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## **Greater Middle East Area of Study (AOS 1-AQD 244)**

The Greater Middle East Concentration Area will offer 5-8 courses to provide students with a wide range of perspectives on key countries focusing on cultural and regional awareness, regional security, and insurgency and terrorism. Course selections span the GME and address the cultural, religious and ethnic landscape of the main Arab states. Courses are also offered that link to areas of South-West Asia such as Pakistan and Afghanistan. Collectively, these courses emphasize ethnic and insurgent modes of warfare, patterns of terrorism, WMD proliferation issues as well as post-conflict challenges of liberalization and democratization and various modes of state-building and governance.

With this experience, students will understand and be able to further develop their expertise in the national interests and military capabilities of major states in the region, U.S. interests in these states and possible courses of action, and the impact and future of forward basing.

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## **Asia-Pacific Area of Studies (AOS 2-AQD 241)**

The Naval War College Electives Program has a particularly strong program in the Asia-Pacific Area of Studies. U.S. interests in Asia began with the eighteenth century China trade and greatly expanded when the two hot wars of the Cold War—Korea and Vietnam—were both fought in Asia. Following World War II, Japan, Australia, and New Zealand have remained among the United States' most stalwart allies. In the second half of the twentieth century, U.S. trade volume with Asia exceeded that with Europe. The two most talked about rising powers—China and India—are both located in the region. Historical animosities, however, have long complicated the relations among the numerous Asia-Pacific states. The most dangerous fault lines include Indo-Pakistani, Sino-Japanese, Sino-Taiwanese, and Korean animosities, which all have potentially global ramifications. In addition, Asian dependence on African and Middle Eastern oil supplies has underscored the maritime underpinnings of regional security.

The course offerings of the Electives Program address these and many other issues. Between the China Maritime Studies Institute and the Strategy & Policy Department, the Naval War College has nine faculty members proficient in Mandarin Chinese who teach electives. Faculty from the National Security Decision Making Department and the Strategic Research Department also offer courses taught by experts on Southeast Asia, India, and Pakistan.

AQD 241 will be awarded to officers who successfully complete three core courses in the Asia-Pacific Area of Studies in the Electives Program. The AQD will identify and provide

officers with skills for billets requiring regional awareness and understanding of regional security issues.

In addition to taking courses, students are welcome and encouraged to participate in a variety of other activities concerning the Asia-Pacific region. These include numerous lectures of opportunity often offered over the lunch break, as well as participation in faculty research projects, directed research under a faculty adviser, and the publication of the student's own research with faculty assistance. Students wishing to pursue their own research may register in any trimester for EL 595 Directed Research, provided the Electives Program and a faculty adviser approve their research plan. The China Maritime Studies Institute of the Naval War College offers advanced Chinese language study focusing on military/maritime terminology and hosts subtitled Chinese-language films on military topics. It also maintains a special library that collects material on military and especially maritime topics concerning China. Students are encouraged to visit the library, which also maintains some materials in English translation.

Nearby Bryant University in Smithfield, RI and the University of Rhode Island in Kingston, RI both have a Confucius Institute, which engages in a variety of outreach and language-support activities. The Peabody-Essex Museum in New Bedford, MA and the Museum of Fine Arts in Boston, MA have among the premier Asian art collections in the United States, while Boston's China Town has numerous fine Chinese restaurants.

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## **Western Hemisphere/Latin America (AoS 3- AQD 242)**

The Naval War College Regional Studies Program offers the student the opportunity to earn an Additional Qualification Designator (AQD) in Latin American studies by taking a series of exciting, innovative and informative elective seminars that focus on an extremely important region of increasing importance to United States national security interests. This fascinating region is a complex mix of extraordinary wealth and economic development juxtaposed with stunning poverty and political uncertainty. This is a region in close proximity to the United States where illegal immigration, drug cartels, crime, corruption, and gangs are symptoms of extreme poverty, weak institutions, poor governance, poor education, and slow economic development. This is a region where three proud people – the Indian, the European and the African - were brought together by circumstance and conflict and transformed themselves into the extraordinary and complex mix of cultures we see today. The Latin American elective series will explore the history, culture, politics and economics of this fascinating and important region and how it significantly impacts the security and stability throughout the world. Please join us on this remarkable journey through South America, Central America and the Caribbean!

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## Europe-Russia (AoS 4-AQD 246)

If you are looking for a unique educational experience that will open up interesting career opportunities the Eurasia AOS/AQD program is for you!

Europe has a larger population and larger economy than the U.S. and is home to many of America's most capable military partners, including nuclear states such as France and Great Britain, linked together in NATO. Although Americans and Europeans share many values, they do not always agree on foreign policy ends and means. Managing trans-Atlantic relations with an increasingly independent European Union is re-emerging as a crucial challenge for the United States.

