Advocate General

O-5 or higher command: No

Phase I/II: I (SLC); JQO: No

Professor Bruce A. Elleman

Ph.D., Columbia University

M.A., U.S. Naval War College

B.A., University of California, Berkeley

Professional Experience: Military History

O-5 or higher command: NA

Phase I/II: No; JQO: No

Professor Andrew Erickson

Ph.D., Princeton University

M.A., Princeton University

B.A., Amherst College

Professional Experience: Chinese Naval and Military Development

O-5 or higher command: NA

Phase I/II: No; JQO: No

Professor James R. FitzSimonds

M.S., Massachusetts Institute of Technology

B.S., U.S. Naval Academy

Industrial College of the Armed Forces

Professional Experience: U.S. Navy - Surface Line, Intelligence

O-5 or higher command: No

Phase I/II: I (SLC) & II (SLC); JQO: Yes

Professor Lyle Goldstein

Ph.D., Princeton University

M.A., Johns Hopkins, SAIS

B.A., Harvard University

College of Naval Command and Staff

Professional Experience: Chinese naval and military development, Chinese maritime governance, Chinese foreign policy, US-China relations, Russian foreign policy, US-Russian relations

O-5 or higher command: NA

Phase I/II: I (ILC); JQO: No

Professor John Hanus

M.A., U.S. Naval War College

B.S., U.S. Merchant Marine Academy

Professional Experience: USCG licensed merchant marine deck and engine officer; Reserve Intelligence Officer; expertise in cyber warfare

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

Professor John B. Hattendorf

Chair, Maritime History Department and Director, Naval War College Museum

Hon. L.H.D., Kenyon College

D.Phil., University of Oxford, United Kingdom

A.M., Brown University

A.B., Kenyon College

Professional Experience: USN surface warfare officer, Maritime and Naval History

O-5 or higher command: NA

Phase I/II: No; JQO: No

Professor Henry D. Kamradt

M.A., U.S. Naval War College

B.A., Duke University

Professional Experience: Anti Air Warfare, Surface Warfare, Anti-Submarine Warfare, Naval Intelligence

O-5 or higher command: No

Phase I/II: I (ILC); JQO: Yes

Professor Craig M. Koerner

Ph.D., University of Chicago

M.A., University of Chicago

B.A., University of California at Los Angeles

O-5 or higher command: No

Phase I/II: No; JQO: No

Professor James Kraska

S.J.D. and LL.M., University of Virginia School of Law

J.D., Indiana University, Maurer School of Law

M.A., Claremont Graduate School, School of Politics and Economics

Professional Experience: Professor of Law, Stockton Center for the Study of International Law; Previous Howard S. Levie Chair in International Law at NWC; Legal

adviser to joint and naval task force commanders; Legal advisor to OPNAV N3/N5;
Oceans law and policy adviser to Joint Staff J5
O-5 or higher command: No
Phase I/II: No; JQO: No

Professor Jeffrey M. Landsman

M.A., U.S. Naval War College
M.B.A., Providence College
B.A., Miami University, Ohio
Professional Experience: Surface Warfare, Force Tactical Action Officer, Weapons
Systems, Command and Control, Theater Security Cooperation, War Gaming, State
Department
O-5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Jon Scott Logel

Ph.D., Syracuse University
M.A., Syracuse University
B.S., Wake Forest University
B.A., Wake Forest University
U.S. Army Command and General Staff College
Professional Experience: History, Military History, Army Aviation, Army Operations,
COIN, NWC Strategy and Policy Faculty, War Gaming
O-5 or higher command: No
Phase I/II: I (ILC); JQO: Yes

Professor Carnes Lord

Ph.D., Yale University
Ph.D., Cornell University
B.A., Yale University
Professional Experience: Political Science
O-5 or higher command: NA
Phase I/II: No; JQO: No

Professor Terence E. Mahoney

M.A., U.S. Naval War College
B.S., U.S. Naval Academy
Professional Experience: Security Assistance, Sea-basing, Officer Training, Undersea
Warfare, War Gaming, Naval Aviation
O-5 or higher command: No
Phase I/II: I (ILC) & II (SLC); JQO: No

Professor Donald J. Marrin

M.A., U.S. Naval War College
B.S., U.S. Naval Academy
Joint Forces Staff College

Professional Experience: Surface Warfare, C4I, War Gaming
O-5 or higher command: No
Phase I/II: I (ILC) & II (ILC); JQO: No

Professor Michael G. Martin

M.A., U.S. Naval War College
B.S., University of Notre Dame
Professional Experience: Surface Warfare, Naval Aviation, War Gaming, Game Design
O-5 or higher command: (No)
Phase I/II: I (SLC); JQO: No

Professor Montgomery McFate

Ph.D., Yale University
M. Phil., Yale University
M.A., Yale University
J.D., Harvard Law School
B.A., University of California at Berkeley
Professional Experience: Applied Military Anthropology, International Security, Irregular Warfare
O-5 or higher command: NA
Phase I/II: No; JQO: No

