

United States Naval War College Distance Education Programs



Information Guide 2004-2005

College of Distance Education
U.S. Naval War College
Newport, Rhode Island

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College of Distance Education

February 2003

Welcome From the Director, College of Distance Education

Welcome to the College of Distance Education (CDE). CDE represents the Naval War College's outreach program. We exist to provide executive-level education to officers of the various military services and to senior Department of Defense and other Federal employees. We offer two delivery methods: faculty-led evening seminars and a web-enabled correspondence program. These courses mirror to a large degree the program of study offered to resident students at the College's Newport campus. The quality of our CDE programs has been called "the best of any Service College." You may find that they are more rigorous and academically demanding than many off-duty educational experiences elsewhere. So if you want to work hard, learn a lot, and earn graduate credit, a diploma, and Joint Professional Military Education (Phase 1) credit, and possibly even a master's degree . . . this may be the program for you! I invite you to think about what we offer and contact us if you need more information. For the most current description of CDE Programs and this information guide, access our website at <http://cde.nwc.navy.mil>

We are proud of our programs and truly believe that they can make a difference in your success in future assignments! If you're looking for a challenge, with clear rewards at the end of the line... we may be what you are looking for!

T. H. Jackson
Director, College of
Distance Education

MISSION

The Naval War College

"The mission of the Naval War College is to enhance the professional capabilities of its students to make sound decisions in command, staff and management positions in naval, joint and combined environments; to provide them with a sound understanding of military strategy and operational art; and to instill in them joint attitudes and perspectives. The Naval War College shall serve as a center for research and gaming leading to the development of advanced strategic, warfighting and campaign concepts for the future employment of maritime, joint and combined forces."

College of Distance Education

The mission of the College of Distance Education is to develop and administer an extension of the education program of the College of Naval Command and Staff to nonresident military officers and selected government employees.

We are committed to:

- Providing an opportunity for students to obtain a Naval War College diploma by completion of a Fleet Seminar or web-enabled Correspondence Course program paralleling the educational quality of the resident program.
- Providing the student a graduate-level faculty of the highest caliber.
- Supporting the educational needs of all of our students.
- Meeting the objectives of the Military Education Policy Document.
- Achieving quality and continuous improvement.

Program for Joint Education Certification

BACKGROUND: Joint Professional Military Education (JPME) is that portion of Professional Military Education concentrating on the instruction of joint matters in order to develop officers skilled in attaining unity of efforts across Services, interagency, non-governmental and multinational lines among other things. The Goldwater Nichols Act, which became law in 1986, requires the completion of a joint duty assignment for promotion to O-7. JPME is that portion of Professional Military Education (PME) that supports fulfillment of the educational requirements for joint officer management.

Educational requirements for Joint Staff Officer (JSO) qualification can be met through the completion of either an accredited resident or nonresident JPME Phase I curriculum followed by the applicable Joint Forces Staff College JPME Phase II curriculum or through one of the National Defense University Senior-Level JPME curricula. The Naval War College nonresident programs have been accredited as intermediate level JPME Phase I programs.

The Chairman, Joint Chiefs of Staff, has certified each Naval War College nonresident program for JPME Phase I credit. In addition, Phase I certification awarded to the NWC nonresident program graduate meets a prerequisite for acceptance into the Joint Forces Staff College, Phase II course. Appendix A reiterates JPME goals and objectives for intermediate level schools.

HISTORY

Naval War College

On October 6, 1884, the Secretary of the Navy, William E. Chandler, founded the Naval War College by a General Order that said simply, "A college is hereby established for an advanced course of professional study for naval officers to be known as the Naval War College." Rear Admiral Stephen B. Luce became the first President of what is now the oldest continuing institution of its kind in the world.

Luce's concepts of the nature and needs of the naval profession shaped the War College from its inception. He appreciated the interrelationship of naval power, technology, and international politics, and the necessity for senior officers to understand such complex issues. Admiral Luce organized the War College as "a place of original research on all questions relating to war and the statesmanship connected with war, or the prevention of war."

Captain Alfred Thayer Mahan, second President of the College, originally had been selected by Luce to initiate a course in naval history. Of all the men who were to influence the institution in its early years, no other was to have such a profound impact. He built a curriculum on the foundation laid by Luce. His lectures on naval history became its central feature, describing the geopolitical factors upon which maritime power was based, the role of a fleet of capital ships in expanding that power, and the relationship between seapower in all its forms and national greatness. These lectures were published in 1890 as *The Influence of Seapower Upon History, 1660-1783*.

On April 1, 1914, the Department of Correspondence Courses was established in a General Order signed by Josephus Daniels, Secretary of the Navy. Under the direction of the President of the War College, Rear Admiral Austin M. Knight, the Correspondence Courses Department was organized by Lieutenant William S. Pye, USN, who later became a Vice Admiral and President of the College during World War II. Lieutenant Pye had experimented with War College study by correspondence while at the Naval Academy some years earlier. There were two versions of the curriculum: Course A for groups and Course B for individuals. The initial course offered, "Strategy and Tactics," later evolved into the three courses entitled "Strategic Planning," "Military Planning," and "Naval Operations." In 1919, drawing on his experiences in World War I, Vice Admiral William S. Sims, as President, organized the Naval War College into four separate departments: Command, Strategy, Tactics, and Correspondence. In those first five years, 828 officers had enrolled in correspondence courses and 30 had completed requirements for a diploma.

In 1924, a correspondence course in "International Law" was added to the curriculum. After World War II, the War College continued its emphasis on strategic and tactical education with the stated mission of "developing the professional competence of officers in operational planning and the exercise of operational command." This mission had been confirmed by the results of World War II and the testimony of graduates like Fleet Admiral Chester W. Nimitz. In 1949, as an extension of a resident course, "Logistics," later called "Command Logistics," was introduced. By 1950 the new environment and responsibilities facing the naval profession overseas presence, joint and combined operations, increasing roles in policy formulation prompted a reevaluation of War College curriculum. All courses, resident and correspondence, were modernized under the Presidency of Vice Admiral Raymond A. Spruance, who, in 1932-33, had been Head of the Correspondence Course Department. The series of innovations moved the program closer to the educational concepts of Luce and Mahan. In 1957, "International Relations" was offered for the first time by correspondence.

In the 1960s, the College developed a more workable solution to the problem of combining operational and theoretical education. Two separate programs were created: a College of Naval Command and Staff for the middle-grade officers, emphasizing the operational and tactical elements of command, and a College of Naval Warfare for senior officers, stressing broader policy, administrative and strategic questions. Correspondence courses focused at the Command and Staff level. In the correspondence program, "National and International Security Organization"

saw its beginning in 1961, and a course in "Counterinsurgency" was offered starting in November of 1962. "Military Management" was first offered in August of 1967.

The major revisions to the curriculum and the reorganization of the faculty in 1972 under Vice Admiral Stansfield Turner, President 1972-1974, opened new possibilities; the War College of the 1970s reflected the ideals of Luce and Mahan to an even greater degree. The mission was expanded to develop "the professional capabilities of its students to make sound decisions in both command and management positions." New trimester courses in Strategy and Policy, Defense Economics and Decision Making, and Naval Tactics were introduced as the focus of an intellectual effort using a faculty-led seminar technique. The Center for Continuing Education (CCE) again recast its offerings to match those of the resident courses. At Admiral Turner's direction, and with initial financial support from the Naval War College Foundation, the Center instituted "off-campus" seminars in Washington, D.C., in 1974, with 30 students enrolled. Today more than 1000 students at 21 seminar locations and over 650 Correspondence Course students at duty stations around the world are enrolled in CCE programs. Course offerings today reflect the Turner model: "Strategy and Policy," "National Security Decision Making," and "Joint Maritime Operations." Resident faculty participate heavily in course design, curriculum development, and appearances as lecturers. "International Law" and "International Relations" continue as elective offerings.

In August 1986, the name, Center for Continuing Education, was changed to the College of Continuing Education, reflecting the size of its nonresident programs and the high quality of graduate education offered. In March 1993, the Chairman, Joint Chiefs of Staff, authorized the Naval War College to grant the Program for Joint Education (PJE) Phase I certification to qualified graduates of nonresident programs and in 1995 the College was re-accredited by the New England Association of Schools and Colleges, Inc. In December 1998, PJE re-accreditation was also granted. In September 1999, CCE established the Monterey Programs Office at the Naval Postgraduate School to administer the NPS-NWC Partnership for Professional Joint Education. This partnership provides tailored versions of NWC courses to the students studying at NPS. For over eighty-five years CCE has provided the opportunity for a Naval War College education to tens of thousands of officers and civilians unable to attend courses in Newport. A Nonresident Seminar Graduate Degree Pilot Program was established in the fall of 2000 to examine the feasibility of offering a Naval War College Master's Degree for Nonresident Seminar students. Accreditation by the New England Association of Schools and Colleges was expanded in May 2001, allowing the College to offer the Master of Arts in National Security and Strategic Studies to selected Nonresident Seminar students at Additional Instructional Locations (AILs) that have been certified for the degree program. Foreign officers are not eligible for this program. In April 2002, the name, College of Continuing Education, was changed to College of Distance Education (CDE), to more accurately reflect CDE's mission.

ORGANIZATION AND FUNCTIONS

The academic and research programs and direct supporting functions are administered and operated under the President of the Naval War College and his principle assistant, the Provost/Dean of Academics, along with the Dean of Naval Warfare Studies.

The College of Naval Warfare

--The *senior U.S. college* is composed of senior officers and federal government civilian employees. Their ten-month academic program is designed to investigate the political source and implications of military strategy, the economic and managerial aspects of force planning and administration of the implementation of naval strategy and operations at the highest command level.

The College of Naval Command and Staff

--The *intermediate U.S. college* is composed of middle-grade officers and federal government civilian employees. Their ten-month program is designed to prepare them for more senior commands and assignment to joint or combined staffs.

The Naval Command College

--The *senior international college* is composed of senior officers from other nations who have been selected to attend the Naval War College. Their academic program, also of ten-months duration, is almost identical to that of the College of Naval Warfare insofar as security clearances allow.

The Naval Staff College

--The *intermediate international college* is composed of mid-career international officers enrolled for a five-month period. Their academic program provides them with an understanding of the fundamentals of naval force planning, operations and tactics, and acquaints them with the nature of U.S. military and naval organizations, practices and doctrine.

The College of Distance Education

--The *nonresident college* is composed of U.S. military officers and federal government civilian employees. This program adapts the offerings of the College of Naval Command and Staff and administers them through fleet seminars and correspondence courses, both web-enabled and paper based.

