

Updated Tim Schultz, Associate Dean of Academics, 16 July 2020

Naval War College Special Program Information Academic Year 2020-2021

The Naval War College (NWC) offers an array of special programs integrated with the Core and Elective curriculum and available to students on a volunteer basis. Special programs require a careful interview/selection process for a limited number of openings. This document categorizes these programs into:

- Group Advanced Research Programs (Halsey Alfa, Halsey Bravo, Holloway Group, JCLASS)
- 13-Month Advanced Programs (ASP, MAWS)
- Graduate Certificate Programs (EEMT, MH, SLDC)
- Humanitarian Assistance/Disaster Relief Program

These programs are *optional* (exception: USN students detailed to MAWS or ASP). No student should feel pressured to commit to any particular program at the NWC. Any perceived expectations of your professional community should not determine your freedom of choice here—this is *your* learning opportunity. To borrow from Thucydides, your NWC education will be “a possession for all time.” Chart the path that intrigues you and enhances your intellectual journey. About 30% of U.S. students enter a special program while the others navigate toward various courses outside of these programs. This document will aid your important decision.

You will receive formal briefings on each special program during Student Orientation. Meanwhile, if you want to learn more about one of these programs feel free to contact the relevant professor(s) at any time. Doing so places zero obligation on you. If you would eventually like to interview for one or more programs, interviews commence on 29 July during Student Orientation week.

Group Advanced Research Programs

Group Advanced Research Programs (ARPs) enable a cohort of students to work together throughout the year and examine the tactical, operational, and strategic elements of current and near-future warfighting in key geographic areas. Students must interview for these programs, which are open to intermediate (ILC) and senior (SLC) U.S. students (exception: JCLASS is SLC-only). If selected, students take ARPs in lieu of traditional electives. Also, students selected for a Halsey program substitute one of the traditional core courses for a full-time version of the Halsey program.

Halsey Alfa

Halsey Alfa is a collaborative faculty-student group Advanced Research Program (ARP) seeking to derive insights and recommendations for joint operations in increasingly challenging, maritime-relevant, real-world contingencies involving a major military competitor in East Asia. The Halsey Alfa student process includes group free-play war games, lectures (including guest speakers), individual and group research efforts, and group seminars. Halsey Alfa is focused on the tactical-operational level of warfighting within a realistic theater strategic framework. Insights and recommendations are provided to a broad range of commands and leaders in the United States Indo-Pacific Command Area of Responsibility, the Navy, and Department of Defense. The program will adapt as necessary to COVID-related limits on student access to classified spaces.

Note: ILC students take a full-time 8-credit version of Halsey Alfa in the spring trimester in lieu of the 8-credit JMO core course. ILC students also take the 2-credit LPA core course in the spring. SLC students take the full JMO core course in the fall trimester

and Halsey Alfa as their 2-credit elective. SLC students typically take a full-time 8-credit version of Halsey Alfa in the winter trimester in lieu of the 8-credit National Security Decision Making core course; for their 2-credit elective in the winter, they take a “light” version of the NSDM course to meet JPME requirements. Halsey SLC students also take a 1-week, 1-credit version of the LPA course in June.

Halsey Alfa Director: [Professor James FitzSimonds](mailto:james.fitzsimonds@usnwc.edu), james.fitzsimonds@usnwc.edu

Halsey Alfa Associate Director: [Professor Craig Koerner](mailto:koerner@usnwc.edu), koerner@usnwc.edu

Halsey Alfa Associate Director: [Professor Paul Schmitt](mailto:Paul.schmitt@usnwc.edu), Paul.schmitt@usnwc.edu

Halsey Bravo

Halsey Bravo is a collaborative faculty-student group Advanced Research Program (ARP) seeking to derive insights and recommendations for joint operations in increasingly challenging, maritime-relevant, real-world contingencies in the Middle East. The Halsey Bravo student process includes group free-play war games, lectures (including guest-speakers), individual and group research efforts, and group seminars. Halsey Bravo is focused on the tactical-operational level of warfighting within a realistic theater strategic framework and provides insights and recommendations to a broad range of commands and leaders in the United States Central Command (USCENTCOM) Area of Responsibility (AOR), the Navy, and Department of Defense. Halsey Bravo wargaming is normally conducted at the SECRET/NOFORN level. The program will adapt as necessary to COVID-related limits on student access to classified spaces.

