





USAWC

Academic Overview

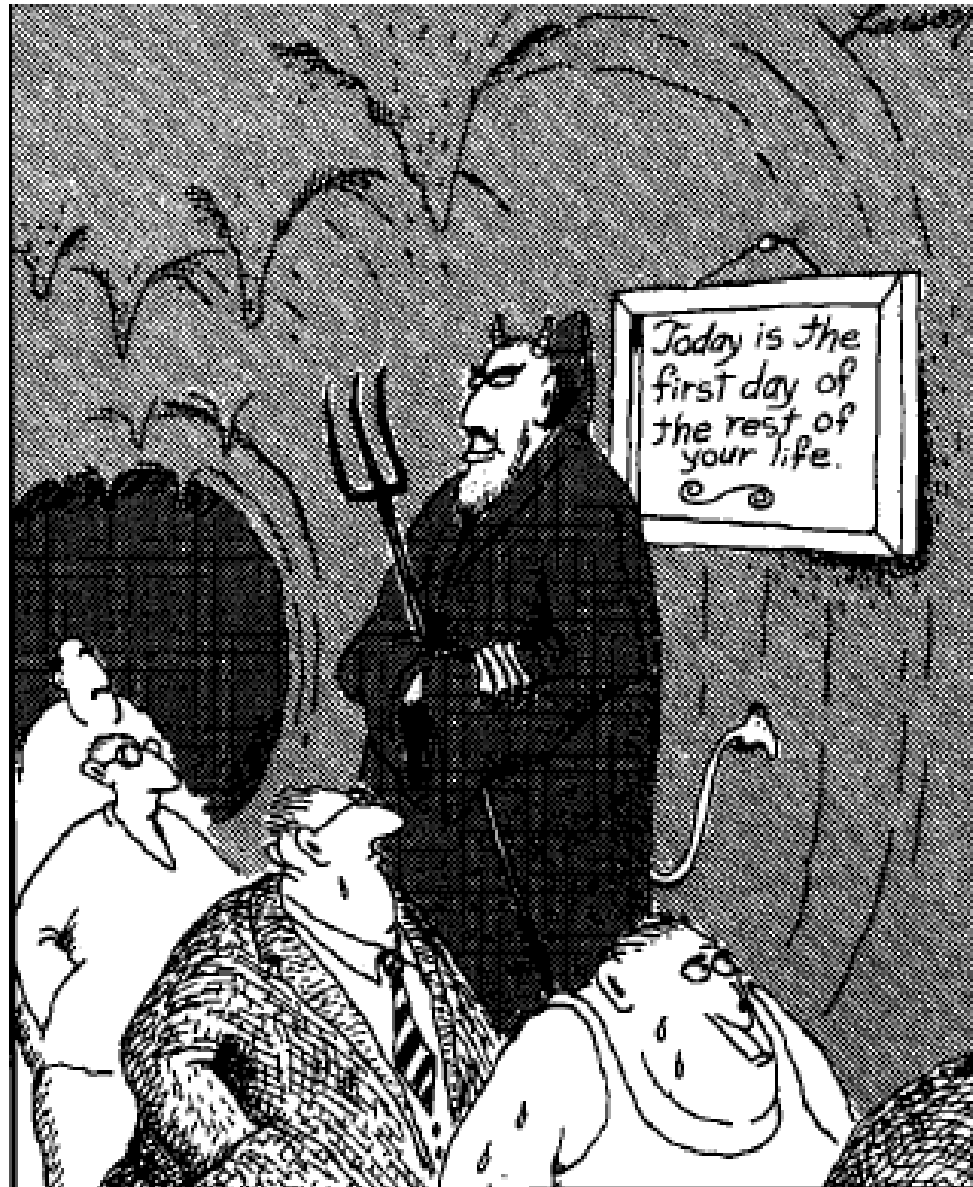
Dean of Academics
William T. Johnsen, Ph.D.
1 August 2011



Topics



- Why You Are Here
- USAWC Overview
- Class Data
- Academic Program
- Faculty
- Curriculum Policy
- Professor, USAWC
- Managing Expectations
- Cautions and Advice





Why Are You Here?



“While the experiences in the fight are richly rewarding and are producing some of the most tactically proficient warfighters we’ve ever had in our ranks, these experiences are also incomplete. The War College is an opportunity to pull our minds out of the tactical framework and draws us up to the strategic level of war. [For this reason,] the War College is ... immensely important. It alone provides us the means for developing and sharpening our ability to imagine ... especially disruptive challenges, and to think of ways of preparing leaders to confront these seemingly unthinkable events.”