ACADEMIC PROGRAMS

Introduction

The College of Distance Education (CDE) enrolls U.S. military officers and government civilian employees and a limited number of foreign officers in a curriculum that parallels offerings in the College of Naval Command and Staff. The diploma may be earned through two different programs:

The **Fleet Seminar Program** is offered on an academic year basis, commencing in late August and ending in early May (applications must be received by 1 August). The seminar program for 2002-2003 is offered at the following areas:

Annapolis, MD
Bangor, WA
Dahlgren, VA
Everett, WA
Fort Meade, MD
Great Lakes, IL
Jacksonville, FL
Mayport, FL
Millington, TN
Monterey, CA

New Orleans, LA
Newport, RI
Norfolk, VA
Patuxent River, MD
Pearl Harbor, HI
Pensacola, FL
Port Hueneme, CA
San Diego, CA
Washington, DC
Whidbey Island, WA

Applicants are enrolled in a seminar consisting of 15-20 students. Seminars meet one evening per week (34 times per year) for about 3 hours, under the direction of a Naval War College adjunct faculty member, from the last week in August through the first week in May. From time to time, there are formal presentations by resident faculty members from Newport and by visiting professors from colleges and universities around the world. The seminars are conducted at the graduate level and require appropriate initiative, research, writing, and oral commentary on the part of each student. The College recognizes that duty requirements occasionally may necessitate late submission of required work. Students must coordinate/arrange for such delays with the faculty member in advance. Students are advised that all delinquencies must be resolved prior to 22 May of the academic year. Students unable to meet that deadline must request an extension, in advance, from the Director, College of Distance Education. All work completed after 22 May must be submitted to the College of Distance Education for processing in Newport. In no event will an extension be granted beyond 1 August. No student with an "Incomplete" grade will be allowed to reenroll until the "Incomplete" is eliminated. A student unable to complete a course in seminar may receive credit for that work successfully completed and then complete remaining requirements through the correspondence program.

Due to space constraints, only Fleet Seminar Program graduates are invited to attend the Current Strategy Forum (CSF) held annually the week of graduation.

The **Web-enabled Correspondence Program** is offered to eligible students located throughout the world. The program is closely aligned with the College of Naval Command and Staff curriculum and the Fleet Seminar Program. The diploma program is designed to be completed in about 18-24 months. Because of the substantial amount of time required for each course, a request for enrollment constitutes the commitment on the part of the student of a minimum of two study periods of three or more hours each week. In order to be eligible for the College's June graduation, correspondence course students must complete all requirements by 30 April in the year they wish to be listed in the graduation literature.

Each course in the correspondence program is divided into modules/blocks. Completion of one module/block is a prerequisite to commencing study of the next module/block. Written requirements for modules/blocks vary. Some may require more than 1 essay or a combination of essays, point papers, and multiple-choice tests. The following definitions apply:

Course - A course is a major unit of study. (For example: "Strategy and Policy" is a course.)

Module/block - Each course is subdivided into a number of discrete modules/blocks that involve individual areas of study for which a grade is assigned. (For example: "Limited War" is a module in the "Strategy and Policy" course.)

Essay - Student written requirement for most modules/blocks. The word "solution" is commonly used, but in no way should reflect that there is only one proper response.

Point Paper - A short concise paper used as a method of passing information. A common form of submission for Joint Maritime Operations course blocks.

Naval Postgraduate School (NPS) Programs

In the fall of 1999, the Naval War College commenced a partnership with the Naval Postgraduate School to provide NWC courses to students in Monterey. All Department of the Navy students are required to take the course "*Strategy and Policy: The American Experience*." This course will be taught through lectures and seminar discussion offered during the normal academic day. NWC will also offer versions of the other two core courses: "*National Security Decision Making*" and "*Joint Maritime Operations*." These courses will be offered either through the Fleet Seminar Program or through Independent Directed Study (correspondence). NPS students should

contact their Curricular Officer or the Naval War College's Monterey Programs Office (in Glasgow Hall) for additional information. They can also refer to Appendix G of this *Information Guide* or the NPS Course catalog for course numbers and other specifics.

Core Courses

The Naval War College bases its programs on three core courses (Strategy and Policy, National Security Decision Making and Joint Maritime Operations). The College of Distance Education offers the same courses as adaptations of the resident offerings, the difference being in the style of presentation. Students may complete individual courses through either program. In addition, they may transfer between seminar sites and from seminar to correspondence. Courses may be completed in any sequence.

Strategy and Policy (S&P)

This course is founded on the Clausewitzian premise that "war is a continuation of policy with the addition of other means." Strategy is the bridge that connects the state's goal with the operations of its military forces. Students are familiarized with the fundamentals of foreign policy and military (joint and combined) strategy. In addition, the course assists students in developing a coherent framework for analysis of decisions involving the use of force to achieve national objectives.

The course is presented through a series of historical case studies examining specific examples of strategic-political interaction. The course, however, is definitely not intended to be a study of history for its own sake. The case study topics have been carefully chosen to focus on historical situations that illustrate the enduring and recurring concerns of the strategist. The principal concerns interwoven throughout the course are:

- the political determinations and objectives of war
- the alternatives to war as an instrument of policy
- the international environment, institutions, and alliance structures through which policy and strategy interact
- the comparative merits of joint and combined warfare strategies
- civil-military relations in peace and war, all examined with reference to political and strategic problems and options.

National Security Decision Making (NSDM)

The National Security Decision Making course educates students in the effective selection and leadership of armed forces within national resource constraints. The course provides instruction in: the strategic planning and selection of future military forces; systematic approaches to programmatic resource choices under conditions of high uncertainty; and the nature of economic, political, organizational and behavioral factors affecting selection and command of military forces. Areas selected for special attention are:

- the changing economic, political and military environments affecting national security
- major joint military force planning, concepts, issues and choices
- the structure and process for planning and programming joint military forces and the interface of that process with the federal budgeting process
- a conceptual understanding of the types of analysis underlying many DOD resource allocations decisions

- political, organizational, and behavioral influences on national security decision making and implementation
- strategic leadership and management of large, complex national security organizations.

Joint Maritime Operations (JMO)

Joint Maritime Operations (JMO) is an executive development course that emphasizes planning and decision-making factors at the joint task force level for operations in the maritime environment. Operational problems require military officers to make increasing use of many disciplines. This differs from the past, where application of a single discrete discipline was more the norm. Officers must have a firm grasp of military strategy, an understanding of joint and combined operations, and a thorough background in the essential elements of the military planning and decision making process to deploy, employ, and sustain successfully and efficiently U.S. military forces. Consequently, the Joint Maritime Operations course employs a multi-disciplinary approach, providing the student the opportunity to synthesize various ideas that include maritime strategy, joint and service doctrine, military decision making, operational planning, naval warfare, military warfare, threat assessment, and war-gaming techniques. Joint Maritime Operations applies these ideas to military problems requiring decisions in dynamic situations. The integrating themes of the course are joint maritime operations, the operational level of war, and military decision-making. Reference is made throughout the course to the ability of the CINC and the staff planners to be able to answer confidently four fundamental questions:

- What military conditions must be produced in the operational arena to achieve the strategic goal?
(ends)
- What sequence of actions is most likely to produce that condition? (ways)
- How should the resources of the joint force be applied to accomplish the desired sequence of actions?
(means)
- What is the likely cost or risk to the joint force in performing that sequence of actions?

The ability to answer these questions is the very essence of the Joint Maritime Operations course.

Correspondence Course Modules/Blocks

Each of the core courses is available as a Correspondence Course. The modules/blocks and associated topics are listed below for each of the core courses.

STRATEGY AND POLICY

Module #	Topic
1	Policy, Strategy, and War
2	American Revolution
3	Russo-Japanese War
4	Capstone Case Study: The Peloponnesian War

NATIONAL SECURITY DECISION MAKING

Module #	Topic
	NSDM - JPME (Part 1)
1	Military Strategy and Force Planning (Sessions 1-10)
2	Security Policy Analysis (Sessions 1-13)
	NSDM - JPME (Part 2)
3	Defense Resource Allocation (Sessions 1-7)
4	Military Strategy and Force Planning (Sessions 11-20)

JOINT MARITIME OPERATIONS

Block #	Topic
1	Strategy and Operational Concepts
2	Law and Maritime Forces
3	Military Organization
4	Introduction of Military Operations Other Than War (MOOTW)
5	Joint Operational Planning
6	Joint Task Force War Game and Final Exam

During this course of study, the student will submit a variety of written assignments in the form of assessments, answers to multiple choice questions, and essays. Time limits for submission of written materials are specified in individual syllabi. Normally they are required in 60-day intervals. **Neither partial submissions nor multiple submissions are acceptable.** Partial submissions will not be reviewed, nor do they satisfy a completion deadline. Students who do not meet submission deadlines will be disenrolled from the program.

The College will normally complete review of student work within 30 days following receipt. Written requirements are evaluated to first determine if the student has demonstrated an understanding of the basic principles and concepts the course is designed to convey. They will then be evaluated in terms of logical development and, in some cases, depth of analysis. *These reviews are intended to be a continuation of the learning process for all students. Study materials for each module/block should not be returned to the College until these reviews are received.*

Elective Courses

The College also offers **shorter** elective courses. These offerings are designed to permit each student to expand beyond the three core courses into greater depth in some specific areas of interest. As in the other courses, grades will be assigned. Each elective is completed as a web-enabled correspondence course. Students write essays on questions selected from a list provided with each module/block. Submission requirements vary according to the course and will be explained in the individual course syllabus guide. The elective courses are not required for a Naval War College Diploma or the Program for Joint Professional Military Education Phase 1 credit, and priority for enrollment will be given to students in the Graduate Degree Program according to the following precept:

1. Graduate Degree Program (GDP) students who are Graduates of the Fleet Seminar Program who are also Navy URL.
2. Other GDP students who are Graduates.
3. GDP students.
4. CDE Fleet Seminar students who are GDP applicants.
5. Other Fleet Seminar students.
6. Other CDE students.
7. New applicants who are eligible for CDE enrollment.
8. Within each group above, priority will go to those students closest to expiration of the normal 7-year statute of limitations to complete the Graduate Degree Program.

The following are the current elective offerings:

International Relations (IR)

The International Relations course provides the student with fundamental concepts in international affairs and international political processes. This course is not a study in "current events." Rather, it provides the theoretical and practical framework to understand such current events as they occur on the international scene. Accordingly, students will enhance their professional qualifications in the politico-military field. Topics include:

Session #	Topic
Session I:	Introduction to Elements, Patterns and Theories of International Relations
Session II:	State Security and Statecraft: Interests, Goals, Policies and Application of Power
Session III:	International Cooperation and Security
Session IV:	Globalization: Political and Economic
Session V:	Religious, Ethnic, Nationalistic and Humanitarian Challenges to Global Order
Session VI:	The Security Dilemma in the Modern World
Session VII:	Conclusions

International Law (IL)

The International Law course is fashioned to provide the student with a fundamental understanding of the concepts and principles of international law and the application of these concepts and principles to practical situations that the naval commander may face. The course will address issues in a broad context of operations to provide the student with the necessary understanding of the impact of international law on all phases of warfighting and peacekeeping. Topics include:

Module #	Topic
IL-1	Law of the Sea (5 sessions)
IL-2	Law of Armed Conflict (5 sessions)

Academic Philosophy

The Naval War College programs are conducted as graduate courses and students must perform at that level. The style, organization, and content of student submissions should reflect generally accepted graduate-level requirements.