Note: ILC students take a full-time 8-credit version of Halsey Bravo in the spring trimester in lieu of the 8-credit JMO core course. ILC students also take the 2-credit LPA core course in the spring. SLC students take the full JMO core course in the fall trimester and Halsey Bravo as their 2-credit elective. SLC students typically take a full-time 8-credit version of Halsey Bravo in the winter trimester in lieu of the 8-credit National Security Decision Making core course; for their 2-credit elective in the winter, they take a “light” version of the NSDM course to meet JPME requirements. Halsey SLC students also take a 1-week, 1-credit version of the LPA course in June.

Halsey Bravo Director: [Professor Bill Murray](mailto:william.murray@usnwc.edu), william.murray@usnwc.edu

Halsey Bravo Associate Director: [Associate Professor Steve Fuller](mailto:stephen.fuller@usnwc.edu), stephen.fuller@usnwc.edu

Halsey Bravo Military Faculty: [CDR Dan Leonard](mailto:daniel.leonard@usnwc.edu) (USN), daniel.leonard@usnwc.edu

Holloway Group

The Holloway Group is an elective-based program that students take for three trimesters under the aegis of the NWC’s Russia Maritime Studies Institute (RMSI). Working closely with faculty, joint U.S. students conduct wargaming, data collection, research, and analysis on Russian military challenges. Wargame scenarios involve a variety of access-denial challenges and joint-maritime high-intensity conflict at the operational and tactical levels of war. Students derive strategic insights from detailed tactical/operational warfighting and provide recommendations directly to leadership of U.S. Naval Forces Europe, multiple numbered fleets, U.S. European Command (USEUCOM), the Department of the Navy, and the Department of Defense.

Holloway wargaming is normally conducted at the SECRET/NOFORN level. Depending on COVID restrictions, during the fall trimester students will conduct remote, unclassified, collaborative group operational planning exercises for Russian forces in various theaters (a program we call “Thinking like a Russian Officer”). These exercises will be informed by reading translated Russian-language sources from Russia’s preeminent strategic thinkers to Russian strategy, doctrine, operational concepts, and warfighting capabilities across all domains. The program will adapt as necessary to COVID-related limits on student access to classified spaces.

Note: Holloway students do not take the 2-credit LPA core course in the fall, winter, or spring; instead, they take a 1-week, 1-credit version of the LPA course in June.

Holloway Director: [Dr. Mike Petersen](#), michael.petersen@usnwc.edu

Holloway Deputy Director: [CAPT Patrick Kulakowski](#) (USN), patrick.kulakowski@usnwc.edu

Holloway Technical Director: [Dr. Rick Moss](#), richard.moss@usnwc.edu

Joint Land, Air, Sea Strategic-Special Program (JLASS-SP)

JLASS-SP is a Theater Strategic Planning Elective, focused on The Indo-Pacific Theater. Unlike the Halseys and Holloway, JLASS is a series of two electives in the fall and winter for SLC students only. The fall elective is designed to give the JLASS-SP students a better understanding of the strategic issues affecting security in the Indo-Pacific Theater. The Indo-Pacific Theater background during the fall elective facilitates regional planning conducted during the winter trimester elective where the JLASS-SP students produce a theater estimate and develop security cooperation concepts as members of a USINDOPACOM planning staff. JLASS culminates with a collaborative execution phase at Maxwell AFB during the week of 21-26 March 2021. Theater planning efforts use a scenario based on a future World Summary in 2031. Interviews required. The program will adapt as necessary to COVID-related limits on student access to classified spaces and student travel.

Note: since JLASS does not run in the spring trimester, students take the 8-credit Strategy and Policy core course and the 2-credit LPA course in the spring.

JLASS Course Director: [CDR Dan Caldwell](#) (USN), Daniel.Caldwell@usnwc.edu

JLASS Senior Moderator: [Associate Professor Mark Seaman](#) (CAPT, USN, Ret.), seamanm@usnwc.edu

13-Month Advanced Programs

The NWC conducts two 13-month programs: the Advanced Strategist Program (ASP) and the Maritime Advanced Warfighting School (MAWS). Taken during the elective course timeframe, the ASP and MAWS curricula build significantly upon and beyond the core courses (note: MAWS students take full-time MAWS in the spring trimester in lieu of JMO). Students also take the 1-week, 1-credit version of LPA in June. Both programs involve major capstone projects over the summer months.