---GEN Martin E. Dempsey
CSA



Why You Are Here



If I could relay one point ... that I have witnessed, felt, and experienced, it is that too many of us (I'm talking the Colonels that literally run this place) can't think strategically....it slows down the processes or effective strategic operations and it gets in the way of the operational commander.... Being able to think strategically is the currency of our trade. The simple fact is that those who can think strategic are carrying the water over here. Those that can't get in the way.

--A recent graduate



The USAWC Experience Focuses on Transforming an Incoming Professional Who Has...



- Had relatively **limited** and well-defined **responsibilities**.
- Worked in a structured environment of **tasks, conditions & standards**.
- Dealt primarily with problems for which there was usually one best **solution. (science)**
- Been an **executor** of policy.
- Succeeded based on capacity to **apply skills**.
- Focused primarily on the **present and near term**.
- Set a strong **personal example**.
- Had primarily a **single-service** and unilateral orientation.
- Communicated both verbally and in writing in a concise and direct manner.
- Been physically, intellectually and morally fit.



Into a USAWC Graduate Who Will...



- Hold positions of broad scope and great responsibility.
- Work in highly **complex, ambiguous** environments.
- Deal with problems which have no clear-cut solutions. **(art)**
- Be an executive who **innovates and initiates policy**.
- Succeed based on spirit of **cooperation and capacity to conceptualize**.
- Assess the **future** and envision for the **long term** while executing the present.
- Set an **ethical climate**.
- Be involved in **joint, interagency, intergovernmental, and multinational** organizations and issues.
- Communicate **complex concepts** effectively and persuasively, both verbally and in writing.
- Continue to be physically, intellectually and morally fit.



You and Your Classmates

Resident Class Composition



Army 210

- 22 National Guard
- 22 Reserve



Air Force 32

- 3 Air National Guard
- 4 Air Force Reserve



Marine 18

- 3 USMC Reserve



Navy 15

- 8 Navy Reserve



Coast Guard 1

Civilians 25

- 3 Defense Senior Leadership & Development Program
- 13 Department of the Army
- 2 Department of State
- 3 Defense Intelligence Agency
- 2 National Security Agency
- 1 Department of Homeland Security
- 1 Veterans Affairs



International 67

Total – 368

DDE Class Composition



CLASS OF 2012



Army 309

44 USA
139 ARNG
126 USAR



Air Force 3

2 USAF
2 USAFR



Marine 15

8 USMC
7 USMCR



Navy 1

1 USNR



**Coast
Guard
0**

Civilians 16

5 Department of the Army/DOD
3 Commandant's Program
6 Department of State
2 Interagency



International 6

TOTAL -350



International Fellows



RESIDENT CLASS OF 2012



Total 67



Senior Service College Fellowships



AY 2012

Asia-Pacific Center for Security (1)	Naval Postgraduate School (2)
Atlantic Council of the U.S. (1)	NATO Defense College (1)
Carnegie Mellon University (1)	Near East South Asia (1)
Ctr for a New American Security (1)	Old Dominion University (1)
Ctr for High Defense Studies (1)	Queens University (1)
Ctr for Strategic & International Studies (2)	Secretary of Defense (3)
Central Intelligence Agency (4)	Stanford University (3)
Columbia University (2)	Syracuse University (1)
Dir of National Intelligence (2)	Texas A&M University (3)
Drug Enforcement Agency (1)	Tufts University (5)
French Institute for Advanced Studies of National Defense (1)	U.S. Army Environmental Policy Institute (2)
George Marshall Center (2)	U.S. Dept of Health & Human Services (2)
George Mason University (3)	U.S. Dept of Justice (1)
Georgetown University (1)	U.S. Dept. of Veteran's Affairs (1)
Harvard University (10)	U.S. Institute of Peace (1)
Institute for Defense Analyses (1)	University of Denver (1)
Institute for World Politics (2)	University of North Carolina-Chapel Hill (5)
Joint Ctr for Political & Economic Studies (1)	University of Texas at Austin (11)
Massachusetts Institute of Technology (4)	Washington Institute for Near East Policy (1)
National Security Agency (1)	Yale University (1)

89 SSC Fellows/47 Programs



Academic Program Faculty Library

CONTINUOUS EDUCATION

Life-Long Leader Learning

**Defense
Strategy
Course**



**Basic
Strategist**

**Reserve
Component
National Security
Issues Course**

**Senior
Service
College**



**Resident
Program**
**Distance
Education
Program**

**Senior Service
College
Fellows**



**Combined - Joint
Component
Commander
Courses**

**Reserve
Component
Courses**



Guiding Philosophies



Some Thoughts

- We are a professional development school
- Everything we do is about developing senior leaders
- MSS Degree is secondary; a recognition of the quality of our:
 - Faculty
 - Students
 - Curriculum