The College employs no “school solutions”, but rather emphasizes the logical application of information in support of individual analysis and problem solving. Invariably, alternative, logical interpretations or courses of action will exist. The faculty often will comment upon these other options in analyzing student work.

Students may consult with others enrolled in CDE courses or with persons knowledgeable in the subject matter. This exchange of views increases understanding. The presentations submitted to the College, however, must represent the **individual student’s own work**.

Academic Honor Code

The Naval War College Organization and Regulations Manual, Instruction 5400.1N, describes the College’s academic honor code. See Appendix E. The Naval War College 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 or degree requirements. Simply put: plagiarism is prohibited. The code prohibits cheating and the misrepresentation of a paper as a student’s new thought. Plagiarism is the act of taking ideas, writings, or the like from another and passing them as one’s own.

Plagiarism includes the following:

- The duplication of an author’s words without both quotation marks and accurate references or footnotes.
- The use of an author’s ideas in paraphrase without accurate reference or footnote.

Students are expected to give full credit in their written submissions when borrowing another’s words and ideas. This code does not prohibit borrowing of words or ideas, with proper attribution, when preparing a paper or essay. A substantially borrowed but attributed paper may, however, lack the originality expected of graduate level work. Submission of such a paper may merit a low or failing grade.

Materials submitted for grading must be in conformance with the Naval War College Academic Honor Code.

Academic Standards

A. Grades. Grading is in accordance with the Naval War College Organization and Regulations Manual, Instruction 5400.1N, Section A-2-C, Examination and Grading. Letter grades (with pluses or minuses as appropriate) will be assigned to all graded assignments as follows:

- (1) A : Work of very high quality, clearly above average graduate work
- (2) B : Expected performance of the average graduate student
- (3) C : Below the average performance expected for graduate work
- (4) F : Unsatisfactory work

B. Honors. Fleet Seminar students who rank in the top five percent of their graduating class will be designated in both the commencement program and on individual diplomas as having graduated "With Highest Distinction". This standing will be determined mathematically based on the grades attained in each of the three equally weighted courses. Fleet Seminar students who rank in the next 15 percent of the class in rank order will be designated in both the commencement program and on their individual diplomas as having graduated "With Distinction." "With Highest Distinction" honors are not awarded to Correspondence graduates. The College bases "With Distinction" honors for Correspondence Course graduates on the grade range determined for such honors for the resident College of Naval Command and Staff for the preceding June graduation. In no case will a GPA of less than 90 (A-) earn distinction status.

C. Failures. Any course work graded "F" must be reworked and returned to the College within 30 days of receipt if the student desires to continue in the course. While the caliber of the resubmitted written work must be equal to B- or higher to continue in the course, the maximum grade assigned for that module is C-. While this adjustment to a C- will be applied in computing the course grade, it will still be recognized as an "F" in evaluating compliance with the college rule that any student receiving two grades of "F" in the same course will be disenrolled. For attainment of a certificate of completion or diploma, see Diploma Requirements below.

D. Appeals. Within 15 days of receiving a grade for a written assignment, a student may request, in writing, that it be reviewed. Initial review may be the original grader, another faculty member, one of the division heads, or Director of CDE. Such a review may sustain, raise, or lower the grade. Appeals may be carried through the Director for Distance Education to the Provost/Dean of Academics whose decision will be final. The final course grade is not subject to review except for computational considerations.

E. Diploma Requirements. A Diploma is awarded for satisfactory (overall graduation grade of "B-" or higher and no more than one core course grade in the "C" range) completion of the three core courses. Note: In order to qualify for a diploma, no core course can have started before August 1997.

Diplomas Offered

A **Naval War College, College of Naval Command and Staff** diploma may be earned through successful completion of all three core courses (S&P, NSDM & JMO) through the fleet seminar program.

A **College of Distance Education Command and Staff** diploma may be earned for successful completion of the three core courses S&P, NSDM and JMO through the correspondence program or through a combination of fleet seminar and correspondence core courses. Note: Credit will sometime be granted for partial completion of a fleet seminar course toward a correspondence course; however, partial completion of a correspondence course does not yield credit towards completion of a fleet seminar core course.

Graduate Hour Credits

The Naval War College is accredited by the New England Association of Schools and Colleges (NEASC) and awards graduate credits, indicated below, for successful completion of the following **fleet seminar** courses (for enrollees subsequent to 1 March 1984):

Strategy and Policy	7 Graduate Semester Hours
National Security Decision Making	7 Graduate Semester Hours
Joint Maritime Operations	6 Graduate Semester Hours
Joint Maritime Operations	7 Graduate Semester Hours Post AY 2002

Graduate credits, indicated below, are also awarded by the Naval War College for successful completion of the following **correspondence courses**:

Pre-1984 Courses

Strategy and Policy	6 Graduate Semester Hours
National Security Decision Making	8 Graduate Semester Hours
Joint Maritime Operations	0 Graduate Semester Hours

1984 - 1996 Courses

Strategy and Policy	5 Graduate Semester Hours
National Security Decision Making	5 Graduate Semester Hours
Joint Maritime Operations	4 Graduate Semester Hours

Mar. 1996 - Sept. 1997 Course (12 Module)

Strategy and Policy	3 Graduate Semester Hours
National Security Decision Making	3 Graduate Semester Hours
Joint Maritime Operations	3 Graduate Semester Hours

Oct 1997 - Current Courses

Strategy and Policy	4 Graduate Semester Hours
National Security Decision Making	4 Graduate Semester Hours
Joint Maritime Operations	4 Graduate Semester Hours

Current Elective Courses

International Relations	4 Graduate Semester Hours
International Law	4 Graduate Semester Hours

Accreditation

JPME Phase 1

The Chairman, Joint Chiefs of Staff has certified each of the Naval War College nonresident programs as an intermediate level (Command and Staff) school for Joint Professional Military Education, Phase I credit. This credit is extended to all Navy and Marine Corps personnel. However, acceptance of Phase I credit by other services varies. Prospective students from other than the Navy or Marine Corps should check on the individual service policy before enrolling.

Graduate Degree Program

The Naval War College has been accredited by the New England Association of Schools and Colleges since 1 March 1984. Beginning in the fall of 2001, the Masters Degree Accreditation was extended to the fleet seminars in the National Capital Region (includes fleet seminars at USNA, Fort Meade, Dahlgren, Patuxent River plus all DC locations) and Newport. In the Spring of 2002, the fleet seminar sites at Monterey, Norfolk, San Diego and Pearl Harbor were certified. Assessment of additional sites is scheduled for the 2002-2003 academic year. Students at all certified sites will be able to earn a Master of Arts in National Security and Strategic Studies degree from the Naval War College. See the *Nonresident Graduate Degree Program Guide* on the College's website at <http://cde.nwc.navy.mil>.

College Of Distance Education Online

A visit to the CDE website at <http://cde.nwc.navy.mil> will provide a broad variety of information and an overview of CDE programs and detailed course descriptions, including objectives, discussion topics, required and recommended readings, writing assignments, subject matter sources, frequently asked questions, administrative guidance for each of the seminar and correspondence courses, and links to sources of information sites.

ADMINISTRATIVE MATTERS

Eligibility

The College of Distance Education offers the nonresident programs to U.S. **active duty** and **reserve component sea-service (Navy/Marine/Coast Guard) officers in the grades O-3 and above, Army and Air Force officers in the grades O-4 and above, and Federal employees** in the pay grades of **GS-11** and equivalent or above. All applicants must possess a baccalaureate degree. (Note: Due to faculty and material limitations, acceptance priorities are based on service and/or active vs. reserve status and employing agency.)

On a limited basis, officers of the other nations allied with the U.S. may be enrolled in the Correspondence Program via the U.S. Defense Attaché Office or U.S. military agency in their country. Course procurement falls under Foreign Military Sales (FMS) guidelines. SECNAVINST 4950.4 provides guidance. **Readiness for graduate-level work in the English language is essential.**

Communications with the College of Distance Education

Students may obtain information pertaining to enrollment and availability of openings in courses by contacting the Nonresident Programs (Seminar and Correspondence Courses) Coordinator via the various means of communication indicated below. Specific information about course content and/or questions about particular requirements not indicated in this [Information Guide](#) may be obtained by contacting the area Liaison Officer indicated in Annex C, or department heads in the different core areas provided in Annex A. A complete listing of the CDE faculty is provided in Annexes.

Enrollment Procedures

Applications for enrollment may be obtained from and returned to:

**PRESIDENT
CODE 1G
NAVAL WAR COLLEGE
686 CUSHING RD
NEWPORT, RI 02841-1207**

**Seminar: Comm: (401)841-6519
 DSN: 948-6519
 FAX: (401)841-2457**

**Correspondence: Comm: (401)841-2135
 DSN: 948-2135
 FAX: (401)841-2457**

Visit our Web site at: <http://cde.nwc.navy.mil> **or E-mail:** cde@nwc.navy.mil

Enrollment and subsequent administrative forms request certain information from potential students to facilitate enrollment or other processing in connection with program administration. Authority for these requests (Privacy Act Statement) is contained in Appendix D. Students are expected to keep the College informed regarding their current address and parent command.

Disenrollment

a. Disenrollment may be either voluntary or involuntary.

(1) Students are encouraged to disenroll voluntarily when the constraints of time and circumstance preclude course/module/block completion within the periods recommended. Requests should be in writing stating the reasons. These reasons for disenrollment are helpful in the review of administrative procedures and course content. Such disenrollments are without prejudice.

(2) Involuntary disenrollments are initiated by the Naval War College as a result of student failure to meet deadlines or academic standards. Prompt return of books and compliance with course deadlines is essential to ensure adequate availability of course materials for other students.

Reenrollment

a. A student who voluntarily disenrolls will be given consideration for reenrollment upon receipt of a written request.

b. In those cases of involuntary disenrollment, each request will be considered on its own merits. Reenrollment requests in this case must be by letter to the Director including an explanation of circumstances involved.

c. In either case, credit will normally be given for prior modules/blocks satisfactorily completed unless there has been a substantial revision in the interim, or an extensive delay since disenrollment.

Materials

The College provides all study materials to the student on a **loan basis**. The administration and handling of materials varies depending on the program.

For the fleet seminar program, students will receive information on procedures for drawing materials from the NWC when they are notified of their acceptance into the program. Details will be provided by local area Liaison Officers. Unless advised otherwise, students who transfer during the year and intend to enroll in a fleet seminar at their new duty station will return their material **prior** to departure and will be reissued material at the new location.

