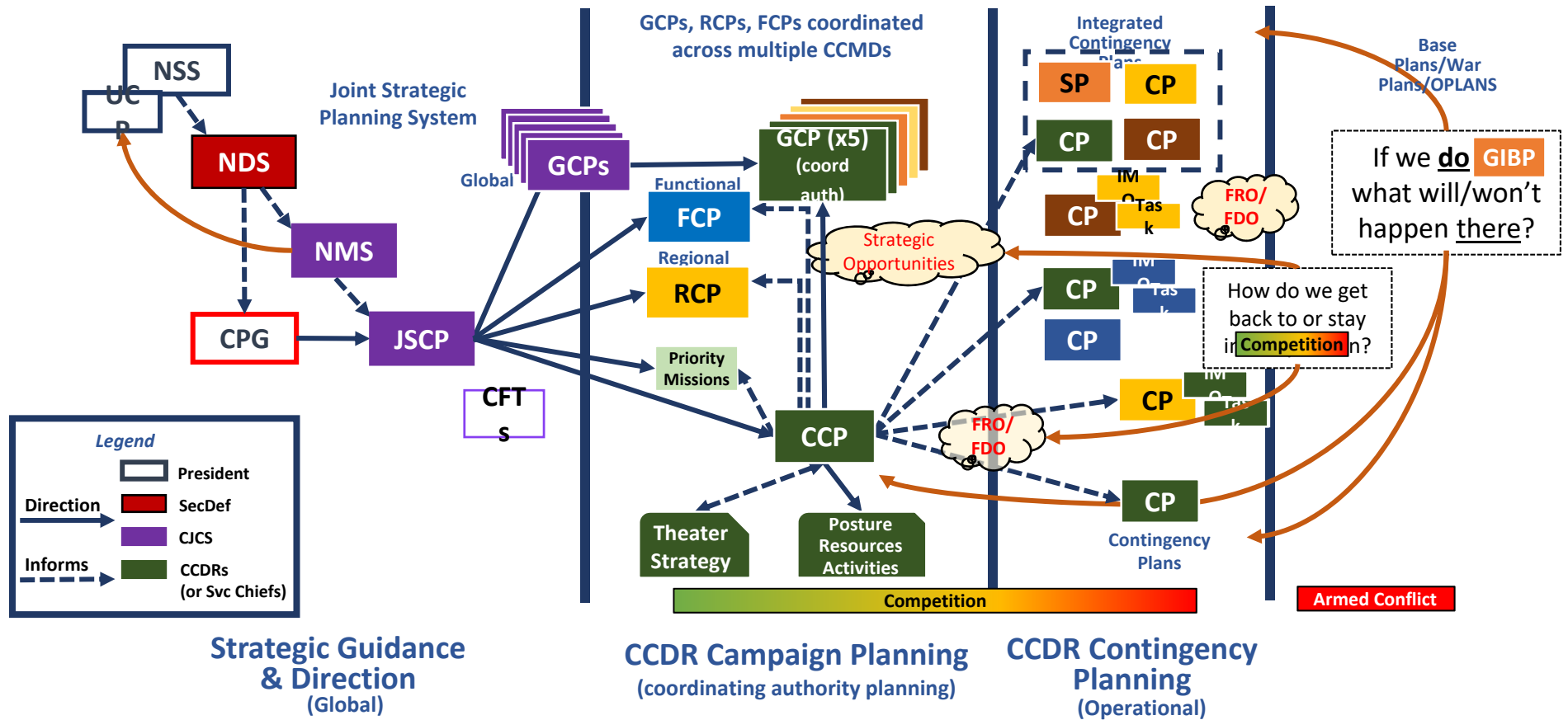# Combatant Command Campaign Plans

Strategic and Contingency Planning
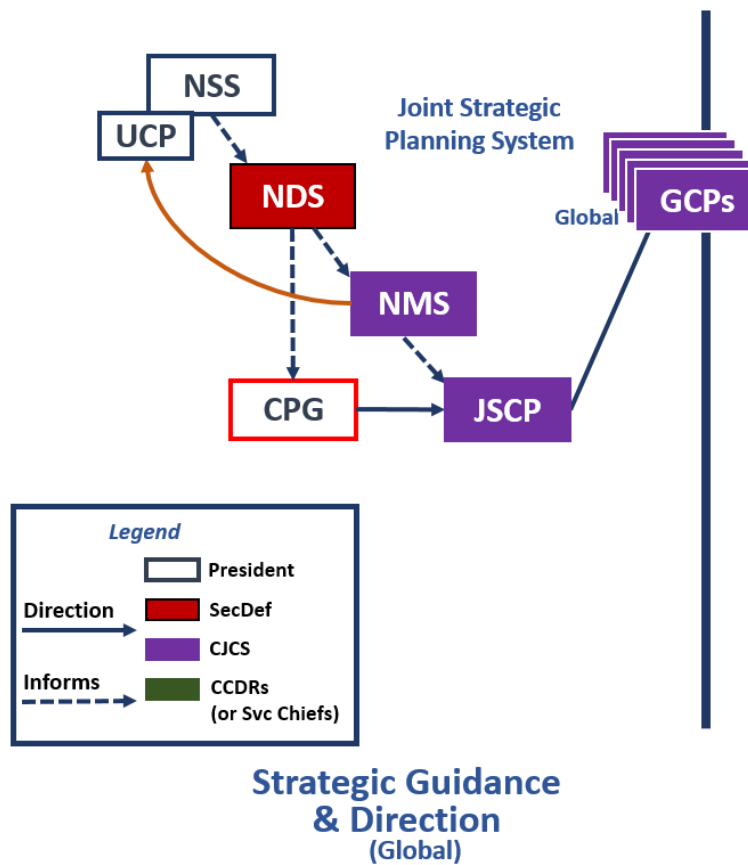
The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

GCPs, RCPs, FCPs coordinated across multiple CCMDs

Integrated Contingency Plans

Base Plans/War Plans/OPLANS

NSS

UCP

NDS

NMS

CPG

JSCP

Joint Strategic Planning System

GCPs

Global

GCP (x5) (coord auth)

Functional
FCP

Regional
RCP

Priority Missions

CFTs

CCP

Strategic Opportunities

SP CP
CP CP

IMO Task

FRO/FDO

CP

CP
CP

IMO Task

How do we get back to or stay in Competition?

CP
IMO Task

FRO/FDO

CP

Contingency Plans

If we **do** GIBP what will/won't happen **there**?

Theater Strategy

Posture Resources Activities

Competition

Armed Conflict

Legend

President	(white box)
SecDef	(red box)
CJCS	(purple box)
CCDRs (or Svc Chiefs)	(green box)
Direction	(solid arrow)
Informs	(dashed arrow)

Strategic Guidance & Direction (Global)

