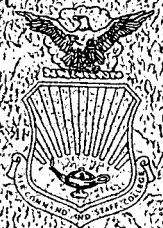


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Descriptive Data of Intermediate Level Service Colleges

ARMED FORCES STAFF COLLEGE
Norfolk, Virginia 23511

Report Documentation Page

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DESCRIPTIVE DATA OF INTERMEDIATE LEVEL SERVICE COLLEGES

NOVEMBER 1974

AIR COMMAND AND STAFF COLLEGE

NAVAL WAR COLLEGE

COLLEGE OF NAVAL COMMAND AND STAFF

MARINE CORPS COMMAND AND STAFF COLLEGE

ARMY COMMAND AND GENERAL STAFF COLLEGE

ARMED FORCES STAFF COLLEGE

DESCRIPTIVE DATA OF INTERMEDIATE LEVEL SERVICE COLLEGES

NOVEMBER 1974

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MISSION STATEMENT

AIR COMMAND AND STAFF COLLEGE

To improve and broaden the professional competence of selected field grade officers, to prepare them for command and staff positions of greater responsibility, and to provide a firm foundation for continued professional growth.

COLLEGE OF NAVAL COMMAND AND STAFF

To enhance the professional capabilities of its students to make sound decisions in the highest command and management positions. To provide a challenging academic environment of intensive study, individual research, and opportunities to probe into problems to seek and understand the complex issues and factors relevant to decisions.

MARINE CORPS COMMAND AND STAFF COLLEGE

To provide high level professional education with emphasis on Marine air/ground task forces in amphibious operations for field grade officers of the Marine Corps, other Services, and foreign countries; to prepare them for command and staff duties at Regiment/Aircraft Group and Division/Wing levels and assignments with departmental, joint, combined, and high level service organizations. And, to conduct the reserve officer courses with emphasis on amphibious operations in order to prepare selected reserve field grade officers for command and staff duty at the Regiment/Group and Division/Wing levels. (Pending approval by Headquarters, Marine Corps)

ARMY COMMAND AND GENERAL STAFF COLLEGE

To provide resident and nonresident instruction for commissioned officers of all components of the Army and selected commissioned officers from other Services and foreign countries in the exercise of combined arms command and the functions of the general staff, with emphasis on the Army in the field; to advance military art and science through faculty and student research; and to participate in the development of concepts and doctrine for the operation of Army forces from

division through Theater Army Support Command.

ARMED FORCES STAFF COLLEGE

To conduct a course of study in joint and combined organization, planning and operations, and in related aspects of national and international security, in order to enhance the preparation of selected military officers for duty in all echelons of joint and combined commands.

LENGTH OF COURSE

AIR COMMAND AND STAFF COLLEGE

Ten months--One class (623 students) graduates each year.

COLLEGE OF NAVAL COMMAND AND STAFF

Ten months--One class (220 students) graduates each year.

MARINE CORPS COMMAND AND STAFF COLLEGE

Ten months--One class (132 students) graduates each year.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Ten months--One class (1,105 students) graduates each year.

ARMED FORCES STAFF COLLEGE

Five months--Two classes (542 students) graduate each year.

ORGANIZATION

AIR COMMAND AND STAFF COLLEGE

Commandant is responsible directly to the Commander, Air University. His staff includes a Vice Commandant and Directors of Curriculum, Student Operations, Nonresident Programs, Administration, and Evaluation. He is advised by Army and Naval/Marine Advisory Groups and a Civilian Educational Adviser.

The Directorate of Curriculum is divided into three instructional divisions and a special programs division. Each of the instructional divisions is responsible for an area of the resident curriculum instruction. Two exchange officers, one Royal Air Force and one German Air Force, are assigned to the Directorate of Curriculum as advisors.

The Directorate of Student Operations is divided into four Wings, each divided into ten 15-man seminar groups. One faculty instructor supervises each seminar.

COLLEGE OF NAVAL COMMAND AND STAFF

The Naval War College, under its President, is divided into two functional organizations headed by the Dean of Academics and the Dean of Administration. The President has senior representatives of each Service and the Department of State as advisors. There are three academic departments reporting to the Dean of Academics, each chaired by a professor or Naval officer: Strategy, Management, and Tactics. Also within his purview is the Advanced Research Program, the Center for Continuing Education, the Center for War Gaming, the Naval War College Library, the Naval Staff Course, and the Naval Command College. The Dean of Students for the College of Naval Command and Staff, the College of Naval Warfare, the Naval War College Secretary and the Director of Special Events report to the Dean of Administration.

MARINE CORPS COMMAND AND STAFF COLLEGE

The Director is responsible to the Director of the Marine Corps Education Center who is in turn responsible to the Commanding General, Marine Corps Development and Education Command.

His staff includes an Assistant Director, Chief of Academic Department, Academic Supervisor, a Professor of English and his Assistant, and 17 other faculty and staff officers organized into three departments: Academic, Plans and Support, and Administration.

The Academic Department is further divided into three Divisions of Command, Strategy, and Landing Force Operations. The student body is divided into twelve conference groups of 11 to 12 students each with one faculty advisor assigned to each group.

The Command and Staff College also has access to an Adjunct Faculty, a group of 12 distinguished university professors who support the College and other Education Center Activities.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The Commandant is responsible directly to the Commander, U. S. Army Training and Doctrine Command. His staff includes a Deputy Commandant; Assistant Deputy Commandant; the Secretary; an Educational Adviser; Directors of Resident Instruction, Nonresident Instruction, Doctrine, Allied Personnel, and Evaluation and Research; a Class Director; an Information Systems Officer; and the editor of the Military Review. He receives advice and assistance from the Faculty Board, the representatives of each of the military services, and the Allied Liaison Sections.

Major Departments of Tactics, Command, Strategy, and Logistics are designed for instruction. Students are assigned to the Class Director for Administration and Organization. They are divided into divisions, further into sections, and then into work groups of 12-15 students. One faculty adviser is assigned for every five or six students.

ARMED FORCES STAFF COLLEGE

The Commandant is responsible directly to the Joint Chiefs of Staff. He receives advice and assistance from a senior representative of each of the military services. As a group they are known as the Policy Advisory Board. A representative from the State Department is also assigned as advisor to the Commandant.

Functions of the staff and faculty, headed by a Chief of Staff, are organized under four directors: Instruction, Evaluation and Data

Systems, Academic Support and Administration, and Studies and Research. The Directorate of Instruction is further divided into a Plans and Operations Group and three Faculty Groups. Each Faculty Group is responsible for monitoring five 18-man seminars. Three faculty advisers, each from a different military service, are assigned to each seminar.

FACULTY

AIR COMMAND AND STAFF COLLEGE

The faculty is carefully selected on the basis of individual background, experience, ability, and potential. Nominated by the Military Personnel Center, most are graduates of an Intermediate Service School. They are chosen from a broad range of specialties. It is desired that each faculty member have Southeast Asia experience and a master's degree. Nine are required to have doctorates. One hundred and seven are military (98 USAF, 4 USA, 2 USN, 1 USMC, 1 RAF, 1 GAF) and two are civilians.

COLLEGE OF NAVAL COMMAND AND STAFF

The 71 member faculty of the Naval War College consists of 21 distinguished civilian professors, the majority holding Doctorates, and 50 military (34 USN, 5 USAF, 4 USA, 5 USMC, 1 USCG, 1 Royal Navy), selected for their exceptional previous performance and demonstrated scholarship. The faculty is divided nearly equally into the three academic departments; Strategy, Management, and Tactics, which support the College of Naval Warfare (senior course) and the Naval Command College (international course) as well as the College of Naval Command and Staff.

MARINE CORPS COMMAND AND STAFF COLLEGE

The faculty of the Command and Staff College includes a professor of English and an Assistant Professor of English, Chief of Academic Department, an Academic Supervisor and 13 Marine officers assigned to the Academic Department.

Instruction is provided by the resident faculty of the College and members of instructional departments of the Education Center; from other resident and nonresident schools; the adjunct faculty; and the University of Virginia.

Members of the resident faculty at the Command and Staff College are selected on the basis of recent command or high level staff assignments as well as expertise in their assigned field.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Members of the faculty are selected and assigned to one of the four instructional departments based on their expertise. This expertise may have been acquired by formal schooling, civilian and/or military, by actual experience, or both. All faculty members must be graduates of CGSC or an equivalent intermediate service college. There are 68 validated positions on the faculty requiring a specified civilian graduate degree. The military faculty is augmented by the Consulting Faculty composed of 60 Reserve officers selected from the leaders of business, the professions, and academia. Consulting faculty members serve as both academic and research consultants, classroom instructors, and seminar leaders. There are approximately 228 faculty members. Two hundred twenty-five are military (6 AF, 212 USA, 3 USN, 3 USMC, 1 Australian), and three are civilians.

ARMED FORCES STAFF COLLEGE

Faculty members selected are officers of outstanding backgrounds who are qualified for filling command and staff positions of increased importance and responsibility. Graduate level education is required for 14 specific billets and joint/combined staff experience is required for all faculty. Officers must be graduates of an intermediate service school and further education at a senior service college is desirable. Composition includes 55 military officers (19 USAF, 18 USA, 13 USN, and 5 USMC).