Professor William Murray

M.A., U.S. Naval War College
B.A. (cum laude), State University of New York
Professional Experience: Wargame and Warfare Analysis, Anti-submarine Warfare, anti-surface warfare, nuclear command and control, Chinese military development, Taiwan defense policy
O-5 or higher command: No
Phase I/II: I (ILC) & II (SLC); JQO: No

Professor Michael Petersen

Ph.D., University of Maryland, College Park
M.A., Florida Atlantic University
B.A., Central Connecticut State University
Professional Experience: Intelligence, Europe/Russia, Strategic Weapons and Deterrence, Operations Research
O-5 or higher command: NA
Phase I/II: No; JQO: No

Professor Michael Schmitt

Director, Stockton Center for the Study of International Law
D. Litt., Durham University, United Kingdom
LL.M., Yale University
J.D., University of Texas
M.A., U.S. Naval War College

M.A., Texas State University
B.A., Texas State University
Professional Experience: Professor of International Law
O-5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Paul S. Schmitt

M.A., U.S. Naval War College
B.A., Cornell University
Professional Experience: Fleet Experimentation and War Gaming, Command and Control, Undersea Warfare, Theater Security Cooperation, Warfare and Operations Analysis, Conventional and Nuclear Weapons Systems, Systems Engineering Research and Development
O-5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Warren M. Wiggins

M.A., U.S. Naval War College
B.S., University of Central Florida
Professional Experience: CDR (USN) Ret, Anti-Air Warfare, Joint Logistics, Homeland Security/Homeland Defense
O-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor Andrew C. Winner

Chair, Strategic Research Department
Ph.D., University of Maryland
M.A., University of Maryland
M.A., Johns Hopkins University, School of Advanced International Studies
B.A., Hamilton College
Professional Experience: National Security Strategy and Policy, Nonproliferation/Counter-Proliferation, Middle East, South Asia, Interagency Process
O-5 or higher command: NA
Phase I/II: No; JQO: No

Military Faculty

CDR Jeffrey Adams, USN

M.B.A., Texas A&M University
B.S., U.S. Naval Academy
Joint Forces Staff College (AJPME)
Professional Experience: United States Transportation Command- J3, Naval Air Logistics and Operations, Maritime Patrol, ASW, ISR, ASuW
O-5 or higher command: Yes
Phase I/II: I (ILC) & II (SLC); JQO: Yes

CDR Damon Amaral, USN

M.A., U.S. Naval War College

M.B.A., University of Rhode Island

B.S., Rensselaer Polytechnic Institute

Professional Experience: Surface Warfare Operations, Amphibious Warfare Operations

O-5 or higher command: Yes

Phase I/II: I (ILC) & II (SLC); JQO: Yes

CDR W. Chris Baker, USN

M.A., U.S. Naval War College

M.B.A., Naval Postgraduate School

B.S., University of Memphis

Graduate, Navy Rotary Wing Weapons School

Professional Experience: Dive Operations, Tactical Helicopter Operations; ASW,

ASUW, Strike, & Logistics

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

LCDR Michael Cheng, USN

M.B.A., Norwich University

B.A., University of California at Irvine

Professional Experience: Electronic Warfare, Surface Warfare, Anti-Submarine Warfare

O-5 or higher command: No

Phase I/II: No; JQO: No

MAJ Jason A. Coats, USA

M.A., U.S. Naval War College

LLM, The Judge Advocate General's Legal Center & School

J.D., University of Cincinnati, College of Law

B.S., United States Military Academy

Professional Experience: Field Artillery Officer, International & Operational Law attorney, Administrative Law & Ethics advisor, Trial Counsel, Command Judge Advocate

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

CAPT James Crisfield, JAGC, USN

M.A., Naval War College (w/ highest distinction)

LL.M., Georgetown University Law Center

MBA, Pace University, Lubin School of Business

J.D., Pace University, School of Law

B.A., State University of New York at Geneseo

Professional Experience: International and Operational Law Advisor

O-5 or higher command: No

Phase I/II: II (SLC); JQO: No

LCDR Kevin Davis, USN

M.A., U.S. Naval War College

B.S., Eastern Michigan University

Professional Experience: Submarine Warfare, Maritime Planning

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

MAJ Christopher M. Ford, USA

LL.M., U.S. Army Judge Advocate General's School

J.D., University of South Carolina School of Law

B.A., Furman University

Professional Experience: International Law, Criminal Law, Operational Law; Brigade, Special Forces Group, and Joint Task Force Staffs

O-5 or higher command: No

Phase I/II: I (Army CGSC); JQO: No

CDR Marc Fryman, USN

M.S., Naval Post Graduate School

B.S., Georgia Tech

Professional Experience: Tactical Air Operations, Flight Instruction, IO/Cyber Warfare, Strategic Planning, Fires and Targeting

O-5 or higher command: No

Phase I/II: I (ILC) & II (SLC); JQO: Yes

Lt Cdr David Goddard, Royal Navy

M.St., University of Oxford

M.A., University of Cambridge

L.L.B., College of Law, London

Professional Experience: International Law, Criminal Law, Operational Law; NATO Maritime and Joint Staffs; Maritime Logistics; Submarine (SSBN/SSN) Service

