



U.S. NAVAL WAR COLLEGE  
*Est. 1884*  
NEWPORT, RHODE ISLAND



# ACADEMIC CATALOG

U.S. Naval War College

2022 – 2023



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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 U.S. 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 the profession of arms should never have undertaken the study of our real business.”

Luce’s zeal for the college emanated throughout the faculty and its subsequent Presidents. Alfred Thayer Mahan, a faculty member who later became President of the college, delivered a series of lectures later published as a book in 1890: *The Influence of Sea Power Upon History, 1660-1783*. This highly influential book rapidly increased the school’s international prominence while also making Mahan the preeminent naval warfare expert of his day. Despite wide acceptance of Mahan’s views,



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the early years of the Naval War College were not without difficulties. Opposition to the college came mainly from within the ranks. Officers felt that everything they needed to know was technical and could be learned at sea. However, the college's focus on teaching tactical and operational analysis techniques to acquaint officers with procedures for estimating military situations, determining action, drafting appropriate implementing orders, and evaluating results expanded the technical knowledge gained from shipboard life. Accompanying this focus was an elaborate wargaming program pioneered by the Germans as Kriegspiel and first introduced in the U.S. Navy at Newport in 1886. Further expanding the college's impact, distance education was introduced at the college in 1914.

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

After World War II, Fleet Admiral 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."

As the military's role changed rapidly in the years after World War II, the college's curriculum and structure adapted to meet the rigors of the Cold War era. In 1948, the school began publishing its highly respected journal, the Naval War College Review, to help disseminate academic ideas throughout all military branches. In 1956, the Naval Command College was founded as a course of study for senior international naval officers. In the Naval Command College's first half-century, half of the graduates





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became admirals, with approximately ten percent becoming the Chiefs of their Navies. The College of Naval Command and Staff, enrolling intermediate level officers, emphasized the operational and tactical elements of command, while the College of Naval Warfare for senior officers stressed more comprehensive policy, administrative, and strategic questions.

During the Cold War, courses were added in international law, international relations, economics, comparative culture, and military management. In 1972, the college entirely revamped its academic curriculum to focus on strategy and policy, defense economics and decision making, and naval operations. By the 1980s, the college established itself as a focal point, stimulus, and significant source of strategic thinking within the U.S. Navy. In the 1990s, it was accredited by the New England Association of Schools and Colleges to award its graduates a Master of Arts degree in National Security and Strategic Studies. Later, the College of Distance Education was accredited to deliver graduate-level education in all its programs and offer the NWC M.A. Degree via the Fleet Seminar and Graduate Degree Programs. In addition, the Senior Enlisted Academy (SEA) opened in 1981, an entity now directly associated with the college and meant to prepare senior enlisted personnel for mid-level management.

Following the recognition of a need for a more robust contribution to Joint command and control, programs were initiated to strengthen Navy combat readiness at the operational level of war through education and training of Joint Force Maritime Component Commanders and their staff. The Naval War College also began to lead an effort to develop a coherent Navy Leader Development Continuum focused on developing leaders of character who are prepared for operational and strategic leadership challenges.

In 2006, an initiative established its China Maritime Studies Institute (CMSI) to improve mutual understanding and maritime cooperation with China. In 2016, the college established the Russia Maritime Studies Institute (RMSI) in response to the changing security environment and based on interest from the Chief of Naval Operations (CNO) and other senior Flag Officers. RMSI's mission is to conduct unclassified research



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into Russian maritime issues on behalf of the U.S. Navy and our NATO partners. In February 2017, the Institute for Future Warfare Studies (IFWS) opened in order to research and study how armed conflict may evolve in the future and how the United States can better prepare for it.

Now in its second century of service to the U.S. Navy and the nation, the Naval War College continues to prepare its students by providing them with a professional military education second to none—one based on the intellectual flexibility that flows from a clear understanding of the fundamental principles that have governed national security affairs in peace and war throughout history.



# MISSION, VISION, VALUES AND OBJECTIVES

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

## Mission

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

1. Educate and Develop Future Leaders: The college shall provide professional military education (PME) programs as a graduate level institution supporting the Navy's Future Leader Development and Professional Military Education Continua. The desired effect is to create leaders who are operationally and strategically minded critical-thinkers and who are proficient in joint and interagency matters; and skilled naval and joint warfighters who are prepared to meet the strategic and operational level-of-war challenges.
2. Support Defining the Future Navy and Associated Roles and Missions: Conduct research, analysis, and gaming to support the



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requirements of the Secretary of the Navy (SECNAV), the Chief of Naval Operations (CNO), the combatant commanders, the Navy component commanders, the Navy 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, timely and relevant research, analysis, and gaming that anticipates future operational and strategic challenges; develops and assesses strategic and operational concepts to address those challenges; and assesses the risk associated with these concepts. NAVWARCOL will provide operational concepts, analytic products, and briefings that provide knowledge to Navy and Department of Defense (DoD) leadership to help shape and inform key decisions and contribute effectively to the public discourse on U.S. national security and defense policy.

3. Support the Navy During an Era of Great Power Competition: Conduct operational level-of-war activities to support the ability of the Navy's Joint and Combined Force Maritime Component Commanders and Navy Component Commanders to function effectively in an era of technological change and peer competition as operational commanders. This effort includes support for joint force commanders, Navy component commanders, Navy numbered fleet commanders, and type commanders as they engage in planning, analysis, assessment and wargaming to anticipate and address emerging and current warfighting requirements. The desired effect is to improve the capability of Navy commanders to lead maritime joint and combined forces along with their staff members to plan, execute, and assess force employment options to function effectively as an operational level maritime staff and maritime operations center.
4. Strengthen Global Maritime Partnerships: The Naval War College brings together Flag, senior-level, and intermediate-level naval leaders from other countries to foster understanding, encourage friendship, and build greater trust. This increases the naval capabilities and



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capacity of allies and partners by educating their future leaders in techniques to conduct operational planning, methods for commanding and controlling coalition forces and strategies to address common challenges to maritime security and governance. The desired effect is to solidify relationships with America’s maritime partners and foster greater interoperability with their naval forces.

5. Promote Ethical Leadership Across the Force: The college fosters and supports development of ethical leaders across the Navy. This effort includes supporting Navy communities in their leader development and maintaining a strategy for leader development beyond major command. The desired effect is a fully integrated and Fleet-executed Navy Leader Development Continuum, which produces leaders of character who are prepared to lead effectively in the complex global security environment.

## Vision

The 2022-2027 strategic planning process produced a new vision for the school. The main priority of the college will always be to equip today’s decision makers and tomorrow’s leaders with the experiences and intellectual capacity to anticipate and prepare strategically for the future, strengthen the foundations of peace, and create a decisive warfighting advantage.

Informed by higher strategic guidance documents, including the Officer Professional Military Education Policy (CJCSI 1800.01F, 2020), Developing Joint Officers for Tomorrow’s Ways of War: The Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management (2020), Tri-Service Maritime Strategy (2020), Chief of Naval Operations’ Navigation Plan (2021), and Navy Leader Development Framework 3.0, the college will create an enduring strategic advantage through three lines of effort:

- Deliver an educational experience that integrates a rigorous and relevant curriculum with world-class research and analysis through in-residence and distance learning strategies and modes that optimize our students’ learning styles and availability. We grow our students’ capacity for



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strategically-minded critical thinking, ethical decision making, and creative problem solving.

- Perform cutting-edge strategic and operational research and analysis of concepts, plans, and technology utilizing war gaming and advanced methodologies. Our interdisciplinary environment attracts experts from across the military, academia, government, and private industry. Our data-driven approach to developing, testing, and validating concepts strengthens cognitive power in the face of uncertainty and complexity.
- Conduct outreach and engagement with naval, joint, interagency, and international stakeholders to incorporate diverse perspectives, enhance interoperability, build partner capability and capacity, and foster a network of life-long partners.

## Values

In implementing this strategic plan, the Naval War College team pursues these operational objectives and the conduct of day-to-day activities consistent with the following values:

- We embrace diversity, inclusivity, and open communications to foster a more creative, collaborative, competitive, and innovative team that treats all people with professionalism, dignity, and respect.
- We are agile, responsive, and innovative in addressing emergent issues as well as changes in tasking and the environment.
- We are committed to measuring and improving the quality of service to our stakeholders.

## Objectives

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

### Education

- Execute curriculum shift to the DoD required OPMEP “Foxtrot”



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outcomes-based professional military education (OBPME) assessment for JPME I and JPME II programs.

- Establish Operational Objectives for AYs 2022-2025 derived from recommendations and requirements of the 2021 Education Program Review (EPR).
- Develop opportunities, where resourced, that deliver consequential value to external stakeholders, consistent with EPR results.
- Strengthen alliances and partnerships by expanding the range of educational opportunities for international officers.
- Develop Learning Outcome Assessment model that integrates faculty versatility, various student learning preferences, and faculty credentialing opportunities.
- Develop pre-course educational modules designed to support and improve students' capacity to acquire, synthesize, and analyze new knowledge.
- Develop a robust and sustainable technical capability to conduct virtual and hybrid educational activities in unclassified and classified environments.
- Develop options to identify trends in incoming student preferences in order to scope and deliver electives reflective of these trends.
- Consistent with EPR results, develop options to address unmet demand for courses which provide "Individualized Learning Environments," delivering short courses, transportable credit, certificate programs ("stackable certificates") for all leaders.
- Increase iterative wargaming as a modality to develop critical thinking skills.
- Evolve and expand professional development programs for Naval War College staff and faculty. This program will include both external opportunities (e.g., research, conferencing) and internal components to



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improve workforce skills for all employees.

- Develop robust cost models of all educational activities to support Resource Sponsor (N7) decision making for prioritizing these activities in a resource-constrained environment.
- In cooperation with the Naval Education Enterprise, develop concepts for integrating wargaming across the Naval education continuum.
- Create a unified instructional design center that meets curricula developmental requirements for the entire NWC.

## Research

- Develop a capacity-informed business model to conduct wargames that meet the prioritized analytical requirements of the DON and DoD and deliver rigorous analysis rapidly to support decision-makers.
- Conduct research and analysis to answer both contemporary questions asked by DoD or DON sponsors and future questions addressing anticipated gaps in how the Joint Force operates in the strategic environment.
- Develop and commence a pilot program of education for senior officers to inculcate understanding and benefits of wargaming and to enhance their warfighter development.
- Develop options to help Navy communities achieve Navy Leader Development Framework and Task Force One Navy objectives in the area of behavioral science to advance warfighter development.
- Develop a robust and sustainable technical capability to conduct virtual and hybrid research activities in unclassified and classified environments.
- Build an effective mechanism/process that integrates research findings from within NWC and across the naval research enterprise to assist the fleet and OPNAV with solving their most challenging problems.
- Effectively manage and communicate analytic knowledge in a format





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and method best suited for the learning needs of decision-makers and warfighter development.

- Increase data management across the College's research efforts. Leverage AI/Machine Learning to assist in this activity.
- Integrate ethical decision making and dilemmas into experiential research and gaming activities.
- Strengthen the tracking of NWC graduates who are experienced wargamers and build a community of interest.
- Integrate broader interagency support to NWC wargaming and research to increase the value of wargames, reports, and other publications.
- Develop knowledge management capability that captures relevant analytic results both within and across the range of research projects and feeds these results to the systems, platforms, and processes of the NAMP.

## Outreach

- Recast Alumni Symposiums, both domestic and international, to inform International Seapower Symposia.
- Expand Alumni participation in on-line communication and education, and drive increased engagement in these opportunities.
- Develop a robust and sustainable technical capability to conduct virtual and hybrid outreach activities in unclassified and classified environments.
- In order to present a coherent engagement plan, coordinate and synchronize fleet engagement programs.
- Develop engagement tracking capability to align activities with the Navy's international engagement priorities and share insights and analysis of these activities through regional studies group in an organized and accessible format.
- Develop options to support NWC cultural change that empowers all



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faculty to leverage external engagement opportunities in support of the NWC Outreach line of effort.

- Leverage existing Navy outreach programs to highlight the quality and depth of our faculty.
- Conduct outreach activities at higher education hiring conferences to expand the pool of future applicants.



## ACADEMIC PROGRAMS

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

The Naval War College education provides a framework in which military and civilian leaders gain a profound understanding of strategy and operations, as well as the ability to think critically, deal with uncertainty and surprise, be proficient in joint matters, and comprehend the security environment and all elements of national power. The College achieves this goal through the combined efforts of the Dean of Academics and the College of Leadership and Ethics.

The four core academic departments are National Security Affairs (NSA), Joint Military Operations (JMO), Strategy and Policy (S&P), and Leadership and Ethics. The College also develops strategic and operational leaders via the College of Distance Education (CDE), the Maritime Advanced Warfighting School (MAWS), the Advanced Strategist Program, the Electives Program, and focused conferences and lectures.

The academic year is full and complete. To support personnel and rotation



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realities, we graduate three classes per year, with a majority arriving in July and graduating in June. We therefore execute the Intermediate-level Course (ILC), Senior-level Course (SLC), electives, and associated resident and distance education programs simultaneously, all the while updating the curriculum, maintaining professional relevance, engaging in policy and scholarly debates, and providing service to the college.

There is one academic faculty and many different programs. The academic faculty delivers two distinct courses of graduate-level education. At the resident program in Newport, the Senior-level Course in National Security and Strategic Studies addresses war and grand strategy, strategic-level leadership and decision making, theater-strategic military planning, and is accredited by the Chairman of the Joint Chiefs of Staff to provide Joint Professional Military Education Phase II (JPME II) certification. The Intermediate-level Course in Maritime Warfare and Strategic Studies addresses campaigns and war strategies, theater-level leadership and decision making, operational planning, and provides JPME I certification. Resident students at both levels must take a series of focused elective courses, participate in conferences, and attend a series of lectures by distinguished visitors designed to complement the core curriculum.

The non-resident curriculum, with a history dating to 1914, is delivered by the College of Distance Education using three 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 an evening seminar format and is currently taught at 19 locations around the country, primarily in Fleet Concentration Areas (FCA's). Full-time faculty members in Monterey, California, teach JPME I to students enrolled in graduate studies at the Naval Postgraduate School (NPS). Additionally, the Web-enabled Program leverages internet technology to deliver the core curriculum to students unable to attend in-class seminars.

## Naval War College Degree

The Naval War College is accredited by the New England Commission of



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Higher Education (NECHE) to award qualified resident U.S. graduates of the College of Naval Warfare (CNW) with a **Master of Arts degree in National Security and Strategic Studies** and graduates of the College of Naval Command and Staff (CNC&S) with a **Master of Arts degree in Defense and Strategic Studies**. The College is also accredited by the Chairman, Joint Chiefs of Staff to award JPME Phase I credit for the intermediate program and JPME Phase II credit for the senior course. Graduates from the international programs receive a NWC diploma and have the option to enroll in a program leading to a degree. The Naval War College is also accredited to award the same **Master of Arts degree in Defense and Strategic Studies** to qualified non-resident students who complete the Graduate Degree Program. They are admitted to the non-resident Graduate Degree Program, and then complete the elective requirements for the degree. Additionally, a select group of qualified international graduates of the Naval Command College will receive a Master of Arts Degree in National Security and Strategic Studies, and a select group of qualified international graduates of the Naval Staff College will receive a Master of Arts Degree in Defense and Strategic Studies.