LIBRARY/LIBRARIAN

AIR COMMAND AND STAFF COLLEGE

The Air University Library services all schools under the Air University command and libraries throughout the Air Force on request. It is the largest in military service and contains more than 30,000 volumes, 500,000 maps, and 750,000 military documents. The librarian reports directly to the Commander, Air University, and does not participate in curriculum planning.

COLLEGE OF NAVAL COMMAND AND STAFF

The Naval War College libraries consist of an academic library (80,000 titles, 145,000 volumes), a document library (60,000 classified documents), a tactical doctrine publications library, and a significant Naval Historical Collection. The Library also cooperates with other libraries in the area and is a member of the New England Library Information Network. A new library facility in Hewitt Hall will be completed next year and will incorporate automated library methods and a more functional library with additional space for staff and students. The librarian enjoys faculty status and participates in curriculum planning. He is supported by 15 professional and 23 clerical personnel.

MARINE CORPS COMMAND AND STAFF COLLEGE

The Library is the professional reference library for the Marine Corps Development and Education Command. Specializing in books and unclassified reference materials on amphibious operations and related military subjects, and on national and international affairs, the book collection numbers over 42,000 volumes. The librarian does not participate in curriculum planning.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The library collection contains 95,000 book volumes and 250,000 documents of which 125,000 are classified. Four hundred thirty-six user study seats are available in the library facility. The unclassified section of the library is available to the user 24 hours each day. Staff assistance is provided in both the classified and unclassified sections 40 hours a week Monday through Friday. During the period January

through April the classified section is staffed an additional 24 hours per week to provide time for research study. The staff includes 8 professionals and 21 nonprofessionals. The library has an automated system controlling the circulation of both books and documents. An on-line information terminal connecting the library directly to the Defense Documentation Center provides an excellent additional information base for research.

ARMED FORCES STAFF COLLEGE

The Library contains approximately 70,000 book volumes, 75,000 documents of which 35,000 are classified, and 3,000 microfiche titles. College archives are also maintained by the Library. In FY 1974, \$34,000 was allocated for new books, periodicals, and supplies. Seating capacity is 128. A staff of 21 consisting of 8 professional librarians and 13 nonprofessionals keep the facility open 82 hours each week when student workload demands. Professional assistance is always available. The senior librarian is a member of the staff and is informed of requirements through conferences and staff meetings.

EDUCATION ADVISER

AIR COMMAND AND STAFF COLLEGE

A civilian education adviser acts as adviser to the Commandant and faculty on all matters concerning educational policies and practices. He acts for the Director of Curriculum in his absence on curriculum matters. Additionally, he supervises the preparation of Communicative-Skills and Student Research Program instructional materials.

COLLEGE OF NAVAL COMMAND AND STAFF

The President of the Naval War College is advised on educational matters by the Dean of Academicis and the Chairman of the three academic departments. Prominent civilian educators are consulted as deemed necessary.

MARINE CORPS COMMAND AND STAFF COLLEGE

The Adjunct Faculty is comprised of professors in graduate level education who are distinguished members of the civilian academic community, as well as U. S. Marine Corps Reserve officers. They provide instructional support and advice in educational management to the Education Center and to the Director, Command and Staff College.

They also furnish support to the Command and Staff College curriculum by periodically conducting seminars, providing individual assistance to student research efforts, and by serving on Adjunct Faculty advisory committees.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The civilian educational adviser provides personal assistance to the Command Group and the staff and faculty in matters of evaluation, instructional methods, and other features of the College program. He also functions as the Director, Evaluation and Research and as such, is responsible for operation of the Learning Center, Faculty Development and Research, Student Evaluation, and the Master of Military Arts and Science Program.

The Faculty Board, chaired by the Deputy Commandant, advises the Commandant on student matters relative to grade standards, rating or classification, and proficiency or deficiency.

ARMED FORCES STAFF COLLEGE

The College does not have a civilian education adviser. Advice concerning the curriculum originates with the Post Instruction Review Panel (PIRP) which is composed of the Directors of the Faculty Groups, Plans and Operations Group, and Evaluation and Data Systems. These recommendations are forwarded through the Director for Instruction to the Chief of Staff and the Commandant as recommended revisions to the curriculum for subsequent classes.

CIVILIAN PROFESSORS

AIR COMMAND AND STAFF COLLEGE

None, although Air University has recently initiated a limited civilian professorship program similar to that of the Naval War College.

COLLEGE OF NAVAL COMMAND AND STAFF

In addition to the Director of Advanced Research and the Professor of Libraries there are 21 civilian faculty members, 10 in Strategy, 8 in Management, and 3 in Tactics. A few are tenured, but the majority are on a one or two-year leave of absence from a civilian school or defense-related organization.

MARINE CORPS COMMAND AND STAFF COLLEGE

The civilian education effort at the Command and Staff College falls into three categories: a resident Professor and Assistant Professor of English, University Contract Instruction, and the Adjunct Faculty. The resident Professor of English and his assistant conduct a course on Effective Communication as part of the Marine Corps Command and Staff College electives program.

University Contract Electives are taught by professors from the University of Virginia Continuing Education Program. A total of 180 hours of electives are offered by the Command and Staff College of which 30 are taught by contract with the University of Virginia.

The Adjunct Faculty complements the resident faculty. It endeavors to effect liaison between the Education Center and civilian academia, and to aid both the permanent faculty members and individual students in academic matters. Their tour of duty involves a minimum of four 2- day sessions during the year, plus two weeks in the summer, but many stay longer than the minimum time.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The Consulting Faculty is a group of active Reserve officers who are also leaders in business, the professions, and academia and hold appropriate advanced degrees in areas related to subjects in the College curriculum. These officers participate in all academic areas

of the College on both a correspondence and active duty basis. Active duty tours usually are for two week periods, but some consultants remain as long as four weeks. Sixty Reserve Officers are now participating in this program.

A total of three civilian history professors are assigned to the College as instructors and specialists. One is assigned to the Department of Strategy, one to the Department of Tactics, and one occupies the Chair of Visiting Professor of Military History.

ARMED FORCES STAFF COLLEGE

None.

GUEST SPEAKER PROGRAM

AIR COMMAND AND STAFF COLLEGE

One hundred and forty speakers--usually speak for 45 minutes to 1 hour and 30 minutes, then answer questions for 45 minutes.

COLLEGE OF NAVAL COMMAND AND STAFF

The majority of the eighteen to twenty outside lecturers and panelists are invited to take part during relevant portions of the curriculum and speak on curriculum related topics. Each of the Chiefs of Service, the Chairman of the Joint Chiefs, and a select few additional lecturers from the Department of Defense speak annually. The Contemporary Civilization Lecture Series brings one speaker to the school monthly for an evening lecture to the students and their wives on subjects not related to the College curriculum but which may stimulate other intellectual interests. Additionally, each year brings a distinguished ranking officer from one of the world's navies to provide an international perspective.

MARINE CORPS COMMAND AND STAFF COLLEGE

Sixty-five speakers--usually speak for 1 hour, then answer questions for 30 minutes.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Twenty-five guest speakers--1 hour lecture, question and answer period of 30 minutes. Approximately one half of these speakers remain for seminars with selected students and faculty. In addition to the Guest Speaker Program, which supports the common curriculum, there are eighty to ninety guest lecturers who visit the College to address students in the electives program. These presentations vary from 1 to 4 hours in length depending on the topic.

ARMED FORCES STAFF COLLEGE

Seventy-five speakers--usually speak for approximately 45 minutes and then answer questions for 45 minutes. Many speakers remain for a special afternoon conference with selected students who represent their respective seminars.

STUDENTS

AIR COMMAND AND STAFF COLLEGE

Typical class size: 623 total (506 USAF, 14 USA, 7 USN, 7 USMC, 12 ANG, 12 ARES, 8 civilian, 57 Allied).

Rank: 2 Colonels, 23 Lieutenant Colonels, 412 Majors, 178 Captains, 7 GS-13, 1 GS-12 (and/or equivalent ranks/grades).

Age: Range 30-49 years, average 35 years.

Education: 15 doctorates, 200 masters, 313 baccalaureates, 29 some college, 9 high school (Allied not included).

Approximately 15 % of the students live in government quarters.

COLLEGE OF NAVAL COMMAND AND STAFF

Typical class size: 220 total (153 USN, 24 USA, 14 USAF, 20 USMC, 4 USCG, 5 civilians).

Class profile 1974: 212 total (142 USN, 24 USA, 14 USAF, 19 USMC, 4 USCG, 9 civilians).

Rank: 187 Lieutenant Commanders/16 Lieutenants or equivalent rank other Services.

Civilians: 1 FS-10, 5 GS-12, 2 GS-13, 1 GS-14.

Age: Range 27-43 years, average 34 years.

Education: 91 masters, 121 baccalaureates.

Government quarters available for eligible students.

MARINE CORPS COMMAND AND STAFF COLLEGE

Typical class size: 130 total (100 USMC, 15 Allied, 11 USA, 2 USN, 2 USAF).

Rank: 20 Lieutenant Colonels, 95 Majors (and/or equivalent ranks/grades). (U.S. only)

Age: average 37 years.

Education : 37 masters, 108 baccalaureates, 7 high school (U.S. only).

Government quarters are available for most students.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Typical class size: 1,105 (980 USA, 28 other Services, 97 Allied).

Rank: 51 Lieutenant Colonels, 704 Majors, 253 Captains (and/or equivalent ranks/grades). (Excludes Allied officers)

Age: average 34.5 years.