O-5 or higher command: No

Phase I/II: NA; JQO: NA

LtCol Christopher Krajacich, USMC

Master of Operational Studies, Marine Corps University School of Advanced Warfighting

M.S., Naval Post Graduate School

B.S., Virginia Tech

Professional Experience: Ground Combat Operations, MAGTF Operations, Air and Space Operations, Exercise Planning, Operational Planning, CONPLAN

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

LCDR Mark Kurtz, USN

M.A., U.S. Naval War College

B.S., U.S. Naval Academy

Professional Experience: Naval Aviation, Helicopter Operations, ASW, ASuW, Flight Instruction

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

CDR Milton McCauley, USN

M.A., U.S. Naval War College

B.S. Appalachian State University

Professional Experience: Maritime Patrol, ASW, ASuW, ISR

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

LCDR Nicholas Miller, USN

M.A., U.S. Naval War College

B.S., Widener University

Professional Experience: Submarine Warfare

O-5 or higher command: No

Phase I/II: I (ILC); JQO: No

CDR Chris T. Murphy

M.A. University of San Diego

B.A. Denison University

Professional Experience: Amphibious Operations, Anti-Submarine Warfare, Helicopter Maritime Strike Operations, Coalition Operational Planning, Strategy and Policy for NATO Maritime Operations (J5), Maritime Security Operations

O-5 or higher command: No

Phase I/II: I (ILC); JQO: Yes

LCDR David Nava, USN

M.A., U. S. Naval War College

B.A., University of Washington

Professional Experience: Naval Flight Officer, EA-6B ECMO, EW/IO Operational Planner, CSG Staff

O-5 or higher command: No

Phase I/II: I (ILC); JQO: Yes

CDR Keith E. Patton, USN

M.A. (in progress), Naval War College

B.A., Tufts University

Professional Experience: Naval Flight Officer, E-6B Mercury Airborne Communications Officer, Task Force Communications Officer, Nuclear Weapon Effects, Nuclear Weapon Command and Control, Fleet Air Defense, Carrier Tactics

O-5 or higher command: No

Phase I/II: I in progress (ILC); JQO: No

CDR Michele Poole, USN

M.A., Naval Postgraduate School
B.S., United States Naval Academy
College of Naval Command and Staff
Professional Experience: Surface Warfare Officer, NATO Staff Officer, Joint Staff Officer, Afghan Hand, Federal Executive Fellow (RAND Corporation), Post-Conflict Planning, US China Policy, Nuclear Non-Proliferation
O-5 or higher command: No
Phase I/II: I (ILC); JQO: No

CDR Diane Quattrone, USN

M.A., U.S. Naval War College
B.S., U.S. Naval Academy
Air Command and Staff College
Professional Experience: Surface Warfare Officer (BMD, Amphib), Surface Warfare Officer Schools Instructor, Naval Science Instructor
O-5 or higher command: (No)
Phase I/II: I (ILC) & II (SLC); JQO: No

LCDR M. Brian Ross, USN

M.A., U.S. Naval War College
B.S., U.S. Naval Academy
Professional Experience: Naval Aviation, Helicopter Operations, Coalition Operations
O-5 or higher command: No
Phase I/II: I (ILC); JQO: No

LCDR Robert Sawyer, USN

M.A., Old Dominion University
B.S., U.S. Naval Academy
Professional Experience: Submarine Warfare, Nuclear Power School Instructor, Modeling and Simulation Analysis
O-5 or higher command: No
Phase I/II: No; JQO: No

Maj Alan L. Schuller, USMC

LL.M., Georgetown University Law Center
J.D., University of Nebraska College of Law
B.A., University of Wisconsin at Madison
U.S. Marine Corps Command and Staff College
Professional Experience: National Security Law, Operational and International Law, MAGTF Operations, Crisis Response, Coalition Operations, Trial Advocacy
O-5 or higher command: No
Phase I/II: I (USMC CSC); JQO: No

CDR Bryan Williams, USN

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

Professional Experience: Naval Aviation, F/A-18
O-5 or higher command: No
Phase I/II: I (ILC); JQO: No

LCDR Ronald W. Zenga, USN

M.A., U.S. Naval War College
M.B.A., U.S. Naval Postgraduate School
B.A., English, University of St. Thomas
Professional Experience: Naval Aviator (MH-53E, MH-60S, TH-57B/C), Helicopter
Combat Support Operations, Expeditionary Helicopter Operations, MEDEVAC
Operations, Aviation and Maritime Logistics, Flight Instruction
O-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Col James B. Zientek, USMC

M.A., U.S. Army War College
M.A., Naval Postgraduate School
B.A., State University of New York at Buffalo
U.S. Marine Corps Command and Staff College
Professional Experience: Ground Combat Operations, Coalition Operations, Combat
Advising, Anti-Terrorism/Force Protection, Policy Development, Regional Affairs Officer
for East Asia
O-5 or higher command: Yes
Phase I/II: I (ILC) & II (SLC); JQO: Yes

College of Operational and Strategic Leadership

Professor James D. Kelly, (RADM Ret)

Dean of Operational and Strategic Leadership

B.S., U.S. Naval Academy

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

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

Flag experience: CFFC N3/5/7/8, CTF70, CNFJ.