CCDR Campaign Planning (coordinating authority planning)
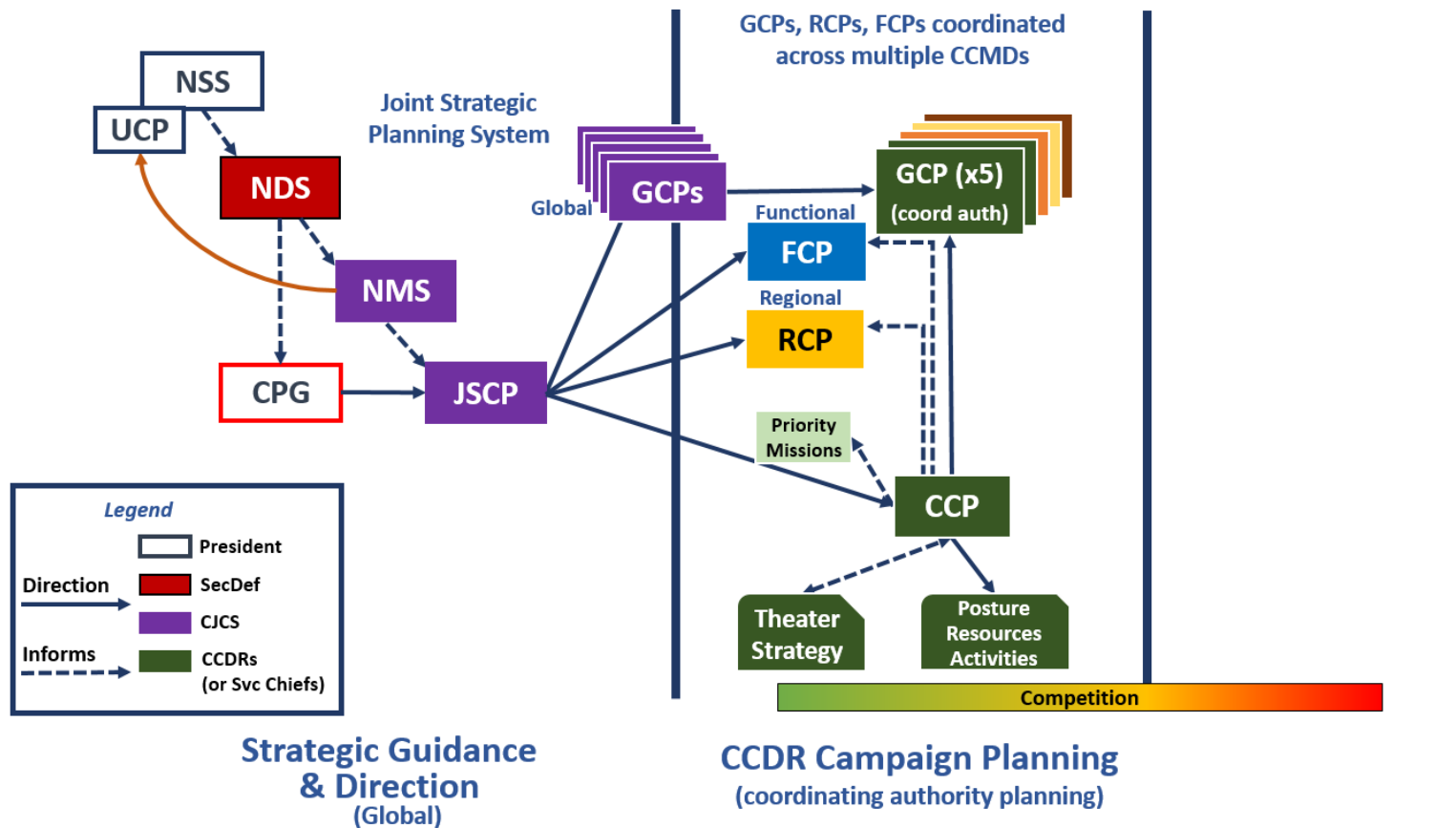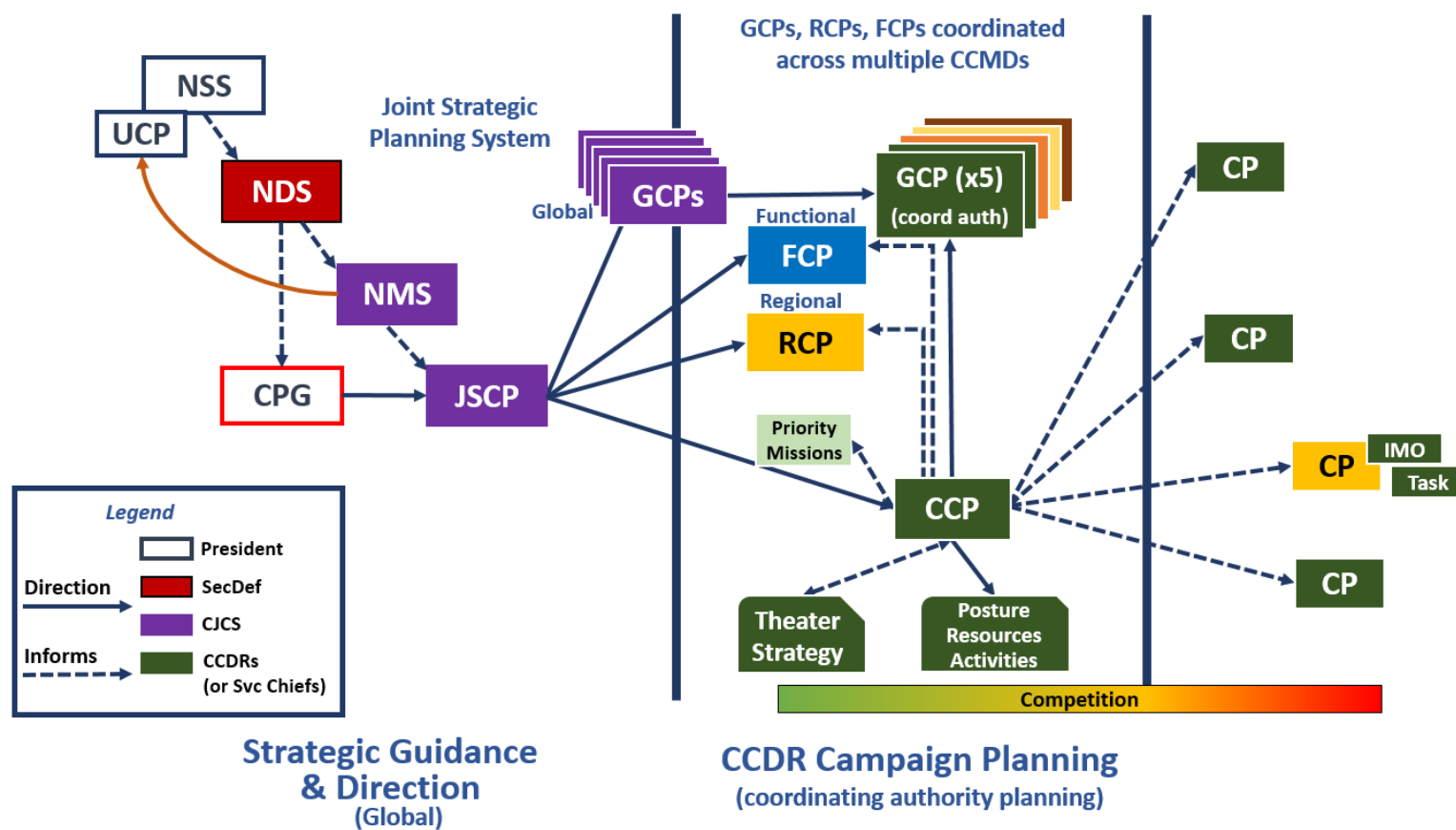
CCDR Contingency Planning (Operational)

Combatant Command Campaign Plans

The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

Strategic and Contingency Planning

Joint Strategic Planning System

NSS

UCP

NDS

NMS

CPG

JSCP

Global

GCPs

Legend

President	(white box)
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CCDRs (or Svc Chiefs)	(green box)

Direction →

Informs ⇢

Strategic Guidance & Direction
(Global)

Combatant Command Campaign Plans
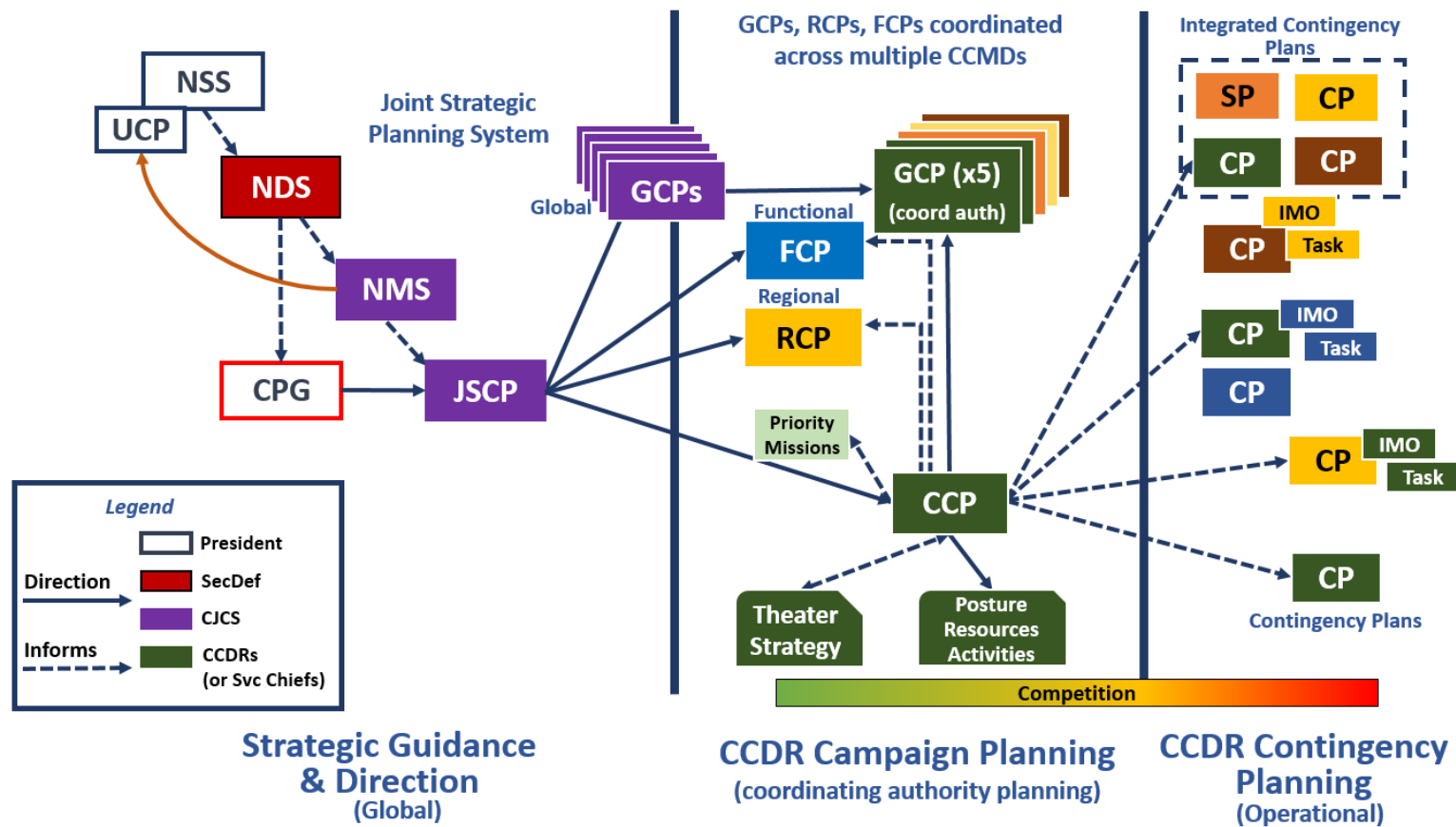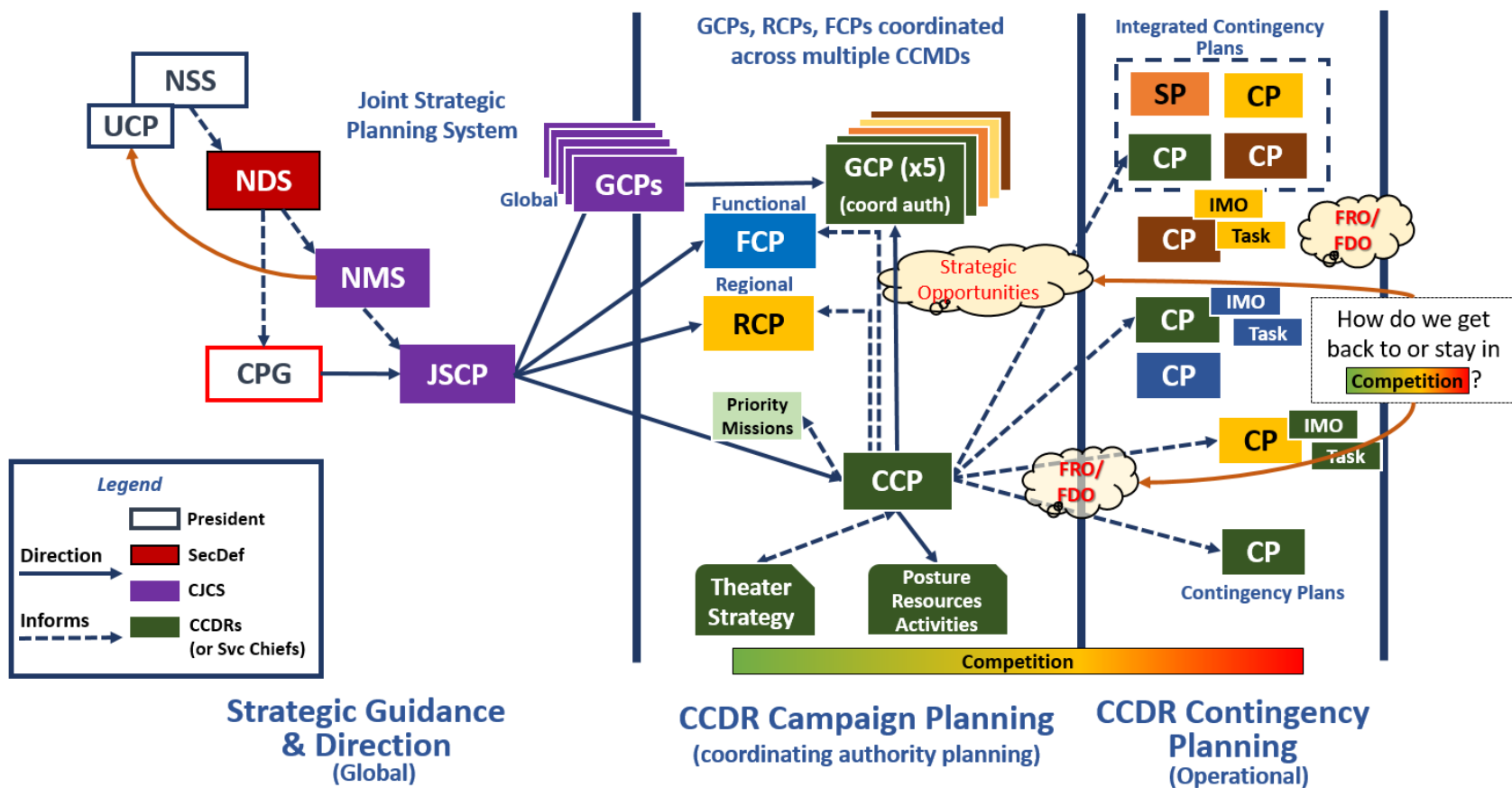
The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