## Academic Year

NWC convocations are traditionally scheduled in August, and the majority of students graduate the following June. However, two smaller classes of senior and intermediate students begin their academic years in either the winter or spring trimesters. The winter trimester begins in November and the spring trimester in February/March. The ten-month curriculum for resident students is divided into trimesters of three to four months.

## Core Curriculum

The Naval War College has four core in-residence teaching departments: Strategy and Policy; National Security Affairs; Joint Military Operations; and the College of Leadership and Ethics, each with separate faculty. The first three each teach one ILC and one SLC course per year, while Leadership and Ethics teaches Leadership in the Profession of Arms (LPA) throughout the academic year.



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## **Strategy and Policy Department**

Students in courses taught by the Strategy and Policy Department will enhance their ability to think strategically. The Department's curriculum imparts students with foundational strategic concepts that future leaders can use when confronting complex challenges. Strategy is the relationship among ends, ways, and means. The Department's curriculum is designed to sharpen the students' ability to assess how alternative strategic courses of action achieve broad, national-level objectives. Students will think in a disciplined, critical, and original manner about the international strategic environment, the range of potential strategies, and the strategic effects of joint, interagency, and multinational operations.

## **Joint Military Operations Department**

The Joint Military Operations curriculum focuses on Joint warfighting 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 operational planning process and critical thinking skills in a seminar environment to employ Joint Forces to achieve a broad array of objectives. Extensive faculty and student interaction fosters professional attitudes and perspectives essential to successful military operations.

## **National Security Affairs Department**

The National Security Affairs (NSA) curriculum educates students in the dynamic complexities of today's rapidly evolving national and international security environment. The curriculum covers a diverse array of national, regional and global security issues, giving particular emphasis to understanding U.S. decision making dynamics at the theater and strategic levels. NSA courses are designed to broaden both theater and strategic perspectives while fostering critical thinking and analytic skills that will have lasting professional relevance. The ultimate goal of the NSA



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curriculum is to prepare students to be more effective participants in the decision making environment of any major national security organization.

## **College of Leadership and Ethics**

The College of Leadership and Ethics (CLE) delivers cutting edge leader development curricula to students ranging from the ILC course through senior Flag Officers. CLE's educational focus is on individual and organizational leader development within the current security environment of complexity and ambiguity. Specifically, CLE delivers Leadership in the Profession of Arms (LPA) as an in-residence core course at both the ILC and SLC levels, while also offering leadership and ethics electives throughout the academic year.

## **Program Learning Outcomes**

### **Senior-Level Course Program Learning Outcomes**

- Apply theory, history, doctrine, and relevance of sea power to strategic thinking and decision making.
- Demonstrate critical, creative, and structured thought through reasoned argument and professional communication.
- Demonstrate the attributes of an ethical, senior member of the profession of arms, including effective leadership and moral judgment, and foster the development of professional values within the Joint Force.
- Evaluate political and socio-economic concepts as well as organizational, legal, and ethical principles to integrate national power across the continuum of cooperation, competition, conflict, and war.
- Apply innovative national strategies across all domains, from a globally integrated perspective and informed by the contemporary security environment, technological change, and the evolving character of war and competition.
- Demonstrate, as a sea power-minded, warfighting leader, the ability to interpret, plan, and lead globally integrated operations across the continuum of competition in a joint, interagency, multi-domain, and international environment.



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## Intermediate-Level Course Program Learning Outcomes

- Apply theory, history, doctrine, and relevance of sea power to support strategic thinking and decision making.
- Demonstrate critical, creative, and structured thought through operational planning, reasoned argument, and professional communication.
- Demonstrate the attributes of an ethical, experienced member of the profession of arms, including effective leadership and moral judgment, and promote professional values within the Joint Force.
- Apply political and socio-economic concepts as well as organizational, legal, and ethical principles to design and assess theater-level joint and multinational operations across the continuum of cooperation, competition, conflict, and war.
- Apply innovative theater strategies across all domains, from a globally integrated perspective and informed by the contemporary security environment, technological change, and the evolving character of war and competition.
- Demonstrate, as a sea power-minded warfighter, the ability to enhance both planning and execution of Globally Integrated Operations across the continuum of competition in a joint, interagency, multi-domain, and international environment.

## Symposia and Conferences

The academic life at the Naval War College is enhanced by several conferences and symposia. Some are held annually while others 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.





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## **Current Strategy Forum**

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

## **International Seapower Symposium**

The biennial International Seapower Symposium brings together Heads of many of the 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.

## **Women, Peace, and Security Conference**

The annual two-day event brings together leaders from academia, military, and non-governmental organizations to discuss the links between the security of women and the security of states. Established in 2012, the conference continues to grow in perspective and scope to include ideas from each military service and every global continent. According to the organizers, the conference is the only U.S. military academic program specifically related to the topic.



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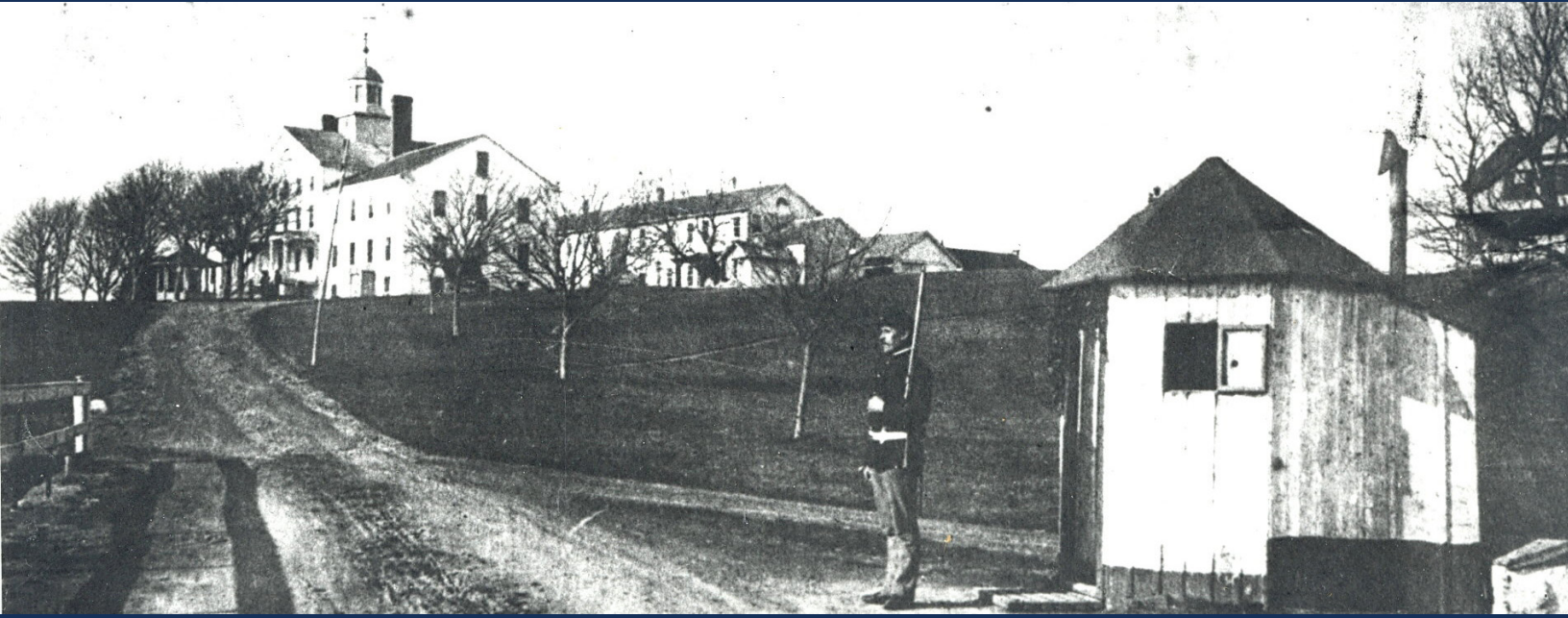
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## Future Warfighting Symposium

The Future Warfighting Symposium responds directly to the Chairman of the Joint Chief of staff special emphasis areas related to Emerging Technologies, Cyber War, and Space Operations. The Future Warfighting Symposium launches the Naval War College academic year, convening subject-matter experts to enrich the existing curriculum for 500 intermediate and senior students. This event supports the Naval War College mission of educating students to think innovatively about capabilities and threats in space, the global information grid, and among emerging technologies.



## ACADEMIC POLICY

The intent of Admiral Luce and the College's 37th president, Vice Admiral Stansfield Turner, constitutes the strategic tradition and purpose of the Naval War College and the driving force of the school's approach to education and research, analysis, and gaming. This strategic tradition is more than rhetoric; it has a very practical and abiding influence in everything the college does. The Flag-level, senior-level, intermediate-level, and primary-level professional military education programs designed, developed, and delivered by the college are not intended to prepare officers for a specific follow-on assignment, but rather to provide a systematic way to develop leaders and to improve and discipline the way they think. These educational opportunities foster the required mental flexibility and discipline to cope effectively with the intellectual demands inherent in positions of increasingly significant responsibility within the broader national security community in the United States. This intellectual flexibility cannot be obtained solely from a survey course in current international security issues or from a detailed examination of current weapons acquisition and force



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posture concerns. Instead, intellectual flexibility must flow from a clear understanding of the fundamental principles that have governed our nation's national security concerns during peace and war.

## Admission Policy

Resident military students of the College of Naval Warfare and the Naval Command College are Lieutenant Colonels, Colonels, Commanders, and Captains, from all Services and invited countries, with approximately 16 - 18 years of commissioned service, while resident students of the College of Naval Command and Staff and Naval Staff College are Majors or Lieutenant Commanders, from all Services and invited countries, with approximately 10 - 12 years of commissioned service.

The U.S. 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 Lieutenants to Lieutenant Commanders, Commanders, and Captains. This selection is based on professional performance and a clear potential for higher responsibilities.

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.



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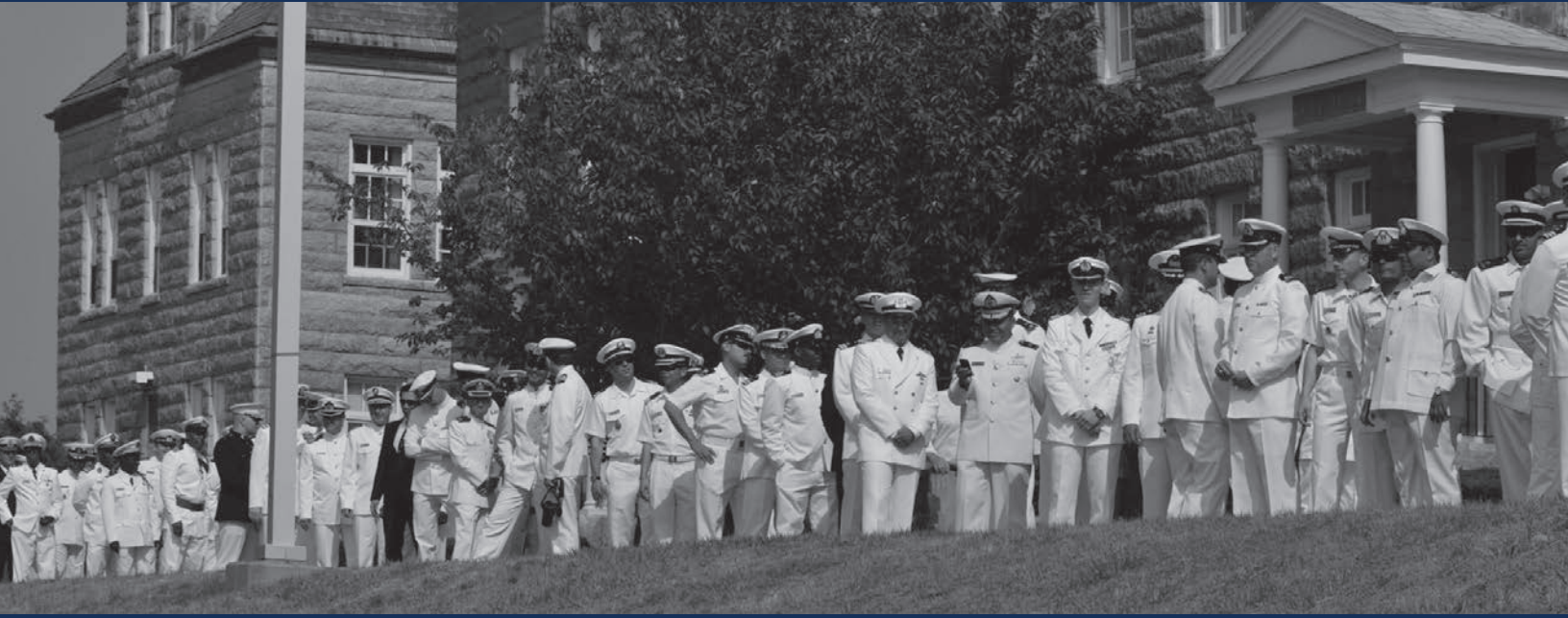
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Navy officers in the rank of Lieutenant through Captain (O-3 through O-6), or other Service Officers in the grade of O-4 through O-6, may be selected for participation in the College of Distance Education programs. These programs include the Fleet Seminar Program (FSP), the Web-enabled Program, and the Naval War College at Naval Post Graduate School Program. Admission to the Fleet Seminar Program, Web-enabled 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 Internet. The curriculum for these programs 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, elective courses are available through the College of Distance Education.

Students enrolled in the Fleet Seminar Program are eligible to apply for the accredited Master's Degree in Defense and Strategic Studies. 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, CDE, who makes the final selection.



## EXAMINATION AND GRADING

### U.S. Resident Students

All U.S. resident students in the College of Naval Warfare and the College of Naval Command and Staff will be examined and graded in the three trimester studies prescribed by the departments of Strategy and Policy, National Security Affairs, and Joint Military Operations. The final academic grade will be derived by equally weighting and averaging numerical results obtained in the three trimesters. In the electives program, students will be graded on a High Pass/Pass/Fail basis. Each student must take two electives and the core Leadership and the Profession of Arms course during the third trimester. 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 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.



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## International Students

There are two academic paths for International Students enrolled in the core ten-month curriculum: one allows a limited number of students to compete for a Master's Degree, while the other, more common path leads to a Naval War College Diploma. Prerequisites, examination requirements, and grading are different depending on the path taken. For those students enrolled in the International M.A. Program (IMAP), examination and coursework requirements are identical to those of the U.S. students described above. For those other international students enrolled in the Diploma program, examinations are voluntary in JMO and S&P, but not NSDM. Non-IMAP NSDM/TSDM students have to take either the policy or strategy exam. The faculty evaluates the academic work of the students and provides substantive, written feedback, but does not assign grades to JMO and S&P examinations. International students enrolled in the Diploma program are encouraged to participate in the electives program, the American Studies Program, and when appropriate, English Language instruction.

## Non-resident Students

Non-resident students of the College of Distance Education must complete the three core courses of Joint Maritime Operations, Theater Security Decision Making, and Strategy and Warfare. Nonresident students in the Graduate Degree Program must successfully complete nine semester hours of elective work from the NWC or a regionally accredited college or university in an elective area of study to be eligible for the Master of Arts degree. These elective courses must receive approval of the Dean, CDE and the Associate Dean of Academics prior to commencing work.

