

# Naval War College Special Program Information for June 2023 Graduates

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, JLASS)
- Directed Research Projects (Gravely Program, Individual Research)
- 13-Month Advanced Programs (ASP, MAWS)
- Graduate Certificate Programs (EEMT, MH, SLDC)
- Foreign Humanitarian Assistance/Foreign 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 at the Naval War College—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 one third of U.S. students enter a special program while the others take a more flexible approach to their academic program. This document will aid your important decision.

You will receive formal briefings on each special program during Student Orientation in late July. 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 27 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: JLASS 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. Halsey Alfa is normally conducted at the SECRET/NOFORN level with weekly TS/SCI intelligence sessions.

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 will likely take a full-time 8-credit version of Halsey Alfa in the winter trimester in lieu of the 8-credit Strategy and Policy core course; for their 2-credit elective in the winter, they take a “light” version of the Strategy and Policy course to meet JPME requirements. Halsey SLC students also take a 1-credit version of the LPA course in June.

Halsey Alfa Director: Professor James FitzSimonds  
james.fitzsimonds@usnwc.edu; 401-841-6931 (W)  
Halsey Alfa Associate Director: Professor Craig Koerner  
koerner@usnwc.edu; 401-841-6932 (W)  
Halsey Alfa Associate Director: Professor Paul Schmitt  
paul.schmitt@usnwc.edu; 401-841-3067 (W)

### **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 is normally conducted at the SECRET/NOFORN level with weekly TS/SCI intelligence sessions.

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 will likely take a full-time 8-credit version of Halsey Bravo in the winter trimester in lieu of the 8-credit Strategy and Policy core course; for their 2-credit elective in the winter, they take a “light” version of the Strategy and Policy 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](#)  
william.murray@usnwc.edu; 401-464-2384 (cell)  
Halsey Bravo Associate Director: [Associate Professor Steve Fuller](#)  
stephen.fuller@usnwc.edu; 808-342-6917 (cell)  
Halsey Bravo Military Faculty: [CDR Dan Leonard](#) (USN)  
daniel.leonard@usnwc.edu; 301-904-8259 (cell)

## **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 tactical/operational warfighting and provide recommendations directly to leadership of U.S. Naval Forces Europe, multiple numbered fleets, U.S. European Command (USEUCOM), Department of the Navy, and Department of Defense. Holloway is normally conducted at the SECRET/NOFORN level with optional, weekly TS/SCI intelligence sessions. 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; 240-533-1302 (mobile)  
Holloway Technical Director: [Dr. Rick Moss](#)  
richard.moss@usnwc.edu; 703-585-9226 (mobile)

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

JLASS-SP is a strategic-level experiential learning program conducted collaboratively by U.S. and international Senior Level War Colleges with focus on Strategic Planning and simulation of the interagency process. Planning and gameplay are based upon a fictional yet realistic scenario taking place 10 years in the future. U.S. Naval War College students roleplay as the USINDOPACOM commander and staff with other schools playing as the National Security Council, Joint Staff, and other Combatant Commands. Unlike the Halseys and Holloway programs which meet all three trimesters, JLASS constitutes a winter and spring elective and is for *SLC students only*. The winter elective is designed to give the NWC JLASS-SP students a better understanding of the strategic issues and environment affecting security in the Indo-Pacific through the creation of a Theater Estimate and Campaign Plan. Students then shift to Crisis Action Planning in the spring trimester, collaborating with the other schools to develop and execute whole-of-government approaches that achieve National Security Objectives while balancing Global Force Management limitations. JLASS culminates with a week-long collaborative execution phase at the Army War College in Carlisle Barracks, Pennsylvania during the spring. U.S. Navy participants receive AQD-247 – “Theater/National Strategic Planner.” Note: since JLASS does not run in the fall trimester, students take the 8-credit JMO core course and the 2-credit LPA course in the fall.