Strategic and Contingency Planning

GCPs, RCPs, FCPs coordinated across multiple CCMDs

NSS

UCP

Joint Strategic Planning System

NDS

NMS

CPG

JSCP

Global **GCPs**

GCP (x5) (coord auth)

Functional **FCP**

Regional **RCP**

Priority Missions

CCP

Theater Strategy

Posture Resources Activities

Competition

Legend

□	President
■ (red)	SecDef
■ (purple)	CJCS
■ (green)	CCDRs (or Svc Chiefs)

Direction ——→

Informs ---→

Strategic Guidance & Direction
(Global)

CCDR Campaign Planning
(coordinating authority planning)

Combatant Command Campaign Plans
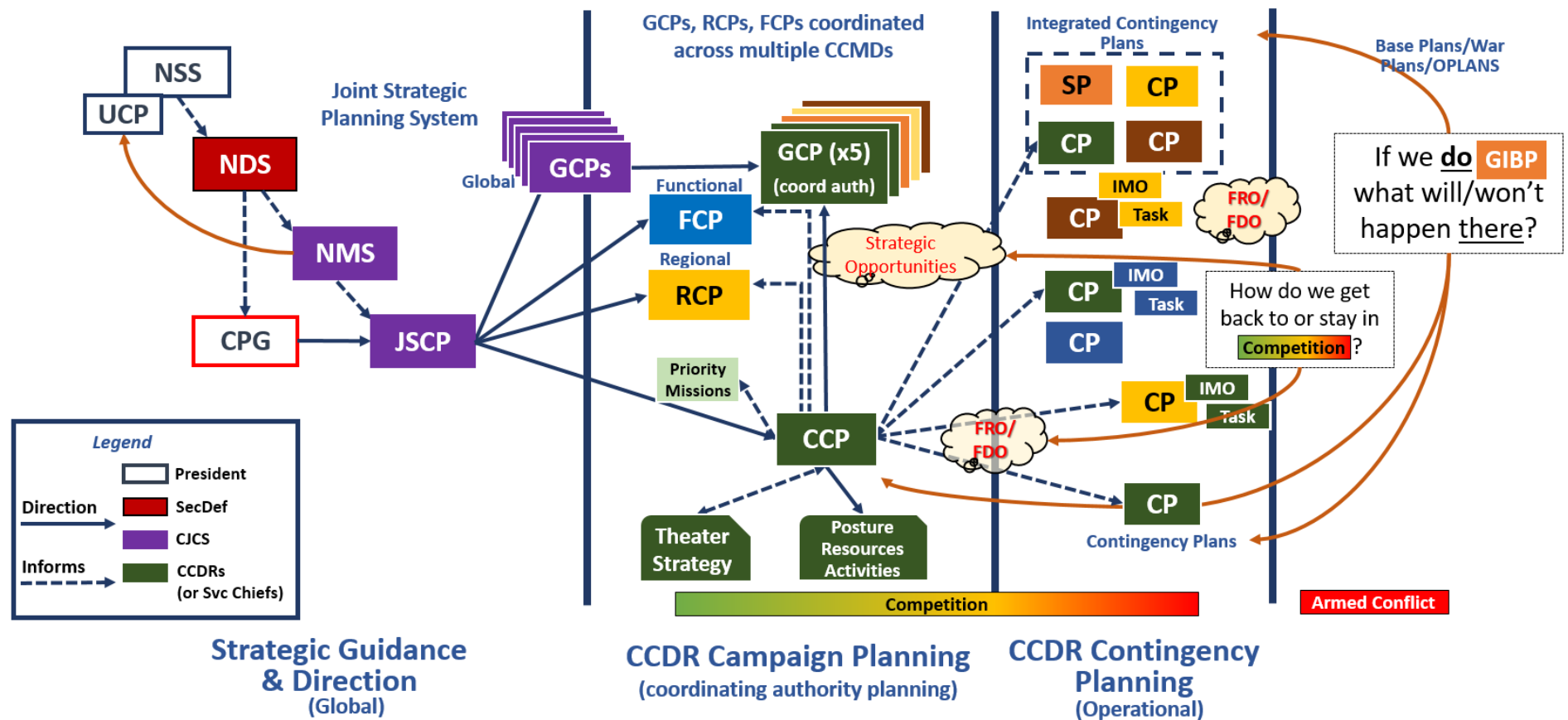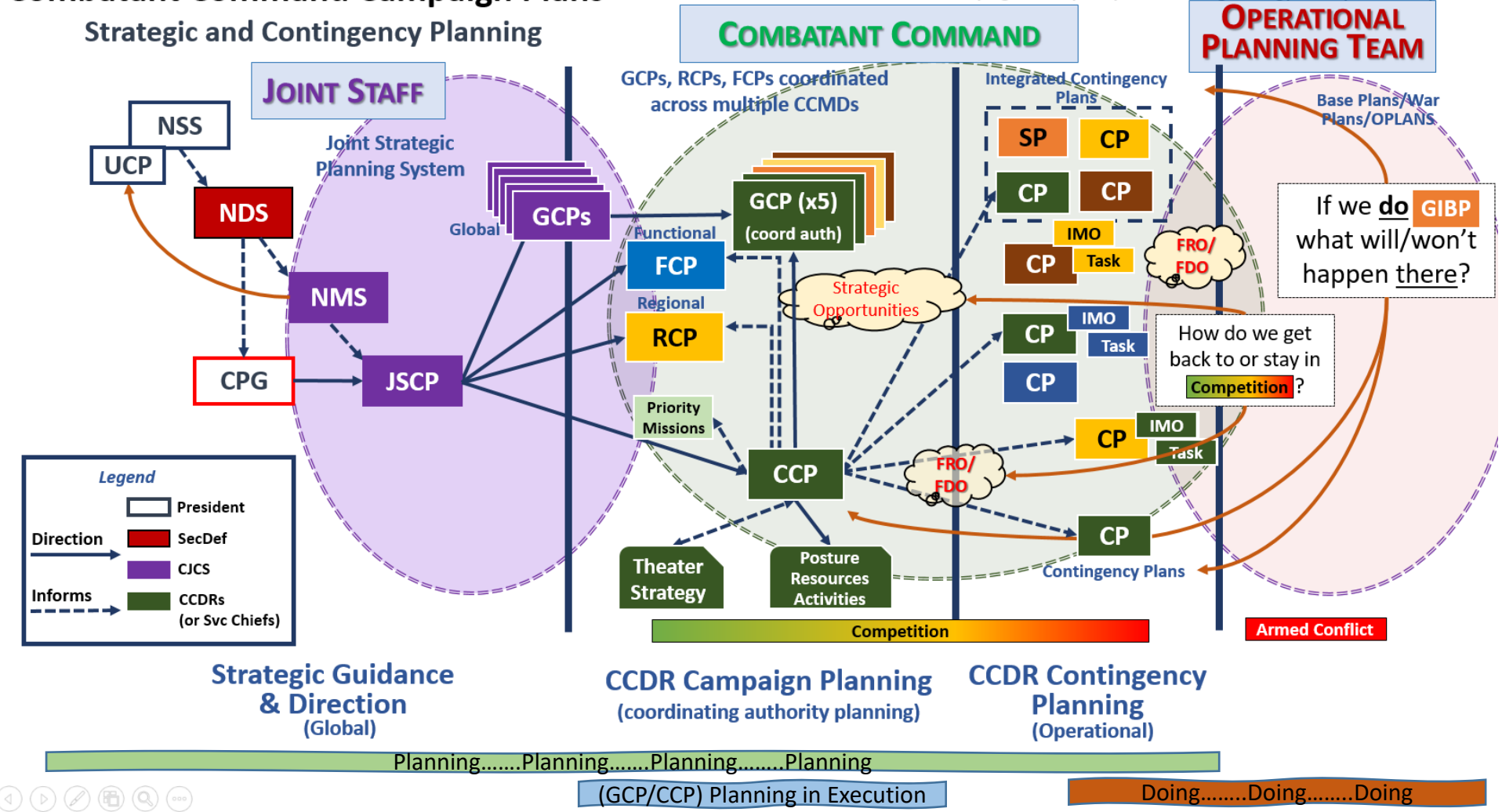
The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