## Primary, Basic, and Introductory-level PME Program students

Students in the Primary, Basic, or Introductory-level PME courses must successfully complete each of the course's modules. The courses are designed to take respectively about 75, 40, and 20 hours of online work to complete. The PME courses are provided via Navy Knowledge Online



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(NKO) Integrated Learning Environment (ILE). The Primary PME course is designed for naval officers in the grade of Ensign to Lieutenant, navy Senior Enlisted Leaders in the grades of Chief or Senior Chief, and their equivalent DoN civilians. The Basic Course is for E-4 to E-6, and the Introductory for E-1 to E-3. Upon completion, students' Electronic Training Jackets are automatically annotated having completed the course.

## Grades

All Naval War College academic programs have a required core curriculum which meets the Navy and Joint PME requirements for its respective level. The prescribed curriculum for resident students in the intermediate and senior-level programs also includes elective courses. Students in the non-resident Graduate Degree Program must also complete the elective requirements.

### Senior-level PME with JPME Phase II

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

### Intermediate-level PME with JPME Phase I

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

### Primary PME with JPME

The curriculum flow is Introduction, Culture of the Navy, Governance of the Navy, How the Navy Thinks About War, How the Navy Plans its Operations, Technology and Warfare in the Maritime Domain,





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and the Conclusion. Designed to develop a shared understanding of Navy capabilities for the Joint War Fight by the Navy’s deck-plate level leaders, the Officer and Senior Enlisted versions share a common, core curriculum, supplemented by some specific focused material.

## Grading

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

LETTER GRADE	NUMERIC RANGE	NUMERIC EQUIVALENT	DESCRIPTION
A+	97-100	98	Very high quality, clearly above average graduate level
A	94-97	95	
A-	90-94	92	
B+	87-90	88	Expected performance of average graduate student
B	84-87	85	
B-	80-84	82	
C+	77-80	78	Below average performance expected for graduate work
C	74-77	75	
C-	70-74	72	
D+	67-70	68	Well below average performance expected for graduate work
D	64-67	65	
D-	60-64	62	
F	0-59	As assigned	Unsatisfactory work



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

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

## Expected Grade Distribution

Historical evidence indicates that a grade distribution of 35%-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. A small number of students fail every year.

## Weighting of Course Components

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



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

## NWC Advanced Strategist Program (ASP)

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



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- The three JPME core academic courses in either the intermediate or senior in-residence JPME programs at the U.S. Naval War College.
- The Advanced Strategist Program (ASP) program and Area of Study (AOS 23) (160 hours of seminar work supported by 300 hours of preparation).
- An additional period of structured interaction with practitioners of naval, military, and national strategy in support of these electives (20+ hours in a focused discussion with guest practitioners, supported by appropriate hours of preparation).
- An approved graduate-level thesis of 45 pages on a subject of strategic import to the U.S. Navy.
- A focused 10-week capstone project developing products tailored to U.S. Naval Strategic issues and/or relevant regional exposure to geographical areas of interest to the Navy.

**Purpose:** The Navy has determined there is a need for Officers skilled in the practice of formulating, developing, and executing strategy at various leadership levels in order to fill key billets in Navy, Joint, and high-level political staffs. U.S. Naval War College is one of several professional schools or university programs designed to produce such a cadre of officers educated in the study and application of naval, military and national strategy. Students will begin the program in the Fall Term.

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



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

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

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

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



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

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

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

## Degree & Diploma Requirements

### Resident Students

U.S. resident students in the College of Naval Warfare 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 two elective courses, are awarded the Naval War College **Master of Arts degree in National Security and Strategic Studies**. U.S resident students in the College of Naval Command and Staff, 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



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courses, are awarded the Naval War College **Master of Arts degree in Defense and Strategic Studies**. Graduates are also eligible for Joint Professional Military Education certification (College of Naval Warfare ~ Phase II and College of Naval Command and Staff ~ Phase I).

In the College of Naval Warfare, the Joint Military Operations, Strategy and Policy, and National Security Decision Making courses are all worth eight credit hours and the Leadership in the Profession of Arms course is two credit hours. Each of the two electives is worth two credit hours. This is a total of 30 credit hours. In the College of Naval Command and Staff, the Joint Maritime Operations, Strategy and War, and Theater Security Decision Making courses are all worth eight credit hours and the Leadership in the Profession of Arms course is two credit hours. Each of the two electives is worth two credit hours. This is a total of 30 credit hours. Students who have already earned a NWC Master of Arts degree in National Security and Strategic Studies through prior attendance in the CNC&S course or CDE Graduate Degree Program will receive a second transcript highlighting the differences between the two degrees.

Assuming the grade requirements above are met, these students will receive the NWC diploma with JPME II certification. These students will also earn 30 graduate level semester hours (eight per core course and two per elective each semester) that they may apply towards other graduate programs either concurrently or after completion of the academic year.

## **College of Distance Education**

Successful completion of the non-resident, intermediate-level Fleet Seminar Program is recognized by the award of the NWC CNC&S diploma and JPME Phase I certification. Fleet Seminar students, who have been accepted in the Graduate Degree Program and earn a final grade of B- or above in each core course and complete nine graduate semester hours of approved elective courses, are also awarded the Naval War College **Master of Arts degree in Defense and Strategic Studies**. Successful completion of other nonresident, intermediate-level programs is recognized



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

## **Transcripts and Transfer Credit**

### **Transcripts**

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

### **Transfer Credit**

The policy of the Naval War College is not to accept transfer credit for courses completed at another institution in fulfillment of any portion of the resident college curriculum.

## **Academic Recognition**

Honors are bestowed as recognition of outstanding academic achievement and as a means to further encourage sound scholarship. This honor, based upon graduation grade point-average, becomes part of the official record, is awarded upon graduation and appears on the transcript, the diploma, military fitness and evaluation reports, and other documents which convey a student’s academic accomplishment. Two categories are awarded for superior scholarship in work leading to the master’s degree. Students whose final grade point average (GPA) stands them numerically within the top 20 percent of their graduating cohort—November, March, and June—will be designated as having earned distinction. In determining degrees of distinction within the cohort, students in the top five percent of their class will be designated on their diploma and transcripts as having





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graduated with highest distinction and students comprising the next 15 percent will be designated as having graduated with distinction. In no case will a GPA of less than 90 percent (A-) earn distinction status.

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

When a mathematical distinction between students cannot be made, the proportions stipulated above may be exceeded. Successful completion of the Electives Program is a prerequisite to eligibility for either of these honors. Fleet Seminar students compete for honors in similar fashion as resident students but are compared only within their fleet seminar cohort in making this determination. For the Naval Command & Staff Online Program distinctions are determined using as a reference the GPA from the most recent CDE Fleet Seminar Program June graduating cohort. Faculty members participating in college's academic programs will be eligible for academic honors. However, such faculty designation will not be calculated in the student percentages cited above so as not to deprive any full-time student of this opportunity. In the case in which students complete graduation requirements through a combination of Residence and Fleet Seminar Program, distinction determination will be based upon the program.

## **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 Dean of CDE, and faculty are encouraged to screen papers prepared as an academic requirement and, when warranted, provide constructive criticism and motivation to facilitate student submissions for award competition. The Staff Judge Advocate provides the Dean of Academics with an ethics review when requested in the case of



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a special academic award. A brief description of awards is given below.

Faculty members should note that papers entered into competition which are the product of a Naval War College academic requirement may fall into the category of “government works” that are not subject to copyright and may be used by U.S. government agencies as desired. Honorable mention awards or certificates are presented in nearly every category if, in the opinion of the respective award committee, additional essays deserve special recognition. All essays must have been written while the student was enrolled in a Naval War College course, either as a resident or as a nonresident student.

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



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- 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



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Association, and a certificate are presented.

- The Director of Naval Intelligence (DNI) and the Director of the Defense Intelligence Agency (DIA), respectively, sponsor Intelligence Directors' Essay Awards for the best professionally worthy essays on some aspect of naval or maritime intelligence and joint or national intelligence. The awards consist of Office of Naval Intelligence and Defense Intelligence Agency plaques.
- The Armed Forces Communications and Electronics Association Award (AFCEA) recognizes the best professional essay in the areas of Avionics, Command and Control, Computers, Communications, Electronic Warfare, Electronics, Radar, Satellites, and Intelligence Systems. Operations research papers or other student submissions developing these subjects are considered for the competition. Recipients of the award receive a certificate describing the accomplishment and a table clock.
- International students attending the Naval Command College are eligible to compete for the Robert E. Batemans International Prize Essay Award sponsored by the Naval War College Foundation. The essay must represent original thinking on some aspect of force planning, or current operational or strategic issues of maritime interest with an international dimension. The award consists of a \$1,000 cash prize and an inscribed certificate.
- The annual Zimmerman/Gray International Essay Award, established in academic year 2004–2005, is given for the best of the professionally worthy papers submitted by a student in the Naval Staff College full year course of study. The award consists of a perpetual plaque displayed at the Naval War College bearing the winner's name. Recipients of the award are also given a suitably inscribed certificate describing their accomplishment and a cash prize provided through the generosity of Mr. and Mrs. Gilson Gray and the Naval War College Foundation. The award is named in honor of their fathers, Cmdr. Donald Zimmerman, and Cmdr. Gilson B. Gray, Jr., both career naval aviators who saw



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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 Capt. Woodson's many friends, the prize is presented at the graduation ceremonies in June and December.
- The Naval Submarine League Prize recognizes the best essay or research paper submitted related to submarine warfare by a resident student at the Naval War College.
- The Naval War College Review Prizes are sponsored by the Naval War College Foundation for works published in the Naval War College Review. The three best feature articles appearing in the Review during a calendar year are awarded cash prizes. Historically oriented feature articles of maritime interest may also be considered for the Edward S. Miller History Prize. Authors may, but need not, have an affiliation with the Naval War College.
- Each year the Naval War College Foundation sponsors a monetary award to an outstanding College of Distance Education Fleet Seminar Program graduate demonstrating high standards of academic performance, professionalism, and community service. This award is known as the McGinnis Family Award for Outstanding Performance in Fleet Seminar Education.
- The Foundation also presents the Vice 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



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presented. Each award consists of a \$1,000 cash prize and a plaque or certificate.

- Annually the Naval War College presents the Vice Adm. Charles “Soc” McMorris Award to the top graduate of the Maritime Advanced Warfighting School, based on grade point average, faculty evaluation, and peer recommendations. The award is presented at MAWS graduation in September.

## Academic Honor Code

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

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

If written work is submitted which appears to violate the Academic Honor Code, the faculty or staff member will notify the executive assistant of the department concerned or the director, College of Distance Education as appropriate. The department will investigate the matter to determine whether or not there is substantial evidence of a violation. If there is substantial evidence, the Chair of the Department or the Dean, College of Distance Education will refer the matter to the Dean of Academic. A complete explanation of the Academic Honor code and its related procedures can be found in the Faculty Handbook (2018).



## ACADEMIC DEPARTMENTS AND COURSES

The Naval War College maintains three academic departments and the Navy's advanced warfighting school: Strategy and Policy, National Security Affairs, Joint Military Operations, and the Maritime Advanced Warfighting School. The Strategy and Policy department is designed to teach students strategic thinking; National Security Affairs is designed to teach students about national decision making and the international security environment; Joint Military Operations is designed to teach Joint Warfighting at the theater-strategic and operational levels; and the Maritime Advanced Warfighting School is designed to teach advanced war planning.

### **Strategy and Policy (S&P) Department**

The Strategy and Policy Department teaches students to think strategically and conduct critical analysis to thereby become leaders skilled at making sound judgments in the joint, interagency, and multinational decision making environments. The intermediate- and senior-level courses on strategy are considered the best in professional military education and



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serve as a model for programs on strategic studies offered at world-class universities. This well-deserved reputation for excellence 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*, and Mao’s *On Protracted War*— 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, the College’s 37th president, 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-level education in the liberal arts and a professional school program of study. The Strategy and Policy Department has developed an innovative interdisciplinary approach, drawing on the disciplines of history, political science, international relations, ethics, culture and regional studies, and economics. The Department’s courses integrate academic perspectives with critical military factors from the profession of arms, such as leadership, doctrine, technology, and logistics. The resulting synthesis prepares students for positions of strategic leadership by providing them with a coherent frame of analysis to assess complex strategic problems and formulate strategies to address them. The Strategy and Policy Department provides an education that is meant to be of enduring value for someone serving in the profession of arms and as a national security professional.





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

The senior-level course emphasizes grand strategy and employs case studies that are distinctive in three respects. First, the course examines the dynamics and effects of long-term strategic competition. Such conflicts often entail protracted periods of intense fighting that produce truces and peace settlements, interwar and pre-war 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, this course analyzes the strategic success and failure of great and regional powers as well as non-state actors. It contrasts maritime powers with land powers, exploring the different strategies open to them, and examines the resiliency of different kinds of political systems. Third, 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. Three basic types of war stand out in our syllabus: big (and generally 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



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strategic effects of operations, exploring how battlefield outcomes can change the strategic environment. Operational success in war, for example, might open up new strategic opportunities. Operational failures might close off promising strategic courses of action. The interaction between the operational use of military force and strategic outcomes can lead to unanticipated results. The history of warfare provides many examples of disproportionate military victories that were largely unforeseen by planners. Alternatively, the commitment of large numbers of forces and huge resources does not ensure strategic success. Students examine how unanticipated second- and third-order effects frustrate planners who seek to dominate the battlefield and the course of operations.

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

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

Each of the two main core courses offered by the NSA Department offers a broad interdisciplinary foundation by studying international relations, regional studies, foreign policy analysis, and decision making to enable students to navigate the national security system more effectively. These world-class courses have been developed by a dynamic and committed faculty comprised of practitioners and scholars from the fields of political science, international relations, sociology, psychology, history, civil-military relations, diplomacy, and military operations. As a result, numerous members of the NSA faculty are routinely solicited to weigh in on national



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security debates through congressional testimony and/or various media outlets. In addition to the stellar reputation among other professional military education institutions, each NSA course has been externally reviewed resulting in high praise from a panel of highly respected civilian academics. 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 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 analyze national security along two axes: domestic and international. These two axes are structurally embedded within the organization of the courses through two sub-courses: International Security and Foreign Policy Analysis. International Security focuses on how the international system affects national security decisions by exploring global political geography issues, and economic, socio-cultural, security and diplomatic challenges. Additionally, this sub-course examines the challenges of translating national strategy to force structure and the appropriate use of that force structure. Foreign Policy Analysis focuses on how the U.S. government makes national security decisions and to understand the influences, actors, and processes that affect policy making at the national-strategic and theater-strategic levels. Foreign Policy Analysis challenges the students to analyze contemporary national-strategic and theater-strategic security issues and identify relevant domestic and international factors that affect national security decisions. Both courses also feature “practitioner sessions” in which senior practitioners engage students on key course themes, and each course culminates in a capstone Final Exercise (FX) that challenges students to integrate course concepts.

The FX challenges students to analyze strategy development at the national and theater levels, produce operating concepts, define capabilities, develop force structure in the context of constrained national resources, and consider their potential use as an instrument of national power.



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## **National Security Decision Making (NSDM): Senior Level Course**

The National Security Decision Making (NSDM) course educates senior military officers and U.S. government civilians in the College of Naval Warfare and Naval Command College on the dynamic complexities of today's rapidly evolving national and international security environment. The NSDM curriculum covers a diverse array of national, regional and global security issues, giving particular emphasis to the understanding U.S. decision making at the national-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.

