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Descriptive Data of Intermediate Level Service Colleges

ARMED FORCES STAFF COLLEGE
Norfolk, Virginia 23511

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FOREWORD

Descriptive Data of Intermediate Level Service Colleges is published biannually in January of even numbered years. The Armed Forces Staff College desires to make this publication a useful reference for all services and staff colleges. Specific requests for improvements, changes, and corrections will be made in preparation for each printing, and are welcome anytime. Please mail all suggestions to:

Dean of Academic Operations
Armed Forces Staff College
Norfolk, Virginia 23511

DESCRIPTIVE DATA OF INTERMEDIATE LEVEL SERVICE COLLEGES

January 1978

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

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MISSION STATEMENT

AIR COMMAND AND STAFF COLLEGE

To develop the professional knowledge and skills of field grade officers to prepare them for the assumption of increasing responsibility, both on the staff and in command.

COLLEGE OF NAVAL COMMAND AND STAFF

To enhance the professional capabilities of its students to make sound decisions in both command and management positions, and to conduct research leading to the development of advanced strategic and tactical concepts for the future employment of naval forces.

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.

ARMY COMMAND AND GENERAL STAFF COLLEGE

To provide instruction for officers of the Active Army and Reserve components, worldwide, so as to prepare them for duty as field grade commanders and principal staff officers at brigade and higher echelons. ✓

The College exists to develop the tactical understanding, intellectual depth, and analytical capability of selected officers to enable them to conduct successful operation and to efficiently manage Army resources (manpower, equipment, money, and time) when they assume duties of increased responsibility with the Army in the field as commanders of battalion, brigade, and equivalent-sized units; as principal staff officers from brigade through higher echelons; and as principal staff officers in theater army commands; as Army General Staff officers; as military assistance officers; and as major Army, joint, unified, and combined command staff officers.

The College curriculum is designed to achieve these primary objectives that will enable the graduate to:

- train his unit to accomplish its deployment mission;
- conduct combined arms tactical operations;
- participate in the evolution of tactical doctrine within the context of national strategy;
- manage Army resources (men, material, dollars, and time) through the application of sound management principles, policies, and practices;
- prepare staff actions and research which formulate and conceptualize viable alternatives for problems confronting the military decision makers;
- expand his knowledge of military forces and their environment, capabilities and limitations, and the strategy that governs their use; and to broaden his role as a military officer tasked with the assessment and employment of military power; and
- develop a stimulated imaginative attitude toward his future and that of the Army.

ARMED FORCES STAFF COLLEGE

To prepare selected mid-career officers for joint and combined staff duties.

This mission is accomplished by conducting a course of study in joint and combined organizations and operational planning, the supporting organizations and operations of the U.S. Military Services, and related aspects of national and international security, in order to prepare selected military officers for duty in joint and combined operations and planning in higher echelons of the Department of Defense and international military organizations.

LENGTH OF COURSE

AIR COMMAND AND STAFF COLLEGE

Ten months--One class (550 students) graduates each year.

COLLEGE OF NAVAL COMMAND AND STAFF

Ten and one-half months--One class (approximately 200) graduates each year.

MARINE CORPS COMMAND AND STAFF COLLEGE

Ten months--One class (144 students) graduates each year.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Ten months--One class (1000 students) graduates each year.

ARMED FORCES STAFF COLLEGE

Five months--Two classes (548 students) graduate each year.

ORGANIZATION

AIR COMMAND AND STAFF COLLEGE

The Commandant is responsible directly to the Commander, Air University. His staff includes a Vice Commandant and Directors of Curriculum, Resident Operations, Nonresident Programs, Plans and Analysis, Evaluation, and Administration. He is advised by Army and Navy/Marine Advisory Groups and a Royal Air Force Officer.

The Directorate of Curriculum is divided into five instructional divisions and a Programs and Scheduling Office. Each of the instructional divisions is responsible for an area of the resident and nonresident curriculum instruction. One Civilian Educational Advisor is assigned to the Curriculum Directorate.

The Directorate of Resident Operations is divided into three wings. Each wing is composed of twelve 15-man seminars. One Faculty Instructor supervises each seminar.

COLLEGE OF NAVAL COMMAND AND STAFF

The Naval War College, under its President, is divided into four functional organizations headed by the Deans of Academics, Administration, Advanced Research, and the Dean of Students. 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 Naval Operations. 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.

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 13 other faculty and staff officers organized into an Academic Department and an Administrative and Support Department.

The Academic Department is further divided into three instructional divisions: Command, Strategy, and Landing Force Operations. The student body is divided into twelve conference groups of 11 to 12 students. One faculty adviser is assigned to each group.

The Command and Staff College also has access to an Adjunct Faculty, a group of Marine Reserve officers who are scholars, teachers, and administrators within the academic community and public service field. All have doctorates.

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; Director of Graduate Degree Programs; Director of Education and Training; Director of Curriculum Analysis and Design; 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, Resource Management, and Unified and Combined Operations 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 12-16 students. One counselor is assigned for every ten students.

ARMED FORCES STAFF COLLEGE

The Commandant is responsible directly to the Joint Chiefs of Staff. He receives advice and assistance from the Policy Advisory Board, composed of the Deputy Commandant, State Department Representative, Dean of Student Affairs, Dean of Professional Development, Dean of Joint Planning, Dean of

Academic Operations, Dean of Academic Support, and the Service Representatives.

The Department of Professional Development and Department of Joint Planning are the major instructional departments. Students are organized into seminars, each headed by a Seminar Chairman (faculty member) responsible to the Dean of Student Affairs.

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 a master's degree. Three are required to have doctorates. (One hundred and four are military (99 USAF, 2 USN, 1 USMC, 1 RAF, 1 GAF) and two are civilians.)

COLLEGE OF NAVAL COMMAND AND STAFF

The 69 member faculty of the Naval War College consists of 21 distinguished civilian professors, the majority holding Doctorates, and 48 military (30 USN, 5 USAF, 4 USA, 7 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 Naval Operations, 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 12 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; the University of Virginia, and Mary Washington College.

Members of the resident faculty at the Command and Staff College are selected on the basis of individual background, superior performance in recent command or high level staff assignments, and expertise in their assigned field.

ARMY COMMAND 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 military faculty members must be graduates of CGSC or an equivalent intermediate service college. There are 57 validated positions on the faculty requiring a specified civilian graduate degree. The military faculty is augmented by the consulting faculty composed of 77 Reserve officers selected from the leaders of business, the professions, and academia. Consulting faculty members serve as academic and research consultants, classroom instructors, and seminar leaders. There are 194 faculty members. One hundred ninety are military and four 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 desired for all faculty. Officers must be graduates of an intermediate service school and further education at a senior service college is desirable. Composition includes 58 military officers (18 USAF, 19 USA, 16 USN, and 5 USMC).