Strategic and Contingency Planning

GCPs, RCPs, FCPs coordinated across multiple CCMDs

Joint Strategic Planning System

NSS
UCP
NDS
NMS
CPG
JSCP

Global — GCPs

Functional — FCP
Regional — RCP

GCP (x5) (coord auth)

Priority Missions

CCP

CP
CP
CP — IMO / Task
CP

Theater Strategy

Posture Resources Activities

Competition

Legend

Direction → President (white box)
Direction → SecDef (red box)
Informs ⇢ CJCS (purple box)
CCDRs (or Svc Chiefs) (green box)

Strategic Guidance & Direction
(Global)

CCDR Campaign Planning
(coordinating authority planning)

Combatant Command Campaign Plans

The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

Strategic and Contingency Planning

Strategic Guidance & Direction (Global)

CCDR Campaign Planning (coordinating authority planning)

CCDR Contingency Planning (Operational)

Combatant Command Campaign Plans

The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

Strategic and Contingency Planning

Legend

Direction →	President (white box)
	SecDef (red box)
Informs ⇢	CJCS (purple box)
	CCDRs (or Svc Chiefs) (green box)

Strategic Guidance & Direction (Global)

CCDR Campaign Planning (coordinating authority planning)

CCDR Contingency Planning (Operational)

Key elements shown in diagram: NSS, UCP, NDS, NMS, CPG, JSCP, Joint Strategic Planning System, GCPs (Global), GCP (x5) (coord auth), FCP (Functional), RCP (Regional), Priority Missions, CCP, Theater Strategy, Posture Resources Activities, Strategic Opportunities, FRO/FDO, SP, CP, IMO, Task, Integrated Contingency Plans, Contingency Plans, "How do we get back to or stay in Competition?", Competition

Combatant Command Campaign Plans

The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

Strategic and Contingency Planning

Legend
- **President** (white box)
- **SecDef** (red box)
- **CJCS** (purple box)
- **CCDRs (or Svc Chiefs)** (green box)
- Direction (solid arrow)
- Informs (dashed arrow)

Strategic Guidance & Direction (Global)

CCDR Campaign Planning (coordinating authority planning)

CCDR Contingency Planning (Operational)

Combatant Command Campaign Plans

Strategic and Contingency Planning

The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

COMBATANT COMMAND

OPERATIONAL PLANNING TEAM

JOINT STAFF

Joint Strategic Planning System

GCPs, RCPs, FCPs coordinated across multiple CCMDs

Integrated Contingency Plans

Base Plans/War Plans/OPLANS

NSS

UCP

NDS

NMS

CPG

JSCP

Global

GCPs

Functional

FCP

Regional

RCP

Priority Missions

CCP

GCP (x5) (coord auth)

SP   CP

CP   CP

CP   IMO   Task

FRO/ FDO

Strategic Opportunities

CP   IMO   Task

CP

CP   IMO   Task

FRO/ FDO

CP

If we **do** GIBP what will/won't happen **there**?

How do we get back to or stay in **Competition** ?

Contingency Plans

Theater Strategy

Posture Resources Activities

Competition

Armed Conflict

Legend

President	(white box)
SecDef	(red box)
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CCDRs (or Svc Chiefs)	(green box)

Direction →
Informs ⇢

Strategic Guidance & Direction
(Global)

CCDR Campaign Planning
(coordinating authority planning)

CCDR Contingency Planning
(Operational)

Planning…….Planning…….Planning……..Planning

(GCP/CCP) Planning in Execution

Doing……..Doing……..Doing

JOINT STAFF

COMBATANT COMMAND

OPERATIONAL PLANNING TEAM

JOINT FORCE FUNDAMENTALS
2 Weeks

STRATEGY & CAMPAIGN DESIGN
2.5 Weeks

(Within the GCP-R Problem Set)
INTEGRATED CONTINGENCY PLANNING
3.5 Weeks

PLANNING IN EXECUTION
1 Week

CAPSTONE
1 Week

JFF

Joint Staff and strategic challenge focused

-- GCP - R
-- GCP - I
-- GCP – NK
-- GCP - C
-- GCP - VEO

JFF Exam
Multiple Choice & Short Answer

Service Cultures
Reserve Forces
Cyber Operations
Joint Functions
Unified Action
Strategic Guidance/Direction
Strategic Theory
JSPS – GFM/DFE
Global Integration
Strategic Threat Orientation
Ethics

Global Integration

Unified Action

GUARDIAN (DSCA)

Key Writing Assessment (Learn) GFM/JSPS/

CLASSIFIED DOCS

Assign recommended readings and positions

Transition to I-Docs

SCD

CCMD staff officer to develop strategy and Initial Planning Guidance for CCP.

Peer evaluated products in Operational Design

Strategic Guidance & Direction

SCD Exam

Operational Environment

Regional Assessment

Operational Approach

Assessment & Strategic Risk

CDR's Intent/Planning Guidance

Into to SA/SC

Strategic Estimate

Problem Statement

4 cohorts

E-mail to Director J5 following CFT Meeting

CFT-R
CFT-I
CFT-C
CFT-VEO

EUCOM
AFRICOM
CENTCOM

White Cell

ICP

I-CPG & I-JSCP will direct the CCMDs to develop CPs and supporting plans in the GCP-R problem set

- EUCOM: Lvl 3T SP with FDO/FROs ISO AFRICOM BLD of TUN
- CENTCOM: Lvl 3T SP with FDO/FROs ISO AFRCOM BLD of TUN
- AFRICOM: Lvl 3T CP for Bi-Lateral Defense (BLD) of Tunisia

Step 1
Step 2
Step 3
Step 4

Plan Initiation
Mission Analysis
COA Development
COA Analysis
CBA Comparison
COA Approval
Plan/Order Development

E-mail to Director J5 following meeting

AO WG Meeting #1 (Facts & Assumptions)

AO WG Meeting #3 (JPEC Rev)

Instructional Contingency planning Guidance

Washington Field Study

Determine schedule and battlefield locations

Draft Scenario and personnel briefings

Road to Conflict

PEX

3 CCMD OPTs respond to CCDR or SECDEF rather than an hourly inject and response.

ICP Exam

Scenario driven #1 | #2

Evaluate Peer's CDR's Estimate and C2

Scenario 1
Scenario 2

White Cell

CAP

-Yorktown
-- Case Study
-- Staff Ride
-Senior Mentor
-Reflection

Staff-Ride areas of focus and reflection

Outprocessing

GRADUATION

GLOBAL INTEGRATION

GLOBALY INTEGRATED OPERATIONS

Learn

Engage

Communicate

WRITING ACROSS THE CURRICULUM

"PERSPECTIVE-BASED APPROACH"

JCWS-R 21-01

Briefings/VTCs
Capstone milestones
Assessed Writing Assignments
GI/GIO Activities & Events