Education: 4 doctorates, 28 professional degrees (Doctors, Lawyers, etc.), 496 masters, 473 baccalaureates, 7 high school. (Excludes Allied officers)

Ninety-seven percent of the students live in government quarters.

ARMED FORCES STAFF COLLEGE

Typical class size: 271 total (80 USA, 80 USAF, 61 USN, 18 USMC, 2 USCG, 14 civilian, 16 Allied).

Rank: 31 Lieutenant Colonels/Commanders, 240 Majors/Lieutenant Commanders (and/or equivalent ranks/grades).

Age: average 36.1 years

Education: 5 doctorates, 139 masters, 111 baccalaureates, 16 high school.

Government quarters are available for students.

ACADEMIC EFFORT

AIR COMMAND AND STAFF COLLEGE

The curriculum is programmed to include approximately 26 hours of contact time and 26 hours for independent study and research per week.

Times during the academic year are broken down into the following categories:

Lectures (Faculty and Guest Speakers)	421 hours
Seminar	351
Electives	<u>48</u>
TOTAL CONTACT HOURS OF INSTRUCTION	820
Allied Officer Presentations	6
Intelligence Briefings	9
Physical Conditioning	112
Administration and Ceremonies	18
Counseling	38
Independent Study and Research	<u>597</u>
TOTAL OTHER SCHEDULED ACTIVITIES	780
TOTAL CURRICULUM TIME	1600*

*Does not include field trips--approximately 16 hours per student per academic year.

COLLEGE OF NAVAL COMMAND AND STAFF

The curriculum is designed to totally involve the individual student. The emphasis is on the thinking process rather than the accumulation of facts. The result is concentration on individual effort to develop

reasoning capacity and analysis of the elements of choice in the specific areas of strategy, tactics and management.

Strategy and Policy (10 week Trimester)

6.5 hrs/wk contact time

Lectures (Faculty and Guest Lecturers) 35 hours

Seminars 30 hours

Reading assignments 1000 pages per week

Written work--3 essays 5-10 pages

Midterm and final examinations 6 hours

Defense Economics and Decision Making (Management)

(14 week Trimester)

12 hrs/wk contact time

Lectures (Faculty and Guest Lecturers) 40 hours

Seminars 156 hours

Reading Assignments 300-400 pages per week

Written work--2 essays, 1 term paper, case study briefs

Examinations--final (3) 9 hours

Tactics (14 week Trimester)

12/14 hrs/wk contact time

Lecturers (Faculty and Guest Lecturers) 34 hours

Seminars 117 hours

Demonstrations and Game Play 30 hours

Reading assignments 300-450 pages per week	
Written work--3 essays, 5-10 pages each	
Examinations--Midterm and final	6 hours
Research Preparation	152 hours*
Independent Study	<u>985</u> hours
TOTAL Curriculum Time	1600 hours

*Indicates time set aside in the syllabus specifically for research.

MARINE CORPS COMMAND AND STAFF COLLEGE

Lectures (Faculty only)	142	hours
Guest Speakers	95	
Conference/Panel Discussions	58.5	
Seminars	61	
Group Application	449	
Electives	186	
Individual Application	9.5	
Other	<u>93*</u>	
TOTAL Curriculum Time	1,094.0**	

*Critiques, field trips, illustrative problems, exams, programmed instruction.

**Does not include research, preparation, independent study, or athletic time.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The normal scheduled student class week is based on 30 hours, some of which may be noncontact time.

Conference/lecture	220
Case Study	153
Guest Speaker	50
Practical Exercise	112
Seminar	110
*Electives	400
Individual Study & Research	40
**Individual Study	450
***Other	<u>41</u>
TOTAL Hours	1,576

NOTES: *Elective hours consist of contact and/or noncontact time. Some electives may be civilian university courses.

**Includes processing time, physical training, open time, and Commandant's time.

***Includes demonstrations, examinations, programmed instruction, educational television, films, and computer assisted instruction.

ARMED FORCES STAFF COLLEGE

Contact time does not normally exceed 35 hours per week. Normally, a guest lecture is scheduled for 2 hours each morning and the remaining time is spent in seminar.

Times are broken down into the following categories:

Lectures (Faculty only)	11.5 hours
Guest Speakers	130.0
Seminar	453.5
Other	<u>96.*</u>
TOTAL Curriculum Time	691.**

*Includes scheduled research time, counseling, and field trips.

**Does not include research preparation; independent study; or athletic time.

CURRICULUM

AIR COMMAND AND STAFF COLLEGE

Area I--Military Environment--The Fundamentals of the International Environment, U. S. National Security . Policy, Communism and the Communist Studies, Regional Affairs, and U.S. Security.
161 hours

Area II--Command and Management--Management Fundamentals, Command and Leadership, Analytical Techniques of Management, Management of Resources.
263 hours

Area III--Military Employment--Introduction to Military Employment, Special Operations, General Purpose and Mobility Forces, Strategic Employment, Allied Forces Exchange Studies, Space and the Future.
286 hours.

COLLEGE OF NAVAL COMMAND AND STAFF

Strategy & Policy. To prepare the students for command and for decision making positions in the fields of strategy and policy. This curriculum uses a series of weekly historical case studies to broaden the student's perspective from which to analyze problems. The case studies highlight such topics as Balance of Power, Imperialism, Coalition Warfare, Bi-polarity, and Total versus Limited War and offer historic examples of recurrent problems of war and peace which have faced modern Great Powers.

Defense Economics and Decision Making (Management). To enhance the student's capacity for analysis of complex defense decisions and develop an awareness of the fiscal, political, and technological constraints which limit such decisions. The course is structured to expose the student to three complementary approaches to decision making. Two formal courses explore modern concepts of economic choice, scientific decision making, and the behavioral aspects of decisions in organizations. The formal course work is complemented and expanded by case studies addressed in seminar. Problems of decision implementation in the context of current/projected economic and political environments are addressed in the final three weeks of the course.

Tactics. To develop the ability to work analytically, knowledgeably, and creatively with concepts of naval force employment. The course examines the principal naval missions through operations analysis, case histories, and games, as well as other techniques of tactical analysis and decision making. Technology factors of current and projected weapons systems, together with environmental physics, are covered in the early portion of the course as fundamental to the integrated employment of forces.

MARINE CORPS COMMAND AND STAFF COLLEGE

Area I--Command--Leadership, Professional Skills and Fundamentals, Staff Functioning, Management, Electives, Adjunct Faculty Seminars.

Area II--Landing Force Operations--Characteristics and Doctrine of Amphibious Operations and Offensive/Defensive Combat Ashore, Decision Making Processes of Amphibious Operations, Planning and Execution of Joint and Combined Operations.

Area III--Strategy--National Policy; Organization, Functioning, and Decision Making within DOD; Army, Navy, and Air Force Concepts; Strategic Surveys; Military Strategy; Counterinsurgency; Domestic Forces, and Factors Affecting the Military.

ARMY COMMAND AND GENERAL STAFF COLLEGE

<u>General Subjects</u>	6 hours
<u>Staff Operations</u> -- Fundamentals of staff organization, command and staff responsibilities, functions, and procedures.	90 hours
<u>Management</u> -- Principles of management	44 hours
<u>Tactics</u> -- Principles and doctrine of mission, capabilities, limitations, tactical employment.	126 hours
<u>Logistics</u> -- The Army Logistic System focusing on combat service support to the Army in the field.	75 hours
<u>Strategic Studies</u> -- Elements of power, forces and trends in the international environment, strategic analysis, threats and responses.	36 hours.

Joint and Combined Operations -- DOD structure, formation and functioning of joint and combined commands, strategic movement and employment of joint forces in airborne and amphibious operations. 38 hours

Security Assistance -- Analysis of insurgencies and countermeasures; foreign assistance program. 40 hours

Allied and Sister Service Presentations. 48 hours

Profession of Arms -- Officer responsibilities and standards, American soldier; military law and administration; training; reserve components; the chain of command; writing and speaking. 90 hours

ARMED FORCES STAFF COLLEGE

U. S. Military Forces -- Army Week, Navy/Marine Corps Week, Air Force Week, field trips, JCS lecture series. 105 hours

Defense Management -- Development and Theory, Gaming and simulation, resources management, analysis techniques, automatic data processing, personnel resources. 45½ hours

Organization and Command Relationships -- Principles of organization of joint and combined commands; functions of the joint staff; types of major combatant commands and their relationships to the Executive Branch of government. 39 hours

Joint Staff Responsibilities and Procedures -- Joint planning to include coverage of the Joint Operation Planning System, Concept Development and Plan Development; nuclear, chemical, and biological planning; foreign internal defense planning; unified command planning problem. 201 hours

Environment and Strategy -- U.S. environment, international environment, NATO planning exercise, national strategy, symposium, contemporary leadership. 99 hours

Communicative Arts 32½ hours

METHODS OF INSTRUCTION

AIR COMMAND AND STAFF COLLEGE

To the maximum extent possible, lectures are presented by the resident faculty and other AU instructors. To provide a broad or different point of view, guest speakers present their ideas and expertise.

The seminar is the basic instrument for learning. About 40% of all academic instruction is conducted in small groups. Seminar methods incorporate faculty instruction, case studies, problem solving, and closed circuit TV.

Individual Work -- Emphasis is placed on the development of the student's ability to prepare, document, interpret, and present information gathered from a variety of sources.