Russia continues to perplex the American national security establishment. At times, one of America's closest allies in the war on terror, she has grown more confident and independent in her foreign policy, sometimes in defiance of American interests. Russia's position as one of the world's leading mineral producers as well as her arsenal of nuclear weapons has transformed her into a global force to be reckoned with. The republics on her borders, once part of the USSR, now look both east and west as they develop in the world's globalized economy.

Some of the key national security issues facing American decision makers today originate in either Europe or Russia. These include:

- Restarting the U.S. Russian security dialogue
- Offensive Strategic Missile Reductions
- NATO Participation in Out-of-Area Operations (Afghanistan)
- European Energy Dependence on Russia
- Demographic Shifts in Europe
- Competition in the Arctic

The Eurasian AOS elective cluster is designed to prepare officers to serve effectively in European and Russian related billets through intensive but enlightening study of regional, political, cultural, and security issues with internationally respected instructors who are actively engaged in on-going field research and security cooperation activities.

Demand for officers and civilians with Eurasian related expertise has always been high and new opportunities continue to be created in the European Command. Tremendous opportunities exist for those with regional expertise who want a chance to make an impact and work on the cutting edge of US regional security policy and operations. The skills developed in the Eurasian AOS cluster will help students over the course of their careers and beyond.

AQD 246 will be awarded to officers who successfully complete three courses in the Eurasian AOS elective program. The AQD will identify and provide officers with skills for billets requiring and understanding of Europe/Russia regional cultures and security affairs.

In addition to completing required courses, students are welcome and encouraged to participate in numerous other NWC Eurasia-related activities. These may include attendance at conferences or guest lectures sponsored by the NWC Eurasian Regional Studies Group as well as participation in faculty research projects.

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## **Africa (AOS 5-AQD 243)**

If you are looking for a unique educational experience that will open up interesting career opportunities the Africa AOS/AQD program is for you!

Africa is a continent of both tremendous opportunity and challenge. Africa is in the midst of an extended period of economic growth and renewed development of its human resource potential. It is also confronted by complex security challenges including: great power competition over natural resources, humanitarian crisis, transnational crime, insurgency and terrorism, piracy, ethnic conflict, infectious disease and environmental insecurity. Africa is becoming increasingly important on the global stage and for U.S. strategy. The recent establishment of USAFRICOM demonstrates the increasing significance of Africa to the U.S. Despite Africa's growing importance, it still remains a "Dark Continent" for most Americans. The Africa AOS elective program will strip the veil from the continent and expose students to its rich and complex culture, emerging opportunities, and pressing security challenges.

The Africa AOS elective cluster is designed to prepare officers to serve effectively in Africa related billets through intensive but enlightening study of African regional, political, cultural, and security issues with internationally respected instructors who are actively engaged in on-going Africa field research and security cooperation activities.

Demand for officers and civilians with Africa related expertise exceeds supply, tremendous opportunities exist for those with regional expertise who want a chance to make an impact and work on the cutting edge of US regional security policy and operations. The skills developed in the Africa AOS cluster will help students over the course of their careers and beyond. Retirement opportunities for Africa specialists abound in the diplomatic, economic development, humanitarian, intelligence, and security fields

AQD 243 will be awarded to officers who successfully complete three courses in the Africa AOS elective program. The AQD will identify and provide officers with skills for billets requiring and understanding of African regional culture and security affairs.

In addition to completing required courses, students are welcome and encouraged to participate in numerous other NWC Africa related activities. These may include attendance at conferences or guest lectures sponsored by the NWC Africa Regional Studies Group as well as participation in faculty research projects. Faculty may also arrange informal activities for interested students such as participation in cultural events and visits to African restaurants.

Rhode Island has long connections to Africa, from colonial times as a node in the triangular trade to a home for immigrants and refugees today, making Newport an ideal place to be engaged in African studies. RI and southeastern New England have vibrant African communities hailing from places including the Cape Verde Islands, Azores, Somalia, and Nigeria. RI and southeastern New England also boast one of the highest concentrations of colleges and universities in the United States. Within a short drive of Newport, students will be able to enrich their education experience through access to African communities, cultural events, restaurants as well as a host of Africa-related academic activities.

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## **OPERATIONAL PLANNING (AOS-6 / AQD JP-1)**

Operational Planning Area of Study (AOS-6) is reserved for Army, Navy, Marine Corps, Air Force, and Coast Guard officers who are selected, prior to Naval War College arrival, for participation in the Maritime Advanced Warfighting School (MAWS), Navy's peer school to Army SAMS, Marine Corps SAW, and Air Force SAASS. Selectees are notified personally by the MAWS Director.