Advanced Strategist Program (ASP)

The Advanced Strategist Program is for students interested in formulating, developing, and executing strategy at various leadership levels in order to fill key billets in Navy, Joint, and highlevel political staff. The curriculum, taught by specially selected professors across the NWC, includes interaction with nationally known academics and leaders and focuses on various topics intrinsic to strategy and grand strategy. ASP is the only NWC program that requires a Master's thesis; students choose a strategic topic and are guided by a principal academic adviser along with a military faculty member and ASP Director. COVID permitting, students may do an Economic Policy Trip to New York City and a Washington, D.C. Engagement Trip to interact with senior uniformed and civilian officials. ASP's 10-week summer capstone project includes a strategic planning practicum. USN students are selected for ASP prior to arrival at the NWC; sister service and interagency students may apply for the remaining slots. USN graduates earn the Naval Strategist Subspecialty Code (2300p); USAF officers earn Advanced Study Group credit; Army officers qualify for the 6z Army Strategist skill identifier; and Marines earn the 0505 Operational Planner MOS. For more information contact:

ASP Executive Director: [Professor Dave Brown](#) (Col, USA, Ret.), david.brown@usnwc.edu

ASP Academic Director and Senior Mentor: [Dr. Tim Hoyt](#) (Strategy & Policy Department), hoytt@usnwc.edu

Maritime Advanced Warfighting School (MAWS)

Open exclusively to intermediate-level students, MAWS develops strategic and operational leaders with the cognitive and critical thinking skills required to plan, execute, and assess combined, joint, and naval operations. Students take MAWS, a classified program, as an elective in the fall and winter trimesters and then full-time in the spring trimester; they extend through the summer with a Fleet- or Combatant Command-sponsored capstone planning project typically briefed in-person to a four-star leader and staff. Courses include seminar engagement, planning exercises, wargame participation, and interaction with notable experts outside the NWC. COVID permitting, students may do twelve days of interactive study in Italy on WWII

campaigns and also spend several days at Revolutionary War sites in Saratoga Springs, NY. USN students are selected for MAWS prior to arrival at the NWC; sister service and interagency students may apply for the remaining slots. USN graduates receive a JP-1 designation, and USAF graduates earn Advanced Study Group credit since MAWS equates to the School of Advanced Air and Space Studies (USAF), School of Advanced Military Studies (Army), and School of Advanced Warfighting (USMC). For more information contact:

MAWS Director: [CAPT Christopher Senenko](mailto:christopher.senenko@usnwc.edu) (USN), christopher.senenko@usnwc.edu

MAWS Deputy Director: [Professor Rob Gardner](mailto:robert.gardner@usnwc.edu) (Col, USMC, Ret.), robert.gardner@usnwc.edu

Graduate Certificate Programs

The NWC offers three Graduate Certificate programs: Ethics and Emerging Military Technology (EEMT), Maritime History (MH), and the Stockdale Leader Development Concentration (SLDC). Unique to the NWC among all other JPME I/II institutions, these programs invite a limited number of highly motivated and academically oriented students. Successful students are awarded a Graduate Certificate in addition to the NWC M.A. degree. International students who have been selected for the International Master of Arts Program (IMAP) are welcome to apply.

Students in a Graduate Certificate program complete four additional credits, including a twocredit, faculty-mentored, research-based professional paper of approximately 9,000+ words. Thus, instead of 30 credits (8 JMO, 8 S&P, 8 NSA, 2 LPA, 4 Elective), Graduate Certificate students earn 34 credits (8 JMO, 8 S&P, 8 NSA, 2 LPA, 6 Elective, 2 professional paper).

EEMT and MH Graduate Certificate students have enrollment priority in relevant electives of their choice. In one trimester they must “double up,” taking two electives or one elective plus LPA. SLDC students remain in the same 10-credit elective program spread over three trimesters in which LPA and the professional paper are incorporated into the curriculum. EEMT, MH, and SLDC require interviews with program faculty. See the following for amplifying details of each Graduate Certificate program.

Ethics and Emerging Military Technology (EEMT)

The Naval War College’s Graduate Certificate in Ethics and Emerging Military Technology (EEMT) deepens expertise in the ethical complexities imposed by new technology. Students examine the ethical and military relevance of technologies such as artificial intelligence, genetic manipulation, neuro-enhancements, quantum computing, autonomous systems, hypersonic weapons, etc. They also develop the ability to apply ethics-based reasoning to the challenges and consequences of rapid technological change in the modern security environment. Recent student cohorts interacted with national thought leaders such as the DARPA Director and the Joint Artificial Intelligence Center Director. Integral to the program is the formulation of a professional paper on a student-chosen topic concerning current or potential technologies and their ethical implications for the profession of arms. EEMT students are required to take the “Ethics of Technology” elective in the fall, and they are given priority enrollment in choosing their remaining two electives in the EEMT concentration. Selection is limited to a small number of highly motivated and academically oriented students. For more information contact:

EEMT Director: [Dr. Tom Creely](mailto:thomas.creely@usnwc.edu) (College of Leadership and Ethics), thomas.creely@usnwc.edu

Associate Dean of Academics: [Dr. Tim Schultz](mailto:timothy.schultz@usnwc.edu), timothy.schultz@usnwc.edu

Maritime History

The Graduate Certificate in Maritime History (GCMH) is a specialized track for students seeking to deepen their expertise in maritime history and naval warfare. Students will develop and produce a professional, publishable quality paper on maritime history. Paper topics and research will draw from unique resources of the Naval Historical Collections under scholarly supervision of the Hattendorf Historical Center (HHC) and affiliated historians at the U.S. Naval War College (NWC). Students are also encouraged to submit shorter papers to the Chief of Naval Operations Naval History Essay Contest. This work may also serve as the basis for applications to complete additional graduate studies with other academic institutions affiliated with the HHC. Students are required to take the “War at Sea in the Age of Sail” elective in the fall trimester, and they are given priority

enrollment for their remaining two electives approved in the Maritime History concentration. Selection is limited to a small number of highly motivated and academically oriented students. For more information contact:

GCMH Director: [Dr. J. Ross Dancy](mailto:Dr.J.Ross.Dancy@usnwc.edu), GCMH@usnwc.edu

Stockdale Leader Development Concentration

The NWC offers a Graduate Certificate in Leadership and Ethics through the Stockdale Leader Development Concentration (SLDC). This developmental program selects students only from the SLC class with high potential for senior leadership positions and provides a focused education in leadership and ethics, filling gaps in leader development and education that were identified by Navy Flag Officers. It fosters self-awareness, character development, mental complexity, and critical and innovative thinking on leadership issues of current and future importance. This “double elective” program exempts participants from the Leadership in the Profession of Arms (LPA) core course, and certificate completion requires a 9,000-word professional paper. Students are selected by College of Leadership and Ethics faculty based on proven performance, desire, and potential for promotion to senior leadership roles. Utilizing the cohort construct, the interaction and peer feedback witnessed among the students provides exponential benefits. See these student testimonials from June 2020 SLDC graduates: <https://youtu.be/DFfk7fSpkG4> and <https://youtu.be/35FYBb31m-k>. This year’s course will be taught in a primarily online format. For more information contact:

SLDC Director: [Col Ryan “Rhino” Hill](mailto:ryan.hill1@usnwc.edu) (USAF), ryan.hill1@usnwc.edu

Deputy Dean, College of Leadership and Ethics: [Professor Bill Nault](mailto:william.nault@usnwc.edu) (CAPT, USN, Ret.), william.nault@usnwc.edu

Associate Professor of Leader Development (CLE): [Gene Andersen](mailto:gene.andersen@usnwc.edu), gene.andersen@usnwc.edu

Humanitarian Assistance/Disaster Relief (HA/DR)

The two HA/DR courses (fall and spring trimesters) prepare students for leadership positions in theater-strategic, operational-level, and tactical-level staff assignments where they will likely employ or support military forces during HA/DR operations in response to natural disasters, pandemics, and conflict. Through seminar discussions, case study analysis, and expert guest practitioners from universities (Brown, Harvard, MIT, Stanford, Tufts, and Yale) and humanitarian organizations (ICRC, UN Agencies, and USAID), students gain a detailed understanding of the challenges and opportunities that militaries, governments, nongovernmental organizations, and intergovernmental organizations face while conducting HA/DR operations.

Students may also take part in the world’s leading humanitarian field simulation held by Harvard University each Spring in a state park north of Boston. Students think critically about the operational, ethical, and moral challenges concerning human interactions as well as utilization of military and civilian technologies to aid responders. The magnitude, complexity, and lethality of recent disasters, pandemics, and conflicts have dramatically altered the previously accepted roles for militaries in international humanitarian response. Lessons learned have resulted in a new field of study that strives to significantly improve the effectiveness and efficiency of life-saving and life-sustaining efforts, supporting over ~170 million people around the world who find themselves in need of humanitarian assistance.

Note: students must interview with Professor Dave Polatty. If accepted, they will take HA/DR in the fall, LPA in the winter, and HA/DR in the spring.

Director, NWC Civilian-Military Humanitarian Response Program: [Professor Dave Polatty](mailto:david.polatty@usnwc.edu), david.polatty@usnwc.edu