JPME II
A Perspective-Based Approach Around a GI/GIO Framework

Global Integration and Globally Integrated Operations

MECC Working Group

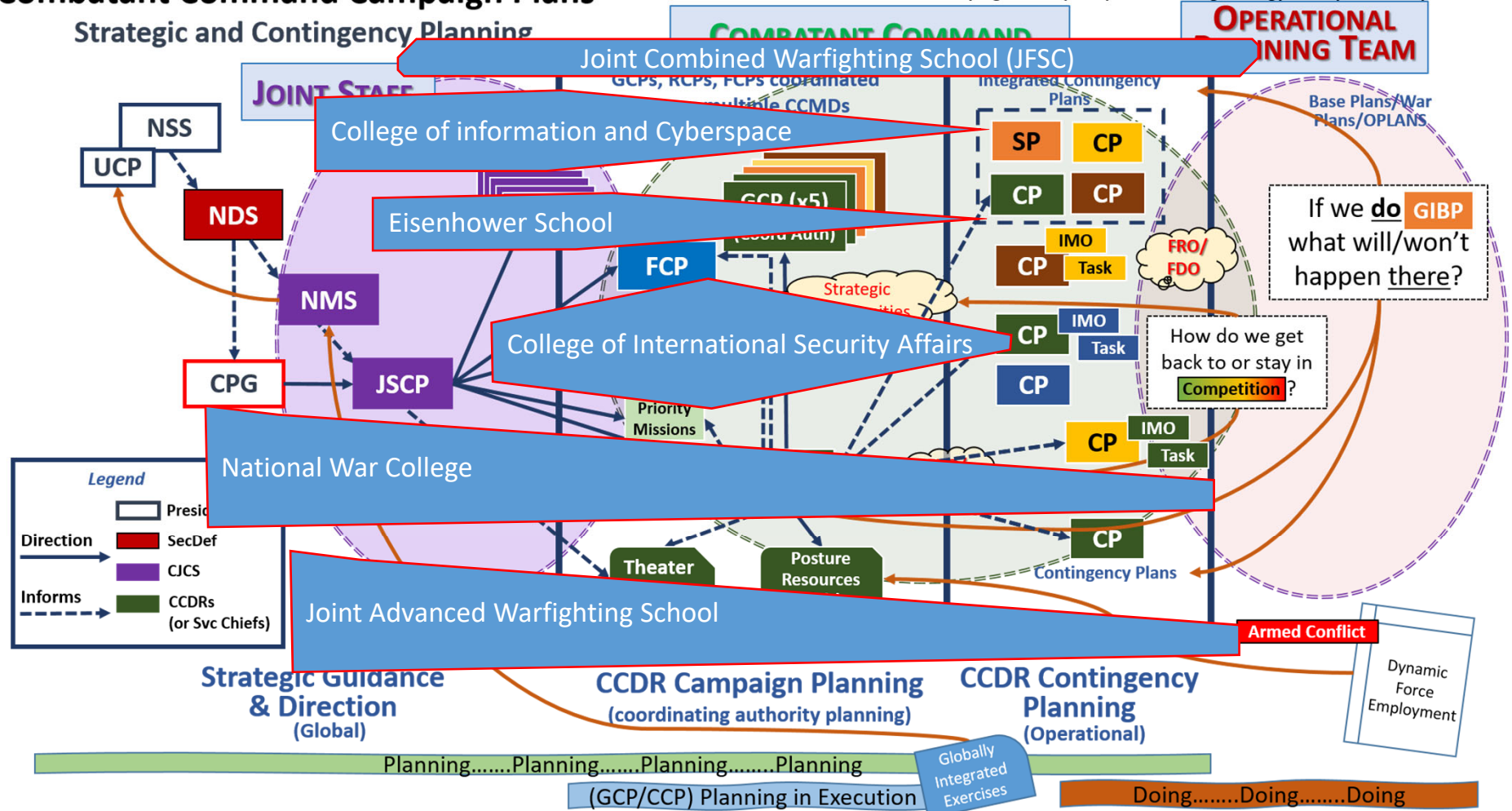Dr. Amie Lonas and AP John Ruedisueli

25 September 2019
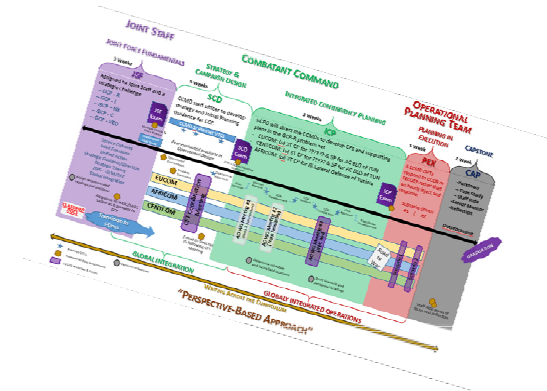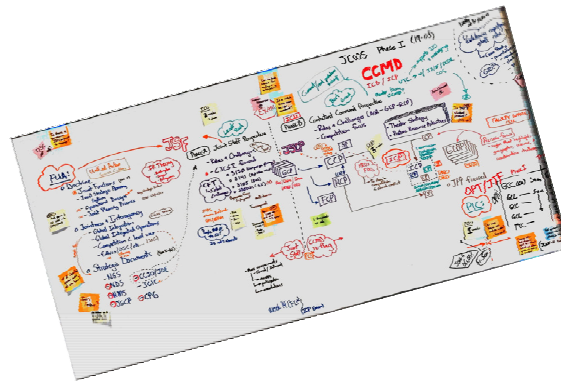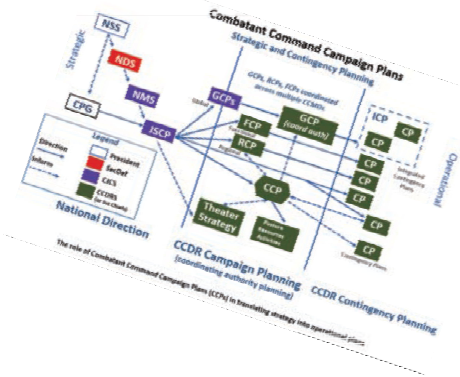
The Family of Plans – Their relationships and how we might educate senior security professionals under an evolving JPME II construct

Combatant Command Campaign Plans

Strategic and Contingency Planning

The role of Combatant Command Campaign Plans (CCPs) in translating strategy into operational plans

COMBATANT COMMAND

OPERATIONAL PLANNING TEAM

JOINT STAFF

GCPS, RCPs, FCPs coordinated multiple CCMDs

Integrated Contingency Plans

Base Plans/War Plans/OPLANS

NSS

UCP

NDS

SP | CP

GCP (x5)
(coord Auth)

CP | CP

Joint Combined Warfighting School (JFSC)

College of information and Cyberspace

Eisenhower School

FCP

IMO
Task

CP

FRO/ FDO

If we **do** GIBP what will/won't happen there?

NMS

Strategic ...ities

CP | IMO Task

How do we get back to or stay in Competition?

CPG

JSCP

College of International Security Affairs

CP

Priority Missions

CP | IMO Task

Legend

Direction →

Informs ⇢

	President
■ SecDef (red)	
■ CJCS (purple)	
■ CCDRs (or Svc Chiefs) (green)	

National War College

CP

Theater

Posture Resources

Contingency Plans

Joint Advanced Warfighting School

Armed Conflict

Dynamic Force Employment

Strategic Guidance & Direction (Global)

CCDR Campaign Planning (coordinating authority planning)

CCDR Contingency Planning (Operational)

Planning......Planning......Planning.......Planning

Globally Integrated Exercises

(GCP/CCP) Planning in Execution

Doing........Doing........Doing

Draft PLOs (Current Guidance & OPMEP F)

- PLO 1: **APPRECIATE** the value of diverse attitudes and perspectives to include joint, interagency, and international partners in the achievement of national objectives.

- PLO 2: **INFLUENCE** joint planning efforts and convey critical analysis (oral and written) to leaders/decision makers, using rhetorical practices and knowledge in a manner that compels action appropriate to the audience and context.

- PLO 3: **COMBINE** the creativity of operational art with the analytical and learning methodology of operational design into an effective operational approach *that considers the capabilities and authorities of all partners.*

- PLO 4: **APPLY** the Joint Planning Process (JPP) as the framework to develop theater strategies and integrated operations in line with the context of the contemporary security environment.

- PLO 5: Critically **EVALUATE** joint planning efforts with a justifiable rationale in light of strategic guidance, the contemporary security environment, and ethical decision making.

JOINT STAFF

COMBATANT COMMAND

OPERATIONAL PLANNING TEAM

JOINT FORCE FUNDAMENTALS
2 Weeks
JFF

STRATEGY & CAMPAIGN DESIGN
2.5 Weeks
SCD

(Within the GCP-R Problem Set)
INTEGRATED CONTINGENCY PLANNING
3.5 Weeks
ICP

PLANNING IN CRISIS
2 Weeks

SIROCCO | **PIC** | **SOLACE (HA/DR)**

Joint Staff and strategic challenge focused
-- GCP - R
-- GCP - I
-- GCP – NK
-- GCP - C
-- GCP - VEO

JFF Exam
Multiple Choice & Short Answer

Service Cultures
Multinational/Civ Partners
Joint Functions
Strategic Theory/Thinking
Cyber Operations
Reserve Forces
Strategic Guidance/Direction
JSPS – GFM/DFE
Unified Action
Strategic Threat Orientation
Ethics/Profession of Army
CLASSIFIED DOCS

Global Integration   Unified Action

PIC 1
GUARDIAN (DSCA)
Priority Missions

Transition to I-Docs

CCMD staff officer to develop strategy and Initial Planning Guidance for CCP.

Peer evaluated products in Operational Design

Strategic Guidance & Direction
Operational Environment
Regional Assessment
Assessment & Strategic Risk
Into to SA/SC
Strategic Estimate
Problem Statement
Operational Approach

AFRICOM: Lvl 3T CP for Bi-Lateral Defense (BLD) of Tunisia

SCD Exam
CDR's Intent/Planning Guidance

Plan Initiation
Step 1
Step 2
Mission Analysis
COA Development
Step 3
COA Analysis
Step 4
COA Comparison
COA Approval
Plan/Order Development

FRO/ FDO

ICP Exam
Evaluate Peer's CDR's Estimate and C2

CCMD responds to injects while conducting JPP and modifying the CP they developed in CNP

PIC 4 | PIC 5 | PIC 7 & 8

Intro to Crisis Planning
OPREP III/PCA

- Senior Fellows

Student Evaluations
Outprocessing

AFRICOM

YORKTOWN (CS/SR)

CENTCOM Issues | EUCOM Issues | Road to Conflict

GRADUATION

Learn — Engage — Communicate — Communicate
WRITING ACROSS THE CURRICULUM

★ Briefings/VTCs
🔴 Assessed Writing Assignments
▢ GI/GIO Activities & Events

GLOBAL INTEGRATION

"PERSPECTIVE-BASED APPROACH"

GLOBALLY INTEGRATED OPERATIONS

Program Updates

25 September 2019

Agenda

1. Navy
2. Army
3. Air Force
4. USMC
5. NDU
6. Defense Academy UK
7. Australian Defense College

Naval War College

➢ **"Big Navy" Items of Interest:**
  ➢ **Education for Seapower (E4S) Efforts**
  ➢ **Naval Community College (NCC)**

➢ **Key Personnel Changes:**
  ➢ **New President: RDML Shoshana S. Chatfield, USN**

➢ **Ongoing Efforts and Challenges**
  ➢ **Expanded gaming in the classroom**
  ➢ **CJCS Globally Integrated Wargame host**
  ➢ **Tenure / Faculty Senate update**
  ➢ **Budget**

United States Army War College

COL Jeff Settle

AY 20 and Beyond Changes-Innovation

Main Effort for AY20 – Major Change through Integrated & Concurrent Curriculum

- Complete redesign and flow for AY20
- Improve student learning outcomes and promote synthesis across core courses via thematic integration
- Informed by on-going assessment of best practices across academia and private sector
- Move oral comp exam to after electives
- Require Limited Scope Application for SSC (AY20/AY21 mix)
- Continued Focus on "Smart" Army SSC Selectee Distribution

Research Efforts

- Revamped research focus and synchronization effort for Army-Joint efforts
- Expand student research project deliverables to mix of paper and other products to support collaboration, accessibility and impact

Establish Applied Communication and Learning Lab

- Improve ability to make logical arguments, influence and impact - develop skills and competencies for both faculty and students
- Focus on credible, clear, and engagement communication for decision-makers
- Numerous dual-benefit partnership opportunities (UPenn- Wharton and Annenberg School for Communication, …)

Support Learning for Others - Develop Continuous Learning Certificate Program/Courses using Best of DDE/Resident Mix

- Opportunity to use How Army Runs, leadership seminars, etc., to educate interested military and civilians to help enable successful performance in strategic-enterprise and operational roles