COLLEGE OF NAVAL COMMAND AND STAFF

Individual reading and writing assignments in preparation for case-study seminars constitute the principal instructional method. In seminar groups of 13-14 students and 1-2 faculty, student assignments, including essays and case study analyses, are discussed. Seminar composition is changed for each course to permit student exposure to a variety of experience, backgrounds, and expertise. Lectures, in limited numbers; panels; independent research; and examinations are also employed in support of the basic case-study seminar methodology.

MARINE CORPS COMMAND AND STAFF COLLEGE

The course is presented in the setting of a "Field Grade Officer's Workshop" wherein the emphasis is on confronting the officer student with situations and requiring him to solve problems of the sort he can expect to encounter in his ensuing years of service both in and out of the Fleet Marine Force.

Conference Groups account for 64% of instruction time; the formal lecture accounts for 13%; guest lectures 9%; individual application 1%; and the remaining 13% is taken up by the research and writing program.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Instruction features the applicatory method in which students are required to solve and discuss military problems, either real or contrived. Except for guest speakers and a few faculty presentations, the instruction is conducted in classes of 56 or 14 students. There is an increasingly greater use of the smaller group (14) and a corresponding increase in problems structured in accordance with case method procedures. The program can be fairly described as student-centered learning, featuring student participation, and capitalizing on student expertise.

ARMED FORCES STAFF COLLEGE

The seminar is the basic method used for instruction. Most of the academic lectures presented by the faculty are to small groups of 18 students where thorough discussion can be included and material can be understood in depth. A wide variety of methods is used. Some classroom sessions are organized with the faculty or the student responsible for lectures or guiding discussions. Much of the small group work consists of problem solving with students in command and staff roles.

A very valuable program is that of inviting distinguished guest speakers to present their views on a wide variety of subjects. Lecturers are encouraged to present their views in an environment of academic freedom, permissive learning, and responsible intellectual inquiry.

Much individual effort (reading writing, and speaking) is used to prepare for group and individual requirements and to present research and ideas.

ELECTIVES

AIR COMMAND AND STAFF COLLEGE

A mandatory program which enables every student to pursue in greater depth selected areas of special interest and need. Each course includes 24 hours of classroom instruction and 48 hours of individual preparation. Students choose one elective in the fall and another in the spring from a list of approximately 30. Electives do not count toward the off-duty education program.

COLLEGE OF NAVAL COMMAND AND STAFF

Students are encouraged to enroll in at least one course of the optional elective program which is offered during the second and third trimesters to students desiring to pursue curriculum-related subjects to great depth. Elective offerings are designed to supplement the core curriculum and permit students to fill in gaps in their own experience and knowledge. Electives are taught by the resident faculty, in most cases, and 15-20 such electives are offered in a typical year.

MARINE CORPS COMMAND AND STAFF COLLEGE

The electives program is included to provide each student an opportunity to increase his professional competence through advanced instruction designed to expand upon selected areas of the core curriculum, augment previous schooling or experience, or assist in development of a specialty.

Each student must complete a minimum of 120 elective hours during the academic year. Of the 120 hours, 60 hours must be taken in either Effective Communication (taught by the Professor of English and his Assistant or Research Methodology/Individual Research Project (IRP) taught by a military faculty officer. The remaining 60 (minimum) elective hours may be selected from two categories; University of Virginia contract courses, and Education Center supported courses. University of Virginia courses range from Geopolitics to Economics. Education Center courses range from Strategy to Military History. Each elective satisfies 30 hours of effort.

LIBRARY
ARMED FORCES STAFF COLLEGE

ARMY COMMAND AND GENERAL STAFF COLLEGE

Students are required to complete twelve 40-hour courses in the elective curriculum. Elective curriculum includes courses taught by CGSC faculty and university contract courses. All elective courses are 40 hours in length.

The elective curriculum is divided into two areas:

1. The major program -- a major consists of six 40-hour courses and 40 hours of individual research in one of the following major subject areas: Tactics, Logistics, Staff Operations, Management, Operations and Force Development, Joint and Combined Operations, Strategic Studies, and Security Assistance.

2. Additional elective courses -- each student is required to take four other elective courses of his choice and course 5501, Strategic Threat and Response, to complete the elective curriculum. Courses offered by participating universities may be credited toward a master's degree program.

ARMED FORCES STAFF COLLEGE

None.

INDIVIDUAL RESEARCH PROJECTS

AIR COMMAND AND STAFF COLLEGE

An acceptable research paper or its equivalent must be submitted by each student as a prerequisite to graduation. Appropriate research topics are solicited from the Air Force, the Joint Chiefs of Staff, the Department of Defense, and are coordinated with other Air University studies in similar areas. Students are informed in advance of the research requirement, including available options, and the program has been reoriented by giving additional emphasis to group studies on broad issues of current interest. Substantive research is also necessary to complete other written and oral assignments.

COLLEGE OF NAVAL COMMAND AND STAFF

Each academic department (Strategy, Management, and Tactics) requires individual research as part of its core course. These efforts range from 5-10 page essays in support of seminar discussions to 15-20 page term papers on conceptual problems.

Highly qualified individual students may also apply for admission to the Advanced Research Program. If accepted they are partially or totally excused from the core curriculum during the second or third trimester, or both, and devote full time to their major research project. This program is also available to a small number of students following graduation from the Naval War College.

MARINE CORPS COMMAND AND STAFF COLLEGE

The core curriculum research and writing program requires that each student write an "...Essay on a professionally oriented subject or an autobiographical sketch, a staff study on a directed problem, and a position paper."

The directed portion of the electives program provides for a course in Research Methodology with accomplishment of an Individual Research Project (IRP) or, as an alternate, enrollment in the Effective Communication course.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Each U. S. student is expected to complete a research report in one of two ways: a thesis written for a master's degree program, or an individual or group research project. The amount of writing required depends on the scope and depth of the topic and the research method employed. Additionally, many of the elective offerings require term papers, monographs, or research reports.

ARMED FORCES STAFF COLLEGE

Major effort on the part of the student is devoted to a staff study. Emphasis is placed on the importance and significance of selecting a problem listed in the DOD Catalog of Suggested Research Topics for Professional Service Schools, but choosing the subject from this source is not mandatory. This 3,000 word staff study includes investigation and analysis of a problem selected by the student utilizing the JCS report format.

The Directorate of Studies and Research studies real world problems in the joint area. Study groups include faculty and students with expertise and interests in the specific areas. Study problems vary in detail from short papers to solutions that may require a number of classes to complete. Assignment to a study group is on a voluntary basis. Those students participating in the Studies and Research Program are excused from the staff study requirement.

COMPUTER INSTRUCTION

AIR COMMAND AND STAFF COLLEGE

Students are introduced to the general concepts of electronic data processing as a management tool through a 2-hour lecture. They receive a demonstration of a remote computer terminal in seminar rooms and instruction in its use. Students are then assigned tasks to be completed on the terminal at individually scheduled times.

The students also use the remote computer terminals for two exercises, one in cost effectiveness and one in planning. Batch processing is used in an additional tactical employment exercise.

A 24-hour elective course is also offered in computer programming.

COLLEGE OF NAVAL COMMAND AND STAFF

The Naval War College does not have a formal course in computer science; however, during the management trimester students use the computer for decision analysis with case studies. Terminals and the facilities of the Center for War Gaming are available for faculty and student use and computer science is offered as an elective course.

MARINE CORPS COMMAND AND STAFF COLLEGE

Computer Science (21 hours): strictly user-oriented instruction taught under the command area. It provides the commander/staff officer with an appreciation of what the computer can do for him today and in the future. Instruction includes systems concepts, development, fundamentals, flow-charting, and teleprocessing. The student leaves with an overview of automated data processing support, both tactical and administrative, within the Marine Corps.

ARMY COMMAND AND GENERAL STAFF COLLEGE

All students receive 22 hours of ADP instruction featuring BASIC programming language instruction, problem solving by computer, concept of a data base as a resource, extensive hands-on use, and instruction on major Army-wide standard management information

systems. The elective program offers the student a variety of ADP related courses presented by the CGSC faculty or by local colleges and universities. In addition, a cooperative degree program with Kansas State University affords the opportunity to work toward a graduate degree in Computer Science.

Computer support is provided through 43 time sharing interactive terminals (teletype and display) and one high speed remote job entry terminal connected to a large scale government owned computer system (Control Data Corporation 6500) operated by a TRADOC field activity. This system is utilized to enhance instruction throughout the common and elective curricula. In addition, a research data service center is available 24 hours, 7 days a week for student and faculty use.

ARMED FORCES STAFF COLLEGE

The school utilizes a Hewlett Packard 2000F computer with one optical display (CRT) and 22 other type terminals, any of which may be located in seminar rooms. The ADP instruction includes an introduction to the BASIC programming language, techniques of programming, problem definition, and presentation of logic guidance. Classroom work consists of five hours of instruction plus three hours of hands-on operating time.

The computer is used for a model and as a simulator during the nuclear strike planning block of instruction. It is also used extensively during the major planning exercise in support of Joint Operation Planning System (JOPS) applications. Other uses include text editing, computer aided instruction, student and faculty guest lecture evaluations, and administrative support programs. The computer facilities are open 24 hours a day, 7 days each week to students, staff, and faculty for curriculum or research support.