For the correspondence program, students will receive some material via U. S. Mail. The materials for each module/block will be distributed individually well in advance of the required submission date for that module/block. These materials should be retained until student submissions have been reviewed by the College and returned, since reviews may make reference to specific pages within the text materials. Once the review comments have been read, prompt return of the material is requested. Mailing labels and envelopes are provided for the return of submissions and study materials.

For the electives correspondence program, students may be required to purchase all or some of the required texts on their own.

Students will be billed for replacement of unreturned materials and no student will receive credit for a course until all materials have been returned. Many students wish to purchase their course materials, unfortunately, regulations preclude this. Most bookstores, including the Naval War College Bookstore, will obtain the textbooks for you. Requests should be addressed to:

Naval War College Bookstore
686 Cushing Road
Newport, RI 02841-1207
Telephone: (401) 841-1281

Commencement Ceremony

Graduation exercises for the Naval War College normally are held each year on Friday of the third full week in June and nonresident students are invited (at their own expense) to participate in the ceremony. Graduation from the Naval War College marks a significant professional accomplishment. Consequently, graduates are urged to explore with their parent commands the possibility of funded temporary duty orders for the occasion. Details on graduation, lodging and related functions will be promulgated each spring as they become available.

Acceptance Of Transfer Credits By Civilian Graduate Degree Programs

A number of students each year apply their NWC course-work toward a Masters Degree at a civilian institution. Since the courses in the NWC Distance Education Program have been accredited by the New England Association of Schools and Colleges (NEASC), many colleges and universities will accept transfer credit for successful completion of each core course. The following schools have, in the past, accepted a significant number of transfer credit hours. Students should contact the schools directly for specific details regarding their programs.

(This list is provided for information only, and does not imply an endorsement by the Naval War College.)

Name of School	Number of Credits	AcceptedPOC/Telephone #
Hawaii Pacific University	6 - 21	Dr. Michael F. Pavkovic/(808) 544-9391
Mary Washington College	20	Dr. Claudine Ferrell/(703) 899-4309
Norwich University	9 - 18	Dr. Harold Kearsley (802) 485-2516
Old Dominion University	9 - 15	Dr. Willard Frank/(804) 683-3949
Salve Regina University	18	Sister Leona Misto/(800) 637-0002
University of Maryland University College	18	Dr. John T. Jones, Jr. (240) 684-5151
University of San Diego	12	Ms Grechen Pons/(619) 260-4524

Note: Number of acceptable credits subject to change. Students should contact prospective school to determine current policy for particular programs of interest.

Transcripts

The Naval War College Deputy Registrar at the College of Distance Education (**Code 1GA-1**) will provide official transcripts of **completed** course work to other educational institutions as requested, **in writing**, by the student. Because of privacy act considerations, requests made other than in writing cannot be honored. Short notice requests will be accepted by fax or e-mail. Grades will be shown by letter and the number of recommended hours of credit will be indicated. Graduate credit is not recommended for course grades of "C+" or below.

Reserve Retirement Points/Reserve Officer Course Credit

Retirement points will be awarded to Naval Reserve Officers on inactive duty (regardless of status, either drilling as Selected Reserve or Individual Ready Reserve) for all CDE course work completed with a minimum grade of "B-". Credit is not awarded for work graded below "B-". In accordance with BUPERSINST 1001.39, the Naval War College is the awarding authority.

For the Fleet Seminar, the completion date for the allocation of retirement points is graduation day. Retirement point award will be recommended only upon completion of the entire course (100 points for each of the three core courses offered for a total of 300 retirement points). Elective course points are awarded according to level of effort required for each elective. Note that current Reserve Component policy limits credit for gratuitous, inactive duty (drills) and correspondence courses (including Fleet Seminars) to 90 points in any anniversary year.

Correspondence Course students will receive a completion letter for each module/block. The module/block completion date is the date that the finished module/block is received at the College. The 60-day module/block completion deadlines are discussed elsewhere for academic purposes and will not be extended or modified to accommodate the allocation of retirement points. Inactive Reserve Officers of other services will receive completion letters at the end of the entire course, using the date the last module/block's written requirement is received at the College. Reserve Officer retirement point credit is calculated at 15 points per module/block. Points will be awarded for each module/block at the completion of that specific module/block.

Reserve Officers attending the NWC Reserve Officer Courses (RO) will not receive retirement points since they will be awarded points for 13 days of active duty. However, credit will be granted for specific modules/blocks that can be transferred to the CC. Completion of the RO Strategy and Policy (S&P) Course results in credit for Modules S-81 (Policy, Strategy and War) and S-84 (Capstone Case Study: The Peloponnesian War). Completion of the RO Joint Maritime Operations (JMO) Course results in credit for Block 5 (Joint Operational Planning) and Block 6 (Regional Contingency War Game). Completion of the RO National Security Decision Making (NSDM) course results in credit for major portions of the correspondence course. While details would potentially confuse readers of this brief, a tailored curriculum results in credit being given for essentially $\frac{3}{4}$ of Module One and $\frac{2}{3}$ of Module Two.

Officers who have completed the RO Course (any of the three) are guaranteed a seat in a future fleet seminar offered in their geographic area. Additionally, they are guaranteed acceptance into the CC program and credit for specific modules/blocks as detailed herein.

For Naval Reserve officers only, retirement point credit will be reported to Commanding Officer, Naval Reserve Personnel Center (Code N512), New Orleans, 4400 Dauphine Street, LA 70149.

GENERAL INFORMATION

Awards and Prizes

Academic achievement and professional excellence are acknowledged at graduation by the presentation of the following honors. Except as noted below, Fleet Seminar students may enter each competition once during enrollment in course work. Correspondence course students may enter only in their final course. Students interested in competing for one of the writing prizes should contact the College of Distance Education in January in order to receive the current contest criteria. Naval War College Instruction 1650.16 contains detailed information on each prize. Essay and paper submission deadline dates and format are updated annually by means of a Provost/Dean of Academics memorandum notice provided to all students. As a general rule, application dates are April 1st, with submission deadlines in the mid-April to early-May time frame. Nonresident students traditionally have fared well in these competitions and Appendix F contains a listing of recent nonresident award winners.

McGinnis Family Award for Outstanding Performance in Fleet Seminar Education. This \$1,000 cash award is presented annually to the outstanding CDE Fleet Seminar Program graduate for high standards of academic performance, community service and professionalism.

The Vice Admiral John T. Hayward Award for Outstanding Performance in Correspondence Education. This \$1,000 cash award is presented annually to the College of Distance Education correspondence course graduate who attains the highest standards of academic performance.

Admiral Richard G. Colbert Memorial Prize. In memory of a dedicated naval officer who, in 1956, organized and directed the first Naval War College course for senior international officers, and later, as President (1968-71), brought innovative changes to the curriculum. Its purpose is to encourage original thinking, focusing on an economic, military, political, strategic, or tactical professional subject. This annual prize of \$1,000 is presented at graduation to the resident or nonresident student who composes the best professional essay at the Naval War College.

VADM James H. Doyle, Jr., Military Operations and International Law Prizes. The award recognizes the best professional essay submitted by a U.S. student and the essay submitted by an international student considered to have made the most significant contributions on the role of international law in military operations during peacetime or armed conflict. A \$500 cash prize will be presented at the June graduation.

Naval War College Foundation Award. The award is to the resident or nonresident student author of the best of the professionally worthy essays submitted dealing with maritime strategy. Its purpose is to encourage original thinking on a subject related to maritime strategy or the operational level of warfare. A \$1,000 cash prize is presented at the June graduation by the President, Naval War College.

Franklin Reinauer II Defense Economics Prize. The annual B. Franklin Reinauer II Defense Economics Prize is given for the best of the professionally worthy essays submitted by a resident or nonresident student. This prize recognizes that project considered to have made the most significant contribution to the understanding of the relationship between economics and national security. Mr. Reinauer or a representative of the Naval War College Foundation presents a \$1,000 cash prize at the June graduation.

The Marine Corps Association Award. This award is given for the best of the professionally worthy essays submitted by a student in competition. Its purpose is to encourage original thinking on professional subjects relating to the Marine Corps or Marine Corps operations. A representative of the Marine Corps Association presents a \$500 cash prize at the June graduation ceremony.

Employment of Civilian Personnel Prize Essay Contest. This award is given for the essay considered to have made the most significant contribution in the area of the most innovative and effective use of civilian personnel in the military departments and the Department of Defense. A \$500 cash prize will be presented at the June graduation.

Intelligence Director's Essay Awards. The **Director of Naval Intelligence (DNI) award** recognizes that professional essay considered to have made the most significant contribution to an aspect of naval or maritime intelligence. The **Director of the Defense Intelligence Agency (DIA) award** recognizes that professional essay considered to have made the most significant contribution to an aspect of joint or national intelligence.

Hugh G. Nott Award. This award, given by the Naval War College Foundation in honor of an officer who made substantial contributions to the research and academic life of the College, recognizes the three best feature articles (less those on historical subjects, which are considered for separate award) that appear in the Naval War College Review during a publishing year. Articles in the Review address topics related to the academic and professional activities of the Naval War College as well as the interests of the Maritime Security community. Cash prizes (\$500, \$300, and \$200) are awarded by letter by the College President before the June graduation. This prize is not restricted to graduates of the College.

The Edward S. Miller History Prize. This award, given by the distinguished historian Edward S. Miller, recognizes the best historical article published in the Naval War College Review. A \$500 cash prize is awarded by letter by the College President before June graduation. This prize is not restricted to graduates of the college.

Naval War College Review

Students enrolled in the nonresident program are eligible to receive the Naval War College Review. A postcard enrollment request is included with the first material shipment or issued in the initial seminar meeting. All subsequent questions concerning the Review should be addressed directly to that office:

NAVAL WAR COLLEGE REVIEW
Naval War College
686 Cushing Rd
Newport, RI 02841-1207
E-mail:press@nwc.navy.mil
Phone:(401) 841-2236
DSN:948
Fax:(401) 841-3579
(401) 841-6224

Naval War College Foundation

Students are eligible for membership in the Naval War College Foundation, a private nonprofit organization supportive of the Naval War College. Information and an application may be obtained directly from:

NAVAL WAR COLLEGE FOUNDATION INC
Naval War College
686 Cushing Rd
Newport, RI 02841-1207
Phone:(401) 848-8300
DSN:948
Toll Free:(800) 759-5983 (outside Rhode Island)
Fax:(401) 848-8302

E-mail:tatep@nwc.navy.mil

APPENDIX A

PROGRAM FOR JOINT PROFESSIONAL MILITARY EDUCATION

1. Overview

a. The Officer Professional Military Education Policy is a CJCS-approved instruction that prescribes, at both the intermediate and senior levels of military education, the Joint Professional Military Education (JPME) learning areas, student-faculty mixes and ratios, standards, and learning objectives for all military education programs designed to qualify officers for Joint Specialty Officer (JSO) nomination.

b. JPME Phase I is that portion of PME that is incorporated into the curricula of intermediate and senior level service Colleges and such other educational institutions that meet CJCS criteria and are accredited by the Chairman, Joint Chiefs of Staff. Graduates of JPME Phase I meet a portion of educational requirements necessary for JSO nomination and are eligible for enrollment in JPME Phase II.

c. JPME Phase II complements JPME Phase I and is taught at the Joint Forces Staff College (JFSC). Graduates of both JPME Phase I and II complete the educational requirements necessary for JSO nomination.