The following AOS-6 / MAWS electives are offered:

Elective #597A, Fundamentals: Operational Art and Doctrine

Introduction to MAWS and the Navy planning process; classical thinkers; naval tactics; naval operations; design of major naval operations; operational factors; operational functions; elements of operational warfare; center of gravity development and deconstruction; operational art exam; review of Joint Operation Planning & Execution System (JOPES), Consolidated Planning Guidance (CPG), Joint Strategic Capabilities Plan (JSCP), and the Projected Operational Environment (POE); review of Joint Publications 1, 3-0, and 5-0; review of Naval Doctrine Publication (NDP) 5, and Navy Warfare Publication (NWP) 5-01 (Navy Planning Process); Adaptive Planning, and Combatant Command Planner Perspective.

Elective #597B, The Navy Planning Process and the Joint Force Maritime Component Commander (JFMCC) Environment

Brief introduction to JFMCC concept, command and control, and force employment considerations for planners; addresses the Navy Planning Process with detailed practical application.

Elective #597C, Operational Planning Considerations for the Joint Force Commander Introduction to the Joint Task Force construct, and JFC planning processes and organization; JFLCC, JFACC, JFSOCC, and JFMCC employment considerations; JTF boards, centers, and cells; joint deployment process and exposure to force flow planning tools; introduction and practical application of the Joint Enabling Capabilities Command (JECC – formerly SJFHQ) concept. Mini-courses by guest experts on information operations (IO) and effects-based approach to operations (EBaO) are conducted concurrently with this elective. Students also participate in a one-week theater campaign war game (TCWG) with the other advanced war fighting schools at Maxwell AFB, Alabama.

Additional information is available by calling 401-841-6149/2534.

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## **Executive Analysis for Warfare Commander Certification(AoS 7-AQD 227)**

"Risk, net assessment, metrics, analysis of alternatives, concept generation, vulnerability analysis, and game theory are terms thrown about by leadership when discussing national defense decision making.

These are just a few tools that may provide quantitative insight for leaders in the joint planning process and acquisition decision process.

The Joint Analysis for the Warfare Commander AOS 7 program provides 90 hours of critical decision making techniques, including introduction to risk assessment, decision theory, applied probability, data analysis, war gaming, simulation, cost estimation, critical study review, measures of effectiveness, pitfalls in analysis, spreadsheet tools, optimization, and analysis in warfare. The JAWC program goal is to provide officers in pay grades O-5 / O-6 with the skills to direct, participate in, and review analysis to support national defense decision making. Students are exposed to many research and practicing defense analysts with years of experience in senior leadership decision support. Advanced math skills are not required, mature outlook on decision making is."

Core course offerings include:

EL 637A Survey in Analysis for the Warfare Commander

EL 599 Wargaming Theory and Practice

EL 637C Applying Analysis to Warfare: Sun Tzu with a calculator

Please view the link below for a short video outlining this area of study.

<http://www.nps.edu/video/portal/Video.aspx?enc=tH%2f%2fzzXzbQEM6mcHwgKKyxkSnjyHeRwf>

## Enterprise Strategic Planning (AoS 8- AQD 245)

**1. Summary.** The Enterprise Strategic Planning Cluster is a unique professional development program that fosters a broad range of multi-dimensional skills including critical thinking, alternative development, risk and uncertainty analysis, economic and budgetary considerations, and control and measurement systems development. Students who participate in the Enterprise Strategic Planning as part of their Naval War College program should be awarded an AQD in order to highlight their skills appropriate for billets requiring in-depth understanding of the enterprise strategic planning process, and the multitude of factors that must be considered to develop implementable enterprise strategic plans."

The word "Enterprise" as defined by the Navy is at a level that you would see Navy community managers leading: Air; Surface; Manpower; Sub; Logistic; etc. Courses in the Enterprise Strategic Planning AQD are teaching a strategic planning process at the level of an Enterprise and not at the geostrategic/national level. We must judge each course against the criteria that BUPERS approved for this Area of Study: (Quoted below)

"This cluster of electives is offered at the Naval War College (NWC) as part of the graduate degree program to provide the students a multi-dimensional perspective of the many aspects and challenges that comprise and/or influence the enterprise strategic planning process. As the list of electives provided above indicates, students who complete this program will have completed 90 hours of study in various forms critical decision making techniques including introduction to enterprise strategic planning concepts and methodologies, risk and uncertainty analysis and techniques, issue and problem definition techniques, resource and economic planning theory, organization theory, cybernetics and rationality, and manpower and human capital planning.

**2. Qualification, Skills, and Knowledge.** The Enterprise Strategic Planning cluster is a unique professional development program that fosters a broad range of multi-dimensional skills including critical thinking, alternative development, risk and uncertainty analysis, economic and budgetary considerations, and control and measurement systems development.