LIBRARY/LIBRARIAN

AIR COMMAND AND STAFF COLLEGE

The Air University Library services all schools under the Air University command, and also services libraries throughout the Air Force on request. It is the largest library in the military services and contains more than 325,000 volumes, 500,000 maps, and 750,000 military documents. The librarian reports directly to the Commander, Air University, and participates 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 incorporates 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 and 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 collection numbers over 55,000 book volumes and 30,000 non-book items. In addition, the Classified Control Center holds approximately 200,000 classified documents. The librarian does not participate in curriculum planning.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The CGSC Library is centrally located in Bell Hall, the main academic building, and contains nearly 100,000 book

volumes and 250,000 documents of all classifications, including materials on microfilm and microfiche. The collection is heavily weighted in materials related to military art and science and related disciplines at graduate level. An on-line information terminal connects the Library directly to the Defense Documentation Center and provides an excellent additional base for research.

The unclassified section of the Library is available to the user 16 hours daily and weekends. During the first term, the classified section is open during duty hours; during the second and third terms, the classified section is open an additional 24 hours weekly to provide facilities and assistance for students writing research papers on classified subjects.

The Library staff is authorized 10 professional and 26 technical and clerical personnel. The Library seats over 4000 students and provides 42 study carrels for students engaged in individual research.

ARMED FORCES STAFF COLLEGE

The Library contains approximately 135,000 volumes of which 75,000 are cataloged. The Library also maintains the College archives. In FY77, \$47,225 was allocated for new books, periodicals, supplies, and equipment. Seating capacity is 145. A staff of 21 consisting of 8 professional librarians and 13 nonprofessionals keeps the facility open 73 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 for Curriculum in his absence on curriculum matters.

COLLEGE OF NAVAL COMMAND AND STAFF

The President of the Naval War College is advised on educational matters by the Dean of Academics, a Special Academic Advisor, 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 contains several distinguished educational specialists, but these advisers are not available to the college on a full-time basis. The adjunct faculty provides instructional support and advice in educational management to the Director of the Education Center as well as to the Director of the Command and Staff College.

A civilian education adviser is a member of the Education Programs Department of the Education Center. He is available for consultation when required. However, priority of his effort is directed toward the Education Center as a whole.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The college does not have a civilian education adviser. The Commandant and Deputy Commandant are advised by the Director, Office of Curriculum Analysis and Design; the Director, Graduate Degree Program; the Curriculum Committee and instructional department directors.

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 Dean of Student Affairs, Dean of Professional Development, Dean of Joint Planning, Dean of Academic Operations and the Chief of the Evaluation and Data Systems Division. Their recommendations are forwarded to the Deputy Commandant 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, 9 in Management, and 2 in Naval Operations. 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 written communication for selected students as part of the Marine Corps Command and Staff College core curriculum.

University Contract Electives are taught by professors from the University of Virginia Continuing Education Program and William and Mary. Electives are offered to enhance the variety and scope of the curriculum, broaden the students' educational experience by offering relevant general development courses, and provide students with a selection of subject material suitable to individual needs and interests.

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 academic year, plus two weeks of active duty with the college during the summer.

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 advance 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. Seventy-seven Reserve Officers are now participating in this program.

A total of four civilian professors are assigned to the College as instructors and specialists. Three are history professors and one is an English professor. Two history professors are assigned to the Department of Unified and Combined Operations, one occupies the Chair of Visiting Professor of Military History. The English professor is assigned to the Department of Command.

ARMED FORCES STAFF COLLEGE

None.

GUEST SPEAKER PROGRAM

AIR COMMAND AND STAFF COLLEGE

A variety of guest speakers representing both military and civilian viewpoints speak to the class each year. Their presentations usually last 45 minutes to 1 hour and 30 minutes; they then answer questions from 30 to 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

Approximately thirty speakers--usually speak for 1 hour, then answer questions for 30 minutes. Several speakers address the audience for 1 hour, then interact with students through seminars, panel discussions, and question and answer periods--for a period of 2-4 hours.

ARMY COMMAND AND GENERAL STAFF COLLEGE

Thirty-six guest speakers--1 hour lecture, question and answer period of 50 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 Advanced Professional Development program. These presentations vary from 1 to 4 hours in length depending on the topic.

ARMED FORCES STAFF COLLEGE

Forty speakers--usually speak for approximately 45 minutes and then answer questions for 45 minutes. Selected speakers are invited to remain for a special afternoon conference with selected students who represent their respective seminars.

STUDENTS

AIR COMMAND AND STAFF COLLEGE

Typical class size: 553 total (426 USAF, 36 USA, 4 USN, 7 USMC, 13 ANG, 12 ARES, 5 Civilian, 50 Allied)

Rank: 27 Lieutenant Colonel, 324 Majors, 202 Captains, (and/or equivalent ranks/grades)

Age: Range 30-46 years, average 34.6 years

Education: 18 doctorates, 286 masters, 189 baccalaureates, 10 no degree (Allied not included)

Approximately 15 percent 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 profiled 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: 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: 144 total (111 USMC, 18 Allied, 10 USA, 3 USN, 2 USAF)

Rank: 32 Lieutenant Colonels, 107 Majors (and/or equivalent ranks/ grades)

Age: Average 37 years

Education: 2 doctorates, 47 masters, 72 baccalaureates (excludes Foreign Officers)

Government quarters are available for most students

ARMY COMMAND AND GENERAL STAFF COLLEGE

Typical class size: 998 (850 USA, 54 other Services, 94 Allied)

Rank: 27 Lieutenant Colonels, 863 Majors, 14 Captains (and/or equivalent ranks/grades) (Excludes Allied officers)

Age: Average 35 years, 2 months

Education: 2 doctorates, 22 professional degrees (Doctors, Lawyers, etc.), 528 masters, 351 baccalaureates. 12 two years or less College (Excludes Allied officers)

Ninety-one percent of the U.S. students live in government quarters

ARMED FORCES STAFF COLLEGE

Typical class size: 274 total (88 USA, 86 USAF, 50 USN, 18 USMC, 2 USCG, 15 Civilians, 15 Allied)

Rank: 38 Lieutenant Colonels/Commanders, 236 Majors/Lieutenant Commanders (and/or equivalent ranks/grades)

Age: Average 36 years

Education: 11 doctorates, 163 masters, 100 baccalaureates

Government quarters are available for students

ACADEMIC EFFORT

AIR COMMAND AND STAFF COLLEGE

The curriculum is designed to promote both common and specific staff and command skills; to expand the officer's knowledge of his functional specialty; and to broaden the officer's knowledge of the Air Force and the world environment.

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

ACADEMIC INSTRUCTION

Lectures (Faculty & Guest Speakers)	342 Hours
Discussion	82
Seminar (Numerous methodologies used)	477
Electives	20
Commandant's Options	20
Specialty Track	100
Orientation	11
Other Methodologies	66
TOTAL HOURS	1118

OTHER THAN ACADEMIC INSTRUCTION

Allied Officer Presentations	6
Physical Conditioning	33
Administration and Ceremonies	18
Conference Periods	30
Developmental Study and Preparation	1100
TOTAL HOURS	1187
TOTAL CURRICULUM TIME	2305

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/policy, defense economics and decision making, and naval operations.