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 utilizing concepts from foreign policy analysis and international relations theory to include the analysis of economics, political science, strategy, 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 two sub-courses and a culminating exercise:**

- International Security;
- Foreign Policy Analysis; and
- NSDM Final Exercise (FX)



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## Theater Security Decision Making (TSDM): Intermediate Level Course

The Theater Security Decision Making (TSDM) course educates intermediate military officers and U.S. government civilians in the College of Naval Command and Staff and Naval Staff College on the complexities of today's national and international security environment with a strong emphasis on regional security issues. The course offers a broad interdisciplinary curriculum in contemporary security studies that encompasses a diverse spectrum of regional and global issues and perspectives, but with particular emphasis on U.S. decision making challenges and processes at the theater-strategic level through the geographic combatant commands. Because of the theater-strategic focus of the course, each TSDM seminar will concentrate on a specific geographic region. 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 utilizing concepts from foreign policy analysis and international relations theory to include the analysis of economics, political science, strategy, 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.



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**The TSDM curriculum consists of two sub-courses and a culminating exercise:**

- International Security;
- Foreign Policy Analysis; and
- TSDM Final Exercise (FX)

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.

## **Joint Military Operations (JMO) Department**

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

The College of Naval Warfare JMO course emphasizes the issues that must be addressed by a regional, warfighting Combatant Commander, other supporting Combatant Commanders, subordinate Component Commanders, and their staffs. The College of Naval Command and Staff JMO course addresses operations of the Joint Task Force commander, subordinate Commanders, and supporting staffs. Both courses seek to instill an entirely new student perspective.

The entering student's primary background experience generally is centered in a single, discrete discipline within the narrow dimension of a segment of a single-Service environment. The graduating student, on the other hand, has a firm grasp of military and naval strategy and campaigning,



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including integrated operations with other Services and U.S. agencies, and multinational operations with allies. Graduates also understand the linkages among strategy, operations, and tactics, and possess a thorough grounding in the essential elements of military planning and decision making. The JMO courses employ a multidisciplinary approach, which synthesizes selected concepts from strategy, military decision making to include international law and rules of engagement, operational planning, and warfare tasks.

## **Joint Military Operations (JMO): Senior Level Course**

The Joint Military Operations (JMO) Senior-level Course (SLC) is an in-depth study of the theater-strategic and operational levels of war across the spectrum of conflict. It builds on Joint Professional Military Education (JPME) Phase I as defined in the Officer Professional Military Education Policy (OPMEP) and complements the Naval War College's National Security Affairs (NSA) and Strategy and Policy (S&P) curriculum. The JMO SLC prepares students for the operational arena by emphasizing problem solving operational planning and joint force application to achieve military objectives. It examines Joint Operations from the standpoint of the Combatant Commander, and Joint Task Force Commander, with a maritime emphasis. It further develops Joint perspectives, increasing officer's understanding of service cultures while concentrating on Joint Staff operations.

**The JMO trimester is designed to:**

- Enhance students' ability to develop operational concepts, to adeptly apply joint planning processes, and to creatively leverage the instruments of national power across the spectrum of conflict in achieving assigned objectives.
- 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.
- Develop skilled senior warfighters who can synthesize valid courses of action and function in volatile, uncertain, complex, and ambiguous



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operating environments.

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

## **Joint Maritime Operations (JMO): Intermediate Level Course**

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

- Expand critical and creative thinking, and develop problem solving skills as they pertain to decision making and leadership in the maritime domain.
- Develop students grounded in Operational Art and Naval Warfare Theory and their practical application across the spectrum of conflict.
- Apply the Joint/Navy Planning Process to volatile, uncertain, complex, and ambiguous problems and develop written orders designed to resolve them.
- Understand how to employ maritime power in the attainment of assigned joint and service objectives.

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

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

The Maritime Advanced Warfighting School (MAWS) is a Chief of Naval Operations directed course that imparts significant naval and joint operational planning knowledge to specially selected Navy and other-Service





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officers for subsequent assignments to numbered Fleet, Navy Component Fleet Commander, Joint Component, and Combatant Commander Staffs. It integrates the Naval War College's resident Intermediate-level College (ILC)/JPME Phase I curriculum with a tailored operational planning and leadership curriculum in a single 13-month package. The MAWS educates officers to be operational-level leaders: to understand and apply maritime power effectively; to stand up and lead Operational Planning Teams (OPTs); and to think creatively and critically by evaluating complex, chaotic security problems, identifying key causes and effects, developing exhaustive alternatives, and effectively implementing the best courses of action. The MAWS educates officers to conduct operational planning in multinational, interagency, joint, and maritime planning environments.

MAWS students represent all U.S. Services and are chosen from the slate of officers who comprise each August's college-wide intermediate level class (ILC). Navy officers selected to attend the August ILC may apply for MAWS by notifying their detailers of desire to participate. Non-Navy officers selected to attend the August ILC may apply for MAWS by notifying their Senior Service Officers at the college. The MAWS integrates the College of Naval Command and Staff core courses (National Security Affairs, Strategy and War, and Joint Maritime Operations), three electives comprising the Joint Planner area of study, and accomplishment of real-world planning missions assigned by Joint and Navy operational commanders in the final three months of the course. This educational process produces skilled practitioners of operational art and operational planning in the joint and maritime domains.

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

The Advanced Strategist Program (ASP) at the U.S. Naval War College is an intensive in-resident graduate program that provides a specialized track for developing officers skilled in the practice of formulating, developing, and executing strategy at senior leadership levels, in order to fill key billets in Navy, Joint, and high-level political staffs. ASP is conducted annually in conjunction with the rigorous in-resident M.A. graduate PME program that includes the core educational modules of the Naval War College's



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degree programs, and their focus on joint military operations, national security affairs, and strategy and policy. ASP deepens this core educational curriculum to include strategic topics such as sea power, coercion, deterrence, political economy, sanctions and inducements, emerging technologies, nuclear strategy and proliferation, globalization, and current strategic challenges in the modern international security environment. ASP is a joint educational program and runs annually for 13 months. It requires both an August start and ending date. U.S. Navy Unrestricted Line officers who successfully complete the program will receive the 2300P Sub-specialty code of Naval Strategist, while Restricted Line officers will receive the 2000P Sub-specialty. Sister service credentials are awarded per service policy.

Placement goals for graduates of ASP are key designated strategy billets at the O-5 & O-6 level in N7, Navy Staff, Joint Staff, other national agencies such as State, Congressional Liaison Office, National Security Council, and other COCOM level billets. Attendance is limited annually to 12 students. ASP particularly values post-command O-5 and O-6 officers for their broad-based experience, leadership acumen, and potential to immediately fulfill designated strategy billets. Detailers should only consider those officers with potential for further advancement/promotion, demonstrated strong academic performance in related graduate education degree programs, and senior staff experience at Fleet, COCOM, or Pentagon assignments, along with clearly superior career performance. Participants must complete a guided, 10,000 word M.A. graduate level Thesis, on a current U.S. national strategic topic, and pass comprehensive oral exams.

## **College of Leadership and Ethics (CLE)**

CLE administers the core course, Leadership in the Profession of Arms (LPA), using different curricula for SLC and ILC. LPA is a two credit-hour course that focuses on building leadership and ethics fundamentals through a combination of source readings, case studies, individual psychometric assessments, and self-reflection. All students will develop and submit a Personal Leader Development Plan (PLDP) as part of the course. Students will be assigned to an LPA seminar during one trimester during the year. CLE also maintains an outward focus as



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well in the delivery of leader development to 2 and 3-star Flag Officers and civilians in the Flag Leader Executive (FLEX) short courses.

CLE delivers most leader development electives from across the Naval War College. CLE also teaches ethics electives, such as the Foundations of Moral Obligation commissioned by VADM (Ret) Stockdale when he was President of the War College and continuously taught since 1978. They use much of the learning from electives to provide academic support to the Fleet's leader development work.

## Electives Program

The Naval War College Electives Program constitutes 13 percent of the Naval War College resident academic curriculum. The purpose of the Electives Program is to expand treatment of subjects offered in the core curriculum, offer subjects not available in the core curriculum, and provide specialized Areas of Study (AoS) for those students desiring to focus on a certain subject. Students may take courses from various Areas of Study throughout the year, or they may choose to remain with a specific AoS. The NWC offers approximately 70 different elective courses annually, and most are conducted in a small-seminar environment. The lineup of courses evolves from year-to-year, and faculty members are encouraged to offer electives in their various specialties. Most electives are taught by resident faculty, but a significant number are taught by Adjunct Professors from various regional institutions. Each elective counts for two credits and meets for ten three-hour sessions each trimester. Courses in a particular region or topic may be offered each trimester. The number of courses in each AOS varies annually.

### AREAS OF STUDY (AOS)

Series of three courses in a particular area of study Regional and Cultural Proficiency – Achieves CJCS RE Level 3

- Arctic Studies Group
- Asia-Pacific



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- Greater Middle East
- Africa
- Latin America/Western Hemisphere
- Europe-Russia
- Corporate Strategic Planning
- Operational Law
- Strategy, Operations, & Military History
- Information Operations
- Irregular Warfare
- Leadership & Ethics
- Holloway Group
- Homeland Security Homeland Defense
- Enterprise Strategic Planning
- Strategic Theater Planner
- Joint Operational Planning (MAWS)
- Halsey Group
- Joint Land Aerospace Sea Simulation (JLASS)
- Gravely Group

## Special Research Programs

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



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

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

**Holloway Group:** The Admiral James L. Holloway III Advanced Research Project is a collaborative faculty/student research project hosted by the Naval War College's Russia Maritime Studies Institute. Established in August 2017, the Holloway Project conducts classified war gaming of high-intensity maritime conflict with Russia. The thirty-week student research elective examines maritime and joint campaigns in the EUCOM AOR at the operational and high tactical levels of war. It utilizes student expertise in U.S. Navy warfighting areas and NWC faculty expertise on Russian maritime issues. Students gain expertise in the Russia problem set and in planning and executing maritime campaigns, and the insights generated by the research are shared with relevant staffs and leadership, such as EUCOM, NAVEUR, Sixth Fleet, Fleet Forces, and OPNAV.



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

Individual ARP students participate in their respective research group as an elective for two trimesters. During one trimester, ARP students participate full time in their research in place of either the Strategy and Policy or National Security Decision Making core courses. Individual ARP students participate in their normal elective track for all three trimesters but substitute their ARP research for Strategy and Policy or National Security Affairs core courses, nominally in their last trimester at the College. Students receive a numerical grade for their participation in the ARP that becomes part of their transcript at the College, contributes to their class standing, and is credited to their matriculation to the Master's Degree and JPME requirements.

### **Individual Advanced Research Projects**

The Individual Advanced Research Projects allow qualified students to undertake individual research projects that substitute for single core courses. These projects, comparable to a master's research project, are subject to review and approval by the Advanced Research Council (ARC) and the President of the U.S. 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 Advanced Research Project 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.



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## Regional & Specialized Study Groups

The Naval War College hires faculty members with regional security expertise and analysis in all areas of the globe. Academic, research, and gaming faculty members possessing regional and cultural knowledge participate in the school's regional studies groups, through which the college promotes major research and exchange/educational relationships with counterpart institutions around the world. The college's seven regional studies groups have become strategic assets in the Global War on Terrorism and in future military operations; they have also helped to support the Chief of Naval Operation'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 multidisciplinary research on Arctic governance and security issues. ASG students 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.

### Africa Studies Group

The Africa Studies Group (ASG) comprises faculty and students with an interest in African affairs. The group strives to increase awareness and enhance teaching on regional issues by supporting faculty professional development, sponsoring guest speakers, disseminating information about local events relating to Africa, and circulating electronic articles



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of interest to members. The ASG also provides subject matter expertise and research support to the Navy, Combatant and Component Commanders and other DoD agencies. It also actively supports the college's and USAFRICOM regional engagement and security cooperation activities in theater. The primary day to day mission of the ASG is the development and execution of an elective program focusing on African culture and history, military history and contemporary security and politics. The College of Distance Education offers online versions of these courses accessible to officers of all services on a global basis.

### **Asia-Pacific Studies Group**

The Asia-Pacific Studies Group (APSG) consists of faculty and students at the NWC with particular interest, expertise, or experience in China, Taiwan, Japan, North Korea, South Korea, Russia, Southeast Asia, Australia, Oceania, regional maritime affairs, and U.S. military strategy in the Asia-Pacific region. The group serves as the focal point for information sharing related to major policy developments within the region and to U.S. policy. The APSG supports discussion round tables for visiting dignitaries and hosts several guest speakers throughout the academic year. The group performs an important outreach function for the college by facilitating faculty and student participation in major conferences and research activities in the Asia-Pacific region and in the United States. APSG works with the China Maritime Studies Institute and the John A. van Beuren Chair of Asia-Pacific Studies at the Naval War College to promote greater regional awareness. In addition, the APSG undertakes periodic interactions with other military colleges across the region and with major research organizations devoted to Asia and the Pacific. Finally, APSG performs a coordinating function with the Electives Program on the growing array of course offerings on the region and on U.S. Asia-Pacific strategy, enabling students to fulfill the requirements for the College's Asia-Pacific Studies Concentration. The Asia-Pacific area of studies offers a broad array of courses from basic surveys on specific countries to more specialized topics of importance to the Navy such as Chinese Maritime Development.





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## 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 several 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. 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. In addition to the RMSI's focused research on naval and maritime questions, the Europe-Russia Studies Group supports students and faculty interested in the region by providing a venue for general discussion of Russia-related issues. It also sponsors some research and conference travel and outside speakers.

## 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



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on the most important strategic challenges within this region. The group advances the college's educational mission through its dedication to three key areas: teaching, research, and international engagement. The GME RSG works closely with the College's Greater Middle East Area of Study in the resident Electives Program which seeks to ensure that resident midgrade and senior military officers are offered a robust and cutting-edge elective curriculum through classroom instruction, independent research, and opportunities for engagement with the region. In cooperation with the other regional study groups, the GME RSG facilitates conferences, lectures, and workshops throughout the year that link our faculty and students with other communities of scholars and professionals outside the college in both government agencies and academic institutions such as the Watson Center for International Studies (Brown University), Belfer Center (Harvard University) and the Crown Center for Middle East Studies (Brandeis University). Since 2006, the GME RSG has been instrumental in providing lectures of opportunity, faculty funding, professional development opportunities, and workshops and conferences on strategic challenges within the region. The GME RSG seeks to integrate the professional and intellectual capital of its affiliated faculty and student body with the college's larger mission through curricular excellence, programmatic relevance, and community and international outreach on the critical region and nations of the Greater Middle East.

## **Indian Ocean Studies Group**

The Indian Ocean Studies Group (IOSG), comprised of faculty, staff, and students with an interest in the region, has a maritime focus that crosses U.S. government organizational and traditional land centric geographic seams. The goal of the work of the study group is to examine issues and areas that may be relatively understudied and bring a uniquely maritime point of view to the region to provide valuable insights to policy makers and analysts in accordance with the educational mission of the Naval War College. The IOSG serves as the school's principal forum for addressing a full range of Indian Ocean strategy



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and policy issues. The study group's activities include: group meetings; sponsorship of a visiting speaker's program; dissemination of research in progress and publication of final research results; and workshops and conferences. The group has also been engaged in directly supporting senior DoD decision makers on strategic issues in the region.