2. Education of Joint Specialty Officer Nominees

a. The service colleges and JFSC share the responsibility for educating JSO nominees and will maximize the comparative advantages of each.

b. JPME Phase I was horizontally incorporated within the curricula of the intermediate and senior Service Colleges. This accomplishes three goals:

(1) complies with the law by strengthening the focus on joint matters for all students attending Service Colleges:

(2) better prepares officers for joint duty assignments; and,

(3) qualifies Service College graduates for JPME Phase II enrollment.

3. Intermediate Level Goals and Objectives

a. Nurture joint and combined military perspectives.

b. Develop familiarity with the employment of joint and multinational forces at the operational level of war.

c. Develop basic knowledge of joint doctrine and joint operation planning and execution processes.

d. Create awareness of DOD-wide requirements as well as individual service capabilities, problems, and needs.

4. Description. JPME Phase I prepares students for duty with service components of joint commands and qualifies students for JPME Phase II. Phase I is taught at the Knowledge level or higher and is designed to give students a foundation in joint matters and an awareness of the joint environment.

5. Process. The learning objectives for this program are incorporated in the PME curricula of the Service Colleges.

6. NOTE: The existing educational programs of the intermediate level colleges and JFSC are certified to meet or exceed CJCS requirements for joint education. Subsequent reviews of JPME will be carried out through the CJCS Process for Accreditation of Joint Education (PAJE).

7. Learning Areas

a. Five primary learning areas constitute the JPME Phase I program.

(1) Learning Area 1: National Military Capabilities and Command Structure

(a) Comprehend the capabilities and limitations of U.S. military forces.

(b) Explain the organizational framework within which joint forces are employed.

(c) Explain the purpose, roles, functions, and relationships of the National Command Authority (NCA), National Security Council (NSC), Chairman of the Joint Chiefs of Staff, Joint Chiefs of Staff, combatant commanders, Joint Force Commanders (JFCs), and combat support organizations.

(d) Summarize how joint force command relationships and directive authority for logistics support joint warfighting capabilities.

(e) Comprehend how the U.S. military is organized to plan, execute, sustain, and train for joint, interagency, and multinational operations.

(2) Learning Area 2: Joint Doctrine

(a) Comprehend current joint doctrine.

(b) Understand the factors influencing joint doctrine.

(c) Formulate and defend solutions to operational problems using current joint doctrine.

(d) Comprehend the relationship between service doctrine and joint doctrine.

(3) Learning Area 3: Joint and Multinational Forces at the Operational Level of War

(a) Comprehend the considerations for employing joint and multinational forces at the operational level of war.

(b) Explain how theory and principles of war apply at the operational level of war.

(c) Develop an ability to plan for employment of joint forces at operational level of war.

(d) Comprehend the relationships among national objectives, military objectives, and conflict termination, as illustrated by previous wars, campaigns, and operations.

(e) Comprehend the relationships among the strategic, operational, and tactical levels of war.

(4) Learning Area 4: Joint Planning and Execution Processes

(a) Through the framework provided by joint planning processes, explain the relationship between national objectives and means availability.

(b) Comprehend the effect of time, coordination, policy changes, and political developments on the planning process.

(c) Explain how defense planning systems affect joint operational planning.

(d) Comprehend how national, joint, and Service intelligence organizations support JFCs.

(e) Comprehend the fundamentals of campaign planning.

(5) Learning Area 5: Information Operations (IO) and Command, Control Communications, and Computers (C4)

(a) Understand how command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems apply at the tactical and operational levels of war and how they support a joint information operations (IO) strategy.

(b) Comprehend how IO must be integrated to support national and military strategies.

(c) Comprehend how IO is incorporated into both the deliberate and crisis action planning processes at the operational and JTF levels.

Comprehend how opportunities and vulnerabilities are created by increased reliance on information technology throughout the range of military operations.

APPENDIX B
FLEET SEMINAR PROGRAM
ACADEMIC CALENDAR 2002-2003

5-7 August 2002	Nonresident Faculty Orientation/Convocation (Newport)
26 August	Classes Begin
20 September	Last Date to Withdraw from Course
11 November	Veterans' Day
27 - 29 November	Thanksgiving Recess
23 Dec 02 - 02 Jan 2003	Holiday Recess
1 March - 10 May	Award Competition Essays Due
26 April	Preenrollment for Current Fleet Seminar Students
10 May	Classes End/ RETURN ALL MATERIALS
10 May	All Incomplete Essays/Examinations Due
22 May	Final Grade Report due in Newport
22 May	End of Course Memorandum (Adjunct Professors)
3 June	NWCF Award Board Meets
10-11 June	Current Strategy Forum (Newport)
13 June	Graduation (Newport)
1 August	Applications for AY 2003-2004 Nonresident Courses Due

APPENDIX C
NAVAL WAR COLLEGE
COLLEGE OF DISTANCE EDUCATION
OFF-CAMPUS LIBRARY SITES

ANNAPOLIS LIBRARY FACILITIES

1. MILITARY LIBRARY FACILITIES
 - a. Nimitz Library (410) 293-3268/6957
Bldg. 589, USNA
2. ANNAPOLIS AREA LIBRARIES
 - a. Anne Arundel Community College (410) 541-2211
LibraryArnold, MD
 - b. St. John's College Library (410) 263-2371 ext. 248
Annapolis, MD

DAHLGREN LIBRARY FACILITIES

1. MILITARY LIBRARY FACILITIES
 - a. NSWC General Library (540) 653-7474
Building 1194 DSN 249-7474
2. DAHLGREN AREA LIBRARIES
 - a. Headquarters Library (540) 372-1144
1201 Caroline Street, Fredericksburg
 - b. Salem Church Library (540) 785-9267
2607 Salem Church Road, Fredericksburg
 - c. J.M. Porter Memorial Library (540) 659-4909
2001 Parkway Blvd., Stafford
 - d. Spotsylvania Branch Library (540) 582-6900
Spotsylvania
 - e. Colonial Branch Library (804) 224-0921
104 Hawthorne St., Colonial Beach
 - f. Montross Branch Library (804) 493-8194
Courthouse Square, Montross

EVERETT LIBRARY FACILITIES

- 1. EVERETT AREA LIBRARIES
 - a. Everett Public Library (206) 259-8010
2702 Hoyt Street, Everett

FORT MEADE LIBRARY FACILITIES

- 1. MILITARY LIBRARY FACILITIES
 - a. Fort Meade Post Library (410) 677-4509/5522
- 2. FORT MEADE AREA LIBRARIES
 - a. Provinces Library (401) 222-6280
Annapolis Road

GREAT LAKES LIBRARY FACILITIES

- 1. MILITARY LIBRARY FACILITIES
 - a. NTC Great Lakes Base Library (847) 688-4617
Bldg. 3
- 2. NTC GREAT LAKES AREA LIBRARIES
 - a. College of Lake County Library (847) 223-6601
19351 West Washington St., Grayslake
 - b. National-Louis University Library (847) 475-1100 ext. 2288
2840 Sheridan Rd., Evanston
 - c. Waukegan Public Library (847) 623-2041
128 North County St., Waukegan
 - d. North Chicago Public Library (847) 689-0125
2100 Argonne Dr., North Chicago

JACKSONVILLE LIBRARY FACILITIES

- 1. MILITARY LIBRARY FACILITIES
 - a. Mayport Naval Station Library (904) 270-5393
Building 66
 - b. U. S. Army Corps of Engineers Technical Library (904) 232-3643
400 W. Bay St., Rm. 6130, Jacksonville
 - c. NAS Jacksonville Base Library (904) 772-3415
Building 620

- d. Jacksonville Public Libraries (904) 630-1994
122 N. Ocean St., Jacksonville
- e. Florida Community College at Jacksonville:
 - South Campus Learning Resources Center (904) 646-2199
 - Downtown Campus Learning Resources Center (904) 633-8370
 - Kent Campus Learning Resources Center (904) 387-8222
 - North Campus Learning Resources Center (904) 766-6713
 - Carl S. Swisher Library (904) 744-3950

MILLINGTON LIBRARY FACILITIES

1. **MILLINGTON AREA LIBRARIES**

- a. Millington Branch Library (901) 872-1585
4858 Navy Road, Millington, TN
- b. Frayser Branch Library (901) 357-4115
3712 Argonne, Frayser, TN
- c. LeMoyne-Owen College Library (901) 942-7380
807 Walker Ave., Memphis, TN
- d. University of Memphis Library (901) 678-2205
Norriswood Ave., Memphis (U of M campus)
- e. Raleigh Branch Library (901) 386-5333
3157 Powers Rd., Raleigh, TN
- f. Arlington Branch Library (901) 867-2561
11968 Walker, Arlington, TN
- g. Memphis-Shelby County Library – Main Branch (901) 725-8895
1850 Peabody, Memphis, TN
- h. Crichton College Library (901) 367-3880
3665 Kirby Parkway, Memphis, TN

MONTEREY LIBRARY FACILITIES

1. **MILITARY LIBRARY FACILITIES**

- a. Dudley Knox Library (408) 656-2485
Naval Postgraduate School, Monterey

2. **MONTEREY AREA LIBRARIES**

- a. Cabrillo College Library (408) 479-6473
6500 Soquel Dr., Aptos
- b. Hartnell College Library (408) 755-6872
156 Homestead Ave., Salinas
- c. Monterey Institute of National Studies Library (408) 647-4134
425 Van Buren St., Monterey
- d. Monterey Peninsula College Library (408) 646-4095
980 Fremont St., Monterey

NEW ORLEANS LIBRARY FACILITIES

1. MILITARY LIBRARY FACILITIES

- a. Naval Support Activity Library, Bldg. 24, New Orleans (504) 361-2210

2. NEW ORLEANS AREA LIBRARIES

- a. ARMISTAD Research Center (504) 865-5535
Tulane University, New Orleans
- b. AMOCO Production Co. Library (504) 586-6572
1340 Poydras St., New Orleans
- c. Bureau of Governmental Research Library (504) 525-4152
Fidelity Homestead Bldg., New Orleans
- d. Will W. Alexander Library (504) 286-4784
Dillard University, 2601 Gentilly Blvd., New Orleans
- e. New Orleans Public Library (504) 596-2550
219 Loyola Avenue, New Orleans
- f. Loyola University Library (504) 865-3346
- g. Tulane University Library (504) 865-5131
- h. University of New Orleans (504) 286-6556