STRATEGY AND POLICY (10 week trimester)

	<u>CNC&S</u>
Total contact hours	84.5 (8.45 hrs/wk)
Lecture hours (faculty)	15
Lecture hours (guests)	15
Post-lecture Conferences	20
Seminar contact hours	30
Elective contact hours	0
Examinations (2)	4.5
Average total preparation time per student	360 (36 hrs/wk)
Reading assignments - approx. pages/week	800-1000
Written work (1500-3000 word essays)	3

DEFENSE ECONOMICS AND DECISION MAKING (14 week trimester)

Total contact hours	225.5 (16.1 hrs/wk)
Lecture hours (faculty)	3.5
Lecture hours (guests)	4
Seminar contact hours	192
Elective contact hours	15
Examination(s)	11
Average total preparation time per student	456 (32.6 hrs/wk)
Reading assignments - approx. pages/week	300-400
Written work - case analysis (4) point papers (2)	6

NAVAL OPERATIONS (16 week trimester)

Total contact hours	285
Lecture hours (faculty)	25
Lecture hours (guests)	19
Seminar contact hours	223
Elective contact hours	15
Examination (1)	4
Average total preparation time per student	441.6(27.6 hrs/wk)
Reading assignments - approx. pages/week	350
Written work - term paper (20 pages) 1 or elective paper (10-12 pages)	

SUMMARY

Total contact hours	665*
*Includes guest speakers 21 hours, Professional Conferences 48 hours for all CNC&S students	
Total Preparation Hours	1258
Total Curriculum Hours	1923

MARINE CORPS COMMAND AND STAFF COLLEGE

	Hours
AREA OF STUDY 1: Command	492.0
1.1 Leadership	202.0
1.2 Professional Skills and Fundamentals	109.5
1.3 Staff Functioning	30.0
1.4 Management	74.5
1.5 Electives	60.0
1.6 Adjunct Faculty Seminars	16.0
AREA OF STUDY 2: Landing Force Operations	408.5
2.1 Amphibious Operations	278.0

2.2	Operations Ashore	101.0
2.3	Special Subjects	29.5
AREA OF STUDY 3: Strategy		140.5
3.1	Counterinsurgency	34.0
3.2	National Security Policy	7.5
3.3	Treaties and Alliances	24.0
3.4	Army, Navy, Air Force Roles, Missions, Organization and Operations	22.5
3.5	International Relations	25.0
3.6	(Reserved for Future use)	N/A
3.7	Naval/Maritime Strategy	7.5
3.8	Communist Political and Military Strategies	6.0
3.9	Domestic Forces and Factors Affecting the Military	14.0
TOTAL HOURS		1,041.0

ARMY COMMAND AND GENERAL STAFF COLLEGE

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

Lecture	67
Lecture/Conference	231
Problem Solving - Individual	98
Problem Solving - Small Group	176.5
Discussion	77.5
Guest Speakers	72
Advanced Professional Development Courses	264
Special Study Project	33
*Other	69
	1088

*Includes noncontact time, examinations, and the physical training test.

ARMED FORCES STAFF COLLEGE

The normal scheduled week is based on 35 hours, with contact time averaging 25 hours. Guest lectures are normally scheduled two to three times each week in the morning, and the remaining contact time in seminar.

Lectures (Faculty only)	28.5 hours
Guest Speakers	121
Seminar	421
Other	135.5*
Total Curriculum Time	708**

* 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--Staff Communications and Research--Fundamentals of Effective Staff Communications, Staff Papers and Presentations, Research Program, Application of Staff Skills.

274 Hours

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

287 Hours

Area III--Military Environment--World and Domestic Environment, as it affects the Air Force officer's application of skills, and increase his sensitivity to the national security process.

117 Hours

Area IV--Military Employment--Fundamentals, Doctrine and Strategy; General Purpose and Mobility Forces Planning and Operations; other Service Forces; Strategic Planning and Operations; NATO and Allied Exchange Program Studies; Air Force Future.

289 Hours

Specialty Tracks

- Command
- Plans & Operations-Strategic
- Plans & Operations-Tactical
- System Acquisition
- Logistics

100 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.

Naval Operations. 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 of Study 1 - Command--Leadership, Professional Skills and Fundamentals, Staff Functioning, Management, Electives, Adjunct Faculty Seminars.

492.0 hours

Area of Study 2 - Landing Force Operations--Amphibious Operations, Operations Ashore, Special Subjects.

408.5 hours

Area of Study 3 - Strategy--Counterinsurgency; National Security Policy; Treaties and Alliances; Army, Navy, Air Force Roles, Missions, Organization, and Operations; International Relations; Naval/Maritime Strategy; Communist Political and Military Strategies; Domestic Forces and Factors Affecting the Military.

140.5 hours

ARMY COMMAND AND GENERAL STAFF COLLEGE

GENERAL

The instructional elements of the College are organized on a functional basis corresponding to their titles. While students will initially look to the departments for instruction in a classroom environment, the departmental role extends beyond academics, and the student instructor relationship expands as the course of study progresses. For example, in terms 2 and 3 students will work with the departments that sponsor special and research projects.

DEPARTMENT OF COMMAND

The Department of Command (DCOM) presents two professional development courses, Course 1, Staff Operations and Course 9, the Profession of Arms, and a broad spectrum of advanced professional development courses. The department provides subject matter expertise in such areas as the control and coordination of combat operations, headquarters organization and procedures, oral/written communication, electronic warfare, intelligence, leadership, training management, nuclear and chemical weapon effects, air-ground operations system, personnel management and administration, and public affairs. Other responsibilities of DCOM involve the academic coordination of 2 hours taught by the Air Force Section in support of course 1, and the department's contribution to the CGSC mission of training field grade officers of the Army for command and staff. These contributions include courses for Reserve component battalion, brigade, and division commanders and their staffs. Student study projects and research accomplished under the supervision of DCOM instructors contribute meaningfully to the results attained by the department.

DEPARTMENT OF TACTICS

The Department of Tactics (DTAC) develops and conducts CGSC training in the broad art of military operations by combined arms forces. Course 3, Tactics, instruction focuses on several goals:

- Knowledge of the structure and functions of battlefield systems: tactics, organizations, their interrelated weapon systems, and other personnel, material, and operation systems.

- Knowledge of how to organize an appropriate combination of battlefield systems into combined arms teams to accomplish assigned missions under varying enemy situations, terrain, and environmental conditions. The ability to perform mission analysis and terrain analysis is an important subgoal.

- Knowledge of special operational subjects; e.g., conventional tactical nuclear operations, tactical employment of obstacles, military operations in built-up areas, and fire support planning and coordination. Two operational scenarios, one in the Middle East and one in Western Europe, provide the foundation for most DTAC instruction. Within these settings--and others, where appropriate--DTAC provides opportunities to learn and intelligently apply doctrinal principles and tactical skills necessary for the employment of the air-land battle team from battalion through corps level. A variety of advanced professional development courses are offered to permit fulfillment of the learning needs of combat and combat support OPMS specialties. The department is also responsible for the academic coordination of 4 hours of Air Force instruction presented in support of Course 3.

DTAC instruction is designed for several student audiences; i.e., resident and nonresident combat arms officers, and officers of other branches.

Beyond its instructional tasks, DTAC provides assistance and tactical expertise to other elements within the Combined Arms Center, other TRADOC centers and schools, the Army tactical community, and other services and international defense organizations. Students frequently contribute subject matter expertise.