Phase I/II: II (SLC); JQO: Yes

Civilian Faculty

Professor Jeffrey M. Alves

Associate Professor, Maritime Operational Planners Course

M.A., U.S. Naval War College

B.A., Boston University

Professional Experience: Naval Aviation, Operational Level Staff, Operational Planning,
Crisis Response

0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor Gene R. Andersen

Associate Professor, Leader Development and Assessment
M.A., U.S. Naval War College (w/Distinction)
B.S., U.S. Naval Academy
Professional Experience: Leader Development, Self-Awareness, Psychometric Assessment, Helicopter Aviation
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor Thomas M. Bayley

Professor, Deputy Dean College of Operational & Strategic Leadership
M.A., U.S. Naval War College
B.S., Texas A&M University
Professional Experience: Submarines, ASW, Nuclear C2, Joint Operations, Crisis Response
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: Yes

Professor Sean J. Carroll

Associate Research Professor, Flag Officer Leadership Programs
M.A., Boston University
B.A., Boston College
Professional Experience: Flag/General Officer Education, Aviation C2
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor Elizabeth R. Cavallaro

Associate Professor, Leader Development
Ph.D., George Washington University
M.A., George Washington University
B.A., SUNY New Palz
Professional Experience: Teaching Ethics, Business Development Consultant
0-5 or higher command: NA
Phase I/II: NA; JQO: NA

Professor Martin L. Cook

Professor, Admiral James Bond Stockdale Professor of Professional Military Ethics
Ph.D., University of Chicago
M.A., University of Chicago
B.A., University of Illinois
Professional Experience: Teaching philosophy, ethics, religious studies
0-5 or higher command: NA
Phase I/II: NA; JQO: NA

Professor Thomas E. Creely

Associate Professor, Leader Development
Ph.D., Salve Regina University
M.Div., New Orleans Theological Seminary
M.B.A., University of Mississippi
B.B.A., University of Mississippi
Professional Experience: Ethics, Leadership, Coaching, Religion, Chaplain
0-5 or higher command: NA
Phase I/II: NA; JQO: NA

Professor Timothy J. Demy

Associate Professor, Professional Military Ethics
Ph.D., Salve Regina University
Th.D., Dallas Theological Seminary
Th.M., Dallas Theological Seminary
M.A., Salve Regina University
M.St., University of Cambridge (w/Honors)
M.A., U.S. Naval War College (President's Honor Graduate)
M.A., University of Texas at Arlington
B.A., Texas Christian University
Professional Experience: Ethics, Religion and International Relations, Chaplain
0-5 or higher command: No
Phase I/II: I (SLC); JQO: No

Professor Donald B. Fennessey

Associate Professor, Operational Level Programs
M.A., U.S. Naval War College (w/Distinction)
M.S., U.S. Naval Postgraduate School (w/Distinction)
B.A., Dartmouth College
Professional Experience: Naval Carrier Aviation, Strike Warfare, Warfare Concepts of Operation, Political-Military Affairs, Military Doctrine, Naval Attaché
0-5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Richard J. Findlay

Professor, Director, J/CFMCC Course
M.A., U.S. Naval War College
B.S., U.S. Naval Academy
Professional Experience: Leadership, Marine Aviation, Warfare Concepts, Professor of JPME 1 & 2 at the USNWC
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: No

Professor Francis A. Fox

Associate Professor, Operational Level Programs

J.D., Washington & Lee University
B.A., Bates College
Professional Experience: USN Intelligence Officer, Analyst, Planner
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor G. Jeffrey Fullerton

Associate Professor, Maritime Staff Operators Course
M.A., U.S. Naval War College (w/Distinction)
B.S.M.E., Tulane University
Professional Experience: 30 year Navy career, Surface Warfare Officer, Command at Sea (MSO, FFG, CG), Integrated Air/Missile Defense, Joint and Operational Level Planning/execution (CCDR and Fleet staff), Leadership Education faculty (Command Leadership School), Professor of JPME I & II at USNWC.
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: Yes

Professor David C. Fuquea

Associate Professor, Maritime Staff Operators Course
M.A., U.S. Naval War College (w/Highest Distinction)
M.A., Duke University, B.S. (w/Honors)
B.S., U.S. Naval Academy
Professional Experience: Marine Infantry Officer, Multiple Combat Tours, Amphibious Operations, Noncombatant Evacuation Operations, Education and Training
0-5 or higher command: Yes
Phase I/II: I (ILC); JQO: Yes

Professor Brent J. Griffin

Associate Professor, Maritime Staff Operators Course
M.A., U. S. Naval War College
M.A., U.S. Naval Postgraduate School (w/Honors)
B.A., SUNY Potsdam
Professional Experience: Intelligence, Professor of JPME 1 & 2 at the USNWC
0-5 or higher command: No
Phase I/II: I (ILC), II (SLC); JQO: No

Professor Steven M. Guiliani

Associate Professor, Operational Level Programs
M.A., U.S. Naval War College
B.S., Massachusetts Maritime Academy
Professional Experience: Leadership, Operational Planning, Naval Aviation, Joint Tour, NATO Operations
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC) JQO: No

Professor Thomas A. Heaney, Jr.