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## International and Operational Law (AOS 9-AQD 229)

The Naval War College's International Law Department (ILD) offers elective courses designed to familiarize future commanders, staff officers, and operators with the range of legal issues involved in planning and executing military operations across all domains. Understanding the legal basis for operations and the rules of conduct applicable during the

execution of these operations has never been more important, considering the 24-hour media coverage, the use of social media and the internet to exploit actual or alleged unlawful behavior of service members, and the difficulty in distinguishing between combatants and non-combatants prevalent in contemporary conflicts and security operations. The complexity of the operating environment and the scrutiny involved with conducting operations in a lawful manner requires leaders to understand the international and operational law framework, and to train and lead their service members appropriately.

The courses offered in AOS 9 utilize a combination of interactive lectures, seminar discussions, guest experts, case studies, and class exercises to present and synthesize the material. Students in the class enrich the learning experience by sharing their personal encounters with operational law issues in the fleet and field and at headquarters organizations. The fall semester elective is FE-556, Operational and International Law Issues for Commanders. This course explores the legal authorities, constraints, and concerns across the full spectrum of conflict, and in the ground, maritime, and air domains. The winter semester elective is EL-707, Global Maritime Security Law. This course focuses on the interaction between international law, seapower, and maritime security operations, and is primarily concerned with the formation and impact of oceans law and policy on tactical and operational threats to maritime security and the strategic order of the oceans. Finally, the spring semester elective is SE-552, Rules of Engagement (ROE)/Rules for the Use of Force (RUF). This course will examine how international law, domestic law, operational interests, and political considerations all affect the development of ROE and RUF. Historical case studies will illustrate how past political and military leaders balanced these various considerations to create ROE/RUF for military operations, provoking critical thought and discussion regarding their effectiveness.

Students who participate in AOS 9 will become aware of the importance and impact of the law on modern military operations, and they will better understand their authorities, rights, and obligations pursuant to international and operational law. Leaders will be better prepared to succeed in the contemporary operating environment.

## **Information Operations (AOS 11- AQD 249)**

The confluence of connectivity, content and cognition combine to form the information environment. In today's conflicts, all U.S. military operations are effectively *influence* operations undertaken to "guide" an adversary to decisions favorable to larger U.S. objectives. As such, operations in the information environment are central to achieving objectives on the battlefield as well as supporting the objectives of national leadership. Understanding the power of information and how it is collected, moved, prioritized, analyzed and synthesized to support decision makers is essential in contemporary warfare.

Courses in this AOS provide students an opportunity to explore issues across operational, technical, policy and legal areas of the information environment. This area of concentration is a unique professional development program that fosters a comprehensive

understanding of the challenges of operating in the information environment and the integration of information planning across the spectrum of conflict. Courses examine the broader issues of how information is used, legal concerns, transport challenges, security, exploitation, collection, prioritization, and the operational integration of these issues into planning and decision-making as well as the need for greater understanding of how information affects every aspect of military operations and specifically, its importance to the combatant commander in matters pertaining to theater security cooperation and campaign planning.

Students who participate in the AOS 11 elective track as part of their Naval War College program will develop skills appropriate for those billets requiring background and/or graduate education in the field of Information Operations, on either service or joint staffs. The graduate will be better prepared to lead and/or evaluate the integration of information activities and will better understand the challenges in planning and synchronizing Information Operations with other U.S. government or coalition actions. For Navy Officers, this AQD will enable tracking as part of the Navy's Information Operations Career Force.

A variety of courses are offered each semester and include the examination of doctrine, tactics, techniques and procedures and the integrated use of information in contemporary operations. Course offerings include such topics as Basics of Information Operations, Net-Centric and Cyber Operations, Operational Law, Operational and National-level Intelligence, Space Technology and Policy, and Strategic Communication.

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## **Irregular Warfare (AoS 12- AQD 248)**

The College's Insurgency and Terrorism Concentration Area will investigate the tenets of CIST and develop an awareness of the culture, customs, language and philosophy of insurgents and terrorists. The program will address the importance of good governance and the importance of human security in the context of the achievement of these desired political objectives.

This will give future operational and strategic leaders the know-how to more effectively counter the extremist ideology driving terrorists and providing cover for them to operate within their society. Courses in this concentration area will study small wars, insurgency, partisan and guerilla warfare across the spectrum as a means of achieving power through violence. In addition, graduates will analyze the need for specialized forces that can execute specific mission tasks with minimum support from large conventional forces as well as work at the lower end of the spectrum of conflict.

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## **Leadership & Ethics (AoS 13)**

Elective Area of Study (AOS) 13, Leadership and Ethics, provides students an opportunity for focused study in the critical issues of leadership (at the tactical, operational and strategic levels) and professional ethics in the modern military. This area of study is in direct support of the Naval War College mission of developing leaders of character who have trust and confidence in one another, are operationally and strategically minded, critical thinkers, proficient in joint matters, and skilled naval and joint warfighters. This AOS prepares students for leadership challenges at the tactical, operational, and strategic levels of war by focusing on required competencies and skill sets.