## **Latin America Studies Group**

The Latin American Studies Group, comprised of faculty, staff and students with an interest in the region, coordinates the planning, programming, budgeting, and execution of an extensive engagement program throughout the Latin American region. The group also shares perspectives on key political, economic, and security issues in the region with a focus on understanding context and providing perspective on this dynamic and growing region of the world. This engagement program supports theater security cooperation activities of the U.S. Southern Command, U.S. Northern Command, their naval components, and the U.S. Navy. The study group supports a variety of regionally-focused activities: conferences; war games; research projects; faculty travel to conduct lectures, workshops, and curriculum reviews; and war college and faculty visits from the region to Newport. Additionally, the group supports the Inter-American War Game and the Multilateral War Game involving more than 14 countries from the region. Latin America Studies Group faculty also prepare and deliver lectures and short courses at naval war colleges, defense staffs, think tanks, and civilian universities throughout the region. The knowledge and regional understanding gained is brought back and incorporated into the college's core curriculum, electives, and research programs. Faculty members teach the three electives in the Western Hemisphere - Latin American Concentration. The electives provide a general overview of the government, geography and culture of the region, a more focused examination of security challenges in the region, and a study of regional economic trends to include case studies of significant economic events in modern Latin American history.



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## **Naval War College John B. Hattendorf Center for Maritime Historical Research**

Since the founding of the Naval War College in 1884, the study of naval history has been an integral part of the College's mission to educate and to develop future leaders by building their analytical abilities and strategic perspectives and enhancing their capacity to advise senior leaders and policymakers. Complementing the work of other research centers within the Naval War College, the Hattendorf Historical Center (HHC) within the College of Leadership and Ethics is a place of original research in maritime and naval history that develops new historical insights in support of the College's mission and its national and international outreach. The HHC educates future leaders by operating the Graduate Certificate in Maritime History, teaching in the Electives Program, and organizing lectures and conferences on naval and maritime historical topics relevant to today's Navy. HHC faculty members publish advanced research on maritime and naval history from the age of sail to the present.

Maritime history is about more than just the past; for the HHC it is also a lens through which to view the present and the future. Our product is the processing of the experience of the past. As such, what we deliver and facilitate is of value to the U.S. Navy as a source of reflection and comparison to help as policy is made and operations are planned. Knowing what happened explains the present and raises critical questions and insights about what remains the same and what is different for the future. Moreover, by contributing to the sea-mindedness of the American public, we aim to assure the Navy of a more sympathetic hearing as it develops its plans and requirements.

## **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



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Richardson and Bradley Foundations to ensure that education and research on armed groups remains timely and easily accessible.

The center's mission is threefold:

- Promote and support research and teaching on irregular warfare and armed groups.
- Disseminate cutting-edge analysis via symposia and workshops to provide a forum for dialogue at the Naval War College between U.S. and international practitioners and scholars.
- Expand outreach and networking activities to establish and sustain a “community of interest” devoted to the study and teaching of irregular warfare and armed groups.

CIWAG has developed a dozen case studies and is working on additional cases by noted scholars from around the world to provide students from professional military educational institutions and civilian universities with operational and strategic insights into contemporary and historical issues pertaining to irregular warfare and armed groups. CIWAG hosts an annual symposium at the College.

## **Women Peace and Security Program**

Established in academic year 2011-2012 at the U.S. Naval War College, the Women Peace and Security program is based upon the content of the 2011 United Nations Security Council Resolution, 1325, and eight follow on resolutions, the United States National Action Plan on Women Peace and Security and the United States, bipartisan Women Peace and Security Act of 2017. All aspects of the program reflect the growing movement to advance women's inclusion in the security sector, peacemaking and peacekeeping, conflict resolution and reconciliation processes, conflict related violence protection, training



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peacekeepers and military personnel and women’s political leadership.

Currently, the program has an established academic chair which oversees a yearly conference and academic consortium as well as a yearly call for papers. In addition, international exchanges are organized to assist in the development of national action plans. To date, all U.S. Combatant Commands and all U.S. Service branches have attended and participated in these events. Internationally, the program has linked a variety of military and civil sector personnel to share and exchange ideas across the spectrum of women peace and security components. Embedded within the program are the U.S. Naval War College missions of defining of future Navy roles and missions, support of combat readiness, strengthening global maritime partnerships and contribution of knowledge to security sector professionals. For a summary of the program please watch our video: <https://www.youtube.com/watch?v=z9EQzpNA-Xo>.

## **Adm. James R. Hogg Cyber and Innovation Policy Institute (CIPI)**

The Adm. James R. Hogg Cyber and Innovation Policy Institute (CIPI) was established in August 2018. The CIPI is a part of the College’s Strategic and Operational Research Department and focuses on cyber conflict at the international, national, and operational levels. One of the primary focus areas involves innovation in the cyber domain and actionable policy options for senior leaders. CIPI also supports joint education at the College and other naval institutions.



## GRADUATE CERTIFICATE PROGRAMS

The NWC will offer two Graduate Certificate Programs in academic year 2021-2022: Ethics and Emerging Military Technology (EEMT) and Maritime History (MH). Unique to the NWC among all other JPME I/II institutions, these programs include a limited number of highly motivated, academically oriented, and competitively selected 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, 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. Applicants will be interviewed by program faculty.



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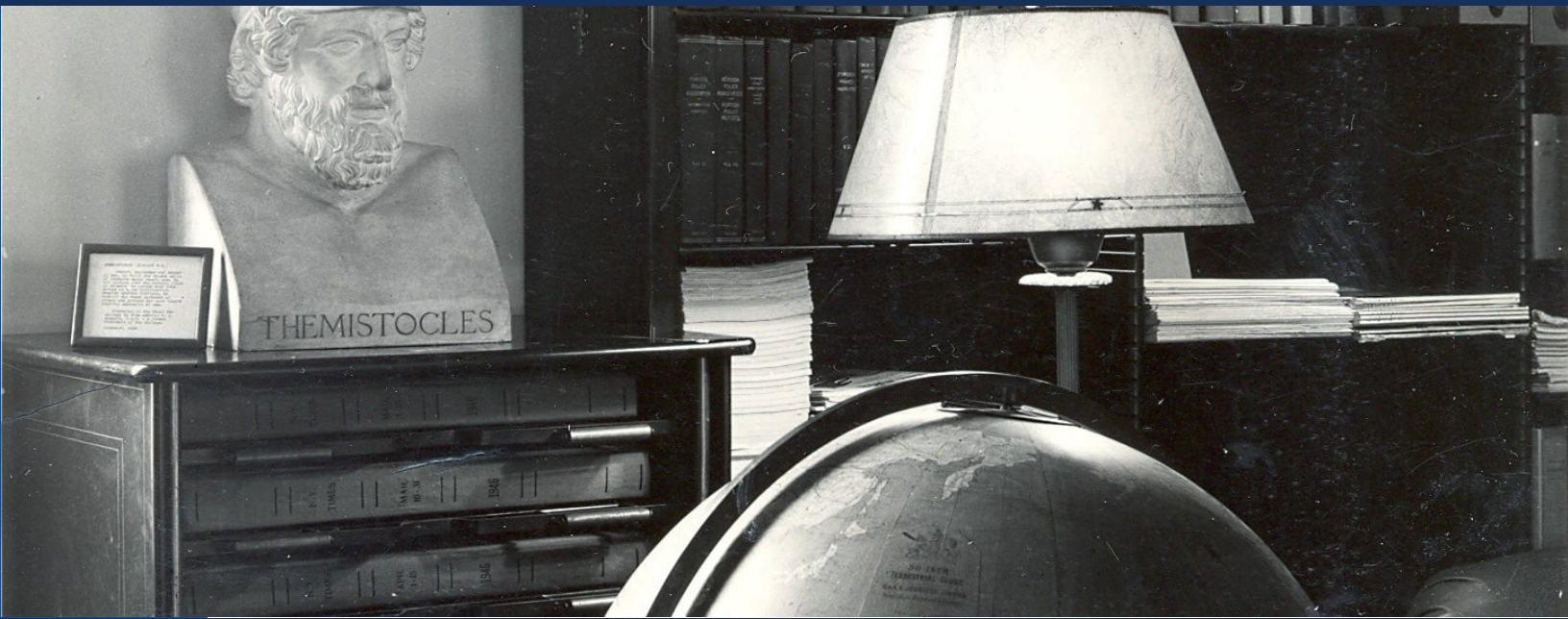
## Ethics and Emerging Military Technology

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.

## Maritime History

The Graduate Certificate in Maritime History 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.





## COLLEGE OF DISTANCE EDUCATION

The College of Distance Education (CDE) was established in 1914 by General Order 89 to “conduct extension courses for the benefit of officers who are not available for attendance at the college.” At that time, CDE was a true pioneer in the field of distance education as it created a Navy-wide correspondence course program using the U.S. postal system as the conduit. More than a century later, the CDE offers a range of programs for officers and enlisted personnel of all U.S. military services and federal civilian employees of the grade GS-11 and higher. Those programs provide academically challenging and fully-accredited Joint Professional Military Education Phase I (JPME-I) at the Intermediate Service College level to sea service officers of at the rank of O-3 and above, and at O-4 and above for other U.S. military officers; and provide online Professional Military Education (PME) for junior officers O-1 to O-3 and all U.S. military enlisted personnel.



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## JPME I Programs

### Fleet Seminar Program

The Fleet Seminar Program (FSP) delivers a seminar-based, faculty-taught, face-to-face education in evening sessions designed to support after-duty-hours study for students which replicates to a substantial degree, the experience enjoyed by full-time resident students on the home campus in Newport. Applications for admission are open in April and May for the classes that meet one evening per week for 34 consecutive weeks from September to the following May. Seminar classes are offered at 17 locations around the country in 60 separate seminars. Most students complete one of the three core courses each year, and about 1,000 students are enrolled in the FSP every September, resulting in nearly 250 JPME Phase-I graduates each June.

Seminars are offered in Newport, R.I., Annapolis, MD, Washington, DC, Patuxent River, MD., Norfolk, VA., Great Lakes, IL., Millington, TN., Mayport, FL., Jacksonville, FL., Pensacola, FL., New Orleans, LA., Fort Worth, TX., San Diego, CA., Bangor, WA., Everett, WA., Whidbey Island, WA., and Pearl Harbor, HI.

### Graduate Degree Program

The Graduate Degree Program (GDP) provides an opportunity for FSP students and graduates to earn the Naval War College Master of Arts in Defense and Strategic Studies degree. The degree requirements include completion of all three core FSP core courses and nine semester credit hours of approved elective courses in a single area of study taken at an accredited College or University graduate school. FSP students may apply for admission to the GDP after the completion of one core course with a grade of B- or better, and all coursework must be completed in a seven-year time period from the start of that first core course. Approximately 175 such degrees will be awarded each academic year.



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## Naval War College at the Naval Postgraduate School

The Naval War College at the Naval Postgraduate School (NWC-at-NPS) Program provides the NWC JPME-I education to students who are concurrently studying on the Monterey, California campus earning a Navy-sponsored master's degree. A full-time faculty of 18 NWC professors teaches face-to-face tailored versions of the College's three core courses which are embedded in the students' NPS degree programs as electives. The courses are taught in seminar format on the NPS quarterly schedule in which two courses, S&W and TSDM, are one quarter each, while JMO requires two quarters to complete. The courses may be taken in any sequence over the time the student is at NPS, except that JMO I must be complete before JMO II. Eligible officers from other U.S. services at NPS also attend the courses to complete requirements for the NWC Diploma and JPME I certification, thus adding important joint acculturation to the program. An average of 325 students graduate from the program each year.

## Naval Command & Staff Online Program

The Naval Command & Staff (NC&S) Online Program delivers a tailored outcome-based curriculum taught by CDE faculty to cohorts of about twenty students via the internet. The NC&S Online Program teaches the fundamentals of U.S. national security affairs and policy, military strategy and operations, and the relationship between them. The program is 41 consecutive weeks long, organized into five educational blocks, with scheduled interaction between the students and the professor, and between the students themselves. Conducted asynchronously, there is never a set time for students to be online simultaneously, so students and professors may be geographically located worldwide. In addition, there is a five-week-long pre-requisite Foundational Knowledge Course (FKC) that introduces the online learning management system, provides basic professional military education familiarization, and emphasizes and assesses students' writing skills. Classes begin each quarter, and students should expect to dedicate



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eight to ten hours per week to their course requirements. Graduates earn their JPME I certification. About 1,000 students will graduate this year.

## **Professional Military Education Online Programs**

In 2004 the CNO made the Naval War College the Executive Agent for the entire Professional Military Education (PME) Continuum, and CDE was tasked to provide online courses for enlisted Sailors (E-1 to E-9) and junior Officers (O-1 to O-3). Accordingly, CDE created the following online self-paced courses which are available via the Navy E-Learning portal.

### **Introductory (E-1 to E-3)**

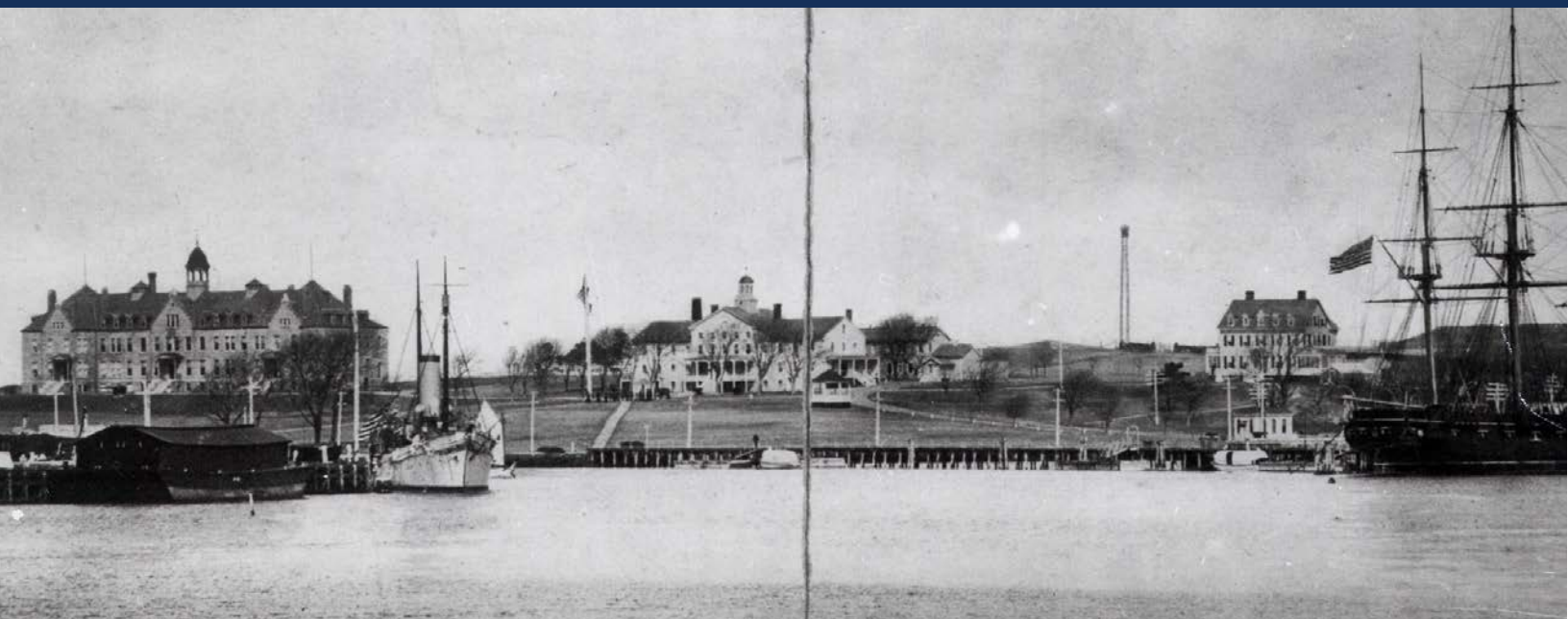
PME topics and assessments in approximately 20 hours online time.