Guiding Philosophies



Some Thoughts

- Seminar-based, collaborative learning
- Adult learning focus
 - Enabling
 - Understanding
- Student focused, learning centric
- It's about thinking about how to think
- Inquiry driven
 - Focus less on the “what” or “how” and more on the “why?” and “so what?”
 - It's as much about asking the right questions, as it is knowing the right answers



Resident Seminar

PROFILE

- **ARMY 10-11**
 - Combat Arms
 - Combat Support
 - Combat Service Support
 - National Guard / Army Reserve
- **AIR SERVICE 1-2**
- **SEA SERVICE 1-2**
- **CIVILIAN 1-2**
- **INTL FELLOW 2-3**

**FACULTY INSTRUCTOR
TEAM OF 3-4**

STUDENTS PER SEMINAR 16

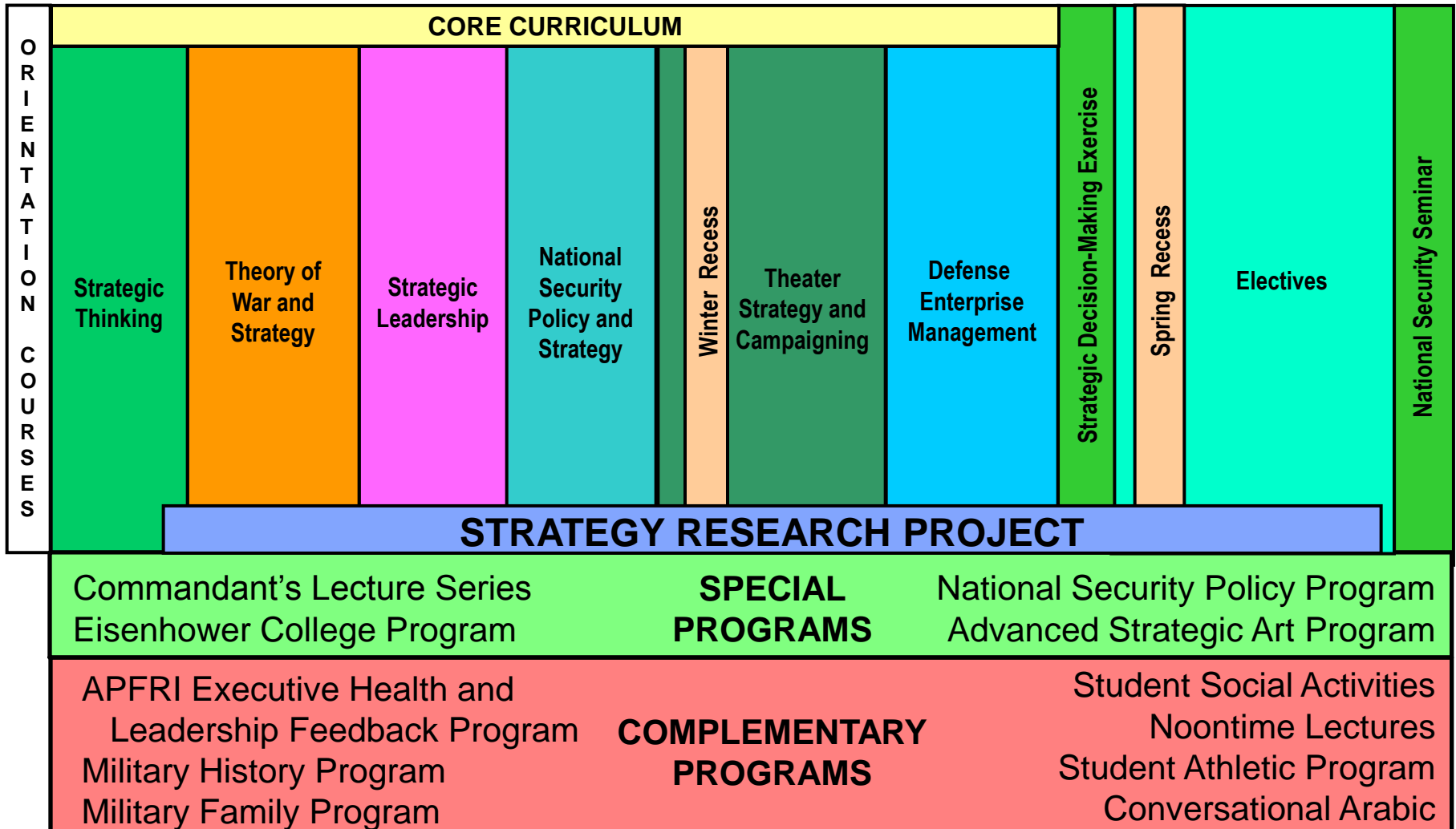




Resident Program



AY 2012





Elective Program



- AY 11 Program Directive is 90% solution for initial overview and planning
- AY 12
 - Revised directive, scheduled o/a 15 Nov
 - Electives Fair week of 3 Jan
 - Electives registration—week of 17 Jan
 - Elective term starts after Strategic Decision Making Exercise