Final AY20 Curriculum will be Greatly Influenced by On-going Outreach effort (Best of Education, Private Sector, Others….)
What Don't We Know, Who is Innovating, What Can we learn from them, what can they learn from us – Expand Partnerships

Opportunities – USAWC for the 2020s-30s

Where the Army (and others) Comes to Think, Learn and Connect

Aspiration and Institutional Academic Vision: The nation's institution of choice for the teaching of strategic leadership. The global thought leader on the strategic application of Landpower

School of Strategic Landpower

U.S. Army Garrison Carlisle Barracks

USAHEC U.S. Army Heritage & Education Center

Coordinated, Complementary Team Approach to Leader Development and the Strategic Art

CSL CENTER for STRATEGIC LEADERSHIP U.S. ARMY WAR COLLEGE

SSI Strategic Studies Institute and USAWC Press

Army Strategic Education Program ASEP
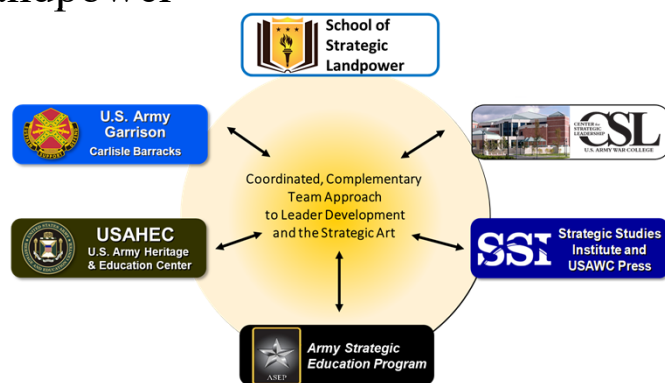
Effectively synchronize the activities of the SCIs in the effort to build the premier institution for educating strategic leaders in the world. The AWC's unique structure allows the institution to engage and research the past/history (AHEC), the present (SSL and SSI) and the future (CSL) more comprehensively and effectively than sister PME institutions and civilian executive education programs

New Academic Building as an Opportunity

- Are the outcomes we produce and the way we choose to operate overly influenced by our current physical environment?

• Create a facility that showcases the value of our Leaders and Ideas

• Provide flexibility to adapt to evolving educational methodologies

The Proactive Army Think Educational Think Tank - Aggressively conduct research, publish, engage in discourse, and wargame; generate ideas and test strategic concepts as the "Army's Think Tank" & expand outreach to identify synergies and partnerships

U.S. Army Command and General Staff College

- Masters in Operational Studies (MOS) for all resident CGSOC students meeting program standards.

  ➤ A professional master's degree to complement the existing research master's degree (Master in Military Art and Science / MMAS).

  ➤ Target availability: AY 2020-2021.

- Bachelor of Arts in Leadership and Workforce Development for qualified graduates of the 10-month resident Sergeants Major Course (SMC).

  ➤ First 110 degrees awarded at the June 2019 SMC graduation.

  ➤ 104 AY 2019 students still working on degree requirements.

  ➤ 369 members in AY 2019-2020 SMC class currently pursuing the BA.

- Upgrade in CGSC faculty credentials requirements has resulted in more highly qualified faculty hires during spring and summer 2019.

Air University

- Enterprise
- AWC
- ACSC
- eSchool

Updates

- Command/Leadership Changes
  - AU Commander and President: Maj Gen James Hecker nominated for promotion to Lt Gen and AU Commander and President
    - Lt Gen Cotton is departing to be Deputy Commander of Global Strike Command
  - AU Vice Commander: Maj Gen Brad Sullivan assumed command of LeMay Center for Doctrine Development and Education in July and role as AU Vice Commander
    - Maj Gen Rothstein retired with 31 years of service
  - AU Chief Academic Officer: Dr. Mark Conversino assumed leadership in July.
- Regional Accreditation Reaffirmation
  - Submitted response report to On-site Visit in August
  - Quality Enhancement Plan: Leadership and Ethics Across the Continuum of Learning
    - Integrated framework for leader development across a career
    - Plan: Develop curriculum, integrate in curriculum, develop case studies (repository), and conduct researcher-practitioner collaborations
    - Two articles published: Journal of Character and Leadership Development; Air and Space Power Journal
- Educational Program Review
  - Program level review process to support assessment/effectiveness and data-driven decision-making.
    - Quality/Effectiveness of: Program Outcomes (Curriculum); Faculty; Students; Academic/Student Support; Resources; External Reviews; Future Initiatives
    - Completed baseline cycle in July
- Technology
  - AULED: AU Learner Environment Design
    - Concluded Yearlong BPA Review and Documentation of enterprise processes for SIS, IMS, and LMS
  - Three Core Tools:
    - Student Information System: Contract Pending
    - Institutional Management System: Tk20 by Watermark
    - Learning Management System: Canvas
  - Additional Tools
    - AU Online Survey Tool: Qualtrics XM
- Public School Initiative
  - Collaboration with the Alabama State Department of Education, the surrounding City and County school systems and Alabama High School Athletics Association
  - Purpose--Expand education options for military dependents, explore ways to improve local public education

Issue/Concerns

- DoDI 1322PB -- Awaiting All Volumes and Clarification/Guidance/Expectations
  - General Intent is appropriate.
  - Reviewed consolidated version of Volume 1.
  - Time is required to review, evaluate and apply appropriately
  - Requires extensive coordination between Service Secretaries, Service Headquarters, ME Institutions and Personnel
  - Key Concerns Volume 1
    - Definition of ME (Para. 1.3 (c); Para. 1.3 (d))
      - From Service entry to Service exit
    - Definition of a Program
    - Overlap/duplication of OPMEP
    - Reporting requirements and OPMEP (Para. 4.3 (4); Para 5.2)
      - Align with the OPMEP? Duplicate the OPMEP? Or, distinct from OPMEP
    - Reporting Requirements and Data Elements (Para. 4.3 (4); Para. 4.5 (b.); Para. 4.4 (c.); Para 5.2)
      - Standard template across all Services?
      - "Right" data for the "right" questions?
      - Multiple reporting requirements from all services without standard templates increases the difficulty of compiling and analyzing at the Service and DoD level.
      - Manpower requirements to meet reporting requirements
    - Reporting Requirements and Standardized Criterion (Para. 4.3 (4); Para. 4.5 (b.); Para. 4.4 (c.); Para 5.2)
      - Specific to program? Same across all programs? (Joint Schools, Service Schools, Fellowships, Civilian Education, and Developmental Assignments)
      - Who will define?
    - Reporting Requirements and Timelines (Para. 5.2)
      - Annual in DoDI versus Biennial for OPMEP
      - Manpower requirements to meet reporting requirements
    - Selection (i.e. Admissions) standards for students in all ME (Para 1.2d)
      - Board Selection? Admissions Test?
    - Program Completer Tracking and Individual Performance Data (Para. 4.5 (b.); Para. 4.4 (c.))
      - Track what? For how long? What follow-up assessments?
      - Where is Individual Student Performance recorded? What is recorded? Who owns it?
      - Who tracks post-Me assignments? Who reports this?
  - Many areas require further engagement.
    - Any variation in the definitions, standards, criterion, data elements, data collection, reporting, etc. affect the Service and DoD analysis of uniform, quality data on the delivery of ME programs.

- DoDI 1322PB, Volume 1
- Para. 1.2 (d.) Develop academic and professional selection standards for students…..
- Para. 1.3 (c.) ME encompasses all PME, JPME, and PDO
- Para. 1.3 (d.) ME begins at Pre-commissioning/Basic Training/Employment and ends at separation.
- Para. 4.3 (4). Developing annual ME program review reports, outlined in Section 5, with standardized criterion to assess every program across joint schools, Service schools, fellowships, civilian education, and developmental assignments.
- Para. 4.5 (b.) Track and follow-up on assessments of Service members' education to improve the overall measurement and organization of Service talent. The results of these assessments should provide increased visibility on DoD-wide capabilities for sourcing, training, planning, and reducing risk.
- Para. 4.4 (c.) Ensure that ME performance data for individual students is reported to the appropriate Service personnel and manpower directorates to enable the effective use of ME performance information in talent-management processes, including the assignment and promotion processes.
- Para. 4.5 (a.) Track graduates of ME opportunities to ensure post-ME assignments specifically leverage the specialized knowledge, skills, and abilities mastered in the ME experience, unless there is a pressing, intervening requirement delaying such an opportunity.
- Para. 5.1 ME metrics and the systematic collection of data
- Para. 5.2 Military Services will identify a point of contact and designate the offices responsible for compiling information and preparing annual reports for ME program reviews to ensure data consistency across their organizations. Variation in the methods used to collect data can greatly affect the analysis of uniform, quality data on the cost and delivery ME programs.

Air War College

Joint Warrior Studies Seminar (JWSS)

Mission: Educate joint leaders in national strategy and integrated joint-campaigning with a focus on contemporary near-peer and future great power environments. Historical case studies, interactive-exercises and field studies highlight the art and science of war by connecting lessons from past wars to the competition continuum and future great power conflicts. JWSS graduates are able to plan, organize and lead all-domain, large-scale joint campaigns and operations, making them well-appointed to serve as future Joint Task Force Commanders and Joint Task Force Staff Officers.

Participation:
- 15 War College students (all services) chosen for their past operational experience or future potential to fill key positions in a Joint Task Force.
- SAMS and SAW Experience is highly desired.

Outplacement of graduates:
- Intent is to closely manage the assignment of Air Force officers with emphasis to joint planning and Joint Operational billets.

- "Modular" Approach to Curriculum Execution
- Faculty selected based on expertise in planning, leadership and design.
- Field study trips to European Theater of Operations, Shiloh, Shaw AFB
- JLASS Wargame (Middle East)

Translate strategic direction and national command guidance into doctrinally sound theater campaigns and joint-operations to achieve strategic objectives in support of national interests.