### **Basic (E-4 to E-6)**

PME topics and assessments in approximately 40 hours online time.

### **Primary (E-6 to E-9) & (O-1 to O-3)**

PME topics and assessments in approximately 70 hours online time.



## INTERNATIONAL PROGRAMS

The U.S. Naval War College plays a critical role in building and strengthening global maritime partnerships. The Dean of International Programs oversees myriad formal and informal international education and outreach activities. Each year, nearly two hundred elite naval officers from around the globe come to Newport to attend professional military education courses, conduct extended research projects, participate in challenging war-gaming scenarios, and contribute to academic symposia. The continuum of education managed by International Programs includes the Naval Command College (NCC), Naval Staff College (NSC), International Maritime Staff Operators Course (IMSOC) and the International Wargaming Introductory Course (IWIC). A new five-month course designed for smaller navies and coast guards known as the Maritime Security and Governance Staff Course (MSGSC) is under development.

### Naval Command College

The Naval Command College, established in 1956, was the first of its kind bringing senior naval officers from around the world to study at the U.S. Naval War College. It is an eleven-month program designed to



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prepare senior officers for the highest levels of command. It is open to international naval officers in the grades O-5 and O-6 (Commanders and Captains) upon invitation of the U.S. Chief of Naval Operations. Students are fully integrated in the classroom alongside their U.S. counterparts in the College of Naval Warfare. Core academic courses include Strategy & Policy, National Security Decision Making, Joint Military Operations, and Leadership in the Profession of Arms, and specialized electives in areas of their personal interest. Students also participate in a robust Field Studies Program that exposes them to American culture, U.S. institutions and government, and value of democracy and human rights through a series of scheduled trips throughout the country. All graduates receive a Naval War College diploma. Additionally, a limited number of NCC students will compete for a Master of Arts degree in National Security and Strategic Studies. The requirements for entry into the Master's program are described below.

## Naval Staff College

Established in 1972, the Naval Staff College is an eleven-month program designed to prepare mid-career officers for the challenges of command and major staff duty. It is open to international naval officers in the grades O-3 through O-5 (Lieutenants, Lieutenant Commanders, and Commanders). Students are fully integrated in the classroom alongside their U.S. counterparts in the College of Naval Command and Staff. Core academic courses include Strategy and War, Theater Security Decision Making, Joint Military Operations, Leadership in the Profession of Arms, and specialized electives in areas of their personal interest. Students also participate in a robust Field Studies Program that allows them to travel around the U.S. to gain an increased understanding of American culture, U.S. institutions and government, and value of democracy and human rights. All graduates receive a Naval War College diploma. Additionally, the opportunity to pursue a Master of Arts degree in Defense and Strategic Studies is offered to a limited number of NSC students who meet all academic prerequisites and volunteer to undertake the additional study requirements, as described below.



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## International M.A. Program

International Programs allows a small number of international students from the Naval Command College and Naval Staff College, generally around 20%, to enroll and compete for a position in the International Master of Arts Program (IMAP). International students interested in this program must apply for admission. The application process includes submitting verification of a Bachelor's degree from an accredited institution, demonstrating proficiency in English language comprehension and fluency through the Taking of English as a Foreign Language (TOEFL) exam, undergoing a writing assessment, and completing a brief oral interview with members of the faculty. An admissions committee evaluates the candidate's qualifications and grants conditional acceptance prior to the start of the academic year. Upon completion of the IMAP, international students receive a Master of Arts degree from the Naval War College at the graduation ceremony. More information on the IMAP is available from the International Military Student Officer.

## Maritime Security and Governance Staff Course

A new five-month staff course is under development for smaller navies and coast guards, primarily focused upon local and regional challenges to maritime safety, security, and the protection of marine resources. The course will take a strategic overview on the role of navies in the contemporary era, with a focus on the promotion of maritime governance and enhancing the Blue Economy. It will examine constabulary operations in depth and the concepts that support them, such as the law of sea, rules of engagement and the use of force, international cooperation, and interagency coordination. In addition, students will participate in a Field Studies Program that includes travel around the U.S. to familiarize them with the institutions and culture of the country. The course will be open to mid-career naval officers in the rank of O-3 to O-5, and to equivalent-grade civilian officials involved in the maritime governance process.



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## **International Maritime Staff Operators Course**

International Maritime Staff Operators Course (IMSOC) is a twelve-week course designed to prepare mid-grade international naval officers to support the planning and execution of complex maritime operations in a coalition environment. The unclassified course utilizes the U.S. Navy Planning Process (NPP) and Maritime Operations Center (MOC) construct. IMSOC was established in response to maritime partners' demands for a course similar to the U.S.-only Maritime Staff Operators Course (MSOC). The course enables students to comprehend, analyze, and apply maritime operational level processes and procedures necessary to plan, prepare, execute, and assess combined maritime operations. Students also participate in a Field Studies Program that includes travel around the United States to gain an understanding of American institutions, values, and way of life.

## **International Wargaming Introductory Course**

The International Wargaming Introductory Course (IWIC) is a two-week basic practitioner's course held at the U.S. Naval War College. It introduces international partners to the fundamental concepts of wargaming through the game project management process used at the college. Guided discussions, case studies, group activities, and practical application enable students to improve their own wargaming organization, and better understand the application of wargaming for research, analysis, and education.





## COLLEGE OF MARITIME AND OPERATIONAL WARFARE

The College of Maritime and Operational Warfare (CMOW) provides maritime operational level of war education and assistance, in residence and on site, in order to improve the ability of Fleet Commanders and their staffs to plan, prepare, and employ naval, joint, and combined forces across the range of military operations. In order to fulfill its mission, CMOW conducts courses, manages warfighting programs, and engages in consulting efforts that directly support Fleet maritime operational level of war staffs and their subordinate commands.

CMOW is responsible for the following courses: the Joint Force Maritime Component Commander (JFMCC) course, the Combined Force Maritime Component Commander (CFMCC) course, the Maritime Staff Operators Course (MSOC), the Maritime Operational Planners Course (MOPC), and the Executive Level Operational Level of War Course (ELOC).

CMOW also manages the Flag Officer Development program designed to ensure all CSG and ESG commanders, as well as other Navy 1- and 2-star



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admirals, receive timely and relevant education prior to assuming critical billets.

CMOW has direct oversight of the Navy's Highly Qualified Expert, Maritime Senior mentor program whereby retired 3- and 4-star admirals render assistance directly to Fleet staffs as well as CMOW and NWC courses.

CMOW also manages two warfare programs to include: the Civilian/Military Humanitarian Response Program (HRP) and the Rochefort Group focused on information warfare.

Finally, CMOW has an Assist and Assess Team (AAT) that provides direct consulting and mentoring support to fleet staffs on Maritime Operation Center (MOC) processes and warfighting.

## **Joint Force Maritime Component Commander Course (JFMCC)**

JFMCC, a six-day course, is offered once a year in residence at NWC and is the senior executive component of the Navy's Professional Military Education (PME) Continuum. It is conducted at the TS/SCI level, employing a scenario based, seminar style exercise based on real-world operational challenges. The course is maritime focused but in the context of a joint campaign conducted in a joint/coalition/interagency environment. JFMCC is a world-class educational experience, employing experienced, senior subject matter experts with current authority in their field of expertise. Its primary focus is on in-depth discussion to fully understand key JFMCC issues while providing feedback to senior naval operational leadership to mature and sustain JFMCC capabilities. The course objectives are:

- Prepare future 3-star admirals to serve effectively as Maritime Component Commanders.
- Develop perspectives necessary at the component commander level for Flag and General Officers to gain a high degree of confidence with the



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concepts, systems, language, and processes to effectively employ naval forces in a joint/coalition/interagency environment.

- Address the practical challenges confronting the Commander at the operational level of warfare in the maritime domain.
- Serve as both a foundation and a catalyst for Navy cultural adjustments to accelerate evolution of JFMCC concepts and capabilities.
- Improve the ability of graduates to articulate the role of the maritime component in the design of a campaign plan to achieve the effects desired by the Joint Force Commander.

## **Combined Force Maritime Component Commander Course (CFMCC)**

CFMCC is offered three to four times a year on location at various Fleet sites and in partnership with naval headquarters commanders. Its purpose is to improve the effectiveness of senior leaders (Flag and General officers) who routinely function together at the operational level of command and control. CFMCC has the following three objectives:

- Develop and deepen relationships based on trust and confidence among partner nations in the framework of regional challenges.
- Serve as a forum to evolve Combined Maritime Command and Control concepts and mechanisms and eliminate impediments to effective coordination.
- Advance the understanding of those security issues facing participating nations.

## **Maritime Staff Operator's Course (MSOC)**

MSOC is designed to produce personnel who are capable of planning, preparing, executing, and assessing complex maritime operations in a dynamic environment through the application of MOC processes and procedures. The focus of MSOC is on maritime operations at the operational level of warfare, and the art and science associated with military activities across the range of military operations. The five-week long MSOC



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courses provide an experiential learning environment for active duty and reserve military (E-7 through O-5), and civilian support staff assigned to MOC staffs and other operational units. MSOC incorporates seminars, lectures, and practical exercises using a realistic maritime scenario. The MSOC educational experience culminates with a Battle Lab exercise designed to replicate the organization, processes, procedures, and command and control tools of a nominal MOC. Specifically, course graduates will be:

- Prepared to immediately and effectively serve on maritime operational level staffs.
- Skilled in providing support to the commander's decision cycle.
- Skilled in using the Naval Planning Process as a key member of an operational planning team (OPT) within a MOC.
- Capable of conducting crisis or contingency planning across the range of military operations and develop plans and orders at the operational level of warfare.
- Capable of planning, exercising, and synchronizing operational-level functions: command and control (C2), intelligence, sustainment, movement and maneuver, fires, and protection.
- Capable of managing the flow of information within a staff and among subordinate commands or activities, adjacent components, and higher headquarters staffs while working within a collaborative information environment.
- Able to operate within a battle rhythm and participate effectively in any MOC cross-functional team (board, bureau, center, cell or working group).

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).



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## Maritime Operational Planners Course (MOPC)

MOPC is a 12-week in-residence course for O-3 to O-5 officers conducted twice annually. MOPC produces officers capable of forming, organizing, and leading operational planning teams and are proficient in the detailed application of Navy Planning. Graduates of the MOPC are designated Maritime Operational Planners, acquiring the Additional Qualification Designation of JPM. They are prepared to immediately and effectively serve on maritime component staffs as skilled planning team leaders and key members. MOPC graduates will be able to:

- Excel as a planning team member and lead planning teams addressing maritime planning problems.
- Conduct Crisis Action Planning or Deliberate Planning across the range of military operations.
- Write Navy component supporting plans and orders with select annexes.
- Interact across all echelons of a joint force and effectively represent maritime perspective as a liaison to higher, adjacent, and subordinate headquarters, and participating interagency and multinational forces.

## Executive Level Operational Level of War Course (ELOC)

The one-week long ELOC is offered in residence at NWC a minimum of three times a year. It is focused on the senior leadership (O-6) level and seeks to ensure attendees are properly educated in, and understand the intricacies of, effectively participating in the decision making process and management of Maritime Headquarters (MHQ) with MOC resources. ELOC completes the OLW PME continuum of training between the Maritime Staff Operators Course (MSOC), Maritime Operational Planners Course (MOPC) and the Joint Force Maritime Component Commander Course (JFMCC). Expectations of an ELOC graduate are:

- Detailed understanding of roles, relationships, practices, and procedures



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of operational level staffs and the evolution of command and control at maritime staffs.

- Awareness of the challenges and dynamics of managing Maritime Headquarters and MOC resources.
- Knowing how to translate Commander's vision and guidance into action.

## **Flag Officer Development**

CMOW is the NWC point of contact for all USN Flag Officers that require continuing education enroute to their next duty assignment. The typical 2-and-a-half-day agenda is tailored to meet the needs of the commander and focuses on four areas: regional issues at the classified and unclassified levels, warfighting, leadership and ethics, and MOC processes and procedures relevant to the CSG/ESG commander.

## **Humanitarian Response Program (HRP)**

HRP was formally established in December 2015, in response to U.S. Navy Fleet Commander's demand for improved planning, execution, and assessment education in Humanitarian Assistance and Disaster Relief (HA/DR) operations. HRP's mission is to improve the U.S. Navy's and international navies' effectiveness in conducting HA/DR operations through innovative education, research, and simulation activities. To accomplish this, HRP partners and networks with leading universities, humanitarian organizations and agencies in order to advance civilian-military coordination during conflicts and natural disasters. HRP has formal education and research partnership agreements with the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA), and the Brown University's Watson Institute for International and Public Affairs. NWC also collaborates very closely with DOD's Center for Excellence in Disaster Management and Humanitarian Assistance, U.S. Agency for International Development, the Massachusetts Institute of Technology, Yale University and DOD's Uniformed Services University of Health Sciences. Partnering and collaborating with these organizations provides the U.S. Navy with



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access to some of the key organizations who lead operations and educational activities in the humanitarian system.

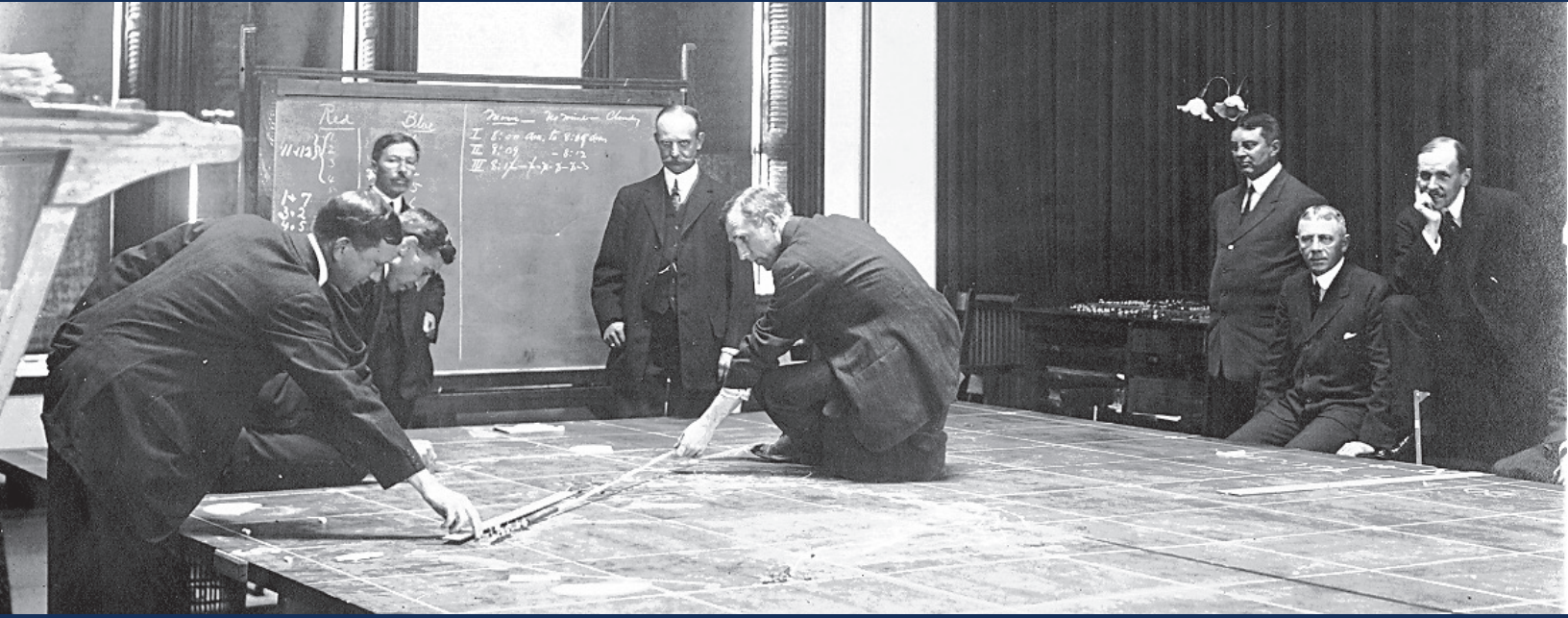
## **Rochefort Group**

Technological advances in warfare, multi-domain complexity, and changes in threat profiles from peer competitors highlighted the need for integrated, maritime IW capability, capacity, and processes. In 2018, CMOW established the Rochefort Group to focus on enhancing fleet education by including IW sessions in CMOW courses, providing IW support to the fleet through tailored flag education and workshops, and raising awareness of IW including co-moderating a cyber-elective and providing guest lecturers to various events.