Elective Program Requirements



- Total of 5 electives
- One must be a Regional Studies
- Directed studies: one optional
- Personal Experience Monographs: one optional, counts as DS
- Special Programs
- Special projects
- Choices should conform to Individual Learning Plan
- Enjoy your courses



Special Programs



- Advanced Strategic Arts Program (DMSPO)
- National Security Policy Program (DNSS)
- Public Speaking for Senior Leaders
- Eisenhower Series College Program (DNSS)
- Joint Warfighting Studies Program (DMSPO)
- Joint Land, Aerospace, and Sea Symposium (JLASS) (CSL)
- CSA Directed Studies (SSI/College) (TBD)
- Division Commander's Lessons Learned (MHI)
- Information in War Program (DMSPO/CSL)
- Omar Bradley Elective in Strategic Leadership (DCLM)
- Oral History Program (MHI)
- Special Programs Briefing TBD



Strategy Research Project



- Strategy Research Paper required of all U.S. students
- Optional format available for IFs not seeking Master of Strategic Studies Degree
- Focused on current strategic issues
- Topics suggested in SSI Key Strategic Issues List (KSIL) available on SSI web site,
- Technical guidance in Comm Arts Directive



Complementary Programs



- Noontime Lecture Series (optional):
- Commandant's Lecture Series (mandatory):
 - Officership and the Profession
 - Focus: prepare graduates to effectively engage with civilian policymakers in future assignments.
- Leadership Feedback Program (APFRI)
- Wellness (APFRI)
- Perspectives in Military History (AHEC)
- Military Family Program



Normal Schedule – Term I



	Mon	Tues	Wed	Thurs	Fri
0830-1130	Core	Core	R W R e r e a i s	Core	Core
1130-1300	Noontime lectures / lunch		d t e i i a n n r	Noontime lectures / lunch	
1300-1630	S&C / R&S	Core DS	g g c h	Core DS	S&C/ R&S

S&C / R&S – Special and Complementary or Research and Study time
Core DS – Core course directed study time
CLS / R&S – Commandant’s Lecture Series or Research and Study time²⁶



DCLM DNSS DMSPO Historian
Sample Seminar Teaching Team



Seminar Team



- Students
- Teaching Team Faculty Members from:
 - Department of Command, Leadership, and Management
 - Department of National Security Strategy
 - Department of Military Strategy, Plans, and Operations
 - Seminar Historian
- Seminar affiliates
- Guests



Faculty–Student Connections



- Faculty Adviser:
 - One of the seminar teaching team members
 - Develop and approve Individual Learning Plan
 - Year-long advisory relationship; monitors progress, provides feedback, ends with Academic Efficiency Report
- Faculty Instructor:
 - Primary instructor for specific course
 - Feedback on each course in Course Evaluation Report
- Project Adviser:
 - Strategy Research Project or Personal Experience Monograph
 - Reviews drafts provides feedback
 - Provides Evaluation Report



The Library Your Friend



- Superb Library Staff
- Course Papers
- Presentations
- Strategy Research Paper
- Speaking engagements
- Personal research agendas



Academic Policies



General Academic Policy



- *Curriculum Catalogue*
- Carlisle Barracks Pamphlet 10-1:
Administrative Policies and Procedures for
Students, Faculty, and Staff
- Communicative Arts Directive
- Electives Directive
- CBNet
- **Plagiarism**



Graduation Requirements



- Detailed in Carlisle Barracks Memo 350-1 (CBNet)
- Basically:
 - Develop an Individual Learning Plan approved by Faculty Adviser
 - Successfully complete all courses
 - Six “Core Courses”
 - 5 electives
 - Successfully complete Strategy Research Project
 - Full participation in the Strategic Decision Making Exercise
 - Full participation in National Security Seminar Week
 - Successfully complete speaking requirement (all U.S. students)



Evaluation Methodology



- Evaluated against course learning objectives
- Evaluation mechanisms:
 - Contribution
 - Written presentations
- Conveyed in formal and informal counseling
- Recorded in Student Tracking System
- Intent is feedback, development, growth



Masters Degree Issues



- Master of Strategic Studies (MSS):
 - Mandatory for all U.S. students with BA/BS
 - Voluntary for International Fellows
- College accredited by Middle States Commission on Higher Education
- Does not preclude access to tuition assistance for parallel degree, if you otherwise qualify.