AOS 13 courses cover a broad spectrum of leadership and ethics topics and are taught by professors from across the NWC community as well as a few select adjuncts. The principal focus areas of this AOS are excellence in tactical level leadership and command of operating forces, preparation for the challenges of operational level leadership, and increased understanding of the nature of strategic leadership. These courses explore leadership from a broad variety of perspectives and examine a spectrum of current issues in professional military ethics. Individual courses focus on inspiring a shared vision, the Commanding Officer's role as moral arbiter of the command, decision-making, effective communication, leader development, leading strategic change, and confronting enduring ethical dilemmas as military professionals, along with many other related topics.

AOS 13 courses achieve these outcomes through the study of relevant theoretical constructs and case studies in philosophy, ethics, behavioral science, political history, military history, organizational studies, military sociology and character development

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## **JLASS (AoS 14-AQD 247)**

### **Mission**

The goal of JLASS is to further develop theater strategic planners by addressing key issues at the strategic and operational levels of war. JLASS enhances and expands participants' awareness of combined/joint staff and unified command issues by employing joint forces to execute national and theater level strategies. It prepares joint war fighters by providing the opportunity to develop, apply, and adjust theater strategies.

Naval War College senior students who participate in the JLASS elective take the Joint Military Operations Phase II core course during the fall trimester and the Theater Strategic Planning—the Pacific elective (FE-535A). The electives WE-535B and SE-535C reinforce the theater-strategic planning Phase II Joint Professional Military Education requirements covered in the JMO core curriculum. These three elective courses collectively build upon the concepts introduced in the core Joint Military Operations course.

JLASS involves distributed planning with the other Senior Level Colleges (SLCs) and culminates in a futuristic, two-sided, computer-supported wargame played at the Air Force Wargaming Institute (AFWI), at Maxwell AFB, Alabama. The six SLCs play appropriate U.S. and combined Blue forces. Students are thrust into the roles of theater supported and supporting commanders in a multiple contingency scenario in Asia Pacific. Students analyze, plan and issue orders according to the Joint Operations Planning and Execution System (JOPES) in the context of Joint Crisis Action Planning. The exercise phase consists of a five-day war game in which the students execute their campaign plan developed during the distributed planning phase and employ joint forces at the strategic and operational level to support national and theater level strategies.

JLASS is a Naval War College theater campaign planning elective course, which is linked to the following six SLCs:

The US Army War College (USAWC) in Carlisle, Pennsylvania

The Naval War College (College of Naval Warfare) (USNWC) in Newport, Rhode Island

The Air War College (AWC) in Montgomery, Alabama

The Marine Corps War College (MCWAR) in Quantico, Virginia

The Industrial College of the Armed Forces (ICAF) in Washington, DC

The National War College (NWC) in Washington, DC

Background

The Army and Air Force sponsored a series of computer-assisted simulations called CARMAX (for Carlisle and Maxwell) from 1983–1985. CARMAX played the Air-Land Battle in the Allied Forces Central Europe (AFCENT) area of responsibility. The U.S. Army War College (USAWC) and the Air War College (AWC) conducted the exercise simultaneously using a microcomputer interface for communication. The CARMAX project improved mutual understanding between the Army and Air Force war colleges regarding joint service procedures, doctrine, and operations. Portions of the CARMAX simulation were incorporated into exercises within the core curricula of both colleges. By 1985, CARMAX had achieved its objectives, and a new series of exercises evolved to include sea and space along with air and land dimensions.

The new series was called Joint Land Aerospace Sea Simulation (JLASS) and was sponsored by the SLCs from 1986–1988. Exercises in this series included April 1986 (Central Europe) in a partially distributed exercise; April 1987 (Korean Peninsula) at the Naval War College; and May 1988 (Korean Peninsula) at the Air Force Wargaming Institute (AFWI). A second series of JLASS games was agreed upon for the next five years, 1989–1993, and a third series for the years 1994–1998. All exercises in these series were conducted at AFWI within a Pacific theater of war scenario. Enhancements made during this series included: expanded Special Operations forces play (assisted by the U.S. Army John F. Kennedy Special Warfare Center and School), expanded logistics play (supported by the Industrial College of the Armed Forces), the addition of the Marine Corps War College as an exercise participant, and distributed war gaming via video teleconferencing.

The current exercise series continues JLASS at the AFWI. The game is constantly refined and adapted to the changing strategic environment to offer the best possible joint operational level/educational level gaming experience.

Objectives

The overall goal of the three JCLASS elective courses is to build on the core curriculum of the College of Naval Warfare and to further develop theater strategic planning skills. The specific goal of the JCLASS war game is to enhance joint professional military education through an exercise that examines potential U.S. military responses to regional crises. This exercise focuses on joint and multinational warfare, primarily at the operational and strategic levels. Upon completion of this three-semester course students will be able to:

Comprehend and apply the art and science of developing, deploying, employing and sustaining the military resources of the Nation, in conjunction with other instruments of national power, to attain national security objectives during joint campaign planning and execution of a theater strategy.