DEPARTMENT OF RESOURCE MANAGEMENT

The Department of Resource Management (DREM) has primary responsibility for providing instruction in management, forces

development, strategic mobility, and combat service support for officers of the Active Army and Reserve components, worldwide, so as to prepare them for duty as field grade commanders and principal staff officers at brigade and higher headquarters. In Course 2, Management, the department concentrates on the decision making aspects of management to include the mathematical tools as well as the management principles. Within the overall management context of resource management, DREM, examines forces development and structuring, financial management, operations research/system analysis (ORSA), and automatic data processing (ADP). The major areas of responsibility include the subtopics of the planning, programming, and budgeting system (PPBS), and budget execution; the program objective memorandum (POM) design of the objective force; force analysis; force stratification; table of organization and equipment (TOE) development; management information systems (MIS); problem solving; and the use of analytical tools and computers to support the decision making process. The skills necessary to properly structure and plan for the support of military forces are taught as part of Course 4, Combat Service Support (CSS). CSS instruction includes the doctrine and fundamentals of organization and operations from forward units of the Army-in-the-field to the CONUS support base. Instruction is focused on the armored, infantry, and mechanized divisions, although the unique features of the air assault and airborne divisions' CSS systems are also covered. Integrated application of CSS and force structure design and development occur in the tactics instruction in the European and Middle East scenarios. In conjunction with this instruction, an analysis is made of the strategic mobility problems facing planners in the deployment of Joint forces. The department is responsible for the academic coordination of 2 hours of Air Force and Navy instruction presented in support of strategic mobility and deployment. It is also responsible for coordinating and monitoring CSS doctrine to support force structuring concepts developed by CACDA: reviewing and providing input to field manuals that relate to or impact on CSS doctrine; proponentcy for ORSA instruction throughout TRADOC; and for application of CSS doctrine in College instruction and in forces development. Students have the opportunity to participate in doctrinal development through research and selected student study projects.

DEPARTMENT OF UNIFIED AND COMBINED OPERATIONS

The Department of Unified and Combined Operations (DUCO) trains officers for leadership and high level staff positions requiring a basic understanding of the U.S. military policy formulation process, the system of unified direction of the

Armed Forces, and an appreciation of the nature and forms of low intensity conflict.

In Course 5, Strategic Studies, the current U.S. national security organization is discussed in detail. The world environment is examined and the conditions requiring use of military force to support national goals and objectives are identified. The conflicting ideologies and the current military thought, doctrine, and policy of potential military adversaries are examined in light of U.S. goals and objectives. U.S. military force posture and issues are studied from a contemporary as well as historical perspective. Instruction stresses how U.S. military policy is formulated and directed in normal and crisis situations from the national to the theater level.

In Course 6, Applied Military History, the department develops the central theme of why U.S. Armed Forces exist by examining the U.S. national and military heritage and the historical events, forces, and trends which have resulted in current U.S. military thought, policy, and doctrine.

In Course 7, Low Intensity Conflict and Joint and Combined Operations major subject areas include internal defense and development, problems in security assistance, the "weaponry" of low intensity conflict (e.g., economics, diplomacy, and unconventional warfare), unified command (theater) level coordination, and crisis management as well as joint airborne and amphibious instruction for both resident and nonresident courses.

The department is also responsible for academic coordination of 62 hours taught by the Allied, Air Force, Marine Corps, and Navy Sections in support of Courses 5 and 7. In addition to offering a variety of advanced professional development courses tailored to the specific needs of alternate OPMS specialties such as Foreign Area Officer (FAO), Operations and Force Development, and Tactical/Strategic Intelligence, the department offers advanced professional development courses which complement the professional development curriculum and are designed to broaden the background of any officer (U.S. or Allied) anticipating an assignment to a high level staff. Selected students will be permitted to undertake student study projects related to the department's areas of responsibility.

SISTER SERVICES SECTIONS

The primary function of the Air Force, Navy, and Marine Corps Sections is to support the mission and functions of

the College through lectures, classroom instruction, seminars, exercises, and direct liaison with students, and with other departments and sections within the College and CAC.

The Air Force Section provides interface between USAF and the Commandant, staff, faculty, and students of CGSC, and provides Air Force instruction on the role of aerospace power in support of national objectives and the capabilities of the USAF to support joint operations throughout the spectrum of conflict.

The Navy Section provides instruction that emphasizes the importance of seapower as an essential element of national strategy and demonstrates how a balanced seapower structure, through deterrence, sea control, projection of power, and naval presence, contributes to the achievement of the desired goals of national policy and economy.

The Marine Corps Section provides instruction that projects the importance of amphibious operations as an essential element of national strategy and demonstrates how balanced air-ground task forces inherent in the Fleet Marine Forces contribute toward the achievement of the desired goals of national policy.

ALLIED LIAISON SECTIONS

The functions of the Allied liaison officers is to advise the Commandant, faculty, and students on all aspects of their national forces and factors that govern the development of those forces, with special emphasis on the organization and capabilities of their respective land forces. Allied liaison officers also provide instruction in support of the College curriculum.

ARMED FORCES STAFF COLLEGE

GENERAL

The broad educational tasks expressed in the College mission have been translated into nine general areas of study. These areas, referred to as courses, are generic groupings of blocks of instruction that deal with similar functions or subjects. The instructional blocks are the primary curriculum management packages.

The curriculum and syllabus are presented in topical rather than chronological sequence. Instruction is generally scheduled by instructional blocks to provide successively higher learning experiences; however, this sequential pattern is interspersed with lectures and events in order to add depth and variety to the curriculum. A detailed schedule of instruction, published on a weekly basis, informs the students of the subjects, the method of presentation, and the study requirements.

COURSES

Course 1 - Administration and Orientation. (10 hours). Contains the necessary background information for orderly conduct of the curriculum; it includes scheduled events such as lectures on College policies and procedures, special Allied student activities, and ceremonies. There is an additional orientation program of 71 hours for the Allied students. Approximately 30 reserve officers join the student body during the 8th and 9th weeks of each class for a 64-hour program.

Course 2 - U.S. Military Forces. (98 hours). Designed to establish a fundamental understanding of the doctrine, organization, and capabilities of U.S. military forces as a prerequisite to the study of joint and combined topics. The focal points of Course 2, the three Service Weeks, occur during the second, third, and fourth weeks of the schedule. Also included are the very essential series of lectures by the members of the Joint Chiefs of Staff.

Course 3 - Environment and Strategy. (42 hours). Includes a variety of lectures scheduled throughout the curriculum on the International Environment. Additionally, these lectures familiarize the students with the broad international environment in which joint and combined forces operate. Through a series of lectures and seminar discussions, students examine the major factors that affect the formulation and execution of national strategy, their interrelationship, and their combined influence on military planning.