Professor, USAWC



- USAWC program that selects two Army Competitive Category officers this year for advanced civil schooling
- Up to 2 years to complete Ph.D. course work at a major university
- Return to USAWC faculty, complete Ph.D. within 3 years, and remain on faculty until MRD
- Must have sufficient time to meet active duty service obligation (3:1).



Professor, USAWC



Positions AY12

- **Dept. of Command, Leadership, and Management**
- Potential disciplines: Psychology, Organizational Behavior, Cultural Anthropology, Sociology, Strategic Planning, Public Policy, Management, or Public Administration.
 - POC: Dr. George J. Woods
- **Dept. of Distance Education**
 - Potential disciplines: Political Science, International Relations, Regional Studies, Warfare Studies, Military History, Organizational Behavior, Anthropology, Cultural Studies, Economics, Leadership, or other relevant subject.
 - POC: COL Martin Wilson
- **Suspense: 15 Sep 11—indicate interest to POC.**



Expectation Management

USAWC Urban Myths



- USAWC does not issue grades; therefore, program is not rigorous
- The academic ivory tower
- Some are here on a sports scholarship
- Military officers are good writers
- It's all the fault of the master's degree
- The bulk of graduates go to the operational force
- There's plenty of time to do everything—professional and personal—that you have been wanting/planning to do



Expectation Management

Some Cautions and Advice



- Absences
- Requirements grow in scope and pace as year proceeds. It is easy to over-commit very quickly.
- Don't get frustrated by “over-scheduling” or “lost opportunity”
- Use your Individual Learning Plan and Faculty Adviser to establish your strategic priorities
- Focus on how events fit into your plans
- Choose wisely, and be content
- Determine how you will establish your balance this year





Closing



- Credible and relevant professional and academic program—your primary mission
- Plan for and manage complexity and time
- Find an appropriate balance
- Make the most of a tremendous opportunity
- Your success is our success
 - Seminar method depends on you
 - Making this a good year is a partnership





Questions?

The Future is our Legacy – Unrivaled Strategic Leadership Education





Back Up Charts





Institutional Learning Objectives



- Distinguish the uniqueness of strategic-level leadership and apply competencies required by strategic leaders.
- Use strategic thought processes to evaluate the national security challenges and opportunities facing the United States in the 21st Century.
- Evaluate the theory of war and strategy.
- Evaluate DoD, joint, interagency, intergovernmental, multinational, and NGO processes and relationships, including Army contributions to the nation in peace and war.
- Evaluate the role of landpower in joint, interagency, intergovernmental, and multinational operations.
- Synthesize theater strategies, estimates, and campaign plans to employ military power in a unified, joint, interagency, intergovernmental, and multinational environment.
- Synthesize critical elements, enablers, and processes that define the strategic environment in peace and war.
- Study and confer on the American military profession and guide its future direction.



Course Dates



AY12

- Orientation: 1-5 Aug
- ST: 5-18 Aug
- TWS: 19 Aug-21 Sep
- SL: 23 Sep-18 Oct
- NSPS: 20 Oct-23 Nov
- TSC: 29 Nov-27 Jan
- DEM: 2-24 Feb
- SDME: 28 Feb -7 Mar
- Electives: 9 Mar-1 Jun
- NSS Week: 4-8 Jun



Notable Events



AY12

- Opening Ceremony (5 Aug)
- Air/Shipwreck Ball (16 Sep)
- Gettysburg Staff Ride (21 Sep)
- Army Leader Day (18 Oct)
- Adjutant Generals' National Security Seminar: (11-14 Oct)
- NYC Trip (16-19 Nov)
- Thanksgiving Recess (231300 -28 Nov)
- Holiday Tea (8 Dec) (T)
- Holiday Recess (231300 Dec-2 Jan)



Notable Events



AY12

- Senior Reserve Component Officers Course (21-24 Feb)
- Strategy Conference (10-12 Apr)
- Spring Recess (21-25 Apr)
- Jim Thorpe Sports Day (26-28 Apr)
- Washington Trip (15-17 May)
- National Security Seminar Week (4-8 Jun)
- Graduation (9 Jun)