NEWPORT LIBRARY FACILITIES

1. MILITARY LIBRARY FACILITIES

- a. Naval War College Eccles Library (401) 841-4386
Hewitt Hall, Naval War College, Newport

2. NEWPORT AREA LIBRARIES

- a. Jamestown Philomenian Library (401) 423-7280
26 North Rd., Jamestown

- b. Middletown Public Library (401) 846-1573
700 W. Main Rd., Middletown
- c. Newport Historical Society (401) 846-0813
82 Touro St., Newport
- d. Newport Public Library (401) 847-8720
Aquidneck Park, Newport
- e. Portsmouth Free Public Library (401) 683-9457
2658 E. Main Rd., Portsmouth
- f. Redwood Library (401) 847-0292
50 Bellevue Ave., Newport

NORFOLK LIBRARY FACILITIES

1. **MILITARY LIBRARY FACILITIES**

- a. Armed Forces Staff College Library (804) 444-5155
7800 Hampton Blvd., Norfolk
- b. Naval Amphibious Base Library (804) 464-7691
Bldg. 3004, Little Creek
- c. Naval Station Library (804) 444-2888
Bldg. C-9, Naval Station Norfolk
- d. Fleet Combat Training Center, Atlantic - Dam Neck (804) 433-6565
Bldg. B-507, FCTCLANT, Dam Neck, Virginia Beach
- e. NAS Oceana Base Library (804) 433-6565
Bldg. 416, NAS Oceana, Virginia Beach

2. **NORFOLK AREA LIBRARIES**

- a. Norfolk Public Library (804) 441-1887
301 East City Hall Avenue, Norfolk
- b. Chesapeake Public Library (804) 436-8300
298 Cedar Road, Chesapeake
- c. Portsmouth Public Library (804) 393-8501
601 Court Street, Portsmouth
- d. Virginia Beach Public Library (804) 431-3001
4100 Virginia Beach Blvd., Virginia Beach
- e. Old Dominion University (804) 683-4141
University Library, Norfolk
- f. Virginia Wesleyan College (804) 455-3224
Henry Clay Hofheimer II Library, Norfolk
- g. Norfolk State University (804) 683-8873
Lyman Beecher Brooks Library, 2401 Corprew Ave.,

Norfolk

PATUXENT RIVER LIBRARY FACILITIES

1. **MILITARY LIBRARY FACILITIES**
 - a. Station Library (301) 342-1927
Cedar Point Road, NAVCAD, Patuxent River
2. **PATUXENT RIVER AREA LIBRARIES**
 - a. Lexington Park Library (301) 863-8188
Coral Place, Lexington
 - b. Memorial Library (301) 475-2846
Leonardtwn

PEARL HARBOR LIBRARY FACILITIES

1. **MILITARY LIBRARY FACILITIES**
 - a. Pearl Harbor Naval Base Library (808) 471-8283
1514 Makalapa Drive, Honolulu
 - b. Hickham Base Library (808) 449-2584
15 SVS/SVMG, Bldg 595
990 Mills Ave, Hickham AFB
 - c. Kaneohe Marine Corps Air Station Library (808) 254-7624
Bldg 219, Kaneohe
 - d. Sgt Yano Library (808) 655-8002
Bldg. 560, Schofield Barracks
2. **PEARL HARBOR AREA LIBRARIES**
 - a. Salt Lake-Moanalua Public Library (808) 831-6831
3225 Salt Lake Blvd, Honolulu

PENSACOLA LIBRARY FACILITIES

1. **MILITARY LIBRARY FACILITIES**
 - a. NAS Pensacola Station Library (904) 452-4362
Bldg. 633, NAS Pensacola
 - b. NAS Whiting Station Library (904) 623-7274
Bldg. 1417, NAS Whiting, Milton
 - c. NTCC Corry Station Library (904) 452-6308/6309
Bldg. 501, Corry Station, Pensacola
 - d. Naval Technical Training Center Library (904) 452-6308/6309
Corry Station, Pensacola
 - e. Chief, Naval Education and Training Library (904) 452-4362
Bldg. 633, NAS Pensacola

2. MILTON/PENSACOLA AREA LIBRARIES

- a. West Florida Regional Library--Milton Branch (904) 623-5565
805 Alabama Street, Milton
- b. West Florida Regional Library--Pensacola Public Library (904) 435-1760
200 W. Gregory Street, Pensacola
- c. West Florida Regional Library--Northeast Branch (904) 476-3969
4700 Bayou Blvd., #4, Pensacola
- d. Pensacola Junior College--Milton Campus Library (904) 626-2609
1130 Hwy 90W, Milton
- e. Pensacola Junior College--Main Campus Library (904) 484-2014
1000 College Blvd., Pensacola
- f. Pensacola Junior College--Warrington Campus Library (904) 457-2252
5555 W. Hwy 98, Pensacola
- g. John C. Pace Library (904) 474-2492
University of West Florida, Pensacola

SAN DIEGO LIBRARY FACILITIES

1. MILITARY LIBRARY FACILITIES

- a. NAS North Island Station Library (619) 545-8230
NAS North Island, San Diego
- b. NAS Miramar Station Library (619) 537-1261
Bldg. M-305, NAS Miramar, San Diego
- c. Naval Station San Diego Station Library (619) 556-1249
NAVSTA San Diego
- d. Naval Amphibious Base Library (619) 437-3026
ADR-1, Bldg. 256, Amphibious Base Coronado, San Diego

2. SAN DIEGO AREA LIBRARIES

- a. San Diego County Library (619) 694-2414
Bldg. 15, 5555 Overland Avenue, San Diego
- b. San Diego Public Library (619) 236-5870
820 E. Street, San Diego
- c. San Diego State University Library (619) 594-6724
5300 Campanile Drive
- d. United States International University Library (619) 693-4511
10455 Pomerado Rd.
- e. University of San Diego Library (619) 260-4799
Alcala Park, San Diego

WASHINGTON, DC AREA LIBRARY FACILITIES

The libraries listed below are intended primarily for the use of service personnel and Department of Defense civilian employees. Additional details on these and other facilities within the Washington Metropolitan Area may be found in Library and Reference Facilities in the Area of the District of Columbia (Ninth Edition, 1975), published by the American Society for Information Science, from which this material has been excerpted with permission.

1. MILITARY LIBRARY FACILITIES

- a. National Defense University Library (202) 287-9450
Fort Lesley J. McNair, Washington, DC
- b. Pentagon Library (202) 697-4301
Room 1A 518, Pentagon
- c. Navy Department Library (202) 433-4131
Bldg. 44, Washington Navy Yard, 901 M St., SE,
Washington, DC
- c. Marine Corps Historical Center Library (202) 433-3447
Bldg. 58, Washington Navy Yard, 901 M St., SE,
Washington, DC
- e. Van Noy Library (703) 806-3323
Bldg. 1024, Fort Belvoir, VA
- f. Marine Corps Research Center Library (703) 640-4411
Marine Corps University, 2040 Broadway St., Quantico, VA

The following libraries contain smaller, more specialized collections which may be of use in certain subject areas.

- g. Air Force Association Research Library (703) 247-5829
- h. Andrews AFB Library (301) 981-6454
- i. Army & Navy Club Library (703) 628-8400
- j. Center for Naval Analyses Library (703) 824-2096
- k. Defense Intelligence Library (703) 373-3836
- l. Foreign Services Research Institute (703) 362-1588
- m. Office of Naval Intelligence (703) 763-1604
- n. Navy-Strategic Systems Project Office Technical Library (703) 697-2852

APPENDIX D



PRESIDENT
CODE 1G
U.S. NAVAL WAR COLLEGE
686 CUSHING RD
NEWPORT RI 02841-1207



PRIVACY ACT STATEMENT

APPLICATION FOR CORRESPONDENCE PROGRAM

APPLICATION FOR FLEET SEMINAR PROGRAM
APPLICATION FOR GRADUATE DEGREE PROGRAM

ADMINISTRATIVE MEMORANDUM
(Annex B to Individual Course Syllabi)

POSTCOURSE MEMORANDUM
(Annex C to Individual Course Syllabi)

End of Course Critique (Seminar Program)

Authority to request this information is derived from **5 United States Code**, section 301, Departmental Records, and **44 United States Code**, section 3101, Records Management. The purpose of these forms is to enable individuals to provide the necessary information to the College of Distance Education, U.S. Naval War College for enrollment in a specific course or in administrative processing associated therewith.

The information provided by you will become a permanent part of your Naval War College record. The information provided will be used to enroll you in a specific course and to report your successful completion of that course to the appropriate higher authority.

Completion of these forms is entirely voluntary. Failure to provide your social security number may prevent your enrollment. Failure to provide other information will hinder the College in providing service to you and future students. Failure to provide your education/experience qualifications will result in an inability to consider a request for a waiver of rank or grade requirements for enrollment in a Naval War College course. If the other information is not provided, enrollment cannot be accomplished.

PLEASE RETAIN THIS COPY FOR YOUR FILES

APPENDIX E

Academic Honor Code

(INSERT HERE)

APPENDIX F

AWARD WINNERS

MCGINNIS FAMILY AWARD WINNERS FOR OUTSTANDING PERFORMANCE IN FLEET SEMINAR EDUCATION

<u>YEAR</u>	<u>RECIPIENT</u>
2002	CDR Steven L. Parode USN
2001	CAPT Carl W. Dossel, USN
2000	CDR Aileen M. Marty, MC, USN
1999	LT John E. Byington, USN
1998	LCDR Kathleen A. Atkisson, JAGC, USN

NAVAL WAR COLLEGE FOUNDATION AWARD WINNERS FOR OUTSTANDING PERFORMANCE IN FLEET SEMINAR EDUCATION

<u>YEAR</u>	<u>RECIPIENT</u>
1997	LCDR Timothy J. White, USN
1996	CAPT Thomas E. Digan, USN MAJ Jerome M. Lynes, USMC
1995	LT Werner H. Jurinka, USN
1994	LT James R. Holmes, USN
1993	MAJ Linda L. Hansen, USAR LT Mark D. Budensiek, JAGC, USN
1992	LT Christopher D. Kiergan, USN
1991	CAPT John J. Spegele, USMC
1990	CDR Roger G. Lerseth, USN
1989	LCDR Christopher C. Staszak, USNR LCDR Stephen Bowdren, USN
1988	CAPT David H. Gurney, USMC
1987	LTJG Frank D. Kenlon, USNR
1986	LT Susan G. Moritz, USCG
1985	LCDR Robert B. Holbrook, USNR
1984	LCDR Kevin J. Cosgriff, USN

1983	LCDR David J. Ramsey, Jr., USCG
1982	LtCOL Dominik G. Nargele, USMC MAJ John C. Reppert, USA
1981	CAPT Walton T. Boyer, Jr., USN