Associate Professor, Maritime Operational Planners Course
M.A., U.S. Naval War College
M.A., Central Michigan University
B.A., University of Rhode Island
U.S. Army Command and General Staff College
Professional Experience: 30-year Army career, Leadership, Infantry Officer (03, 05, and 06 command tours), Special Operations, Operational Level Planning/execution (ACC and Corps Staffs), Combined Joint, Interagency Operations, and Professor of JPME I & II at USNWC
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: No

Professor Sean P. Henseler

Associate Professor, Maritime Staff Operators Course
J.D., Catholic University Columbus School of Law (*Cum laude*)
M.A., U.S. Naval War College (President's Honor Graduate)
M.A., Georgetown University, Edmund A. Walsh School of Foreign Service
B.S., Babson College
Professional Experience: Naval Intelligence, International and Operational Law, and Rule of Law, Detention Operations, Operational Level Planning, Education/Training, Professor of JPME I & II at USNWC
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor Michael Husak

Associate Professor, Maritime Operational Planners Course
M.A., University of Phoenix
B.S., U.S. Coast Guard Academy
Professional Experience: Joint, Interagency, & Multi-National Operations, Counter-Narco Terrorism, Operational and NIMS/ICS Planning, Professor of JPME I & II at the USNWC, Coast Guard Operations, National Program Management
0-5 or higher command: Yes
Phase I/II: NA; JQO: NA

Professor Olenda E. Johnson

Professor, Strategic Leadership & Leader Development
Ph.D., University of Pittsburgh
M.B.A., Florida A&M University
B.S., Florida A&M University
Professional Experience: Organizational Behavior, Leadership and Organizational Studies
0-5 or higher command: NA
Phase I/II: NA; JQO: NA

Professor Richard D. Keltner

Associate Professor, Maritime Staff Operators Course

M.A., Salve Regina
B.B.A., Howard Payne University
Professional Experience: Naval Aviator, ASW, Navy/Joint Operations Planner, JFACC, Fleet Staff, CTF Staff, CNATRA Staff, Master Training Specialist
0-5 or higher command: No
Phase I/II: I No; JQO: No

Professor David Kohnen

Assist and Assess Team
Ph.D., University of London, King's College
M.A., U.S. Naval War College
M.A., Old Dominion University
B.A., University of Iowa
Professional Experience: National Intelligence University (faculty, executive program), published maritime historian (1 book/multiple articles), historic warship preservation (project consultant), infantry officer (Army), intelligence officer (Navy Reserve), Master Training Specialist qualified
0-5 or higher command: Yes
Phase I/II: I (ILC); JQO: No

Professor Steven D. Kornatz

Associate Professor, Director, Executive Level OLW Course
M.A., U.S. Naval War College (w/Distinction)
M.S., University of Southern California
B.S., U.S. Naval Academy
Professional Experience: Naval Aviation, ASW, Amphibious Warfare, Joint Operations, Operational Level Planning, Professional Education, Professor of JPME I & II at USNWC
0-5 or higher command: Yes
Phase I/II: I (ILC); JQO: No

Professor Richard J. Krystof

Associate Research Professor, Director, Maritime Staff Operators Course Battle Lab
M.A., U.S. Naval War College,
B.S., Daniel Webster College
Professional Experience: Naval Aviator, Maritime Patrol and ASW, Combatant Commander Staff, War Gamer
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor John P. Mangold

Associate Professor, Operational Level Programs
Ed. D., Liberty University
M.A., U.S. Naval War College
M.S., Chapman University
B.A., Temple University

Joint Forces Staff College
U.S. Marine Corps Command and Staff College
Professional Experience: Leadership, Amphibious Warfare, Curriculum Development,
Operational Planning, Logistics
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: Yes

Professor Yvonne Masakowski

Associate Professor, Strategic Leadership and Leader Development
Ph.D., City University of New York
M.A., City University of New York
M.A., University of Connecticut
B.A., Rutgers University
MIT Seminar XXI, Diploma in Foreign Policy and National Security
Professional Experience: Human Systems Integration, Decision Making, Cultural
Impacts, Multinational Military Operations (NATO/ONR Global) TTCP HUM TP18 US
National Lead; taught psychology, neuroscience, biopsychology
0-5 or higher command: NA
Phase I/II: NA; JQO: NA

Professor John R. Mathis

Associate Professor, Director, Maritime Staff Operators Course Ph.D., Salve Regina
University
M.A., U.S. Naval War College
M.A.S., Embry-Riddle Aeronautical University
B.A., Marquette University
Professional Experience: Naval Aviation, Leadership Education faculty (Command
Leadership School), Tactical Electronic Warfare, Joint Strategic Operations, Joint
Military Planning, Professor of JPME I & II at USNWC
0-5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Kevin J. McKinley