STUDENT COUNSELING

AIR COMMAND AND STAFF COLLEGE

Each faculty instructor advises and assists each student in his seminar. Counseling subjects include: test results, academics, communicative skills, military aptitude, periodic progression assessments, and assignments. The USAF Military Personnel Center also presents a briefing and conducts personal conferences on the personnel system and possible assignments.

COLLEGE OF NAVAL COMMAND AND STAFF

Individual faculty moderators maintain close personal contact with students in their seminars. They provide all academic counseling and are available for individual tutoring. The Dean of Students and staff of the College of Naval Command and Staff along with the Dean of Administration and his staff are available for professional and non-academic counseling.

MARINE CORPS COMMAND STAFF COLLEGE

Each student is assigned to a permanent conference group. He is counseled by the conference group faculty advisor on test results, electives, the speaking and writing program, and individual progress throughout the year. The counseling process is continuous.

Students also receive instruction on counseling in the Marine Corps during a two hour subcourse entitled "The Commander's Role in Performance Evaluation and Career Planning".

ARMY COMMAND GENERAL STAFF COLLEGE

Faculty advisers are assigned five or six students for administrative purposes. Counseling is done as needed for each individual. Twice each class, Army personnel officers visit the school to brief, in general, and to individually counsel students on the personnel system.

Academic counselors are assigned by the instructional departments to advise and assist each student in the selection of an academic major and elective courses.

ARMED FORCES STAFF COLLEGE

Each seminar faculty adviser is assigned the responsibility for six students from his Service for counseling and guidance. There are scheduled counseling periods during the conduct of the Staff Study Program, Staff Action Papers, Professional Reading Program, Joint Planning Problem, and at such other times as deemed necessary. The military personnel offices of each branch of Service make presentations and are allowed time for individual counseling during each class.

OFF-DUTY EDUCATION PROGRAM

AIR COMMAND AND STAFF COLLEGE

Students are free to engage in undergraduate or graduate degree programs during off-duty time in classes conducted by Auburn and Troy State Universities. Auburn offers master's degree in business administration, education, political science, and public administration. Troy State offers master's degree in education, guidance and counseling, and criminal justice. Auburn State University does not differentiate between students who do/do not participate in the graduate program. Student progress is monitored to insure that off-duty education does not significantly interfere with the ACSC program.

COLLEGE OF NAVAL COMMAND AND STAFF

Naval War College students are eligible to participate in after hours educational programs offered by local colleges and universities; however, with the heavy academic load in the resident curriculum students are urged to evaluate carefully time available for other programs. The Navy considers graduation from the Naval War College the equivalent of an academic master's degree for assignment and promotion purposes. The Office on Educational Credit of the American Council on Education has recommended 18 hours of graduate credit for the resident courses in areas of 19th and 20th century diplomatic history, political science, international relations, management, and business administration.

MARINE CORPS COMMAND AND STAFF COLLEGE

There is no formal provision to obtain undergraduate/graduate degrees at the school. University of Virginia contract electives may, on an individual basis, be expanded by an individual to gain undergraduate/graduate credits. Off duty undergraduate/graduate courses are available through Quantico Base Education offerings in conjunction with the George Washington University, The American University, Northern Virginia Community College, and University of Virginia.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The College does not sponsor an off-duty education program as such, but does incorporate graduate level university courses into the elective curriculum. Students may take as many as nine quarter hours of resident graduate level work as a part of the regular course curriculum. Selected officers may participate in a College sponsored cooperative degree program with one of three local universities. This program offers participants an opportunity to complete advanced degree work after six months resident work following graduation from CGSC. The program offers degrees in political science, history, business administration, communications, human relations, public administration, computer science, systems management, and education.

ARMED FORCES STAFF COLLEGE

Since the College graduates two classes each year, the five-month time period does not lend itself to an off-duty education program. There is a minimum of six colleges and universities with facilities available in the area if students wish to take advantage of them. The American Council on Education has recommended that graduates be awarded 15 undergraduate credit hours or three postgraduate credit hours for their work at AFSC.

FIELD TRIPS

AIR COMMAND STAFF COLLEGE

The field trip program involves 18 visits during the academic year to various military installations. The entire student body normally visits the firepower demonstration at Fort Bragg, N. C., and groups of 65 volunteers visit 14 other activities. In addition, approximately 60 students visit the Canadian Forces Staff College in Toronto, Ontario, annually. On all field trips except the firepower demonstration and the Canadian visit, participants return to ACSC and present their observations to their seminars. The program provides each student the opportunity to take two or three field trips during the year.

COLLEGE OF NAVAL COMMAND AND STAFF

Field trips were discontinued in 1972 to make more funds available for the core curriculum and related academic functions.

MARINE CORPS COMMAND AND STAFF COLLEGE

One field trip is scheduled each year in support of the management course to Fort Knox where students attend the Senior Officer's Preventive Maintenance Course.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Numerous trips to training exercises, demonstrations, and both active and reserve installations are programmed each year. Over one quarter of the academic year 74-75 class should participate in one or more of these trips. Major field trips are planned to visit the Canadian Forces Staff College, SAC Command Post, and Reserve Training Exercises. One contingent of 46 personnel will participate in the annual LOGEX Logistical Training Exercise at Camp Pickett, Virginia.

ARMED FORCES STAFF COLLEGE

The program includes: a trip to Fort Bragg, N. C., each year to the firepower demonstration; when available, a tour aboard an aircraft carrier to observe operations and procedures and living conditions; and, when available, a tour aboard an operational naval ship to observe characteristics and functions involving antisubmarine warfare. The program allows one or two field trips each class for all students.

STUDENT EVALUATION PROGRAM

AIR COMMAND AND STAFF COLLEGE

Areas of evaluation are: Achievement Tests, Performance Evaluations, Research Study, and recognition for special achievement. Achievement tests and the research study are graded on a scale of outstanding, excellent, satisfactory, or unsatisfactory. Requirements for graduation are an overall grade of satisfactory and acceptable performance evaluations. Selected officers are designated "Distinguished Graduates."

Officer Training Reports are prepared for all students at the end of the school year.

COLLEGE OF NAVAL COMMAND AND STAFF

Students are graded by examination and observation during each course of instruction. A grade of A, B, C, or F (failing) is assigned for each trimester's work; these are averaged for a course grade. Students who attain superior grades are graduated with honors, "With Highest Distinction" (three A's) equates to summa cum laude. "With High Distinction" (two A's, one B) equates to magna cum laude. "With Distinction" (one A and two B's, or two A's and one C) equates to cum laude. Positive comments regarding student academic achievements are reflected in fitness/academic/training reports.

MARINE CORPS COMMAND AND STAFF COLLEGE

Evaluation enables the College to gauge the effectiveness of the instruction and provides a basis for fitness reports and selections to the Honors List (top 10%).

Areas of evaluation are: Research and Writing, Scheduled Briefings, Marked Requirements, and Demonstrated Performance.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The Department of the Army requires the submission of an academic report on each student together with a transcript. Recognition for academic excellence -- Distinguished Graduate, Honor Graduates

(upper 5%), Commandant's List (upper 20%) is noted on the academic report. Additionally, there is a requirement to rate the students as superior, satisfactory, or unsatisfactory in five abilities; writing, extemporaneous speaking, formal oral presentation, contribution to group work, and research ability. Source data for the academic report is obtained from a variety of objective and subjective appraisal instruments.

ARMED FORCES STAFF COLLEGE

The College encourages responsible intellectual freedom with its inherent elements of debate and research. Examinations, presently being administered on a test basis, are primarily intended for curriculum development. Individual performance is posted using a coded identifier for each student, so as to safeguard personal identities. Further development of valid evaluation techniques is continuing. The academic theme is keyed to the graduate level in which free expression of individual opinions and group discussions are expected and encouraged. Formal officer effectiveness reports or appropriate course completion reports are prepared by faculty advisers upon completion of the course.

COURSE AND INSTRUCTIONAL EVALUATION PROCEDURE

AIR COMMAND AND STAFF COLLEGE

Curriculum effectiveness is measured by: representative sampling of student reaction to lecturers, seminars, and assigned reading material, which can be critiqued on a daily basis; faculty opinions as to the adequacy of the curriculum to provide a firm basis of understanding of the subject matter presented; feedback provided by comments from individual students; and, correlation of student and faculty opinions with results of achievement tests.

Students are required to critique each area after completion, and the entire course at the end of the year. Questionnaires are distributed biennially to former students within two years after graduation.

COLLEGE OF NAVAL COMMAND AND STAFF

Student critiques are solicited at the end of each trimester by the academic department concerned. Consolidated results are forwarded to the President via the Dean of Academics. An end-of-year critique solicits general ideas and comments concerning the entire War College program. A civilian curriculum consultant periodically interviews students during the academic year to assess curriculum effectiveness. Follow-on interviews with former students also provide feedback on curriculum content.

MARINE CORPS COMMAND AND STAFF COLLEGE

The Command and Staff College Course Content Review Board conducts a continuing examination of curriculum effectiveness.

Daily evaluations of instructional subject matter, required reading, and techniques of instruction are conducted by selected students. All students are encouraged to comment on a voluntary basis, orally or in writing, to faculty advisers, or to the Director.

At midyear and at the end-of-the year, students are asked to gather in conference groups to discuss and critique the curriculum, including comments and recommendations on each of the subcourses. These comments are then compiled by subject area and routed to the

responsible instructional agency for action.