Assess the ability of the United States to integrate and employ all instruments of national power in achieving strategic objectives, with a focus on the employment of the military instrument of national power both as a supported instrument and a supporting instrument of national power throughout the region.

Synthesize the role and perspective of the combatant commander and staff in developing various theater policies, strategies, and plans (to include WMD/E).

Develop naval approaches to the conduct of war in the theater, particularly the benefits of forward presence, fleet operations in sea control/power projection, and the integration of the joint planning system.

Construct and integrate information operations into theater campaign development.

Design potential strategies to achieve U.S. interests and objectives in the Pacific Theater.

Appraise the challenges and leverages the information age provides the combatant commander.

Enhance and expand awareness of Joint Staff and unified command issues through the application of joint forces in support of national and theater level strategies involving multinational and interagency partners.

Assess the competing interests and objectives in Pacific Theater.

Construct and integrate theater C2 relationships into an overall theater campaign plan.

Describe and assess the U.S. interests and objectives in the Pacific Theater.

Devise strategies that leverage the political and military power center relationships among nation states within the Pacific Theater and with the United States.

Comprehend the political and economic dimensions of nation states within the Pacific Theater.

Assess the linkages of regional resources to U.S. interests and objectives.

#### Methodology

The principle methodology of the course is a seminar discussion, emphasizing an active learning environment. The course builds upon concepts from history, strategy, naval and military operations, decision-making, and gaming theory, plus tapping into the professional experience of students and moderators. A tough-minded, questioning attitude by the students and a willingness to enter into a rigorous discussion are central to the success of this program.

The course aims on preparing students to function effectively as members of the U.S. Pacific Command staff, offering a combination of instructional sessions and planning time devoted to preparing JCLASS war game plans, and emphasizing active learning through the

preparation of plans and orders that will be subsequently executed in the JCLASS war game. A novel feature of the course is the opportunity to interact with students from the other SLCs through distributed networking, as well as a weeklong gathering of all the students in an interactive exercise execution phase at Maxwell AFB.

The students, acting as members of U.S. Pacific Command, develop a theater campaign plan for joint and multinational operations in the Pacific Theater. The plan will be exercised over a weeklong two-sided, computer-assisted war game to be played at Maxwell AFB, AL during mid-April each year, by teams from CNW and the other SLCs.

Curriculum

FE-535A

College of Naval Warfare students who take the Theater Strategic Planning - the Pacific elective, also participate in the Joint Land, Aerospace, and Sea Simulation (JCLASS) electives in the winter and spring. This fall elective is designed to give the JCLASS students a better understanding of the strategic issues impacting security in the Pacific and should facilitate regional planning that will be conducted during the next semester elective where the JCLASS students produce a theater estimate and security cooperation plan for PACOM (based on a future World Summary written ten years out).

If you have any of these skills, ability to work with a team, and individual motivation please sign up for FE/WE/SE 535—Joint Land Aerospace and Sea Simulation (JCLASS). The JCLASS Course Director may be contacted at 401-841-7361 and the JCLASS Lead Moderator may be contacted at 401-841-7297.

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## Halsey

### ***Halsey ALPHA Research Group ( AoS 15- AQD 271)***

The *Halsey Alfa Group* is a collaborative student-faculty research effort at the Naval War College that employs military operations research and free-play war gaming to examine in detail high intensity conventional warfare. Specific scenarios center on a technologically sophisticated access denial challenge posed by a "near peer" military competitor in a maritime scenario within the next few years. Analysis focuses on the tactical/operational level of war and is conducted at a classified level.

During the academic year in residence at the War College, students who apply for and select to the Halsey Alfa program conduct in-depth research and analysis of specific, real-world, tactical and operational warfighting issues within a specific theater-level scenario. Both the individual issues and the scenario itself are of direct, near-term relevance to the joint operating forces.

The student program includes a year-long series of directed electives (EL-595E), and one full-time trimester (in lieu of NSDM or S&P), focused on data collection, research, analysis, and war gaming of the assigned problem. The courses include a thorough grounding in relevant sensors, weapons, command and control systems, training regimes, and operational practices of the forces involved, as well as the use of quantitative techniques for operations research, where quantification is appropriate.

Direct liaison is maintained with the full range of relevant intelligence and operational commands to ensure project currency, and to provide feed-back to these commands. The Halsey Group Alfa project outputs provide a firm basis for operational planning and joint force organization at the theater level. Project results are provided to theater operational forces and senior levels of the Navy.

Participation in Halsey Alfa is limited to US citizens with an appropriate security clearance.