**THE VICE ADMIRAL JOHN T. HAYWARD AWARD WINNERS
FOR
OUTSTANDING PERFORMANCE IN CORRESPONDENCE EDUCATION**

<u>YEAR</u>	<u>RECIPIENT</u>
2002	LCDR Dean A. VanderLey CEC USN
2001	LT Christopher J. Cavanaugh, USN
2000	LCDR Robert D. Goodwin, USN
1999	Maj Benjamin J. Coffey, USAF
1998	CDR Mitchell L. Robinson, SC, USNR
1997	CDR Geoffrey F. Presson, USNR
1996	CDR Ronald C. Raymer, USN
1995	LT Stephen P. Ferris, SC, USNR
1994	CAPT George V. Galdorisi, USN
1993	CAPT Gerry A. Young, USNR

OTHER AWARD WINNERS

<u>YEAR</u>	<u>RECIPIENT</u>
2001	LCDR Paul R. Younes, USNR B. Franklin Reinauer II Defense Economics Prize First Place “Follow the Money: Using computer Network Attack to Enforce Economic Sanctions”
2000	LCDR James A. Burch, USN Director of Naval Intelligence (DNI) Award First Place “Forward From the Sea...Intelligence and the Untold Story of Operation Noble Obelisk”
2000	Ms. Beverly E. Buffkin Employment of Civilian Personnel Prize Essay Contest First Place “Building Strategic Thinking Skills For the Chief of Naval Operations OPNAV) Civilian Staff ”

2000 Ms. Diane L. Mezzanotte
Director , Defense Intelligence Agency (DIA) Award
First Place
“Infocentricity and Beyond”

2000 LCDR Kathleen G. Farris, USNR
Director, Defense Intelligence Agency (DIA) Award
Honorable Mention
“Chinese Views of Information Warfare”

1999 LT John E. Byington, USN
ADM Richard G. Colbert Memorial Prize
First Place
“Paved With Good Intentions: American Military in the
Contemporary World”

1999 Mr. Richard Weitz
ADM Richard G. Colbert Memorial Prize
Second Honorable Mention
“Managing a Moderating Gulf”

1999 Mr. Mark R. Sanderson
Chairman of the Joint Chiefs of Staff Strategy Essay Competition
Second Place
“NATO, the United States and Russia: Flexible Security After the
Cold War”

1998 LCDR Sean Connaughton USNR
B. Franklin Reinauer II - Defense Economics Prize
“Is There Profit in It?: Redefining the Economic Element When
Determining What is in the United States’ Vital National
Interests”

1998 LtCOL S. M. Fenstermacher, USMC
1st Place CJCS Prize Essay Competition
“Does the 1997 Quadrennial Defense Review (QDR) Adequately
Address Third Wave Logistics?”

1998 MAJ Jay Hatton, USMC
1st Place CJCS Prize Essay Competition
“We Deceive Ourselves: The Role of Preconception in
Operational Deception”

1998 Capt Eric Block, USMC
Marine Corps Association Award (First Honorable Mention)
“The United States Marine Corps: Going Back to Go Forward”

1997 LT Rachel Canty, USCGR
James H. Doyle Mil. Ops. & Intern. Law Prize
“Authority To Board Foreign Flag Vessels on
the High Seas”

1997 LCDR Donald E. Koenig, JAG, USN
Colbert Memorial Prize (Honorable Mention)
"Basis For The Senior Leader To Ensure That
Military Force Is Used Responsibly"

1996 LT Rick Miller, USN
B. Franklin Reinauer II - Defense Economics Prize
"Foreign Military Sales of Warships in International
Relations and the Effect on Future Affordability of the
U.S. Navy"

1995 Mr. Brad Millick
Director of Naval Intelligence Prize Essay
"Concept for a Coastal Intelligence Collection Platform"

1994 Mr. Steven E. Anderson
Colbert Memorial Prize (Honorable Mention)
"A Development Process for Establishing Long-Range
Threat Representations in he Post-Cold War Era:
Slashing Through the Gordion Knot"

1993 CAPT Brett D. Barkey, USMCR
Colbert Memorial Prize
Also: 1st Place CJCS Prize Essay Competition
"Bosnia, A Question of Intervention"

1992 Walter J. Hosey
B. Franklin Reinauer II - Defense Economics Prize
"Economics, National Policy, and Military Strategy:
The Growing Linkage in the 1990's"

1990 Adam B. Siegel
CAPT Thomas J. Williams, USN
1st Place CJCS Prize Essay Competition
Also: Honorable Mention Colbert Memorial Prize
"Open Skies: Deja Vu with a New Ending"

1987 LT David W. Glazier, USN
President's Prize Essay
"The Maritime Strategy and Coalition
Defense: A Synthesis for NATO Success"

1984 CDR John G. Leech, CEC, USN
Past President's Prize
"Does the War Powers Act Provide
for the Common Defense?"

1984 CAPT John J. Hyland III, USN
Colbert Memorial Prize
"French Nuclear Forces"

1983 CAPT Richard S. Moore, USMC
Colbert Memorial Prize
"Blitzkrieg from the Sea: Maneuver
Warfare and Amphibious Operations"

APPENDIX G

NPS-NWC PARTNERSHIP FOR PJE

DEPARTMENT OF JOINT PROFESSIONAL MILITARY EDUCATION

Chairman

Fred P. Drake
Professor
Glasgow Hall
Room 231

J. Holmes Armstead, Professor (2000); Ph.D., Pacific Western University, (1981); J.D. DePaul University College of Law (1975); B.S., University of Illinois (1968)

Harold D. Blanton, Associate Professor (1999); Ph.D., M.A., Florida State University (1999); B.S., Valdosta State University

J. Warwick Boulton, Associate Professor (2000); Ph.D., (candidate), London School of Economics & Political Science; Dalhousie University, Halifax, Nova Scotia (1974); Lehigh University (1970); B.Sc, London School of Economics and Political Science (1969)

Jan S. Breemer, Professor (2000); Ph.D., M.A., University of Southern California (1987, 1973); B.A., California State University

R. Mitchell Brown III, Professor (1999); M. A., Naval Postgraduate School, 1980); MBA, Wharton (University of Pennsylvania) (1976); B.S., U.S. Naval Academy

Jonathan E. Czarnecki, Associate Professor (2001); Ph.D., M.A., State University of New York at Buffalo (1979); B.S., Clarkson University

Fred P. Drake, Professor (1999); M.A., U.S. Naval War College (1996); M.S., Troy State University (1988); B.S., University of Idaho

Associate Chair:

Harold D. Blanton
Associate Professor
Glasgow Hall
Room 229

Richard B. Grahman, Associate Professor (2000); M.S., Naval Postgraduate School, B.S., Oregon State University

Kenneth J. Hagan, Professor (1999); Ph.D., Claremont Graduate School (1970); M.A., A.B., University of California, Berkeley; Professor Emeritus, U.S. Naval Academy.

Randall J. Hess, Associate Professor (2001); M.A., Naval War College (1992), A.M., Stanford University (1986); B.S., U.S. Naval Academy

Michael W. Jones, Associate Professor (2000); M.S., B.A., University of New Orleans (1993)

Michael T. McMaster, Associate Professor (2001); M.S., Naval Postgraduate School (1987); B.B.A., University of New Mexico (1979)

Thomas P. Moore, Associate Professor (2001); Ph.D., Virginia Tech; M.S., Stanford University (1975); B.A., Northeastern University (1974); U.S. Army Command and General Staff College (1990)

Donald J. Stoker, Associate Professor (1999); Ph.D., Florida State University (1997); M.A., B.A., Valdosta State University

PROFESSIONAL MILITARY EDUCATION (PME) AND JOINT PROFESSIONAL MILITARY EDUCATION (JPME)

The U.S. Naval War College curricula offered at NPS meet all of the requirements for Navy PME (as established by the Chief of Naval Operations) and for Joint PME (as established by the Chairman, Joint Chiefs of Staff) for Intermediate Level Professional Military Education. The importance of offering a program that blends graduate level study with Joint Professional Military Education (JPME) was recognized in the early 1990s by NPS. Originally called the Joint Education Electives Program (JEEP) when it debuted in 1993, the program's name was changed to the Program for Joint Education (PJE) to make its terminology consistent with current military education policy. In academic year 1999-00, NPS teamed with the U.S. Naval War College (NWC), Newport, RI, to provide a tailored program for NPS students which leads to a Naval War College diploma and PJE Phase I certification. It should be recognized that the courses described below are Naval War College courses, which are taught by Naval War College faculty. As such, course content, teaching methodology and program management are the sole responsibility of the Naval War College. The entire three-course sequence of Strategy and Policy, National Security Decision Making and Joint Maritime Operations has been reviewed and approved through the Program for Accreditation of Joint Education (PAJE) process conducted at the Naval War College's College of Distance Education.

The three-course NWC program provides coverage of all mandatory "learning areas" outlined in CJCS's Officer Professional Military Education Policy (OPMEP), CJCSINST 1800.01. The NWC program, both at NPS and on the College's main campus in Newport, RI, provides instruction in three course areas: *Strategy and Policy* (S&P), *National Security Decision Making* (NSDM), and *Joint Maritime Operations* (JMO). Effective in September 1999, the S&P curriculum replaces the NPS course *Maritime Strategy* NS-3252, which has been mandatory for all Department of the Navy (DON) students since 1989. Completion of the NWC S&P course is a mandatory requirement which must be met by all DON students. The JMO and NSDM courses replace or supplement various other NPS offerings, and these courses may be taken on a voluntary basis.

Note: JPME Phase I certification will only be earned by students who complete the entire three-course sequence: i.e., the mandatory S&P course plus NSDM and JMO.

Transcripts of those students who complete the Intermediate Level PME and the JPME Phase I courses, through any combination of the three methodologies (resident seminar, fleet seminar and independent directed study) will be annotated to verify their qualification for JPME Phase I certification.

In order to provide NPS students with the maximum degree of flexibility, the NWC program in Monterey will provide study in the three topical areas in a variety of ways. Classes will be offered as traditional "daytime" courses, as "evening study" seminars, and/or as "mentored independent directed study". Each student should select the approach which is best suited to their educational needs and best aligns with their other graduate studies at NPS.

All versions of the NWC courses are academically rigorous and will require significant effort on the part of each student. The goal is to enable each student to earn both their NPS degree and the NWC diploma (and Phase I JPME). It should be recognized, however, that students who cannot complete all of the NWC requirements while in Monterey can enroll in the remaining NWC courses (either by seminar or correspondence) at their next (or a subsequent) duty station.

STRATEGY AND POLICY: The Strategy and Policy Course is designed to prepare the military officer for the advanced stages of a professional career in which he or she may be intimately involved in the interplay between military power and the political process -- that is, between strategy and policy. The course uses historical examples to demonstrate the military officer's urgent need for a joint and combined warfare perspective on the military profession. That perspective significantly enhances the ability of strategic thinkers and war-fighters to wield the military instrument in support of national goals. In the early stages of an officer's career he or she is trained in tactics. The S&P curriculum, in contrast, is designed to teach officers to think strategically. The course illustrates the relationship between a nation's political interests and goals and the ways military force may be used to achieve them. It focuses on a series of studies that begins with interests, continues through conflict and ends with the final post-war settlement. Academic disciplines of history, political science, military studies, and international relations are woven into a coherent analysis of how wars begin, how they are fought and how they end.