Six months after graduation questionnaires are sent to the graduate and to his commander for comments and recommendations on the courses of instruction.

ARMY COMMAND AND GENERAL STAFF COLLEGE

A Commandant's Curriculum Committee is organized each year to examine the entire institution and submit recommendations to the Commandant for institutional development. The chairman is the Class President, who selects the membership from the student body. Students can contact their representative on the committee to forward their comments.

Each year the staff and faculty identify research projects in the areas of curriculum design and course content for interested students.

Questionnaires are distributed at the beginning and at the end of the course to obtain feedback to improve the curriculum. Questionnaires are sent to selected graduates at six month intervals for two years after graduation.

Periodically, selected students are invited to meet with the faculty in a seminar designed to provide feedback. Preprinted comment forms are provided for use by students who desire to comment on lesson content, instruction, or methods.

ARMED FORCES STAFF COLLEGE

Academic evaluation programs have one basic purpose: to assist the College in building the best possible course of instruction. Guest lectures are rated by both students and faculty on the basis of content, fulfillment of unit objective, presentation, and responsiveness to questions. Computer processed mark sense cards are used for these evaluations. In addition, written comments on any facet of instruction may be submitted at any time. Students evaluate each block of instruction separately by submitting an end-of-block questionnaire, and end-of-block examinations are administered to measure the academic achievement of the class in attaining prescribed learning objectives. An end-of-course academic survey is also conducted to elicit student opinions on the usefulness and scope of each block of instruction.

Administrative support to the College is evaluated by means of comment cards submitted by students as required on any nonacademic matter. Administrative support comment cards are routed to cognizant officers for appropriate action.

BOARD OF CONSULTANTS OR VISITORS

AIR COMMAND AND STAFF COLLEGE

A 20-member Board of Visitors serving staggered terms is commissioned by the Chief of Staff, U. S. Air Force. It meets annually to examine organization, management, policies, curriculums, methodology, and facilities and to advise on broad policy matters. The board is composed of an optimal mix of educators and business and professional leaders. It divides into panels to examine the different AU schools. The board then presents a report with its views and recommendations to the AU Commander and the Air Staff.

COLLEGE OF NAVAL COMMAND AND STAFF

The Board of Advisers, distinguished representatives of education, business, the arts, the sciences, and the military, meet annually to advise the President.

MARINE CORPS COMMAND AND STAFF COLLEGE

Adjunct Faculty (Section 7).

ARMY COMMAND AND GENERAL STAFF COLLEGE

Consulting Faculty (Section 7) act as consultants to faculty and students on an as required basis.

ARMED FORCES STAFF COLLEGE

None.

PROFESSIONAL JOURNALS

AIR COMMAND AND STAFF COLLEGE

Air University Review is published to stimulate professional thought covering aerospace doctrines, strategy, tactics, and related techniques. Inputs are received not only from the AU faculty and students but from contributors throughout the Department of Defense.

COLLEGE OF NAVAL COMMAND AND STAFF

The bimonthly Naval War College Review was established in 1948 by the Chief of Naval Personnel to provide recipients with some of the educational benefits available to resident Naval War College students. Lectures and research efforts are selected for publication on the basis of scholarship, usefulness, and timeliness.

MARINE CORPS COMMAND AND STAFF COLLEGE

None.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Military Review--designed to contribute to the professional development of its readers and to further the growth of knowledge in military art and science. The material is selected to present a number of different viewpoints on a broad spectrum of matters relevant to the middle and senior leaders of the U. S. Army. Authors include military men from the Army at large, faculty and students of the military schools, scholars, and other authorities.

ARMED FORCES STAFF COLLEGE

None.

NONRESIDENT INSTRUCTION

AIR COMMAND AND STAFF COLLEGE

Nonresident Seminar Program: 148 seminars consisting of 15-19 students each are active at 100 military bases throughout the U.S. and overseas. Course material is supplied by the resident faculty, and the program closely parallels the resident course. The curriculum is divided into three courses--Military Environment, Command and Management, and Military Employment. The program consists of 80 lessons, each requiring a 2 hour seminar. Students must maintain a satisfactory attendance record and complete three acceptable 2000 word background papers, each with a talking paper and staff summary sheet attached. They must also complete several speaking assignments including four formal presentations to their seminar. The average program completion time is approximately 2 years.

Correspondence Program: This program is available to the same individuals as the seminar program and uses the same lesson materials. No speaking or writing assignments are required; however, a satisfactory score must be achieved on a closed book exam at the end of each course. Each course has a time limit of one year, and the entire program is valued at 600 hours.

COLLEGE OF NAVAL COMMAND AND STAFF

Through an extensive series of correspondence courses, the Center for Continuing Education furthers the Naval War College's mission of increasing the professional competence of naval officers for higher responsibilities.

These courses reflect and extend the educational benefits of the resident schools curriculum to nonresident U.S. military officers, regular and reserve, and to selected officials in other departments of the U.S. Government.

Course content is reviewed and updated to parallel the resident curriculum, and is organized so that the prospective extension student may pursue only those areas of specific interest to him or may undertake the whole sequence of offerings. Programs are available leading to a special diploma, awarded by the President of the Naval War College, for those officers who desire to complete the full Naval War College

Correspondence Course. Additionally, the Off-Campus Seminar Study is a pilot effort to explore the potential for a structured group study program for nonresident, active duty officer, affiliated with the Naval War College. Seminar groups of 10 to 15 officers will meet weekly to complete the 40 week, group-study curriculum. At present, two seminars are meeting in the Washington, D. C. area.

MARINE CORPS COMMAND AND STAFF COLLEGE

The Command and Staff College extension course is administered by the Extension School, a part of the Nonresident Instruction Department of the Education Center. It includes two courses organized to closely approximate resident instruction. The first course is pursued by individual study, and the second by group enrollment. The group enrollment mode requires participation in Senior Officer Seminars in addition to the individual submission of regular lessons. The courses are taken on an optional basis. Successful completion is the administrative equivalent of graduation from the Command and Staff College. The resident school develops the curriculum for the extension courses and Senior Officer Seminar.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Several optional programs are available for completion of the CGSC program. These programs are designed to allow for flexibility in the student's schedule. Over 14,000 students are enrolled in one or a combination of these programs. Options include correspondence, U. S. Army Reserve (USAR) Schools, extended resident instruction, and combinations of resident, USAR schools, and correspondence. Interchangeability among these options is permitted to provide even greater flexibility to the student. The USAR schools program currently consists of 94 schools operating in 300 teaching locations. Regardless of the option selected, the final two weeks of instruction are completed in residence at Fort Leavenworth. A diploma from the USACGSC is awarded each graduate upon successful completion under any of the options.

ARMED FORCES STAFF COLLEGE

None.

ACADEMIC COMMUNITY RELATIONS

AIR COMMAND AND STAFF COLLEGE

The College supports the AU public relations program by providing speakers for functions in the civilian community. Management seminars are provided for civilian institutions when requested.

COLLEGE OF NAVAL COMMAND AND STAFF

The President, Naval War College, is a member of the Rhode Island Council on Higher Education and the Association of American State Colleges and Universities. As part of an open door policy, the Naval War College sponsors seminars with local college students, hosts an annual Military-Media Conference, and welcomes educational/civic organizations on campus to promote better understanding. Distinguished visitors' lectures are often opened to selected segments of the civilian community by invitation. There is an active speaker's bureau.

MARINE CORPS COMMAND AND STAFF COLLEGE

None.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The College supports the Combined Arms Center Speaker's Bureau providing speakers for civic, business, academic, patriotic, and religious audiences. The speaker's bureau averages about 30 speakers and includes staff, faculty, and U. S. and Allied student officers. The College also hosts numerous groups of visitors including ROTC cadets, high school and college students, prominent civilian groups, and foreign visitors. In addition to tours of the facilities, these groups are provided briefings on the College, its mission, curriculum, and other specific areas of interest.