Air Command and Staff College

Air Command and Staff College

- Major Leadership Changes:
  - Commandant promoted: Brig Gen Evan L. Pettus
  - New Vice Commandant - Col Heather McGhee
- Faculty Status: 43 PhDs/122 Full Time Faculty (47/75)
- AY20 Students: 490
- Innovation and Outreach:
  - Developing deep neural networks for multi domain synchronization
  - Army Futures Command - MDO
  - University of Denver - Strategic Design/Duke University – MDC4ISR
  - USAFE - Dynamic Force Employment
  - AFRICOM/DTRA - Air Optimization
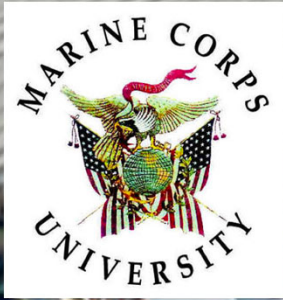
Marine Corps University

Initiatives

- Align with Commandant's Planning Guidance and Education for Seapower Initiative
- Expand social media capacity
- Grow Krulak Center for Innovation and Creativity
- Develop sponsored research program

Challenges

- Troop-to-Task mismatch

Key Personnel Changes

- BGen Jay Bargeron – President, MCU

MECC WG Update

MCWAR

Director
(USMC Col)
Col Blair Sokol

Admin Program Mgr   **Ms. Carol-Anne Parker**
GS-0340-11

Admin NCO   **Cpl Jose Gonzalez**

Dean of Academics
Deputy Director
(Title 10 PhD)
Dr. Chris Yung
AD-1701-09

Associate Dean
(USN CPT)
LtCol Michael Byrne

JW
Course Director
Reserve Component Chair
(USMC Col)
Col Brian Cole

NS
Course Director
(Title 10 PhD)
Dr. Tammy Schultz
AD-1701-07

L&E
Course Director
CJCS Chair / USAF Chair
(USAF Col)
Col Kurt Mencke

WPS / ENP
Course Director
(Title 10 PhD)
Dr. Jim Lacey
AD-1701-07

DS
Course Director
(Title 10 PhD)
Dr. Bill Morgan
AD-1701-07

JW Instructor
USA Chair
(USA COL)
Vacant

DIA Chair
NS Instructor
Ms. Danielle Marion
GG15 1701

DOS Chair
DS Instructor
Mr. Michael Greenwald
FE-OC

Key
Active Duty Military
Civilian

In Process Changes to Curriculum

- Additional case histories related to maritime operations, USN Composite Warfare, Naval Integration
- Special Areas of Emphasis (SAEs) addressed throughout revised curriculum
- Increased focus on writing (diagnostic, policy memos, graded journal entries, AARs, short iterative papers)
- War gaming under War, Policy, & Strategy Course
  - Thucydides ("Polis, Pericles")
  - Civil War: ("For the People")
  - World War I: ("July Crisis Practical Ex", "Lamps Are Going Out")
  - World War II: ("Casablanca Prac Ex", "Triumph & Tragedy")
  - Current: ("Next War Poland, Taiwan, Korea)
  - Future War: ("Pacific Surprise")
- Continued shift in emphasis on Great Power Competition

100

Questions?

Dunlap Hall
MCB QUANTICO, VA

101

Marine Corps Command and Staff College

- Initiatives
  - Exercise Continuum Refinement
  - Incorporate "Fight the Plan" into Capstone Exercise
  - Naval Integration (CPG) across Curriculum
  - Increase Gray Scholars/ASP offerings
- Challenges
  - Lack of Navy Students & Faculty (as in 2018)
- Personnel Changes
  - New Director, Colonel Thomas Gordon
  - Hiring Security Studies Faculty
  - Military Faculty, 50% turnover

Military Education Coordination Council Working Group

Fall 2019

STUDENT NUMBERS

Students	AY18	AY19	AY20
Air Force	8	9	11
Army	10	18	8
Navy	3	5	5
Marine	0	0	2
Coast Guard	2	8	2
DoD Civilian	0	0	0
Total	23	40	28

➢ **AY19 was a high year; AY18 closer to historical average; Smaller overall NIU class contributes to smaller JPME numbers**

➢ **JPME students this year have the most equilibrium of service representation than any other year**

➢ **NIU JPME students are integrated in the overall student body for NIU's core courses needed for a master's degree; this puts them in contact with both a joint and interagency student population**

COMMITMENT TO CHAIRMAN'S VISION: DEVELOP STRATEGIC THINKERS

Chairman's Special Areas of Emphasis:

- **Return of Great Power Competition**   🟩
- **Globally Integrated Operations in the Information Environment**   🟨
- **Strategic Deterrence in the 21st Century**   🟩
- **Modern Electro-Magnetic Spectrum Battlefield**   🟥
- **Space as a Warfighting Domain**   🟨
- **Ability to Write Clear and Concise Military Advice Recommendations**   🟩

🟩 **In NIU curriculum**

🟨 **Partially in NIU curriculum**

🟥 **Not Currently in Curriculum**

NIU Transition to ODNI

- NIU is currently a service of common concern for the US Intelligence Community, with the Defense Intelligence Agency as its Executive Agent

- NIU is in the process of transferring its operations and governance to the Office of the Director of National Intelligence in order to best serve the IC's rapidly evolving educational needs

- NIU's move to ODNI will enhance the education of its Department of Defense students by increasing the diverse perspectives from the whole of the IC that are so valuable in the NIU learning environment

- NIU will maintain its ability to grant Joint Professional Military Education Phase I credit, either by keeping its current accreditation or by becoming an JPME I equivalent institution

UPDATES AT CISA FOR MECC WG FALL 2019

Dr. R.E. Burnett,
Dean of Faculty & Academics
The College of International Security Affairs

Imagine, Create, and
Secure a Stronger Peace…

NATIONAL DEFENSE UNIVERSITY
Washington, D.C.

NEW LEADERSHIP

Acting Chancellor – Ambassador Erica Barks-Ruggles, former US Ambassador to Rwanda

CISA is about to complete a new MOU with ASD SO/LIC for our CTIWFP program that houses our JPME II program.

CIC Update to MECC-WG

Tom Wingfield, Esq.
Dean of Faculty/Acting Chancellor
25 September 2019

Imagine, Create, and
Secure a Stronger Peace…

NATIONAL DEFENSE
UNIVERSITY
Washington, D.C.

CIC Update

- New MS Degree in Strategic Information and Cyberspace Studies to begin piloting in AY20-21 (next slide for details)

- Developing a robust, non-credit cyber fundamentals tutorial for Master of Science students

- JPME II Program Update
    - Unclassified pilot version of the program - total 30 students w/ 8 IFs
    - Demand signal from partners and allies for many more slots
    - Have started work to revise the CIC military faculty JMD to reflect 2015 MOA

- Working with DoD PCA, DoD CIO, and JS J6 on CIC requirements to support LOE 8 in the DoD Cyberspace Strategy Implementation Plan

- Re-Certifying as an NSA Center of Academic Excellence

- Started an Influence Warfare elective program at NDU

- Dr. Sutherlin received a $5M grant for a research project with DoD's Combating Terrorism Technical Support Office with with the UK MoD's Defence Science and Technology Laboratory called Concept Lens
    - Directly leveraged into elective courses and new MS Degree
    - Having to fight through the bureaucracy for executing the grant funds – a VERY convoluted and unfriendly process.

Strategic Information and Cyberspace Studies
MS Degree

Pre-NDU	1st Semester		2nd Semester	

Phase 0	Phase I *Foundations*	Phase II *Strategic Context*	Phase III *Cyber & Info Depth*	Phase IV *Capstone*

Self-Paced Tutorial

Phase I — Foundations

NDU Common Core (SLFC)
- Introduction to Jointness (3 ch)
- Strategic Leadership & Ethics (3 ch)

CIC Common Core
- National Security Strategy (3 ch)
- Strategic Thinking & Communicating (3 ch)

[Must be completed prior to Phase II]

Phase II — Strategic Context
- Great Power Competition in the Global Information Environment (3 ch)
- Law, Policy, and Finance (3 ch)

Phase III — Cyber & Info Depth
- ISRP Research and Writing (2 ch)
- Cyber Knowledge (3 ch) → Cyber Application (2 ch) → Integration (2 ch)
- Information Knowledge (3 ch) → Information Application (2 ch) →
- Practicum (1 ch)
- NDU Electives (x2) (4 ch)

Phase IV — Capstone
- ISRP Presentation
- Capstone Exercise (CAPEX) (1 ch)
- Practicum Outbrief

BACK UP SLIDES

Update on CIC's Critical Objectives:*

1. Transform curriculum to meet the challenges of the future information and security environment.

2. Provide tailorable programs to the meet the needs of various stakeholders and prospective students.

3. Cultivate student learning through innovative technology in the classroom.

* Based on CIC's Strategic Plan submitted to NDU leadership 31 October 2018

Designing new MS degree in Strategic Information and Cyberspace Studies for JPME II and DoD CIO Cyber Workforce:

- ✓ Designed using input from broad stakeholder base including international partners
- ✓ Aligns with *NSS*, *NDS*, and *NMS*
- ✓ Directly addresses the deficiencies identified in the *JMNA 2018*
- ✓ Meets requirements to support DoD CIO IAW *DoDD 8140.01*
- ✓ Meets the forthcoming requirements articulated by DoD PCA/CIO/JS J6 in LOE 8 of the *DoD Cyberspace Strategy Implementation Plan*
- ✓ Directly addresses the requirements for the Joint Force articulated in the *CCJO 2030*
- ✓ Aligns with the *CJCS Vision for PME & Talent Management*
- ✓ Aligns with the new (pre-decisional) OPMEP-Foxtrot JPME learning outcomes
- ✓ Agile design supports demand for classified and unclassified instruction
- ✓ Scalable to accommodate increased enrollment from international partners
- ✓ Modular design enables delivery in a variety of formats (e.g. 10 month resident and 2 year online based on Army War College model)

- Pilot offering starts in AY 20-21 (MSCHE requires pilot offering prior to accreditation)

- NACIQI and Department of Education approval projected in 2021

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Program Learning Outcomes:

1. Evaluate national strategies and joint campaign plans informed by an analysis of the global security environment

2. Create cyberspace strategies for achieving national security objectives

3. Create strategies emphasizing the information instrument of national power

4. Apply principles of strategic leadership, including creative and critical thinking, decision-making, communications, and ethical conduct