Associate Professor, Maritime Operational Planners Course
M.A., University of Oklahoma
B.A., Norwich University
U.S. Army Command and General Staff College
Professional Experience: Leadership, Planning, OLW Assessment, Ground Operations
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor John C. Meyer

Professor, Assistant Dean for Leadership and Ethics
M.A., U.S. Naval War College (w/Distinction)
M.M.A., University of Rhode Island
B.S., U.S. Naval Academy

Professional Experience: Leadership, Surface Warfare, Warfare Concepts
0-5 or higher command: Yes
Phase I/II: I (ILC); JQO: No

Professor James P. Murray

Associate Professor, Deputy Director, Operational Level Programs
M.A., U.S. Naval War College
B.S., U.S. Naval Academy
Joint Forces Staff College
Professional Experience: Leadership, Naval Aviation, ASW, Joint Operations, Maritime Operations, Educational Administration
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: Yes

Professor James D. Nordhill

Associate Professor, Operational Level Programs
M.A., U.S. Naval Postgraduate School
M.A., U.S. Naval War College
B.A., Chapman University
Professional Experience: Leadership, Naval Aviation, Joint Operations, Maritime Operations, Educational Administration
0-5 or higher command: Yes
Phase I/II: I (ILC); JQO: No

Professor David P. Polatty IV

Associate Professor, Maritime Operational Planners Course
M.A., U.S. Naval War College (w/Highest Distinction)
B.S., U.S. Naval Academy
Professional Experience: Surface Warfare, Naval Aviation, ASW, Joint and Combined Operations, Operational Planning, Humanitarian Assistance/Disaster Relief
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: Pending JS review

Professor Christopher Rankin

Associate Professor, Director, Maritime Operational Planners Course Battle Lab
M.A., National War College
B.S., Christopher Newport University
Professional Experience: Naval Aviation, EW, Joint and Combined Operations, Operational Planning,
0-5 or higher command: Yes
Phase I/II: I/II (SLC); JQO: No

Professor Francisco K Rosario

Associate Professor, Maritime Staff Operators Course
M.Ed., Providence College
M.A., Air Command and Staff College

B.S., University Of Arizona
Joint Forces Staff College
Professional Experience: Surface & Amphibious Warfare, PSI, EMIO, Combined, Joint and Interagency CNT/CD Operations, Crisis and Deliberate Planning
0-5 or higher command: No
Phase I/II: (ILC), II (SLC); JQO: Yes

Professor Joseph Rutledge

Associate Professor, Director, Maritime Operational Planners Course
M.S., Industrial College of the Armed Forces
M.A., U.S. Naval War College
B.S., University of Rhode Island
Professional Experience: Leadership, Planning, Command and Control
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: No

Professor Michael Saleh

Associate Professor, Maritime Staff Operators Course
M.A., U.S. Naval War College
M.A., School of Advanced Warfighting (SAW)
B.S., Illinois State University
Professional Experience: Marine Infantry Officer: Multiple Combat tours, Leadership, Education & Training, Amphibious Warfare, HA/DR, Noncombatant Evacuation Operations, Operational Level Planning, Combined, Joint, and Interagency Operations
0-5 or higher command: Yes
Phase I/II: I (ILC), II (SLC); JQO: Yes

Professor Paul W. Schmidle

Associate Professor, Operational Level Programs
M.A., U.S. Naval War College
M.S., Hawaii Pacific University,
B.S., University of Long Island
Professional Experience: Surface Warfare, Command and Control, Knowledge Management
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

Professor Carlos A. Sotomayor

Associate Professor, Maritime Staff Operators Course
M.A., U.S. Naval War College
B.S., US Naval Academy
Professional Experience: Leadership, Tactical Electronic Warfare, Joint Operations, Interagency/Foreign Policy
0-5 or higher command: Yes
Phase I/II: I (SLC); JQO: No

Professor Timothy St Laurent

Assistant Research Professor, Operational Level Programs

M.S., Bryant University

B.A., Boston University

College of Naval Command and Staff

Professional Experience: Leadership, Surface Warfare, Information Systems, drilling reservist (CAPT, USN) with the Office of Naval Research Science and Technology Detachment 102

0-5 or higher command: Yes

Phase I/II: I (ILC); JQO: No

Professor Jonathan E. Will

Associate Professor, Deputy Chief-Assist and Assess Team (AAT)

M.A., U.S. Naval War College

M.S., U.S. Naval Postgraduate School

B.S., U.S. Naval Academy

Professional Experience: Leadership, Surface Warfare, Operational Level Staff, Joint Operations, Ballistic Missile Defense Operations, Nuclear Propulsion

0-5 or higher command: Yes

Phase I/II: I (SLC); JQO: No

Military Faculty

LCDR Brian C. Armijo, USN

Assist and Assess Team

B.S., University of Colorado

Professional Experience: Leadership, Surface Warfare, Nuclear Propulsion

0-5 or higher command: No

Phase I/II: No; JQO: No

CDR Derek Atkinson, USN

Assist and Assess Team

M.A., U.S. Naval War College

B.A., George Washington University

Professional Experience: Leadership, Aviation Helicopter, ASW, SAR

0-5 or higher command: No

Phase I/II: I; JQO: No

CAPT Kenneth Caraveo, USN

Director, Assist and Assess Team

M.A., U.S. Naval War College

B.S., U.S. Naval Academy

Professional Experience:

0-5 or higher command: Yes

Phase I/II: I (ILC); JQO: No

LCDR Thomas M. Corcoran, USN

Assist and Assess Team
M.A., Webster University
B.M., California State University, Long Beach
U.S. Army Command and General Staff College
Professional Experience: Maritime Patrol Aviation
0-5 or higher command: No
Phase I/II: I (ILC); JQO: No

LCDR Chelsea Creekmuir, USN

Assist and Assess Team
M.A., Salve Regina University
B.A., University of Arizona
Professional Experience: Surface Warfare, Undersea Warfare, Civil-Military Affairs,
0-5 or higher command: No
Phase I/II: No; JQO: No

CDR Eric A. Dukat, USN

Assist and Assess Team
M.S.M, University of Maryland
B.S., U.S. Naval Academy
Professional Experience: Surface Warfare (4 ships), Joint Operations (5 JTFs),
TMD/BMD, TASW, FHA, NATO & Coalition Ops, Major Staffs (CCDR, Fleet), Strike
Groups (CSG, ESG)
0-5 or higher command: No
Phase I/II: No; JQO: No

CDR Stephen C. Fuller, USN

Assist and Assess Team
M.A., U.S. Naval War College
M.S., Auburn University
B.S., George Washington University
Professional Experience: Surface Warfare (4 ships), IAMD, TASW, Fires, Major Staffs
(CCDR, Fleet)
0-5 or higher command: No
Phase I/II: I (ILC), II (SLC); JQO: No

CDR Tom Gerstner, USN

Assist and Assess Team
J.D., University of Pittsburgh School of Law
M.A., U.S. Naval War College
B.S., Bucknell University
Professional Experience: Logistics Operations and Plans, Special Operations (2
JSOTF), Joint Operations (4 JTFs), Interagency Operations, FHA, NATO & Coalition
Ops, Major Staffs, Crisis and Deliberate Planning
0-5 or higher command: No

Phase I/II: I (ILC), II (SLC); JQO: Yes

LCDR Justin S. Hsu, USN

Assist and Assess Team

M.S., Naval Postgraduate School

B.S., Carnegie Mellon University

College of Naval Command and Staff

Professional Experience: F-14D, F/A-18F, Advanced Undergraduate Strike Fighter

Instructor, Detainee Operations, Fleet Staff (C6F)

0-5 or higher command: No

Phase I/II: I (ILC); JQO: No

LCDR Anthony J. Koss, USN

Assist and Assess Team

M.A., U.S. Naval War College

M.A., St. Francis University

B.A., St. Francis University

Professional Experience: Maritime Patrol Aviation, Carrier operations

0-5 or higher command: No

Phase I/II: I (ILC); JQO: No

CDR Michael T. Lents, USN

Assist and Assess Team

M.B.A., Webster University

B.A., Millikin University

U.S. Army Command and General Staff College

Professional Experience: Intelligence, Planning

0-5 or higher command: No

Phase I/II: I (ILC); JQO: No

CDR Daniel J. Lombardo, USN

Assist and Assess Team

M.S., Old Dominion University

B.S., U.S. Naval Academy

Professional Experience: Submarines, Nuclear Power, Intelligence, ASW

0-5 or higher command: Yes

Phase I/II: No; JQO: No

Cryptologic Technician Networks Senior Chief Petty Officer Philip R. Pugh II, USN

Assist and Assess Team

Professional Experience: Enlisted Leadership, Information Warfare, Information

Dominance, Intelligence, Joint Information Operations

0-5 or higher command: No

Phase I/II: No, JQO: No

CDR Benjamin P. Smith, USN

Assist and Assess Team

M.A., U.S. Naval War College

M.S., Maine Maritime Academy

B.S., Maine Maritime Academy

Professional Experience: Naval Aviation (LAMPS and SAR), Inter-agency coordination/
Defense Support to Public Diplomacy, FHA/ DR Operations, Joint Information
Operations

0-5 or higher command: No

Phase I/II: I (ILC), JQO: No

CDR Scott W. Thomas, USN

Assist and Assess Team

J.D., University of Denver

M.A., University of Miami

B.A., Colorado College

Professional Experience: Judge Advocate

0-5 or higher command: No

Phase I/II: No; JQO: No

LCDR Mark A. Venzor, USN

Assist and Assess Team

M.B.A., Texas A&M - Corpus Christi

B.S., Naval Academy

Professional Experience: Surface Warfare, Mine Warfare, Information Operations,
Defense In Support of Civil Authority, Interagency Operations, Joint,
Diversity/Mentorships Programs

0-5 or higher command: No

Phase I/II: No; JQO: No

LCDR Ryan Vest, USN

Assist and Assess Team

M.A., U.S. Naval War College

B.S., U.S. Naval Academy

Professional Experience: Aviation (Helicopters), USW, SAR, Planning

0-5 or higher command: No

Phase I/II: I; JQO: No

Maritime Advanced Warfighting School

Captain Brian D Koehr, U.S. Navy

Director, Maritime Advanced Warfighting School

M.B.A., Kellogg School of Management

M.A., Naval War College

B.S., University of Notre Dame

Professional Experience: Naval Strike Warfare, Naval Operational Planning, National Security and Strategic Studies, Homeland Security, Homeland Defense, Maritime Security, Interagency Coordination, Defense Support to Civil Authorities, Humanitarian Assistance and Disaster Relief, Officer Development.