JLASS Course Director: [CDR Robert Dirga](#) (USN)  
[robert.dirga@usnwc.edu](#); 401-841-7211, 808-398-5269 (mobile)  
JLASS Senior Moderator: [CAPT Bryan Leese](#) (USN)  
[brian.leese@usnwc.edu](#); 757-285-6425 (mobile)

## **Directed Research Projects**

A student may engage in a “Directed Research Project” which permits scholarly research on a focused subject under the supervision of a NWC professor with relevant expertise. These opportunities are limited to academically oriented students with significant writing and research abilities and with the goal of formal publication. A DRP may be conducted in lieu of a 2-credit elective for one or—rarely—a maximum of two trimesters.

### **CIPI Gravely Program**

The Cyber & Innovation Policy Institute (CIPI) Vice Admiral Samuel L. Gravely, Jr., Program is a Directed Research Project. This graduate-level program guides advanced student research on cyber and information operations and the information environment. In honor of this program's namesake, CIPI Gravely students do trailblazing work under demanding circumstances. Each student conducts research on cybersecurity and information-related capabilities, informed by rigorous social scientific theories and analytical methods. This work results in publication-quality writing to help shape operational and strategic thinking for the Navy and Joint Force. CIPI Gravely students are supervised by CIPI faculty, and research is typically unclassified with opportunities to write at higher levels of classification depending on research question and student expertise.

Note: CIPI Gravely students enroll in the program in the fall trimester as an elective. Students may repeat the elective for an additional trimester to continue their research and writing. The small number of students in Gravely should thus plan on taking the 2-credit LPA course in the spring trimester.

CIPI Director: [Dr. Frank Smith III](mailto:frank.smith@usnwc.edu)  
[frank.smith@usnwc.edu](mailto:frank.smith@usnwc.edu)

### **Individual Directed Research**

While the CIPI Gravely program offers a relatively structured approach for a small cohort of student-researchers in the subjects of cyber and the information environment, an Individual Directed Research project outside of the CIPI Gravely program is also possible. These are rare. A student with a substantial graduate-level academic background, proven writing abilities, and a specific, feasible, and preferably unclassified area in which he or she would like to research and publish may be permitted to pursue this effort in lieu of one or—rarely—two traditional 2-credit electives. Interested students must contact the Associate Dean of Academics for consideration. It is recommended an Individual Directed Research project not be pursued in a student’s first trimester to permit time to informally develop a research agenda and connect with relevant NWC experts.

NOTE: Students interested in conducting an Individual Directed Research project in the field of “Women, Peace, and Security” should contact Dr. Saira Yamin ([saira.yamin@usnwc.edu](mailto:saira.yamin@usnwc.edu)) in addition to Dr. Tim Schultz.

Primary POC: Associate Dean of Academics: Dr. Tim Schultz, [timothy.schultz@usnwc.edu](mailto:timothy.schultz@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 high-level 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. 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; and Army officers qualify for the 6z Army Strategist skill identifier. For more information contact:

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

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

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

## **Graduate Certificate Programs**

The NWC will offer three Graduate Certificate programs in Academic Year 2022-23: 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 two-credit, 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, 6 Elective, 2 professional paper, and 2 LPA [exception: see SLDC description below]).

EEMT, MH, and SLDC Graduate Certificate students have enrollment priority in relevant electives of their choice. In one trimester EEMT and MH students must “double up,” taking two electives or one elective plus LPA. EEMT, MH, and SLDC require interviews with program faculty. See below 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. They must also take the LPA course in one of their three trimesters. 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](mailto:thomas.creely@usnwc.edu); 843-441-0153  
Associate Dean of Academics: [Dr. Tim Schultz](mailto:timothy.schultz@usnwc.edu)  
[timothy.schultz@usnwc.edu](mailto: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 and naval history. Over the course of the year, students will write an article-length academic paper on a topic in maritime history. To choose their topic and develop their research, students work closely with a faculty supervisor from the Hattendorf Historical Center (HHC) or other Naval War College departments. Paper topics and research may draw from the unique resources of the Naval Historical Collection (the Naval War College's archives). Students are encouraged to submit shorter versions of their papers to the Chief of Naval Operations Naval History Essay Contest. Their research may also serve as the basis for applications to complete additional graduate studies with other academic institutions.