Strategic Thinking



Course Calendar AY 12 5 – 18 August 2011

5 Seminar
Learning

Transitional
Lsn

8 Intro to
Strategic
Thinking

9 Critical
Thinking

10 Creative
Thinking

11 Systems
Thinking

12 Uses of
History

15 Self
Awareness

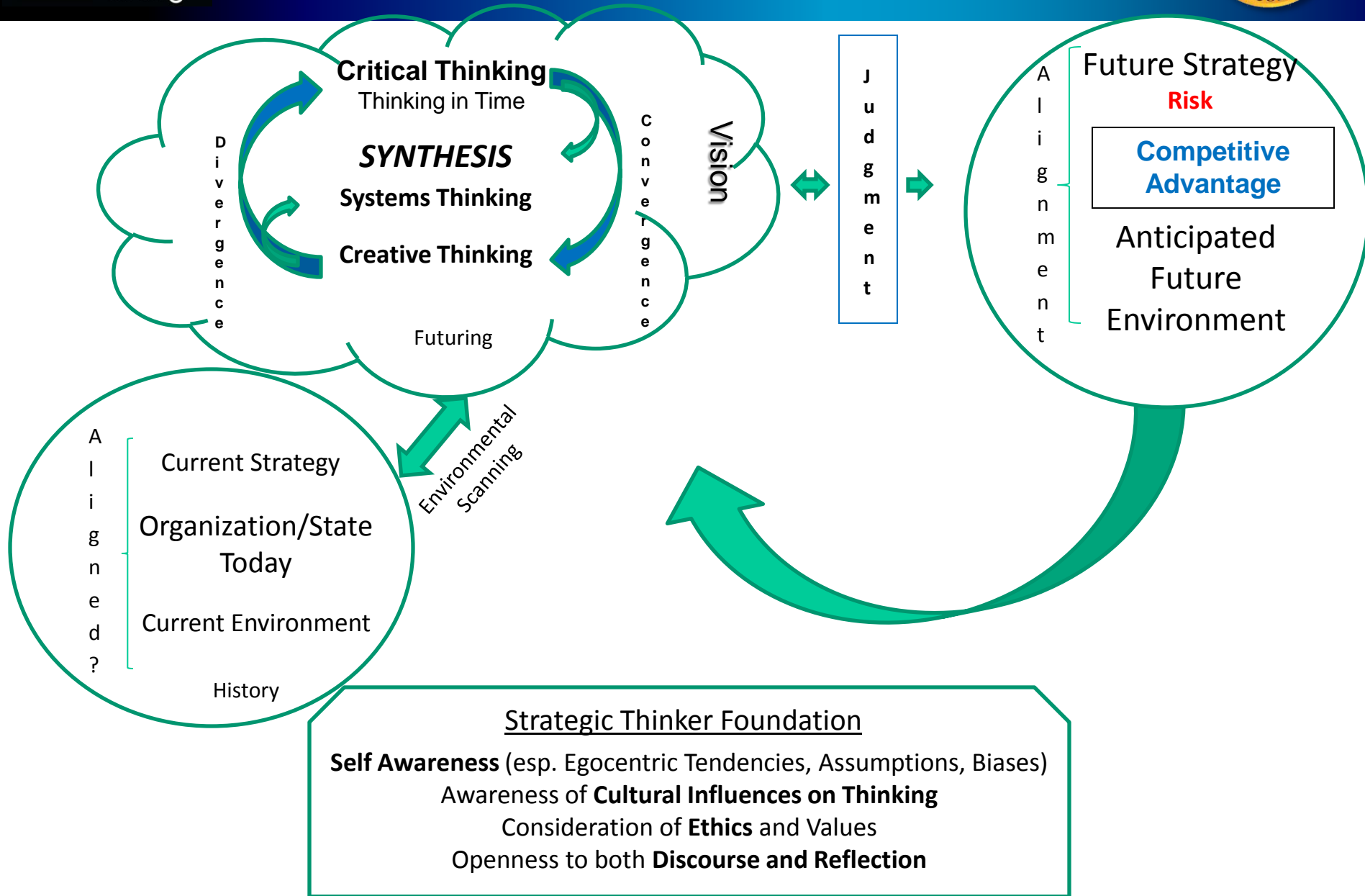
Bliss Hall

16 Ethical
Reasoning

17 Cultural
Influences
on
Thinking

18 Capstone Speaker/
Application of ST to a
Wicked Problem

Bliss Hall





Strategic Thinking



COURSE LEARNING OBJECTIVES

- Comprehend selected cognitive and interpersonal competencies required by strategic leaders operating in a joint, interagency, intergovernmental and multinational environment.
- Apply strategic thinking processes necessary to sustain innovative, agile, adaptive, and ethical organizations in a joint, interagency, intergovernmental and multinational environment.