### ***Halsey BRAVO Research Group (AoS 16- AQD 272)***

The Halsey Bravo Program is a faculty-led collaborative research, year-long directed elective and advanced research project that is open to students of the Naval War College who are US citizens and possess an appropriate security clearance. In an effort to gather insights into a potential future conflict, the Program uses manual war gaming, operations research and analysis to examine over multiple iterations how a particular medium-technology maritime conflict scenario might play out. Students play all necessary roles of the game, adjudicate, assess, and analyze all combat interactions. The ensuing results, observations, and recommendations are regularly briefed to concerned staffs and flag officers.

Students who volunteer and successfully select for the program take Halsey Bravo as an elective for two of their three trimesters, and as an advanced research project for their remaining academic term. During their year as members of Halsey Bravo students can expect to participate in the briefing of numerous flag officers, and have the opportunity to travel to the subject AOR and to relevant commands and organizations as part of their research activities. Students receive a distinct Halsey AQD upon completion of the Program.

### ***Gravely Research Group (AoS 17- AQD 273)***

The Gravely Research Elective and Advanced Research Project is a collaborative warrior-scholar research and concept development track that is focused on developing warfighting concepts at the operational level of warfare. Participants examine emerging technologies and functional capabilities that are being considered in the evolution of integrated air and missile defense and undersea warfare. Gravely warrior-scholars pursue academic research, use war gaming techniques and engage in team and independent assessment projects

to explore concepts that may offer the “next big thing” in Navy and Joint warfare. The elective program and advanced research project covers the entire academic year resulting in an Academic Qualification Designator and possible follow-on assignments in the field of study.

Gravely warrior-scholar analysis and research are shared with the Chief of Naval Operations, fleet commanders, and warfare centers of excellence on a routine basis. Compass Check Papers and Running Fix Briefings are presented to share research and concept development findings with a broad base of warfare stakeholders and senior leadership. Acceptance into the Gravely Research Group is based on an interview and selection process.

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## **The Mahan Scholars Group (AoS 18- AQD 275)**

The Mahan Scholars Program is a year-long, seminar-based course of study focused on deterrence and related concepts at the strategic level as well as their applications to and implications for the nuclear realm. Depending on student cohort composition and interest, the program may also examine additional domains and/or tools of strategic importance, such as space, cyberspace, and/or special operations. The work is focused primarily at the strategic level and involves a mixture of unclassified and classified sources and activities.

Students selected for the Mahan Scholars Program at the start of each academic year spend the fall in seminar working through key concepts and debates, the winter in seminar shaping and starting their individual research projects, and the spring primarily engaged in independent research and writing under the director’s guidance to complete their final 30-page paper and associated products. Mahan Scholars also have the opportunity to participate in a wargame of a regional contingency in a potentially nuclear environment, to go on funded class and individual research trips in furtherance of their projects, and to brief their work to relevant leaders at the end of the academic year.

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## **Homeland Security/Homeland Defense (AoS 21-AQD 276)**

The attacks on the World Trade Center and the Pentagon on 11 September 2001 awakened many Americans to the reality that their homeland was not as safe as they had once assumed. The U.S. government reevaluated its homeland security posture and made significant organizational changes, including creating a cabinet-level Department of Homeland Security (DHS) and a new combatant commander (USNORTHCOM) with a geographic area of responsibility including for the first time the continental United States and surrounding waters. Securing the safety of our homeland is a shared responsibility between many actors including federal, state, local governments and the private sector. Responsibility for securing the homeland against maritime threats in particular crosses many organizational boundaries, and as such presents significant challenges to unity of effort. The Department of Defense (largely

the Navy) and the Department of Homeland Security (primarily the Coast Guard) share much, but by no means all, of the responsibility for maritime security. The challenge is exacerbated by the immensity of our largely unguarded coastlines. Our nation has come a long way since 9/11 in coordinating efforts to secure our homeland from maritime threats, but much work remains to be done.

#### FE 701 – MARITIME HOMELAND SECURITY AND HOMELAND DEFENSE

During this course, students will examine the challenges of maritime homeland security/defense from a variety of perspectives, looking at the characteristics of the maritime domain, the nature of the threat, the capabilities and limitations of the various services and agencies with responsibilities in this area, as well as the key policy and organizational challenges facing national leaders in securing our maritime borders. The primary focus of this course will be on the aspects of the topics relevant to future military leaders, but the topics themselves span far beyond the military sector. The course employs individual research and seminar discussion. Each student will be required to write a 5-7 page research paper and present a 15-minute oral presentation in class.

This course is the first in a series of a three electives in an area of study in Homeland Security/Defense. These three electives are designed to be taken in the sequence presented. The two follow-on electives are WE 703 *Homeland Security/Homeland Defense and the Department of Defense*, and SE 705 *Homeland Security/Homeland Defense Fundamentals and War Game*.