In addition to supporting our courses and Fleet requests, the Rochefort Group sponsors a series of workshops to advance the integration of information warfare at the operational level of war. Workshops are held in Newport at the TS/SCI level and encourage frank discussions that will enable the better integration of information warfare.

## **Assist and Assess Team (AAT)**

AAT partners with fleet commanders, their Maritime Operation Center (MOC) staffs as well as the USFF MOC Training Team and coordinates with other naval, joint, interagency and multinational commands/organizations in order 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; identification and sharing of challenges to maritime C2 and relevant effective practices; and fusing of doctrine and practices. Additionally, the AAT supports the Navy's MOC training and certification continuum, by engaging with and providing training to all nine MOCs, and direct support to fleet commanders upon request.



## COLLEGE OF LEADERSHIP AND ETHICS

The College of Leadership & Ethics (CLE) was established in April 2018 and supports the NWC mission to educate and develop future leaders. CLE is composed of a team of professionals – scholars and practitioners- whose function is individual leader and organizational development within the Navy profession. CLE’s effort encompasses three lines of effort.

The first line of effort involves the development and delivery of a variety of courses in the NWC curriculum. Leadership in the Profession of Arms (LPA) is part of the NWC core curriculum and had its initial offering during the 2018-2019 academic year. The course provides a continuous thread of leadership and ethics education across the academic year in the intermediate, senior and distance education courses. The course is designed to imbue NWC students with a desire for continuous learning and development as leaders of character. Students focus on their personal development as leaders, the moral and ethical components of their character, and leading organizations through the lens of the Profession of Arms. The Leadership and Ethics Area of Study offers numerous elective courses that supplement the core curriculum. At the forefront





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of the elective courses is the Foundations of Moral Obligation. This course was developed and taught by VADM James Stockdale while he was President of the Naval War College and has run continuously since its first offering in 1979. The Graduate Certificate in Ethics and Emerging Military Technology (EEMT) deepens expertise in the ethical complexities imposed by new technology. In a specialized version of the Electives Program, EEMT students gain priority enrollment in relevant courses and complete an additional course plus a faculty-mentored original research paper. They earn four additional graduate credits and recognition as Graduate Certificate recipients in studies highly relevant to the Navy and Nation. EEMT is limited to a small number of highly-motivated students and determined on a case-by-case basis.

The second line of effort involves leader development for Flag Officers and Senior Executive Services members. The Navy Leader Development Framework (NLDF) tasked the NWC with maintaining a strategy for leader development beyond Major Command. CLE provides Flag Officer leader development through integrated and synchronized resident courses and on-going support activities. Two courses support the strategy. The Intermediate Flag Officer and Senior Executive (IFLEX) course is one week of intensive leader development and senior leader engagement that strengthens self-awareness, complex decision making, peer relationships, and institutional accountability. The Advanced Flag Officer and Senior Executive (AFEX) course is a four-day holistic and immersive leader development experience that challenges leaders to think differently and consider how to adapt to the complex and unprecedented global security environment.

The third line of effort is support to each Navy community. The NLDF (3.0) also tasked the NWC to “supplement and support each community in its leader development.” This is accomplished, in part, by providing tailored curriculum and/or leader development sessions upon request from community leads.



## CENTER FOR NAVAL WARFARE STUDIES

The Center for Naval Warfare Studies (CNWS) perpetuates Adm. Stephen Luce's vision of the college as a place of original research on all matters pertaining to war, statesmanship connected with war, and the prevention of war. Focused on the maritime aspect of national security and defense, the center possesses a range of scholarly and analytic capabilities. It fosters critical and innovative thinking on current and evolving operational challenges of importance for the Navy. The center directly complements the curriculum at NWC by providing a place for researching important professional issues which, in turn, inform and stimulate the faculty and students in the classroom. Moreover, from its very beginning, the center has linked the college to the fleet and policymakers in Washington, D.C., 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 college mission, prepare future



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

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

## Strategic and Operational Research

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



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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 Cyber Innovation and Policy Institute (CIPI) 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 reports on these issues, educates Navy, joint, and civilian national security leaders, and engages People's Liberation Army/Navy (PLA/N) and Chinese academics to provide the CNO with another avenue of contact and understanding and to test and advance ideas.

Additionally, the department also houses five faculty-led student advanced research groups. The Gravely Group uses a variety of research and gaming



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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. Similarly, the Holloway Group, located within RMSI, focuses on operational level issues in the USEUCOM and NAVEUR/Sixth Fleet AOR. These groups include students directly in research, analysis, and gaming. In addition to these group advanced research projects, SORD faculty teach a variety of electives, provide lectures of opportunity, support curriculum development.

## **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 Naval War College Press also publishes both the Newport Papers monograph series (in print and online) and full-length books, distributed by the Government Publishing Office.

## **Office of Naval Intelligence Detachment, Newport**

The Office of Naval Intelligence Detachment (ONI Det) is part of Office of Naval Intelligence (ONI), headquartered in Suitland, Maryland. The detachment was established in 1977 at the Naval War College due to the requirement for significant intelligence support to war gaming. With the standup of the Center for Naval Warfare Studies in 1981 and a recently invigorated focus on the college's support to the operational Navy, the detachment's mission broadened to include support to a variety of research and analysis programs. Today, ONI Det provides intelligence support to research, analysis, and war gaming at the college, and facilitates ONI access to research and analytic expertise resident at the college. Detachment members are integrated into our war gaming teams for game design, development, testing, and execution, providing



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intelligence related subject matter expertise. The detachment is also fully integrated into various regional and functional analytic efforts, supporting the Halsey, Holloway, Gravely, and Mahan student research groups, the Maritime Advanced War Fighting 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.



## STOCKTON CENTER FOR INTERNATIONAL LAW

The SCIL is the focal point for education and scholarship of international law at the Naval War College and is the world's premier think tank for shaping and influencing international law that affects military operations. The SCIL educates future leaders and conducts and publishes advanced research on public international law, including the law of the sea, law of naval warfare, law of armed conflict (LOAC), and the law of outer space and cyberspace, to facilitate Navy, Joint, and Combined operations. The Center disseminates research through publication of books, blogs, and influential law journals and policy outlets worldwide, as well as through the Stockton Center's "Blue Book," or "International Law Studies," the oldest publication of the Naval War College and the oldest journal of international law in the United States.

The SCIL research fulfills two priorities affecting military operations: to get out ahead of emerging issues and to address faulty interpretations of international law. Over the past five years, the



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SCIL produced globally influential research through conferences, workshops, and Track 1.5 dialogue with dozens of partners worldwide and disseminated its research through the top university presses and scholarly journals, including Cambridge University Press, Oxford University Press, and Harvard National Security Journal.

**Recent SCIL activities include:**

- Teaching in the core curriculum in the Joint Military Operations course and offering the Operational Law Area of Study (AOS), which includes a series of three courses: International Maritime Security Law, Law of Armed Conflict, and Law of Aerospace, Cyberspace and Outer Space;
- Providing legal support upon request to U.S. functional and geographic combatant commands, all six of the U.S. Armed Forces, and the armed forces of the United Kingdom, Japan and other partner nations;
- Publication of the “Tallinn Manual 2.0 on the International Law Applicable to Cyber Operations” (Cambridge University Press) and “The Free Sea: The American Fight for Freedom of Navigation” (U.S. Naval Institute Press), among others;
- Annual workshops and conferences with Harvard Law School, the International Committee of the Red Cross, the International Maritime Organization’s International Maritime Law Institute, and the Command and Staff College of the Japan Maritime Self Defense Force;
- Conduct the annual Alexander C. Cushing International Maritime Law Conference – the premier conference on international law and conflict at sea;
- Launch of the online version of “International Law Studies,” which is among the highest ranked international law journals in the world, receiving over 40,000 article downloads each year;
- Publication of the Navy, Marine Corps and Coast Guard “Commander’s Handbook on the Law of Naval Operations” (NWP 1-14M/MCWP 5-2.1/COMDTPUB P5800.7);





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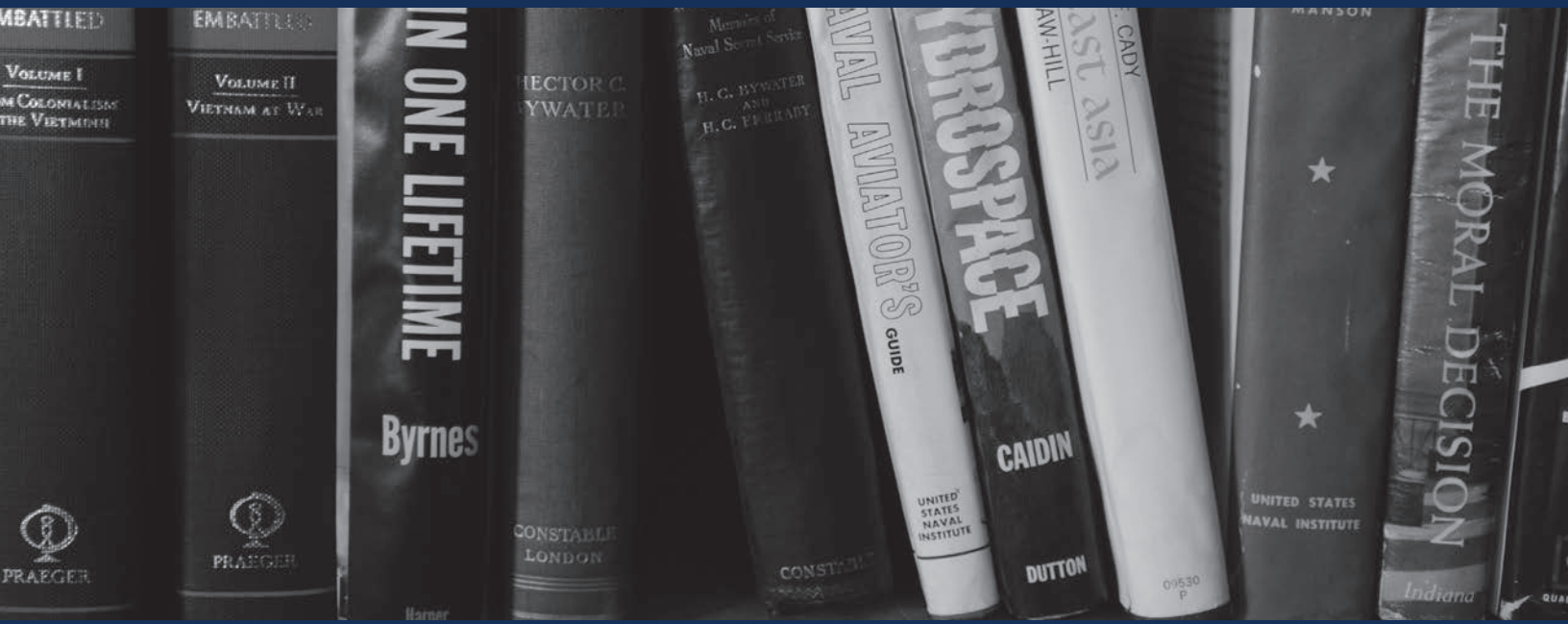
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- Production of international law books and scholarly articles on par or exceeding top tier law schools globally;
- National engagement and partnership with major U.S. research centers, including the Council on Foreign Relations, the American Society of International Law and the International Law Association, Columbia Law School, and University of Virginia School of Law;
- Teaching outside NWC at the International Institute of Humanitarian Law, the NATO Cooperative Cyber Defense Centre of Excellence, the IMO International Maritime Law Institute, the Rhodes Academy of Oceans Law and Policy and the Yeosu Academy of Law of the Sea;
- Global engagement at the ministerial level and above with foreign partners, including the National Security Council of India, NATO North Atlantic Council and NATO Centers of Excellence, Foreign & Commonwealth Office of the United Kingdom, Ministry of Foreign Affairs of Vietnam, Organization of American States, and the International Maritime Organization.



## INSTITUTE FOR FUTURE WARFARE STUDIES

The Institute for Future Warfare Studies (IFWS) was started in February 2017 as a new research and study department aimed at understanding how armed conflict may evolve in the future and how the United States can better prepare for it. The mission of the IFWS is to serve as a cross-functional focal point for NWC action to support defining the future Navy and associated roles and missions. IFWS will be taking a long-range look at the warfare needs of the country. The IFWS charter indicates that it will be looking 30 years out. The IFWS mission closely aligns with one of NWC's core missions to support defining the future Navy and associated roles and missions.



## HENRY E. ECCLES LIBRARY

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

Since 1976, the library has been housed in Hewitt Hall and named in honor of the late Rear Admiral Henry Effingham Eccles, a noted logistician, strategist, and author whose association with the college spanned 38 years. For two years in 2014, the library took up temporary quarters in Sims Hall while Hewitt Hall underwent major renovation. In August 2016, the Library returned to Hewitt Hall and began its operations under a Learning Commons model in partnership with the Bookstore, Writing and Teaching Excellence Center, Student Affairs, Café, and IRD Help Desk.

At its core, the Naval War College Library has always been about advancing knowledge, sharing information with the NWC community, information literacy, and supporting the research and education



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mission of the college with electronic reserves, Interlibrary Loans, and copyright support. The Library not only serves the resident college community, but also distance education students, visiting scholars and dignitaries, and the broader academic and military communities.

**The Library is composed of two 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 approximately 500,000 print and eBooks, over 100,000 full text e-journals and newspapers, 500,000 microforms, and access to approximately 100 online databases.
- The Classified Library, located on the mid-level of the Learning Commons, offers students and faculty access to SIPRNet terminals and a wide range of classified and restricted print and electronic resources. The Classified Library’s collection of more than 70,000 items includes Strategy and Policy lectures and lecture outlines, NWC student research papers, Naval Warfare Publications, Army Field Manuals, NATOPS Manuals, JCS publications, Rand studies, and CNA studies. Access requires a secret security clearance.