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. They must also take the LPA course in one of their three trimesters. Selection is limited to a small number of highly motivated and academically oriented students. For more information contact the GCMH directors at [gcmh@usnwc.edu](mailto:gcmh@usnwc.edu). The three GCMH Directors are: Dr. Evan Wilson (HHC), Dr. Ryan Wadle (HHC), and Dr. J. Ross Dancy (JMO).

## **Stockdale Leader Development Concentration**

Named for Vice Admiral James B. Stockdale, the Stockdale Leader Development Concentration (SLDC) focuses on increasing students’ capability and capacity for senior leadership. Participation is limited to a small number of students who demonstrate proven performance, desire, and the potential for promotion to senior leadership roles. During this year-long, immersive experience students will engage in the study of ethics, self-awareness, critical thinking, and mental complexity. SLDC uses self-assessment and executive coaching to enhance cognitive readiness and prompt vertical development. The faculty measures student progress through cognitive developmental assessment.

SLDC is a 10-credit electives-based program in which students may earn a Graduate Certificate in Leadership and Ethics. SLDC students are required to take “EL 592 Foundations of Moral Obligation” in the fall trimester and “EL 649B Cognitive Readiness” in the winter trimester. Additionally, they meet year-round as a cohort in weekly seminars to study advanced leadership concepts with College of Leadership and Ethics faculty. Each student produces a professional paper on contemporary leadership and organizational challenges of interest to the Vice Chief of Naval Operations. Note: The “Leadership in the Profession of Arms” (LPA) core course is validated by SLDC participation.

SLDC Co-Director: [Dr. Liz Cavallaro](mailto:liz.cavallaro@usnwc.edu) (College of Leadership and Ethics) [liz.cavallaro@usnwc.edu](mailto:liz.cavallaro@usnwc.edu);  
401-841-4588; 845-661-9419 (mobile)

SLDC Co-Director: [CAPT Cory Howes](mailto:cory.howes@usnwc.edu) (USN) (College of Leadership and Ethics)  
[cory.howes@usnwc.edu](mailto:cory.howes@usnwc.edu); 401-841-7530; 910-315-4804 (mobile)

## **Foreign Humanitarian Assistance/Foreign Disaster Relief (FHA/FDR)**

The two FHA/FDR courses (fall and spring trimesters) prepare students for leadership and planner positions in theater-strategic and operational-level assignments where they will likely employ or support military forces during foreign humanitarian assistance operations in permissive environments in

response to natural disasters and pandemics and in conflict settings for complex emergencies. Through seminar discussions, case study analyses, practical simulations, and expert guest lectures from leading universities (Brown, Harvard, and Stanford) and intergovernmental, special, and non-governmental humanitarian organizations, students gain a detailed understanding of the challenges and opportunities that militaries face while conducting FHA/FDR operations. Students will become well-versed in the Maritime Humanitarian Assistance Survey Team (Mar HAST) Rapid Assessment Process, as well as key elements of Joint Publication 3-29.

The magnitude, complexity, and lethality of recent disasters, pandemics, and human-caused 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 significantly improves the efficacy of life-saving and life-sustaining efforts, supporting over 200 million people around the world who find themselves in need of humanitarian assistance.

Note: students must interview with Professor Hank Brightman. If accepted, they will take FHA/FDR in the fall, LPA in the winter term, and FHA/FDR in the spring.

Director, NWC Civilian-Military Humanitarian Response Program: [Dr. Hank Brightman](mailto:hank.brightman@usnwc.edu)  
[hank.brightman@usnwc.edu](mailto:hank.brightman@usnwc.edu)

### **A NOTE FROM THE ASSOCIATE DEAN OF ACADEMICS:**

For information on the Electives Program in general, see <https://usnwc.edu/college-of-naval-warfare/Electives> or <https://usnwc.edu/college-of-naval-command-and-staff/Electives>. Please inform Dr. Schultz, [timothy.schultz@usnwc.edu](mailto:timothy.schultz@usnwc.edu), if there are any additional concepts or courses you would like to see represented in the NWC Electives program—your inputs are an important factor in shaping the future curriculum.