O5 or higher command? Yes
Phase I (ILC) & II (JFSC); JSO: Yes

Civilian Faculty

Professor Robert L. Gardner

Deputy Director

M.A., U.S. Naval War College,

M.S., Saint Mary University

B.S., Virginia Military Institute

Professional Experience: Joint and Naval Operational Planning, USMC Artillery and Combined Arms operations, Naval Expeditionary Warfare, MAGTF operations and planning, Border control operations, COIN Operations, OIF, OEF & ISAF operations, Korean Peninsula issues and policy

0-5 Level command or higher: Yes

Phase I/II: I (ILC & SLC) & II; (JFSC); JQO: Yes

Professor Michael R. Croskrey

M.S. Naval Postgraduate School

College of Naval Command and Staff

B.S. Iowa State University

Professional Experience: Naval Operational Planning, Naval Aviation ASW operations, Carrier Strike Staff operations, 7th Fleet area operations, JTF / JFMCC / JFACC planning & execution

0-5 Level command or higher: No

Phase I (ILC); JQO: No

Professor Jerry Duffy

M.A., U.S. Naval War College,

B.S., Dowling College

Professional Experience: Military History, Naval Operational Planning, Naval Helicopter, SAR / VERTREP operations, Joint Forces Intelligence operations

0-5 Level command or higher: No

Phase I/II: I (ILC) & II (JFSC); JQO: Yes

Professor John Sappenfield

M.A., U.S. Naval War College

M.A., Webster University

B.A., University of North Carolina

Professional Experience: Joint and Naval Operational Planning, USMC Artillery and Combined Arms operations, Naval Expeditionary Warfare

0-5 Level command or higher: No

Phase I/II: I (ILC) & II (JFSC); JQO: Yes

Military Faculty

CDR Charles Broomfield, USN

M.A., U.S. Naval War College

B.S., U.S. Naval Academy

Professional Experience: Naval Operational Planning, Naval Aviation operations, Carrier Strike Staff operations, 7th Fleet area operations, German Aviation operations

0-5 Level command or higher: No

Phase I/II: I (ILC); JQO: No

LtCol Patrick Gallogly, USMC

M.A., School of Advanced Air and Space Studies

U.S. Marine Corps Command and Staff

B.A., The Citadel

Professional Experience: Joint Operational Planning, MAGTF operations and planning, Marine Attack and Utility Helicopter operations, OIF Operations

0-5 Level command or higher: No

Phase I/II: I (ILC); JQO: No

LtCol Matthew Palma, USMC

M.A., U.S. Naval War College

B.A., Saint Anselm College

Professional Experience: USMC Infantry Operations, MAGTF operations and planning, UK Royal Marines Operations, USMC Force Recon, OIF, OEF & ISAF operations

0-5 Level command or higher: Yes

Phase I/II: I (ILC) & II (NATO Def. College); JQO: No

BUILDING DATA

<u>Number</u>	<u>Name</u>	<u>Gross SqFt</u>	<u>Built/Renovated (P=Partial)</u>
1	Luce Hall	36,128	1892, 1988 (P), 2010
1A	Pringle Hall	42,228	1934, 1992 (P), 2007 (P), 2012
3	Mahan Hall	38,013	1904, 1993 (P), (Additions) 1938, 1966
10	Founders Hall	17,736	1819, 1984, 2010 (P)
27	McCarthy Little Hall	109,821	1999, 2012 (Roof)
29	Sims Hall	118,664	1904, 1999 (P)
52	Schonland Hall	17,700	1918, 1985, 2008 (P), 2012 (P)
686	Conolly Hall	141,290	1974, 2005 (Roof)
683	Spruance Hall	84,280	1972, 2008 (P)
991	Hewitt Hall	159,914	1976, 2007 (P), 2008 (P), 2012 (P), 2016 (P)
1284	Evans Hall	21,500	1990, 2008
12	Warehouse 12	30,000	1943, 2009 (P)
13	Warehouse 13	15,000	1943, 2009 (P)

ACCREDITATION

The Naval War College is accredited by the New England Association of Schools and Colleges (NEASC), Commission on Institutions of Higher Education (CIHE). The College is also accredited to deliver Joint Professional Military Education (JPME) by the Chairman of the Joint Chiefs of Staff (CJCS) through the Process for Accreditation of Joint Education (PAJE). This is a CJCS-approved process for the oversight, assessment, and improvement of the JPME programs at intermediate and senior level colleges.

INQUIRIES ABOUT THE INSTITUTION

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