Course 4 - Defense Management. (65 hours). Focuses on the Joint Strategic Planning System (JSPS) and its interface with DOD Planning, Programming and Budgeting System, and Joint Operation Planning System. Particular attention is devoted to the problems of allocation of resources, choices among alternatives, and trade-offs. Additionally, an overview of management thought and theory, and how they impact on Defense Management, is included. The military decision making process is examined with particular emphasis placed on: analysis techniques, automatic data processing, personnel resources, and

managerial control methods. An exposure to creative thinking is provided to expand and stimulate thinking toward the formulation of innovative problem-solving techniques. Also, a special lecture named in honor of the first Commandant of the College, General Delos C. Emmons, titled the "Art of Command" is presented.

Course 5 - Organization and Command Relationships. (36 hours). Involves a study of the U.S. unified commands and the NATO military organization. In the associated lecture program, many of the CINC's present their personal views on the present unified command relationships and the functions of a joint staff. This course provides a brief but important basis for the studies conducted in Course 6.

Course 6 - U.S. Joint Planning Process. (244 hours). Is the core curriculum of the Armed Forces Staff College and encompasses a large portion of the scheduled hours. The phases of the Joint Planning Process are studied in the step-by-step development of a common scenario. Force Development and Operations examines the doctrine, principles, considerations, and techniques used in planning the employment of U.S. Forces. Joint Operation Planning System (JOPS) procedures and automated data processing systems are utilized throughout the course. An exercise in crisis management is provided where the students demonstrate their newly acquired knowledge and skills in a real-world scenario. Development of self-expression skills and research techniques are stressed. The final block in Course 6 is a NATO Exercise. This exercise examines some of the military, psychological, economic, political, and geographic problems of the North Atlantic Treaty Organization.

Course 7 - Communicative Arts. (54 hours). Begins early in the curriculum and focuses on improving essential communicative skills largely through individual efforts; continues throughout the curriculum. The Research Program begins with a short introduction covering its objectives and options. Each student selects one of three options: an article for publication, an individual research report, or group research; conducts orderly research and prepares a written product during research and unscheduled time. The Staff Action Paper is the vehicle for the second writing program, which devotes 28 hours toward preparing "short fuze" staff papers of several types including the staff study. Selected students are required to brief their papers orally as they would in an actual action-officer role. Speaking and writing skills are further refined through the presentation of written and oral book reports or leadership case studies in the 12-hour Professional

Reading Program that focuses on individual seminar sessions aimed at encouraging and assisting students in the development of sound personal reading habits. Scheduled periods are devoted to oral review to include student-led questions/discussion periods.

Course 8 - Special Programs. (17.5 hours). Covers lectures by distinguished individuals on contemporary subjects that are of current interest and which are scheduled when speakers are available. Also includes field trips, area intelligence assessments, and periodic current intelligence briefings.

Course 9 - Graduation. (4 hours). Contains those activities and ceremonies which conclude the course of instruction. The final event is a graduation exercise which includes an address by a distinguished individual.

The curriculum for Class 63 consists of 570.5 hours of scheduled activity based on a 7-hour academic day--0800 to 1200 and 1300 to 1600.

Changes to the curriculum to be implemented in mid-1978 increase the total hours to 594, with the increase primarily in the Defense Management course.

METHOD 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, other civilian and military speakers present their ideas and expertise.

The seminar is the basic instrument for learning. About 40 percent 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 65% of instruction time; the formal lecture accounts for 11%; guest lectures 9%; individual

application 2%; self-paced instruction 6%; and the remaining 9% is taken up by the research and writing program.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The educational philosophy of the College provides the following guidelines: First, all instruction is designed to be intellectually challenging. The intent of each lesson is to stimulate each student to learn. Students are expected to be participants in a learning experience in every class rather than simply to be an audience for the instructor. For this reason, whenever appropriate and possible, instruction is conducted in small groups, using the case study method. The burden of learning is placed on the student. On the other hand, every effort is made to provide the best qualified instructors to guide and nurture this learning.

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. 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 20 hours of classroom instruction and 20 hours of individual preparation.

COLLEGE OF NAVAL COMMAND AND STAFF

Students enroll in at least one course of the elective program 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. Approximately 15 and 7 electives are offered in a typical year in the Defense Economics/Decision Making and Naval Operations respectively.

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 elective requires 30 hours of classroom instruction. Students must complete a minimum of 60 elective hours during the academic year.

Elective hours may be selected from two categories; University of Virginia and Mary Washington 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.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The Advanced Development Program provides an opportunity for each student to increase his professional competence in areas directly related to his branch requirements, Officer Personnel Management System (OPMS) specialties, and individual career needs. Each student is expected to complete eight 33-hour courses, one of which is allocated to a student special study project. The elective curriculum includes courses taught by CGSC faculty and university contract courses. The special study project is designed to use the student's talent and experience toward the solution of a contemporary Army or joint force problem through directed individual or group effort.

ARMED FORCES STAFF COLLEGE

None.

INDIVIDUAL RESEARCH PROJECT

AIR COMMAND AND STAFF COLLEGE

Each student must prepare an acceptable research paper or its equivalent as a prerequisite to graduation. The Air Force, the Joint Chiefs of Staff, DOD, and MAJCOMs are asked for appropriate research topics. These research topics/options are coordinated with Air Command and Staff College student expertise, faculty expertise, and other Air University studies in similar areas. Students are informed in advance of the research requirement, including available options. The research program has been structured to provide student freedom and encourage positive accomplishments tied to real Air Force/DOD problems. Substantive research is also necessary to complete other written and oral assignments.

COLLEGE OF NAVAL COMMAND AND STAFF

Each academic department (Strategy, Management, and Naval Operations) requires individual research projects 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

As a part of the required research and writing program, each student writes: a staff study based upon a given hypothetical situation; a point paper on an approved subject and a talking paper.

In addition, selected students enroll in a course entitled Research Methodology, and work either as individuals or in small groups to complete an approved research project.

As an alternative to the Research Methodology Course, students participate either in the Written Communication Course, or in an Instructional Television Project.

Students enrolled in the Written Communication Course, taught by the Professor of English and his assistant, write a total of eight expository or narrative papers. The final paper is equivalent to a major undergraduate level term paper of 1500-2000 words.

Students who participate in the Instructional Television Project perform research, write a script, and produce one or more instructional television programs using the facilities of the East Coast Motion Picture and Television Production Unit.

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 terms papers, monographs, or research reports.

ARMED FORCES STAFF COLLEGE

Major effort on the part of the student is devoted to the research project. Each student selects one of three options: an article for publication, an individual research report, or group research. He conducts orderly research and prepares a 3,000 to 5,000 word written product during research and unscheduled times.

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 four exercises, one in cost effectiveness, one in force employment, one in resource management, and one is a political crisis management simulation.

A 20-hour elective course is also offered in computer programming. Further, students are encouraged to use the computer in their research projects.

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 (16.5 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 ADP instruction featuring BASIC programming language instruction, problem solving by computer, concept of a data base and its value as a resource, extensive hands-on use of terminals, and instruction on major Army-wide standard data processing systems. The advanced professional development program offers the student a variety of ADP courses presented by the CGSC faculty and 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 time sharing interactive terminals and one high speed remote job entry terminal connected to a large scale government owned computer system (Control Data Corporation 6600) operated by a TRADOC field activity. This system is used in support of instruction throughout the professional and advanced professional development curricula. Also an ADP service center is continuously available for student and faculty use.