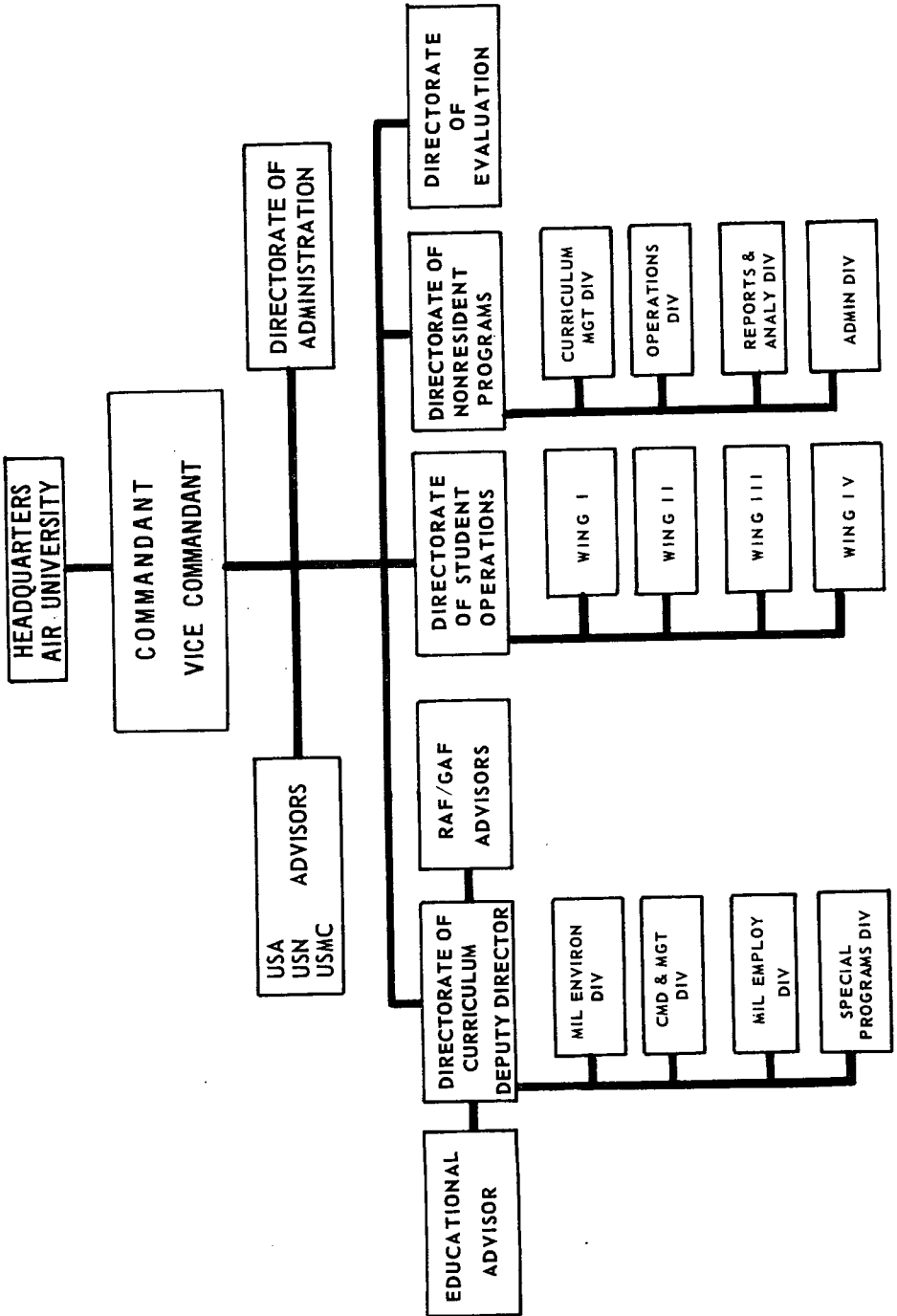
The Commandant and Chief of Staff are members of the Greater Leavenworth Information Council which provides a medium for exchange of information and promotes better understanding between city and county officials, state legislators, Chamber of Commerce members, and institution representatives.

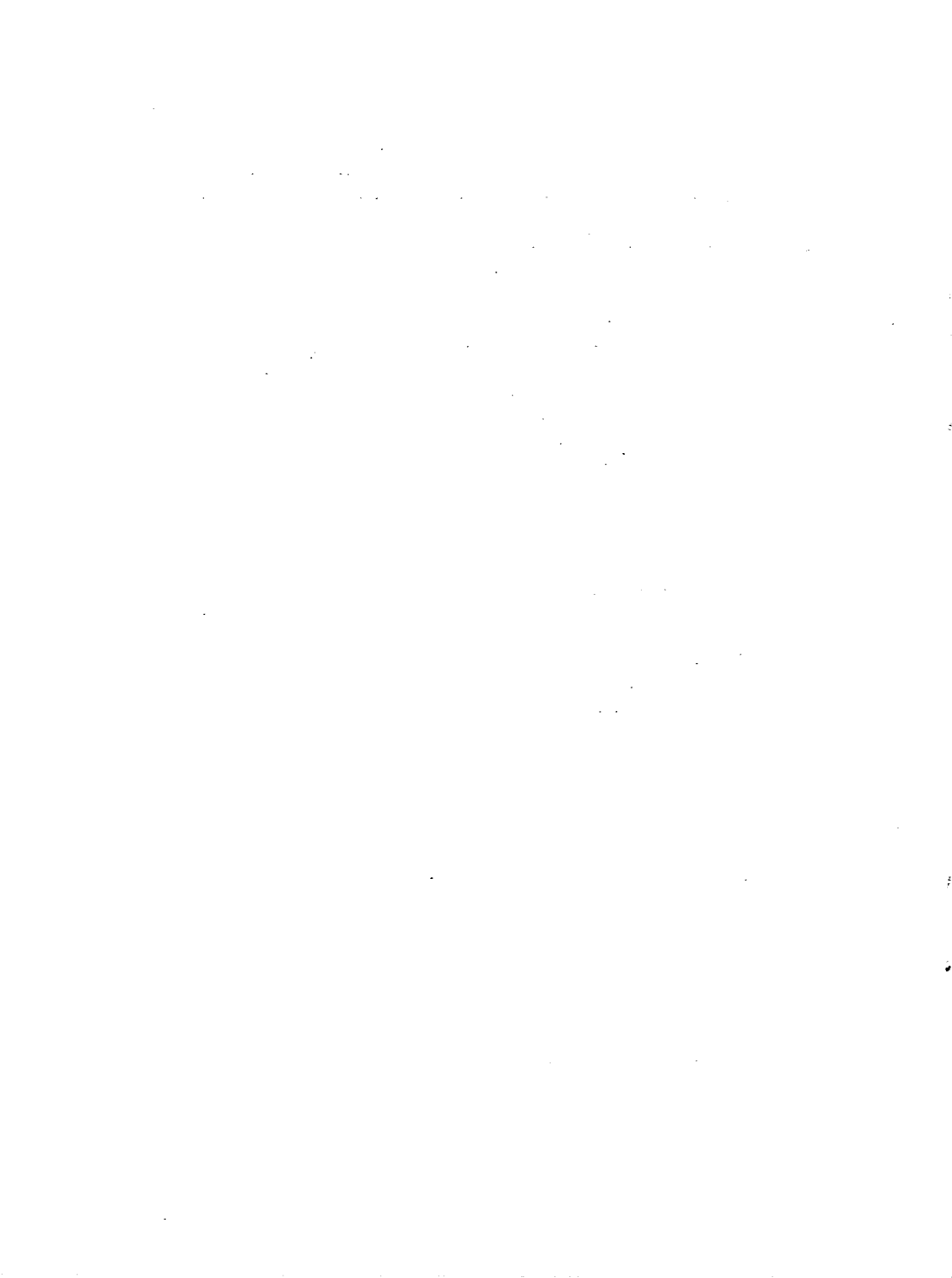
ARMED FORCES STAFF COLLEGE

The Armed Forces Staff College operates an active "speaker's bureau" which supplies some 15-20 students and faculty/staff members per class to civic, educational, and professional groups who request speakers on an individual basis. The Commandant also invites prominent local civilians, on a regular basis, to come to the College for special briefings on the mission and curriculum, and attendance at unclassified guest lectures. Occasionally, local university professors are invited as guest lecturers when the academic topic under study is one for which they are qualified and recognized authorities.

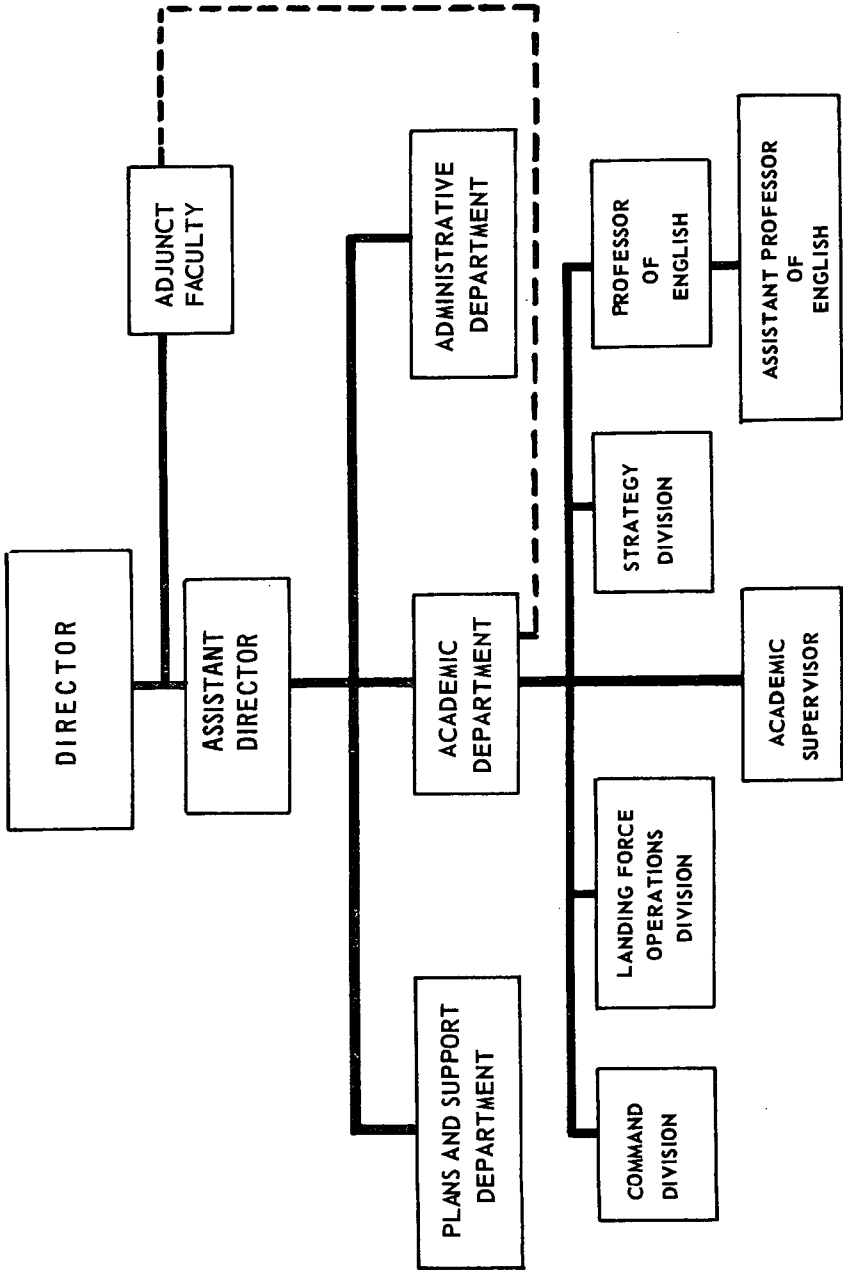
AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY
Maxwell Air Force Base, Alabama