#### WE-703 – Homeland Security/Homeland Defense and the Department of Defense

During this course, students will examine the challenges of homeland security/defense from a variety of perspectives, looking at the responsibilities of the Department of Defense (DoD), primarily in terms of the Defense Support of Civil Authorities (DSCA) mission. Additionally, the course will look at the Interagency process at all levels--Federal, state, local, tribal—to determine the capabilities and limitations of the various services and agencies with responsibilities in this area, as well as the key policy and organizational challenges facing national leaders. The primary focus of this course will be on the aspects of the topics relevant to future military leaders and staff officers, but the topics themselves span far beyond the military sector.

This course is the second in a series of three electives in the Area of Study (AOS) in Homeland Security/Defense (HS/HD). These three electives are designed to be taken in the sequence presented. The preceding and follow-on electives are FE 701 *Maritime Homeland Security/Homeland Defense* and SE 705 *Homeland Security/Homeland Defense Fundamentals and War Game*. The course employs individual research and seminar discussion. Each student

will be required to write a 5-7 page research paper and present a 15-minute oral presentation in class.

## SE 705 – MARITIME HOMELAND SECURITY/HOMELAND DEFENSE FUNDAMENTALS AND WAR GAME

The course centers on the key policy and organizational design problems that future military leaders are likely to confront in maritime homeland security/defense, and the analytic skills they will need to meet those challenges. Each class requires students to master the core issues, principles and problem-solving approaches for the topic in question, and apply those fundamentals to the specific challenges.

The third elective in the Homeland Security/Defense track provides an opportunity for members of the College of Naval Warfare and College of Naval Command and Staff to participate in a focused analysis project dealing with near and mid-term operational challenges to Homeland Security, Homeland Defense and Defense Support of Civil Authorities. The project employs individual research and interactive wargaming and each student will be required to write a 5-7 page research paper providing an analysis of their gaming results.

This course is the third of a three elective track in the area of Homeland Security/Defense, intended to be taken in the sequence presented. The two prerequisite electives are FE 701 *Maritime Homeland Security and Homeland Defense* and WE 703 *Homeland Security/Homeland Defense and the Department of Defense*.

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## Student Online Journal-Writing Center (AoS 22)

“Have the courage to write, publish, and be heard. Launch your ideas and be an integral part of the conversation. Why? Because it makes our nation and our profession stronger. In the end, no one of us is as smart as all of us thinking together.” Admiral Stavridis’s words aptly articulate the mission of /luce.nt/, the student-run online journal. As a student editor, you will play an integral role in ensuring your military and civilian peers have a fresh forum for contributing to the national security conversation. Student editors make all of the decisions concerning the journal: when to issue the Call for Papers for each issue, initially evaluating all paper submissions, communicating with all writers and the faculty review board, editing manuscripts, contributing written work which will be decided by the student editorial board, and so on. You’ll work closely with the Director of the Writing Center who will also work with you in the

three electives associated with being an editor of /luce.nt/. The three required courses which will prepare you to be an editor are as follows:

725 A: What's It All About: Developing a Keen Eye for Good Writing

725 B: Details, Details, Details: The Art of Editing a Manuscript

725 C: Steering the Ship: Being Editor-in Chief

Only a few students from each entering class are selected to be part of the staff, and the only requirements for being an editor are that you have a passion for ideas and a desire to be a better writer and a more astute reader.

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## **Advanced Studies in Naval Strategy (AoS 23- AQD 277)**

NWC's Advanced Studies in Naval Strategy (AOS 23) builds on the broad graduate-level educational base of the core curriculum to instill a profound understanding of the strategic uses of sea power, the role of economics in strategy, and acquired knowledge from history and the social sciences on issues of vital interest to the Navy. An elective on "International Security" will examine these national security issues in detail and will include sessions on the theory and practice of deterrence, the assurance of allies, compellable and coercive diplomacy, intentional and unintentional origins of wars, military intervention, war termination, environmental sources of conflict, and peacetime/diplomatic uses of military power. A second elective on "Economics and Strategy" will examine the costs of war, financial crises, fiscal crunches, the economic instrument of power as inducement and sanction, forms of economic warfare, and energy as a source of conflict and cooperation. A third elective on "Seapower, Past and Present" will delve further into past and current theorists and exponents of naval power and then examine the uses of sea power and maritime assets to accomplish national goals on selected topics from the first two electives.

An additional programmatic component labeled the Practicum and falling within the purview and academic schedule of AOS 23 will, on roughly a bi-weekly basis, bring in distinguished civilian and military practitioners of the formulation and execution of strategy for focused discussion on vital contemporary topics. Preparatory readings and structured learning objectives will be developed for each session. Fruitful visits by students to practitioners in the DC area will also be considered.

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