ARMED FORCES STAFF COLLEGE

The school utilizes a Hewlett Packard 2000 (Access) computer with four optical displays (CRTs) and 25 additional terminals, any of which may be located in seminar rooms. The ADP instruction includes an introduction to the BASIC programming language, techniques of programming, problems definition, presentation of logic guidance, and an introduction to Management Information Systems (MIS). Classroom work consists of nine hours of formal instruction and additional hands-on operating time in the Computer Center. A computer assisted instructional package on programming in the BASIC language is also provided.

The computer is used most 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, examination grading and analysis, 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. Emphasis is placed on demonstrated leadership skills as they relate to officer growth for meeting increased responsibilities.

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 AND STAFF COLLEGE

Each student is assigned to a permanent conference group. He is counseled by the conference group faculty adviser on test results, electives, self-paced instruction, the speaking, research and writing programs, and individual progress throughout the year. Special attention is given to counseling in the area of demonstrated leadership performance. The counseling process is continuous.

ARMY COMMAND AND GENERAL STAFF COLLEGE

The CGSC Counselor Program is designed to provide each resident student with the degree of personal assistance required to support the planning and execution of a program of study that will benefit the individual and the Army. The requirements for advice and assistance from students can be expected to vary, based on the degree of difficulty experienced in their adjustment to the curriculum and the extent of

professional development at this stage of their careers. However, in all cases, the counselor can be expected to be viewed as a capable member of the staff and faculty who is knowledgeable of the curriculum and sensitive to both the needs of the Service and the student. Soon after the arrival of students, the counselor will be heavily relied on in the development of individual programs of study.

ARMED FORCES STAFF COLLEGE

Each faculty Seminar Chairman is responsible for 17-18 students from all services in his seminar for counseling and guidance. There are scheduled counseling periods during the conduct of the Staff Action Papers, Professional Reading Program, and Joint Planning Problem, and at such other times as deemed necessary. The military personnel offices of each branch of Service make presentations during each class and are allowed time for individual counseling.

OFF-DUTY EDUCATION PROGRAM

AIR COMMAND AND STAFF COLLEGE

Air Command and Staff College students are afforded the opportunity to participate in off-duty education with Auburn and Troy State Universities. These programs lead to a master's degree in one of the following disciplines: business administration, political science, public administration, guidance and counseling, education, foundations of education, and criminal justice. 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 college.

Off-duty undergraduate/graduate courses are available through Marine Corps Base Education offerings in conjunction with George Washington University, American University, Northern Virginia Community College, and the 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 five universities. This program offers participants an opportunity to complete advance degree work after six months resident work following graduation from CGSC. The program offers degrees in Computer Science, Operations Research, History or Political Science, Contract and Procurement Management, Logistics Management, Transportation Management, Organizational Behavior, Comptrollership, Quantitative Analysis, and Administration of Justice.

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 10 visits during the academic year to various military installations. Groups of 40 to 60 U.S. students visit such installations as the Pentagon, the Military Personnel Center, Hq SAC, an Air Logistics Center and other sites to help prepare them for their next specific assignment. Foreign officers visit the Marshall Space Flight Center, Pensacola Naval Air Station, and Robins AFB Air Logistics Center.

COLLEGE OF NAVAL COMMAND AND STAFF

Fields 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 are programmed each year to field and command post exercises, as well as to active and reserve installations. Over one-half of the class should participate in one or more of these trips. Major field trips are planned to visit the Canadian Forces Staff College, the Air Command and Staff College, and Reserve Training Exercises. One contingent of personnel will participate in the annual LOGEX Logistical Training Exercise at Camp Pickett, Virginia.

ARMED FORCES STAFF COLLEGE

There are currently no field trips for U.S. officer and civilian students to out-of-town facilities. Visits to local military facilities are usually scheduled as part of Course 2, U.S. Military Forces. Allied officers normally make a one-day trip to visit the local government, a two-day field trip to visit and observe the state government at Richmond, Virginia, and a seven-day trip to Washington, D.C. and New York to visit the U.S. State Department, U.S. Congress, the Pentagon, and the United Nations.

Changes to the curriculum to be instituted in mid-1978 will include a one-day visit by all students to various local military and industrial facilities to observe management in practice.

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."

COLLEGE OF NAVAL COMMAND AND STAFF

Students are graded by examination and observation during each course of instruction following the grading criteria of nationally recognized graduate schools. At graduation approximately the top 5 percent of each class will be designated as having completed the course with highest distinction. Approximately the next 15 percent of each class will be designated as having completed the course with distinction. These awards will be based solely on the computation of the final numerical grade. Student fitness reports will contain positive comments on academic excellence for each course in which a student receives a grade of 3.60 or better and will contain appropriate, positive recognition of students designated distinguished graduates.

MARINE CORPS COMMAND AND STAFF COLLEGE

An active testing program has been developed to promote and assess student learning. To the extent possible, students are administered pre-tests, progress tests, post-tests, and retention tests. The ultimate goal of the college is to ensure that each learning objective is evaluated by some means. Criterion-referenced testing is required and student competence is not judged by comparative achievement levels. The criteria for success are pre-selected standards. Students are not rank-ordered academically, and no honor graduates are designated.

Student performance in military briefings, in the research and writing programs and on six major marked requirements, is evaluated upon a numerical scale in which: 100:90 = High Mastery; 89:80 = Mastery; and 79:0 = Non-Mastery.

Students receive subjective evaluations based upon leadership performance demonstrated in a variety of assignments throughout the academic year. Consideration is also given to the students' performance on quarterly physical fitness tests, to his performance in extracurricular activities, and to his contributions to seminars and group projects.

The Director currently prepares fitness reports (or appropriate equivalent for other services) for all U.S. students at the end of the school year. These reports do not contain any comments with regard to class standings since such statistics are not maintained. Source data for the preparation of fitness reports is obtained from the faculty advisers, who submit recommended markings for the approval of the Director.

In the case of foreign military officer students, a report of successful completion of the course is prepared by the Director for transmittal to each student's country.

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 are used for curriculum development; and, although there is no student ranking, individual performance is monitored. 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, academic reports, fitness reports, or appropriate course completion reports are prepared by the faculty Seminar Chairmen upon completion of the course.

COURSE AND INSTRUCTIONAL EVALUATION PROCEDURE

AIR COMMAND AND STAFF COLLEGE

Curriculum effectiveness is measured by representative sampling on a daily basis of student/faculty reaction to lectures, seminars, and assigned reading material. Feedback provided is correlated with results of student achievement tests.

Questionnaires are distributed annually to former students, supervisors of graduates, and a representative sample of colonels to determine if the curriculum is meeting Air Force needs. Annual interviews of MAJCOM and Air Staff Directorates are also conducted.

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 supervisory personnel and selected students using instructional rating forms, guest lecture evaluations, and after-instruction reports. In addition, all students are encouraged to comment on a voluntary basis, orally or in

writing, to faculty advisers, or to the Director regarding on-going instruction.

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

The Commandant's student curriculum committee is a primary part of the evaluation program. It is a working organization chaired by the class president and composed of at least one student from each section plus selected Allied officers. The committee reports to the Director of Education and Training on a frequently scheduled basis and at any time on an informal basis. The committee evaluates each phase and term of the academic year and submits a year end written report to the Commandant.