Theory of War and Strategy



22 Days, 20 Lessons

Block I: Strategy, Policy and War

Thucydides' *The Peloponnesian War* (an introduction to war and strategy)
Understanding the International System: Concepts and Tools for Analysis

Block II: The Nature of War and Strategic Considerations

War and the Use of Military Power
Strategic Considerations: Ethics, International Law, Conflict
Termination, Victory and State Building

Block III: Theories of War and Strategy

Master Strategists (Sun Tzu and Clausewitz)
Geopolitical Theorists
Theories of Sea Power and Air Power
Limited War
Mass Destruction Weapons and Theory
Theories of Insurgency, Counterinsurgency and Terrorism
Strategy and the Future of War
Gettysburg: A Learning Laboratory in Strategy and Command



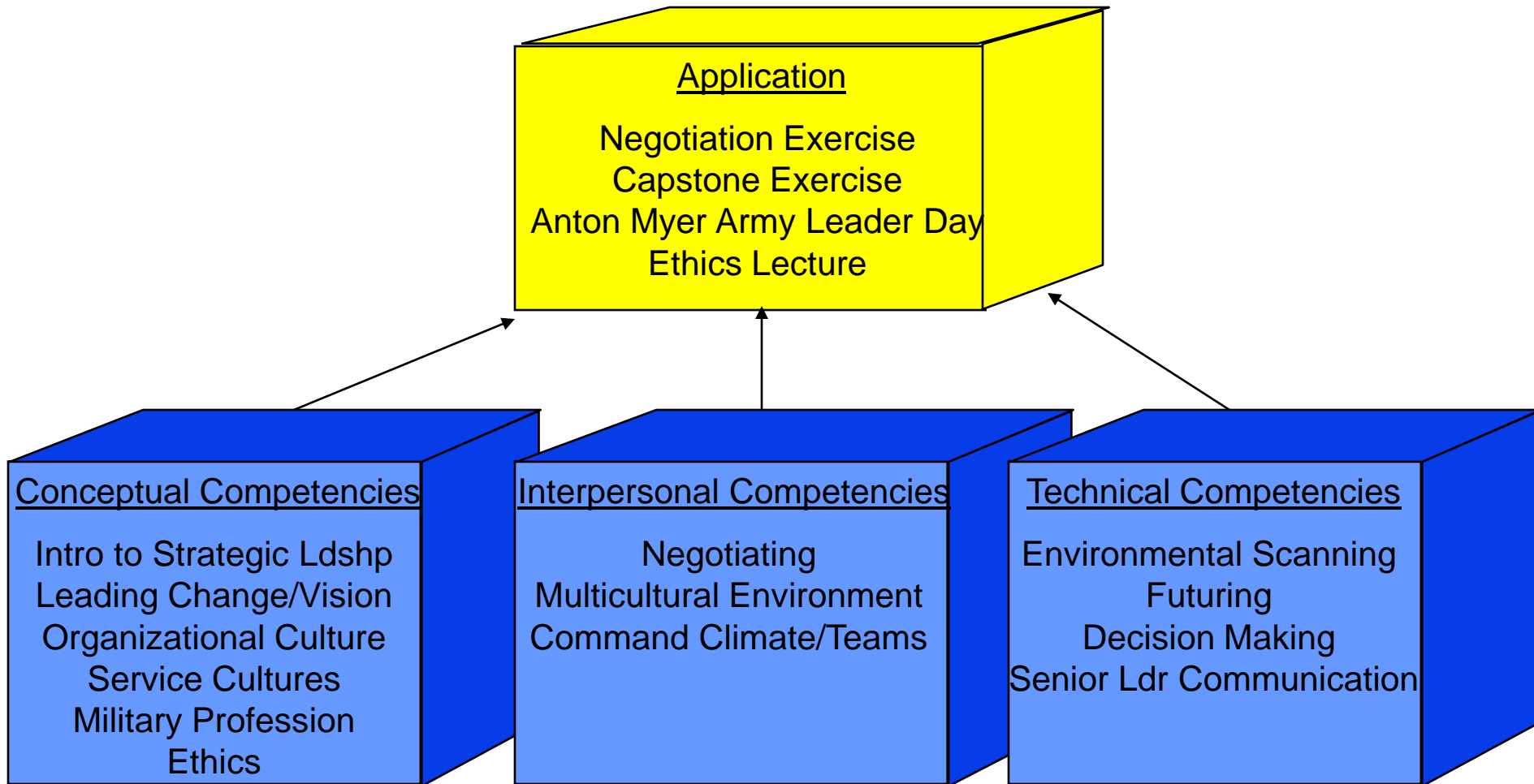
Theory of War and Strategy



Course Learning Objectives

- Analyze the nature and theory of war and its evolving character and conduct.
- Analyze the nature and theory of strategy.
- Apply strategic thinking skills to the theory of war and strategy.
- Comprehend the relationship between the theory of war and the formulation and execution of strategy.

15 Days, 17 Lessons





Strategic Leadership—I



COURSE LEARNING OBJECTIVES

- Comprehend the unique aspects of leadership required at the strategic level.
- Analyze the role of the strategic leader in evaluating the climate and culture of an organization, aligning these with the strategic vision, and then leading the organization through the change processes necessary to implement this alignment.