The Strategy and Policy Course hones the officer's ability to analyze past operations and apply historical lessons to future joint and combined operations. Three facets of the course develop strategic thought. First and foremost, the course focuses extensively on the strategic analyses that are the cornerstone of strategic thought, particularly the works of Clausewitz, Sun Tzu, Mahan and Corbett. Second, the masters' work is used to analyze strategic decisions made during several historical conflicts. Collectively these case studies sharpen the student's understanding of the essence of strategy. Clear, objective and imaginative thinking is the

framework for the third and final part of the curriculum, in which students consider recent wars as well as conflicts that may occur in the future.

The Strategy and Policy course will be conducted each quarter and will consist of a series of seven topics centered on “Wars of the American Experience.” These topics include the Land and Naval Theorists, American Revolution, American Civil War, World War II, The Cold War and Korea, Vietnam, and The Gulf War with a Retrospect and Prospect conclusion. Students will attend two lectures and two follow-on moderated seminars for each topic. The curriculum addresses themes such as: the policy to strategy match; intelligence assessment and planning; the instruments of war; the implementation and integration of strategy; war termination and post-war settlement; and, the international, material, institutional and social dimensions of strategy.

Note: The majority of students are expected to complete S&P via the daytime course (NW-3230). However, fleet seminar and correspondence versions of this course are available.

NATIONAL SECURITY DECISION MAKING: The National Security Decision Making curriculum educates military officers in the effective selection and leadership of armed forces within national resource constraints, providing instruction in: the strategic planning and selection of future military forces; systematic approaches to programmatic resource choices under conditions of high uncertainty; and the nature of economic, political, organizational and behavioral factors affecting selection and command of military forces. The NSDM curriculum is an executive development course wherein major emphasis is placed on the preparation of officers for intermediate-level command and staff assignments. Selection of concepts and materials is predicated on the belief that an effective career executive does not apply discrete disciplines, but rather is required to synthesize many disciplines relevant to different situations. Moreover, the appropriate point of view is an integrative one that seeks a balanced use of reasoning based on both an academic and professional foundation. For this reason, the NSDM curriculum employs a multidiscipline approach, synthesizing selected concepts from economics, political science, strategy, operations research, leadership, psychology, management control, and other related fields. All instruction seeks to utilize the broad experience of the student body and focuses on making and implementing critical decisions within the national security environment. NSDM is offered either as an independent directed study or a nonresident seminar course. The independent directed study course requires six months to complete while the fleet seminar meets one night a week for thirty-four weeks.

JOINT MARITIME OPERATIONS: The Joint Maritime Operations curriculum develops the ability to translate contemporary national and regional military strategies into naval, joint, and multinational operations, with particular emphasis on the operational art and employment of the Sea Services. Thus, it enables officers to make sound operational decisions in both command and staff positions. JMO is an executive development course that emphasizes planning and decision-making factors at the joint task force level for operations in the maritime environment. Operational problems require military officers to make increasing use of many disciplines. This differs from the past where application of a single discrete discipline was more often the norm. Officers must have a firm grasp of military strategy, an understanding of joint and combined operations, and a thorough background in the essential elements of the military planning and decision-making process to deploy, employ and sustain U.S. military forces efficiently and successfully. Consequently, the JMO course employs a multi-discipline approach, providing the student the opportunity to synthesize various ideas that include maritime strategy, joint and Service doctrine, military decision-making, operational planning, naval warfare, military warfare, threat assessment, and war gaming techniques. JMO *applies* these ideas to military problems requiring decisions in dynamic situations. The integrating themes of the course are joint maritime operations, the operational level of war, and military decision-making. Emphasis is placed on the ability to identify the military conditions required to achieve strategic goals, the required sequence of actions, resources and associated costs or risks in that process. JMO will be offered as either an independent directed study or a fleet seminar similar to NSDM. However, completion of the independent directed study course requires nine months. The fleet seminar meets one night a week for thirty-four weeks.

JOINT PROFESSIONAL MILITARY EDUCATION COURSE DESCRIPTIONS

NW-3210 National Security Decision Making: Directed Study - Part I (Executive Decision Making: EDM+Policy Making and Implementation: PMI) (2-O).2

This is a directed study course which will be augmented by scheduled discussion sessions. These sessions are voluntary, but students are encouraged to participate in order to get the most from the course of study. The overall National Security Decision Making (NSDM) course is comprised of three sub-courses, two of which will be covered

during this period of directed study. The Resource Allocation (RA) sub-course deals with the Planning, Programming and Budgeting System (PPBS), and structured decision-making in the national security environment. The Policy Making and Implementation (PMI) sub-course deals with the political, organizational, and behavioral influences on decision-making, as well as strategies for leading large, complex national security organizations. Must be taken sequentially in conjunction with NW-3211.

NW-3211 National Security Decision Making: Directed Study - Part II (Strategy and Force Planning: SFP) (2-0).

This period of directed study will focus on the third of the three components of the NSDM course. The Strategy and Force Planning (SFP) sub-course addresses how a nation establishes interests and develops a national security strategy, a supporting military strategy, and then buys forces to support these decisions. The two-course sequence of NW-3210 and NW-3211 must be taken over a two-quarter period. Completion of these two courses will earn four graduate credit hours, and represents one-third of the entire NWC program. PREREQUISITE: NW-3210.

NW-3220 Joint Maritime Operations: Directed Study - Part I (Blocks 1&2) (1-0).

The Joint Maritime Operations (JMO) course provides instruction in the organization and employment of joint and combined military forces in maritime contingencies. This course is divided into six blocks of instruction, which are designed to be completed over three academic quarters. This is a directed study course, which students may pursue at their own pace. NWC faculty will hold periodic discussion sessions (which are not mandatory) to assist students with completing the assigned work. Must be taken sequentially in conjunction with NW-3221 and NW-3222.

NW-3221 Joint Maritime Operations: Directed Study - Part II (Blocks 3&4) (1-0).

PREREQUISITE: NW-3220. (See NW-3220 for info).

NW-3222 Joint Maritime Operations: Directed Study - Part III (Blocks 5&6) (2-0).

Completion of the three course sequence (NW-3220, NW-3221, & NW-3222) will earn four graduate credit hours, and represents one-third of the entire NWC program. PREREQUISITE: NW-3220 + NW-3221. (See NW-3220 for info).

NW-3223 Joint Maritime Operations: Accelerated Directed Study - Part I (Blocks 1, 2, &3) (2-0).

This course is intended for students using JMO to replace an elective course in their degree program. The course content is identical to that offered in NW-3220, NW-3221, & NW-3222, but the coursework is completed over a two-quarter period.

Must be taken sequentially in conjunction with NW-3224.

NW-3224 Joint Maritime Operations: Accelerated Directed Study - Part II (Blocks 4, 5, &6) (2-0).

Completion of the two course sequence (NW-3223 & NW-3224) will earn four graduate credit hours, and represents one-third of the entire NWC program. PREREQUISITE: NW-3223. (See NW-3223 for info).

NW-3230 Strategy and Policy: The American Experience (4-0).

This course is a tailored version of the Strategy and Policy (S&P) course taught at the NWC in Newport, RI. It has been revised to focus on the critique of strategies and their utility in achieving a nation's policy objectives. The course utilizes case studies derived from the American experience. This course is mandatory for all DON students, and it will be taught by NWC faculty during the normal academic day. (This course replaces the previously mandatory course NS-3252 Maritime Strategy). Completion of this course will earn four graduate credit hours, and represents one-third of the entire NWC program.

NW-3240 Strategy and Policy: Directed Study - Part I (2-0).

* Admission by special permission only. This course represents a directed study version of the S&P course, which will be available only to students with special circumstances that preclude them from taking NW-3230. Must be taken sequentially in conjunction with NW-3241.

NW-3241 Strategy and Policy: Directed Study - Part II (2-0).

* Admission by special permission only. (See NW-3240 for info). PREREQUISITE: NW-3240.

NW-3250 Strategy and Policy: Nonresident Seminar - Part I (2-0).

This provides a more detailed coverage of S&P topics than is offered in NW-3230. It closely follows the course of study in the resident program at the NWC. It is a faculty-led seminar class, taught in the evening in three segments of one quarter each. Since it is in greater depth, completion of the 3-course sequence earns seven graduate credit hours, and represents one-third of the entire NWC program. Must be taken sequentially in conjunction with NW-3251 + NW-3252.

NW-3251 Strategy and Policy: Nonresident Seminar - Part II (2-0).

This course is the second (sequential) part of the S&P evening study program. PREREQUISITE: NW-3250.

NW-3252 Strategy and Policy: Nonresident Seminar - Part III (3-0).

This course is the third (sequential) part of the S&P evening study program. PREREQUISITES: NW-3250 + NW-3251.

NW-3260 National Security Decision Making: Nonresident Seminar - Part I (2-0).

This course provides more detailed coverage of NSDM topics than is offered in the directed study program. It closely follows the course of study in the resident program at the NWC. It is a faculty-led seminar class, taught in the evening in three segments of one quarter each. Since it is in greater depth, completion of the 3-course sequence earns seven graduate credit hours, and represents one-third of the entire NWC program. Must be taken sequentially in conjunction with NW-3261 and NW-3262. OFFERED: Fall quarter AY 99-00.

NW-3261 National Security Decision Making: Nonresident Seminar - Part II (2-0).

This course is the second (sequential) part of the NSDM evening study program. PREREQUISITE: NW-3260. OFFERED: Winter quarter AY 99-00.

NW-3262 National Security Decision Making: Nonresident Seminar - Part III (3-0).

This course is the third (sequential) part of the NSDM evening study program. PREREQUISITE: NW-3260 + NW-3261

NW-3270 Joint Maritime Operations: Nonresident Seminar - Part I (2-0).

This course provides more detailed coverage of JMO topics than is provided in the directed study program. It closely follows the course of study in the resident program at the NWC. It is a faculty-led seminar class, taught in the evening in three segments of one quarter each. Since it is in greater depth, completion of this course earns seven graduate credit hours, and represents one-third of the entire NWC program. Must be taken sequentially in conjunction with NW-3271 and NW-3272.

NW-3271 Joint Maritime Operations: Nonresident Seminar - Part II (2-0).

This course is the second (sequential) part of the JMO evening study program. PREREQUISITE: NW-3270

NW-3272 Joint Maritime Operations: Nonresident Seminar - Part III (3-0).

This course is the third (sequential) part of the JMO evening study program. PREREQUISITES: NW-3270 and NW-3271