Preprinted comment forms are provided for use and students are encouraged to submit comments to give individual perceptions of subject matter and instructional methods. Individual students are also selected to evaluate each lesson by means of an evaluation questionnaire provided before the lesson is given. The student is asked to submit a constructive evaluation of the lesson content and to make recommendations for improvement.

Questionnaires are distributed at the beginning and during the course to obtain feedback to improve the curriculum. Questionnaires are also sent to selected graduates at intervals after graduation.

Student/faculty seminars are routinely scheduled with a view toward determining better ways of teaching instructional objectives. Student workgroup leaders also periodically meet with the Commandant and Deputy Commandant to discuss instructional matters and to gain feedback from the students on instructional materials. The Commandant's critique of the year, a seminar scheduled by division, is held at the end of each year and allows the students to express their views concerning their year at the College directly to the Commandant.

ARMED FORCES STAFF COLLEGE

One of the purposes of the academic evaluation program is: 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. End-of-block examinations are administered to measure the academic achievement of the individual students 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, curriculum, 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

The CGSC Advisory Committee, composed of nine distinguished civilian educators, was chartered in 1967 by the Secretary of the Army. Now in its eleventh year of operation, the committee is recognized as having a key role in the governance of the College. It is charged with the responsibility to--

Examine the organization, management, policies, curriculum, instructional methods, facilities, and other operational aspects of the College; and

Provide reviews, advice, and recommendations to the Commandant to assist him in accomplishing the mission of the College.

The committee has consistently applied objective analysis and advice to College problems. The Master of Military Art and Science (MMAS) Degree Program has been of special interest to the committee. Each annual report has included comments and/or recommendations pertaining to the program.

ARMED FORCES STAFF COLLEGE

The Commandant reports directly to the Joint Chiefs of Staff. They provide broad guidance for the college program. A report annually to the JCS details the current curriculum and proposed changes thereto.

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 Operations Seminar Program: One hundred and thirty seminars consisting of 15-18 students each are active at 100 military bases through the U.S. and overseas. Course material is supplied by the resident faculty, and the program closely parallels the resident course. The curriculum consists of three areas of study divided into two courses--Military Environment/Command and Management and Military Employment. The program consists of 40 lessons each requiring a 2-hour seminar. Students must maintain a satisfactory attendance record and complete two acceptable 2000-word background/position papers, each with a talking paper and staff summary sheet attached. They must also complete a series of writing and speaking assignments which are presented to the seminar and then are peer critiqued. The average program completion time is approximately one year. The non-resident program will be undergoing a major revision during calendar year 1978. As a result, the seminar program will not accept new enrollments from 1 July 1978 to 31 December 1978.

Correspondence Program: This program is available to the same individuals as the seminar program and uses the same lesson materials. There is an extra 10-lesson Staff Communications Course in this program but no writing or speaking requirements. 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 must be completed in three years. The program requires 530 hours to complete.

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 school's curriculum to nonresident U.S.

military officers, regular and reserve, and to selected officials in other departments of the U.S. Government.

Three core curricula in Strategy and Policy, Defense Economics and Decision Making and Employment of Naval Forces, and two electives, International Law and International Relations, are available. These courses are organized so that the nonresident student may pursue only those of interest to him or may undertake the whole series of offerings. Successful completion of the entire program leads to a Naval War College Nonresident Diploma.

An Off-Campus Graduate Seminar is available in the Washington, D.C. area. This program provides structured group study for nonresident active duty officers. At present, three seminars in Strategy and Policy and two in Defense Economics and Decision Making meet weekly through the academic year. Each seminar consists of 16-20 officers and requires several essays and oral presentations, two examinations, and satisfactory attendance to complete.

Self-Administered Graduate Seminar Programs are currently offered in Strategy and Policy in the Jacksonville, Florida area, in Defense Economics and Decision Making in Norfolk, Virginia, and in Employment of Naval Forces in Washington, D.C. These seminars are led by moderators from within each group and are augmented by lecture visits of Naval War College resident faculty and audio-visual aids. Essays, oral presentations, and satisfactory examination and attendance are required for completion.

MARINE CORPS COMMAND AND STAFF COLLEGE

The Command and Staff College extension course is administered by the Extension School, a part of the Non-resident 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 17,000 students are enrolled. 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 9 schools operating in 350 teaching locations. A nonresident diploma from the USACGSC is awarded each graduate upon successful completion of the course requirements.

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.

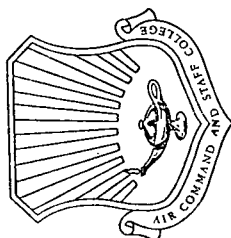
ARMY COMMAND AND GENERAL STAFF COLLEGE

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, education, 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