The Henry E. Eccles Library and classified library are staffed 0800-1600 Monday through Friday throughout the year. The Library is also open after hours. Computer workstations are accessible and materials may be checked out using self-check machines located on the main and lower levels of the Learning Commons. Public access to the Library is generally available through Gate 1 of the U.S. Naval Station, Newport, R.I. For base access please email [libref@usnwc.edu](mailto:libref@usnwc.edu) or call (401) 841-3052 for instructions and directions. Notification is required at least 10 days in advance of the date(s) you plan to visit. For the latest information about the Library, follow us on Facebook at <https://www.facebook.com/USNWCLibrary> and visit the Library’s homepage at <https://usnwc.edu/Learning-commons>.



## NAVAL HISTORICAL COLLECTION

The Naval Historical Collection (NHC) collects, preserves, and provides access to the historical records of the U.S. Naval War College, as well as primary sources related to the history of naval warfare and strategy in Narragansett Bay in support of the College's learning, research, and teaching needs. NHC encompasses over 6,000 linear feet of unclassified and classified materials from the last 400 years (1589 to the present) in three main research areas:

### U.S. Naval War College Archives

The Naval War College Archives documents the administrative and curricular history of the College from its founding in 1884 to the present. These records demonstrate the role that NWC has played in naval leadership and warfare through curriculum design, the impacts of technological development, wargaming, and student and faculty research and publications.

### Manuscript Collections

NHC holds over 350 manuscript collections. These include personal and official papers of NWC presidents, provosts, professors, and naval officers



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including A.T. Mahan, Stephen B. Luce, Raymond A. Spruance, James B. Stockdale, and Frank Hartmann. In addition, the personal papers of hundreds of naval officers, professors, and their families provide a strong narrative of life at NWC and in the Navy from 1779 to the present.

## Rare Books and Special Collections

Rare Books and Special Collections include publications from the 16th through the 21st century on topics as wide-ranging as the Napoleonic wars to the U.S. in the Antarctic in a variety of formats: books, pamphlets, newspapers, film, photographs, and maps. Of particular interest is a nearly complete run of the U.S. Navy's oldest newspaper, the Newport Naval Base newspaper, Navallog. NHC also holds over 380 oral histories of flag rank naval officers, WAVES, navy wives, and civilians illustrating their contributions to the U.S. Navy.

To search NHC, visit the collections online, <https://www.usnwcarchives.org/>. To contact an archivist, email [nhc@usnwc.edu](mailto:nhc@usnwc.edu) for more information.



# NAVAL WAR COLLEGE MUSEUM

## History

In late October 1884, Commodore Stephen B. Luce was rowed ashore from the Flagship of the North Atlantic Squadron anchored off Newport. He went directly to Coasters Harbor Island, located two miles north of the center of Newport and 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, Commodore 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



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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*.

## Director

The Director, John B. Hattendorf Center for Maritime Historical Research (HHC) is responsible to the President, Naval War College (PNWC) for the coordination of historical educational programs and activities in direct support of the core educational functions of the Naval War College. The HHC Director also holds collateral responsibility to the Director of Naval Staff - History (DNS-H) to coordinate the use and management of Navy “historic properties” and “heritage assets” on and around the Naval War College and greater Narragansett Bay region. The Director, HHC also serves as the Executive Director of the Naval War College Museum and coordinates the activities of the HHC Deputy Director in supporting the Ernest J. King Chair, the Ernest J. King Professor Emeritus, and other senior historians assigned as required. Finally, the HHC Director is the senior member of the Historical Section, which is charged with conducting original documentary research on historical topics of contemporary interest to the U.S. Navy and its partners in the global maritime arena of the twenty-first century.

## Collection

As one of nine naval museums within the Naval History and Heritage Command, the Museum’s themes are the history of naval warfare, particularly as studied at the Naval War College, and the naval heritage of Narragansett Bay - a tale that begins with the nation’s colonial roots. The Museum collection, consisting of items relating to these subjects that are of value to scholarship, forms the core for exhibits throughout the college and for educational projects, and directly complements materials available for research in the Naval War College Library’s Naval Historical Collection.

Besides permanent exhibits on the college, the genesis of the Navy, and





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the evolution of permanent naval installations from the late nineteenth century to the present, the museum features short-term special exhibits relating to college curriculum and to current naval-related topics. In general, museum exhibits identify milestones in the evolutionary development of war at sea; explain the significance of the sea as a factor in the formulation and the attainment of national policy objectives; describe the character, educational philosophy, and mission of the college; and chronicle the eventful relationship of the U.S. Navy with Narragansett Bay and its people.

While the museum was established primarily for the education and the edification of the Naval War College community and the numerous schools and commands on board Naval Station, Newport, it is in a larger sense the corporate memory of the Navy in the region and serves the wider general public. The Museum plays an important role as a clearinghouse for naval history information in New England. The museum director, a Naval War College faculty member and subject-area specialist, and staff answer inquiries, provide guidance and orientation talks to visitors on regional naval history and current exhibits, and assist scholarly researchers in the use of the museum holdings.

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

Further information on exhibits and special events is available by calling (401) 841-4052/2101 (DSN 841-4052/2101), e-mail: [museum@usnwc.edu](mailto:museum@usnwc.edu) or website: <https://usnwc.edu/NWC-Museum>.



## **INCOMING STUDENTS**

### **Student Orientation**

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

New student orientation is a multi-day event. Briefs include: Welcoming remarks from the President or Provost and the Dean of Academics, Introduction to the Naval War College, Core Curriculum, Policies, Advanced Research Programs, Security, Resources, Medical, International Programs, Information Resources, Reading and Writing Expectations, and Library Assets. Other events will include urinalysis testing (military students only), email account setup, and book issue. Other military



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Services conduct additional orientation, focusing on Service specific requirements and preparations for a year of study at a Navy installation.

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

Students in all four programs, as well as the College of Distance Education (CDE), are provided an orientation to their particular program. Each orientation is designed to ensure that the student has the necessary tools to understand the methodology and in some cases the technology used in each program.

In the Fleet Seminar Program, students are provided contact information for the Program Office in Newport, their professor, and the liaison office for their specific location. Students enrolled in the Naval War College at the Naval Postgraduate School (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.



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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 needed software. This DVD also gives the student information on administrative contact personnel as well as full-time CDE faculty that may be contacted.

## Student Support

Each student in the resident course is issued books, readings, and course materials at no cost and is expected to bring their own tablet or laptop device. U.S. students must return nearly all of their textbooks. International students are authorized to retain some issued course materials. Computers with intranet and internet connections are available in several locations throughout the college. Students are able to request Common Access Card (CAC) readers so they may access the college's portal from home to complete administrative tasks and academic assignments. Staff and technical support is provided during working hours. Access to printers, copiers, and paper supplies is provided at convenient locations throughout the campus. Wireless connectivity to include wireless printers is available at most locations which students may access using electronic devices. Also available within the academic complex are the Eccles Library, medical offices, bookstore, barber shop, coffee and food self serve micro-mart, and breakfast and lunch (both hot and cold fare) at the Green Bean Café. A Naval War College identification badge and CAC give students twenty-four hour access to the complex and computer resources. Library facilities are also available twenty-four hours a day; library staff are available between the hours of 0800 and 1630. Additional on campus student services are provided by the Naval War College Mission Support, including security clearances, photo identification, name tags, audio-visual aids, and full RAPIDS center for CAC-related issues.



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Students in the College of Distance Education are provided all materials needed for each of the core courses in their respective program. In addition, through the Blackboard Learning System, students have access to the college's library database through which they can then access our library materials. Additionally, students in the Naval War College at NPS Program have access to the NPS library facilities. 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. An on-station Officers' Club provides food and entertainment and is available to civilian students as well. For eligible military and civilian students, the Navy Exchange, Commissary, and the Navy-Marine Corps Thrift Shop offer excellent 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 anyone who would like to learn these languages on their own time.

## Student Counseling

The Dean of Students is responsible for the general welfare of all U.S. students in residence. Resident students may seek personal and professional counseling from the dean, their respective military service advisors, or the faculty. While the Dean of Students, service advisors, and directors of the international colleges provide professional and



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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, D.C. office has a full-time faculty member and administrative assistant who are responsible for conducting counseling and oversight of the seminars in that region. The NWC at NPS Program Office has a full-time program manager and administrative support personnel who are available to all students enrolled at Monterey, CA. 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 with a listing of all the activities that occur in conjunction with graduation.

## Religious Activities

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



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## Student Health Services

Health facilities are available for all military students within the college 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. Specialized dental care is provided at the Naval Station dental clinic. Civilian students use the medical and dental coverage provided through their federal employment agency.

## Recreation and Extracurricular Activities

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

## Social Activities

Throughout the year, students can participate in a wide variety of formal and informal social activities. As new seminars are formed each trimester, faculty members generally arrange social events (e.g. icebreakers) often at their homes, to get acquainted in an informal atmosphere. Seminars tend to be the organizational unit for student activities. Military socials begin in the fall with the Navy Ball (October), followed by the Marine Corps Ball (November), the Holiday Ball (December), and the Army Ball (May). Class, Service, and seminar gatherings 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



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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 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 may invite their classmates and families to their homes to share a bit of their country's food, culture, history, and hospitality in a relaxed setting.

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





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## Athletic Activities and Facilities

Coordinated by the Dean of Students Office and run by students, group athletics include intramural sports run through the base gym, the President's Cup Competition (an interclass athletic competition held three times a year), an Army-Navy flag football game, an Army-Navy baseball game, and a Jim Thorpe sports day (an inter-war college sports competition at the Army War College in Carlisle, PA). In addition to these organized events, each military professional is required to maintain a high level of personal physical fitness and conditioning. The Naval Station gym, located close to the college, is a full-service facility providing cardio and weightlifting equipment, basketball and racquetball courts, a pool, locker rooms, and saunas. It also has professional athletic trainers on staff and available to assist in developing a conditioning program. Also located near the college are tennis courts, fields for baseball, soccer, and football. The gym rents equipment for a wide variety of sports, and sailboats, kayaks and powerboats 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 seminar has an appointed leader, who organizes student physical fitness, business, academic, activity, and athletic functions. The student seminar organization is revised each trimester. NCC's class officers include a sports representative, a social committee chairman, and a travel committee chairman. NSC has a social representative and sports representative.



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## Registrar

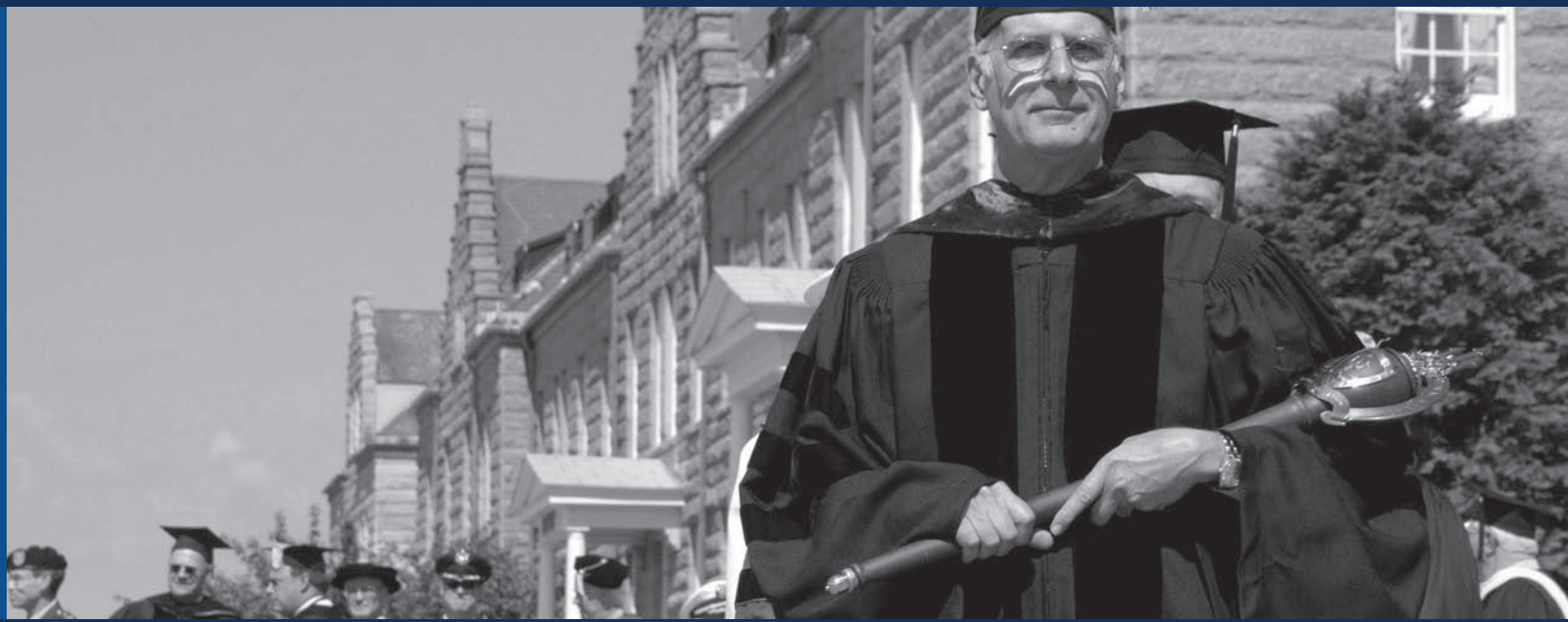
The Dean of Students serves as the Registrar and operates the military equivalent of an admissions office and student records office. The Registrar is responsible for development and maintenance of the college wide student database, academic records, statistical data, and biographical records. The Registrar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



## OFFICE OF ALUMNI PROGRAMS

The USNWC Office of Alumni Programs was established in 2009 to further the mission of USNWC beyond graduation through building and sustaining networks of trust and confidence along with being a facilitator of lifelong learning for continued education and professional development. In addition to these important endeavors, Alumni Programs serves as a feedback loop to improve the College's curricula and programs.

The Office of Alumni Programs supports its mission through hosting in person symposia and online resources such as [myUSNWC.com](http://myUSNWC.com). In person, Regional Alumni Symposia (RAS) are held approximately three times a year and are co-hosted by a partner nation in the region of focus. Started in 2019, the Newport Alumni Symposia (NAS) serves as an additional annual networking and development opportunity for alumni. The web address, [myUSNWC.com](http://myUSNWC.com) is the officially designated place for alumni, faculty, and staff to connect, network, and share their expertise. Alumni can also connect and stay up to date on our social media pages LinkedIn ([linkedin.com/school/usnwc](https://www.linkedin.com/school/usnwc)) and Facebook ([facebook.com/USNWCAlumni](https://www.facebook.com/USNWCAlumni)).



## FACULTY

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

To see a Directory of our Faculty please visit:

<https://usnwc.edu/Faculty-and-Departments/Directory>



## ACCREDITATION

The Naval War College is accredited by the New England Commission of Higher Education (NECHE). Additionally, the College is accredited to deliver Joint Professional Military Education (JPME) by the Chairman of the Joint Chiefs of Staff (CJCS). The College is in the process of implementing the newly released Officer Professional Military Education Policy (OPMEP).



## **INQUIRIES ABOUT THE INSTITUTION**

**Direct New Student inquiries about the U.S. Naval War College to the Dean of Students Office.**

Phone: (401) 841-3373  
E-mail: [deanofstudents@usnwc.edu](mailto:deanofstudents@usnwc.edu)  
Address: U.S. Naval War College  
Dean of Students Office  
686 Cushing Road  
Newport, RI 02841-1207

**Direct all other inquiries to the Public Affairs Office.**

Phone: (401) 841-2220  
E-mail: [pao@usnwc.edu](mailto:pao@usnwc.edu)  
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