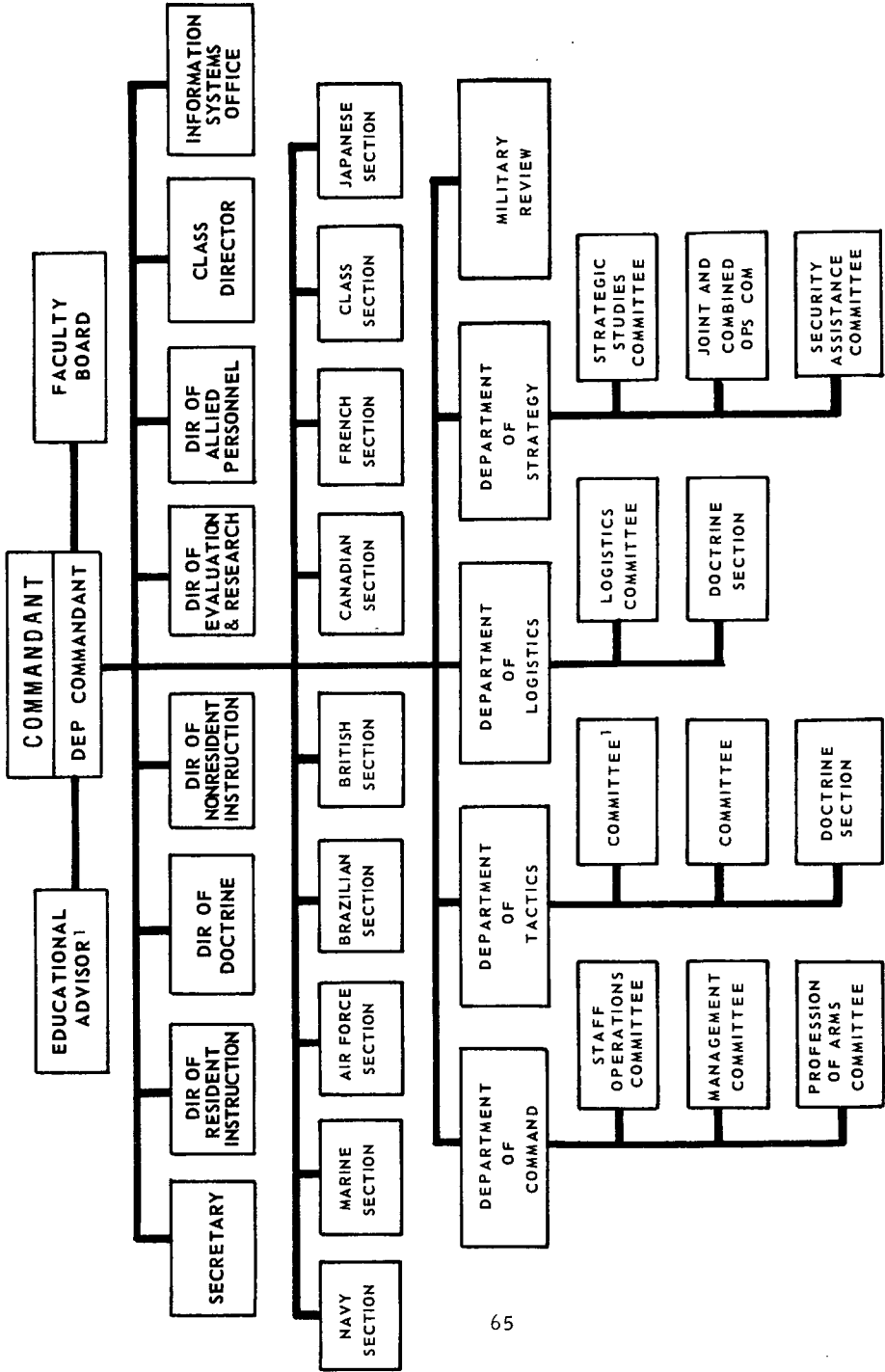




MARINE CORPS COMMAND AND STAFF COLLEGE

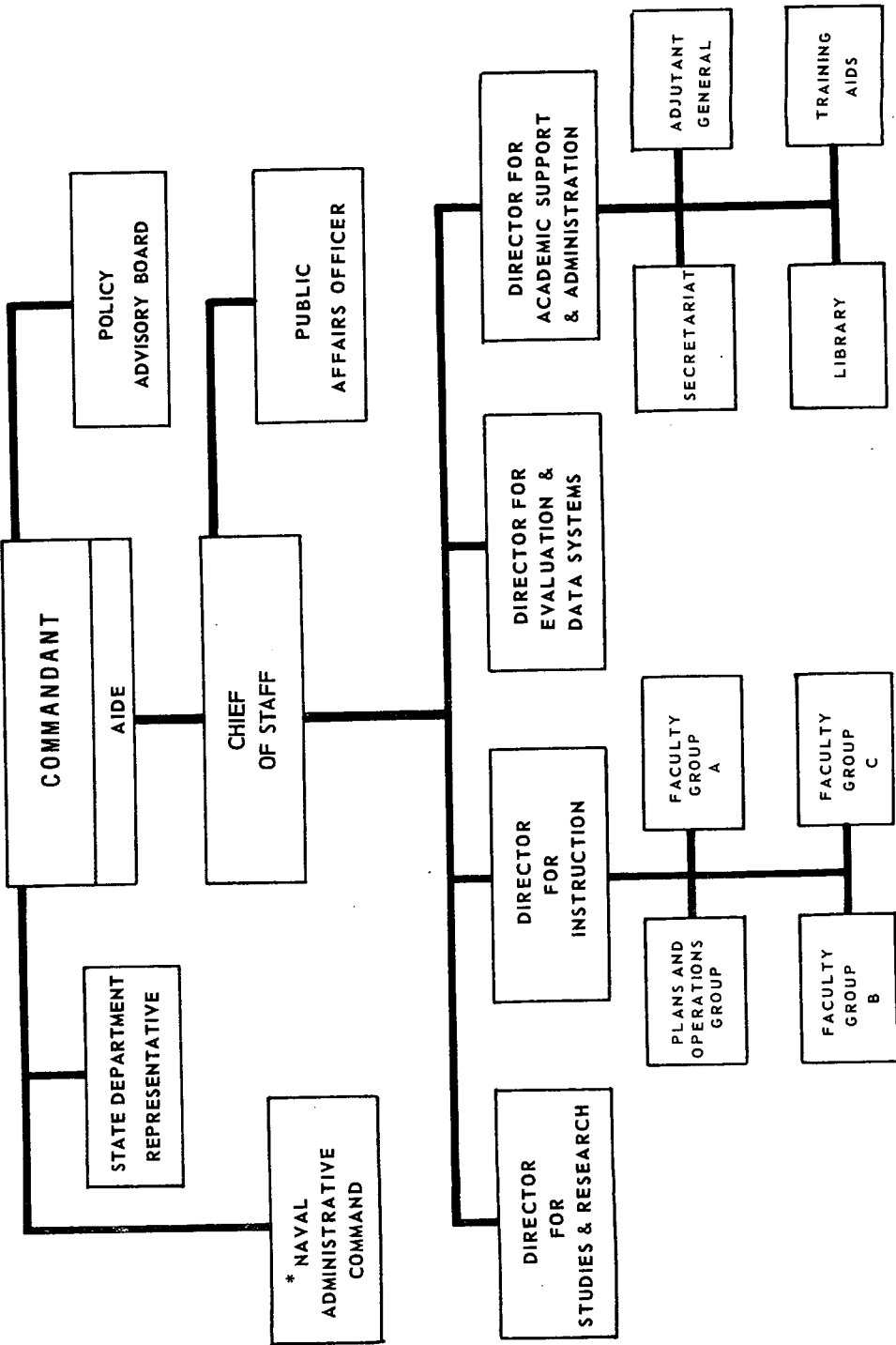


U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE



¹ ALSO DIRECTOR OF EVALUATION & RESEARCH.

THE ARMED FORCES STAFF COLLEGE ORGANIZATION CHART



* NAVAL ADMINISTRATIVE COMMAND

* SEPARATE COMMAND REPORTING TO COMMANDANT THROUGH THE CHIEF OF STAFF