COMMANDANT
VICE COMMANDANT

RAF/GAF Advisor

ADMINISTRATIVE DIVISION
PLANS & ANALYSIS STAFF

CURRICULUM DIRECTORATE
Educational Advisor

STAFF COMMUNICATIONS AND RESEARCH DIVISION

MILITARY ENVIRONMENT DIVISION

COMMAND AND MANAGEMENT DIVISION

MILITARY EMPLOYMENT DIVISION

ELECTRONIC WARFARE AND SPACE DIVISION

RESIDENT OPERATIONS DIRECTORATE

RESIDENT PROGRAMS WING 1

RESIDENT PROGRAMS WING 2

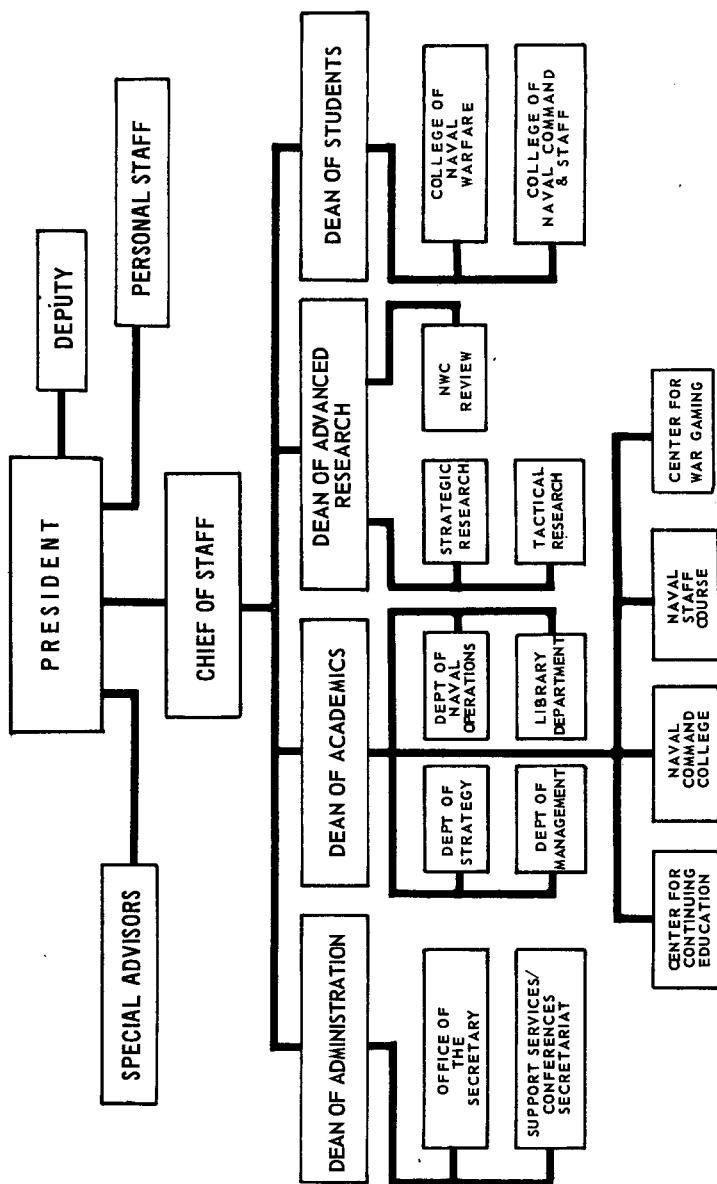
RESIDENT PROGRAMS WING 3

NON-RESIDENT OPERATIONS DIRECTORATE

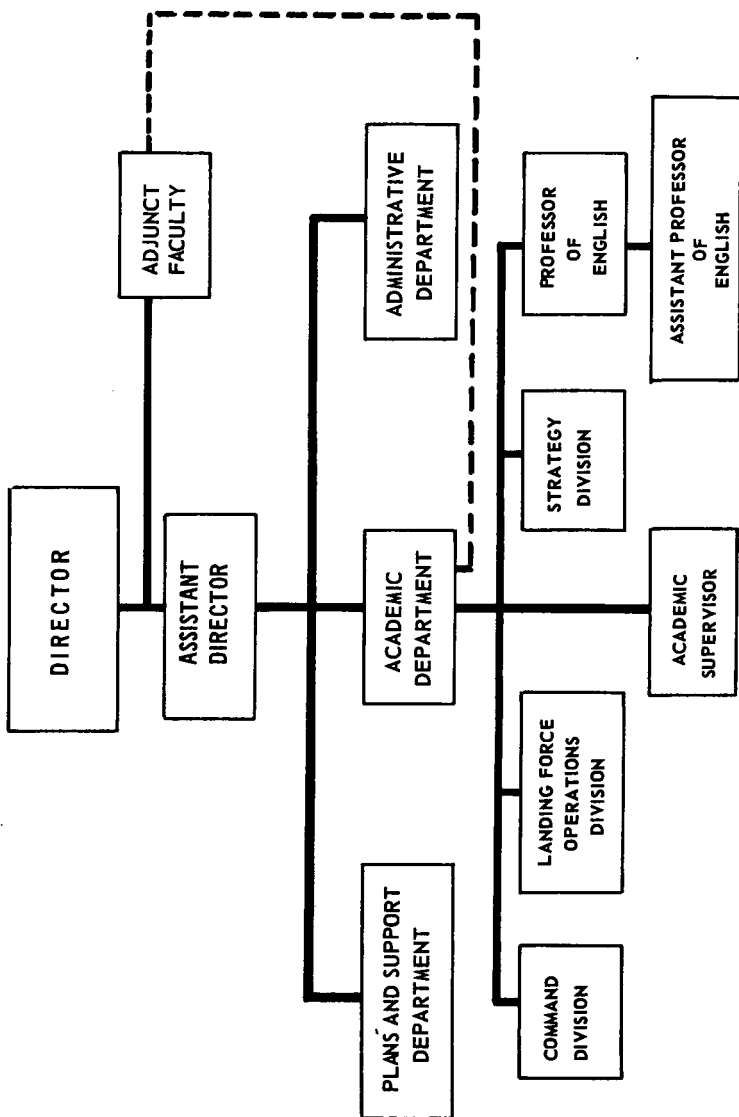
EVALUATION DIRECTORATE

ADVISORY STAFF SUPPORT

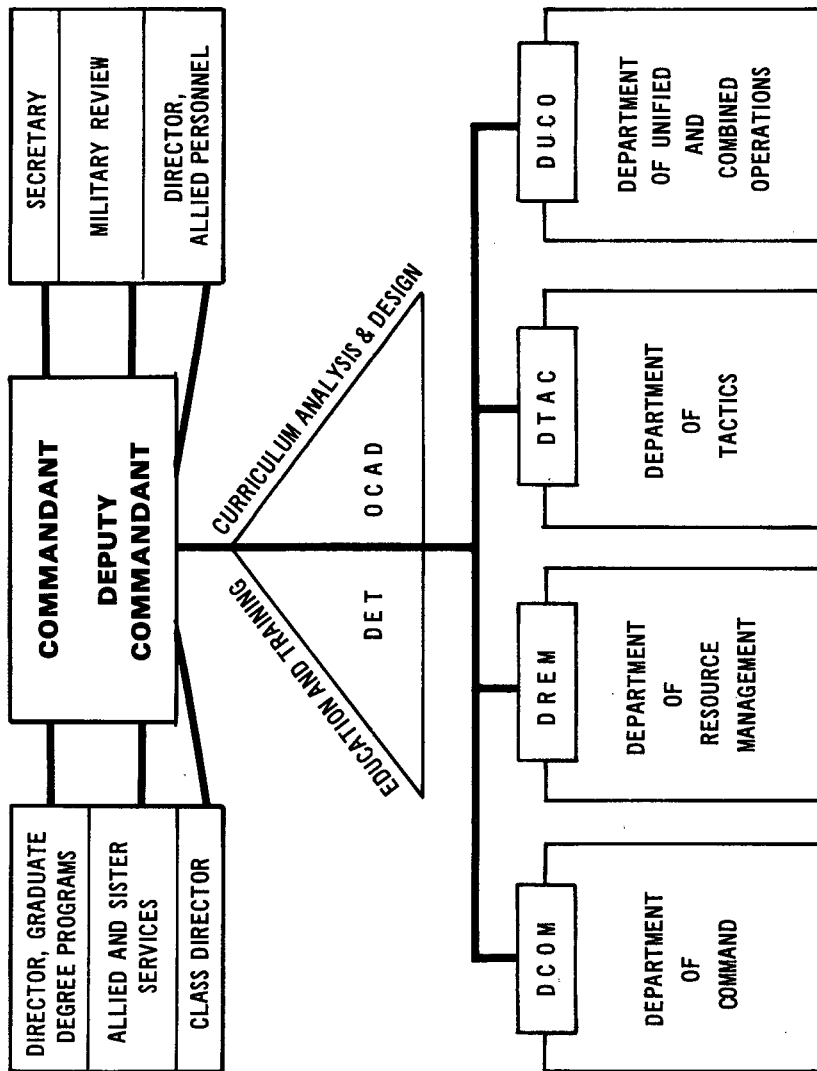
NAVAL WAR COLLEGE



MARINE CORPS COMMAND AND STAFF COLLEGE



ARMY COMMAND AND GENERAL STAFF COLLEGE



ARMED FORCES STAFF COLLEGE