Strategic Leadership--II



COURSE LEARNING OBJECTIVES

- Synthesize the strategic leadership skills (interpersonal, conceptual, and technical) necessary to develop and sustain innovative, agile and ethical organizations in a joint, interagency, intergovernmental, and multinational environment.
- Comprehend the role of strategic military leaders as stewards of the profession of arms.



National Security Policy and Strategy



19 Lessons + NYC Trip

Course Learning Objectives

- Examine the essential elements and processes in the formulation of national strategy and policy
- Examine contemporary and emerging international security challenges and their impact on the national security agenda.
- Synthesize key concepts, tools and processes in the development of appropriate policy and strategy responses to national security challenges facing the U.S. in the 21st Century international security environment.



National Security Policy and Strategy



Block I: National Security Policy and Strategy

- Examine the essential actors, roles, processes in the formulation of national strategy and policy.
- Evaluate the instruments of national power and statecraft as “ways” of promoting and protecting national interests.
- Evaluate the organization and structure of the U.S. national security process in integrating and synchronizing the elements of national power and instruments of statecraft to achieve national security objectives.



National Security Policy and Strategy



Block II: Strategy & Policy in the Contemporary International Environment

- Examine contemporary international order, institutions and process in which the United States conducts policy and strategy.
- Examine the emerging international security challenges and their impact on the national security agenda.
- Evaluate the strategy and policy options to address these issues in light of U.S. national security objectives.



Theater Strategy and Campaigning



33 Lessons over 35 Days

Science
(JOPP)

MOD 6

Art
(Design)

MOD 5

Crisis Action
Planning

Develop the
Campaign
Concept

Christmas
Break

MOD 4

Mission Command
And
Joint Functions

MOD 3

Operational Art
And
Theater Strategy

MOD 2

Domains
of Conflict

MOD 1

Implementing
National Security
Strategy

**TSC will consider all elements
of national power in designing
a campaign**

Campaign Planning: The process whereby combatant commanders and subordinate joint force commanders translate national or theater strategic and operational concepts through the development of campaign plans. ...Campaign planning is conducted when contemplated military operations exceed the scope of a single major joint operation. (JP 5-0)

Design: A methodology for applying critical and creative thinking to understand, visualize, and describe complex, ill-structured problems and develop approaches to solve them. (FM 5-0)



Theater Strategy and Campaigning I



Course Learning Objectives

- **Evaluate** the Combatant Commander (CCDR) relationship w/ the President of the United States, SecDef, CJCS, and Services, when implementing the national policy and strategy in a JIIM environment.
- **Evaluate** the established systems and processes to translate strategic guidance into military strategy and plans at the theater strategic and operational levels.



Theater Strategy and Campaigning II



Course Learning Objectives

- **Synthesize** strategic and operational planning considerations and knowledge of the joint functions to develop concepts to implement military strategy.
- **Synthesize** the use of strategic thinking to develop strategic concepts that apply military power in conjunction with other elements of power.
- **Distinguish** the unique senior level competencies necessary at the Unified Command level.



Defense Enterprise Management



14 Days

Capability Guidance

Enterprise Mgmt
Roles and Missions
JSPS/JCIDS
IPLs/Readiness

Capability Funding

Federal & Defense Budget
Resource Allocation

Focus on Joint & Defense
Processes with Landpower
Development as a theme

Capability Development

Force Management
Acquisition
Science & Technology
Industrial Base
Industry Day

Application

Integrated Lesson Exercises

Capability Delivery

Manning
Equipping
Sustaining

National Strategic Guidance



Trained and Ready Forces



Defense Enterprise Management



- Understand the Department of Defense's strategic planning, resourcing, and force management processes.
- Examine how the Services, and SOCOM provide trained and ready forces and capabilities to the Combatant Commanders.



Defense Enterprise Management



- Analyze the roles and responsibilities of the Secretary of Defense, Office of the Secretary of Defense (OSD), Joint Chiefs of Staff, Services, and Combatant Commanders as they relate to strategic planning, resourcing, and force management.
- Assess the current military force structure and projected modernization initiatives to transform the force by providing capabilities to effectively meet projected national security challenges.



Strategic Leader Development Distance Education Program



AY2012

First Year Studies

Orientation

Strategic
Leadership

National
Security
Policy
& Strategy

War &
Military
Strategy

Regional
Issues
&
Interests

Strategic
Leadership
in a Global
Environment

Second Year Studies

Contemporary
Military
Issues

DOD
Organization
And
Processes

Theater
Strategy

Campaigning

Electives,
PRP,
or
PEM

Strategic
Leadership
In Current &
Future
Warfare