5. Evaluate the principles of joint operations, joint military doctrine, joint functions, and emerging concepts

2. Provide Tailorable Programs

"What does every NDU graduate / joint warfighter need to know about cyber and information?" -- **VADM Roegge**

1. Developing a robust, non-credit cyber fundamentals tutorial for Master of Science students prior to Phase II:
   - ✓ Offered to admitted students prior to enrollment at NDU (Phase 0)
   - ✓ Self-paced and asynchronous
   - ✓ Pre-test to allow experts to bypass modules
   - ✓ Could be used by broader NDU and PME enterprise to deliver cyber fundamentals education

2. Redesigning graduate certificates in Information and Cyberspace:
   - ✓ Direct alignment with the *CJCS Vision for PME & Talent Management*
   - ✓ Fulfills requirements as an NSA Center for Academic Excellence
   - ✓ Meets requirements for *DoDD 8140.01*
   - ✓ Meets the forthcoming requirements articulated in the *DoD Cyberspace Strategy Implementation Plan*
   - ✓ Aligned with *NSS*, *NDS*, and *NMS*
   - ✓ Directly address the weaknesses identified in the *JMNA 2018* and the requirements for the Joint Force articulated in the *CCJO 2030*
   - ✓ Cohort-based with flexibility to deliver via resident, hybrid, on-site, and online
   - ✓ Scalable to accommodate increased enrollment from international partner countries

3. Seeking to expand the offerings of elective concentrations to increase opportunities for all NDU students to increase their understanding of information, cyberspace, and the critical technologies that shape the application of power.

3. Cultivate Student Learning and Innovation

1. CIC is collaborating with the UK MoD's Defence Science and Technology Laboratory and the US DoD's Combating Terrorism Technical Support Office for a research project called *Concept Lens* (under the direction of CIC faculty Dr. Gwyneth Sutherlin).

   ✓ Supporting the Joint Concept of Operations in the Information Environment, the project proposes to enhance existing technologies for information operations that will contribute to culturally nuanced machine learning techniques

   ✓ $5 Million total grant award

   ✓ Opens new opportunities for faculty and student scholarship

2. Experiential Cyber and Information Learning Labs/Ranges: CIC is currently working with NDU CIO to formalize requirements for experiential Cyber and Information Learning Labs/Ranges.

3. Need NDU priority investment and support of labs/ranges:

   ✓ SecDef and CJCS guidance emphasizes more experiential learning and wargaming – our labs and ranges are critical for doing this

   ✓ Potential to support NDU's contributions to the Joint Force Development and Design Center (JFDDC) through collaboration with INSS, JFSC and the DJ7

   ✓ Currently, labs are de-commissioned; even if activated they are outdated and cannot effectively support the student learning required to achieve the necessary intellectual overmatch for successful globally integrated operations

   ✓ New MS degree plan assumes funding and support of labs for active learning, effective pedagogy, and learner engagement between Colleges and beyond NDU

   ✓ Labs/ranges support MSCHE Standard III (Design and Delivery of the Student Learning Experience) and Standard VI (Planning, Resources and Institutional Improvement)

NWC Update AY 20

- ✓ Dramatic increase emphasis on great power competition (GPC) throughout curriculum
- ✓ Adding 5 day exercise on Globally Integrated Operations in spring w/ significant emphases on Combatant Commands and Doctrine
- ✓ Adding German-U.K. GPC and link WWI (6210)
- ✓ Adding international humanitarian law (6310)
- ✓ Adding ethics, law, profession arms (6310)
- ✓ Refining exercise on Russia (6310)
- ✓ Initial graded strategy on China (6000)
- ✓ Dedicated days for Joint Doctrine readings and discussions in seminar

*Dwight D. Eisenhower School
for National Security and Resource Strategy*

MECC WG
Eisenhower School Update

25 September 2019

ES Leadership Changes

- **Deputy Commandant** –
  - Ambassador Virginia Palmer – August 2019

- **Associate Dean of Faculty and Academic Planning** –
  - Dr. Brian Buckles – August 2019

- **Chairman of the Joint Chiefs of Staff (CJCS) Chair Nominee**–
  - Colonel Nathan Mooney, USAF

ES Academic Calendar
AY 2019-20

Eisenhower School Academic Curriculum

05 Aug 2019

21 Dec 2019 – 05 Jan 2020

11 June 2020

Fall Semester

In-processing 5 - 7 Aug

Foundations Course (FC) - 4 CH

Leadership (LEAD) - 3 CH

Strategy (STRAT) - 4 CH

Economics (ECON) - 3 CH

Executive Assessment

National Security Exercise (NSE) - 1 CH

Spring Semester

Industry Study (IS) - 5 CH

Industry Analysis (IA) - 3 CH

Acquisition & Innovation (A&I) - 3 CH

Leadership Practicum (LP) – 1 CH

IS Global Practicum & Final Report Preparation

Industry Study Cross-briefs and DV Briefs

Graduation Week — Out Processing

Individual Strategic Resourcing Paper (ISRP) - 1 CH

- **NDU-wide Elective Program**

Concentration Programs - 2/4 CH
- Senior Acquisition Course (SAC)
- Supply Chain Management (SCM)
- Long-Term Strategy (LTS)
- NDU Research Scholar

NDU Electives – 2 CH

- **NDU-wide Elective Program**

Concentration Programs - 2/4 CH
- Senior Acquisition Course (SAC)
- Supply Chain Management (SCM)
- Long-Term Strategy (LTS)
- NDU Research Scholar

NDU Electives – 2 CH

Total Credit Hours (CH)
32 CH minimum

AY20 Leadership (LEAD) Lesson Laydown

Lesson #	Lesson Title	Type (S, L, CS, Ex)	Hours
SLFC-1	Stewardship of a Profession: Ethics, Knowledge, Theory & Practice	S, EX,CS	3
SLFC-12	Reframing Leadership	L, S	3
SLFC-13	Executive Assessment & Development Program (EADP)	L, S	3
Module I: Inter-Organizational Cooperation			
SL-1	OCAI: Org Culture Assessment Instrument	L, EX	3
SL-2	MSAI: Management & Leadership Skills Assessment Instrument	L, EX	3
SL-3	Polycentric Networks	L, EX	3
Module II: Adaptive Challenges and Sensemaking			
SL-4	Design & Wicked Problems	L, EX,CS	3
SL-5	Critical and Creative Sensemaking	L, EX,CS	3
SL-6	Designing Meaning: Leadership	L, EX	3
SL-7	Designing Meaning: Metaphors	L, EX	3
SL-8	Designing Meaning: Paradigms	L, EX	3

Lesson #	Lesson Title	Type (S, L, CS, Ex)	Hours
Module III: Policy Entrepreneurship			
SL-9	Political Decision Making: Practice and Theory	S, L	3
SL-10	Political Decision Making: Causality	S, CS	3
SL-11	Political Decision-making: Cuban Missile Crisis	S,EX	3
Capstone Exercise			
SL-12	Capstone Exercise		4.5

Besides ES faculty, guest lectures included:

- Dr. Ronald Heifetz, Harvard University
- Mr. Philip Gilbert, General Manager, IBM Enterprise Design Thinking
- RADM (Ret) Michael Browne, Hurricane Katrina
- Mr. Robert McDonald, Vice President, IBM Support Transformation, Training, and Globalization,
- HASC & SASC Staffer Panel Discussion
- Dr. Jacob N. Shapiro, Princeton University
- Dr. Phillip Zelikow, University of Virginia

Industry Studies (AY2020)

- Space & Counter Space
- Missile Defense
- Land Domain
- Air Domain
- Sea Domain
- Undersea Domain
- Nuclear Triad Command & Control
- Electronic Warfare/Electromagnetic Spectrum
- Cyber Domain/Advanced Computing

- C4ISR
- Bio-Tech
- Energy
- Organic Industrial Base
- Global Agility
- **Munitions**
- **Strategic Human Capital**
- **Strategic Materials**
- Emerging Technologies

Land Domain

Cyber Domain
Advanced Computing

Emerging Technologies,
IBM Semiconductor Foundry

Research… Outreach… Cultural Awareness… Executive Development

Defence Academy
of the United Kingdom

Defence Academy

Head Senior Faculty and Assistant Commandant (Land)

Brigadier Ian Mortimer

20 Sep 19

Scope

- **Context and the case for change**

- **Approach**
  - **Vision**
  - **Ends**
  - **Ways**
  - **Means**

The Context and Case for Change

- **Transformative societal changes**

- **Rapid technological advancement and proliferation**

- **Changing strategic environment from erosion of state sovereignty to challenges to the RBIS**

- **Character or war and conflict changing, distinguished by increasing complexity, instability, uncertainty and pervasive information**

- **Distinction between war and peace blurring typified by persistent and multi-facetted competition from both state and non-state actors**

- **So what?**
  - **Traditional competitive advantage is being eroded**
  - **Technology (5G/AI/QC/IOT) will be an essential element of competitive advantage but needs harnessing**
  - **Nature of war not changing – fundamentally a political and a human activity so..**
  - **War, conflict and competition remains a contest of 'minds' therefore we need to establish and then hold the intellectual edge to gain a competitive advantage but…**
  - **Approach to PME has remained largely static and anchored in the industrial age**

Approach to PME

- **Vision**
  - 'Developing the intellectual edge for success on operations and leadership in government'
- **Ends**
  - Dependent of the Chiefs' level of ambition – currently nothing off the table – and supports Defence's purpose
  - Fit for the information age
  - Support the new career structure with emphasis on increased individual responsibility for professional development
- **Ways**
  - Embed continual innovation, adaption, and responsiveness
  - Transform Defence Academy into a true intellectual knowledge development and exchange campus with the Centre for Defence Research and Analysis at its core
- **Means**
  - Transform organisational structure to deliver a 'One Academy' approach
  - Leveraging modern educational delivery methodologies

ADC Update for MECC Working Group – 25 September 2019

Delivering the Intellectual Edge for our Future Force

Joint Capabilities Group | AUSTRALIAN DEFENCE COLLEGE
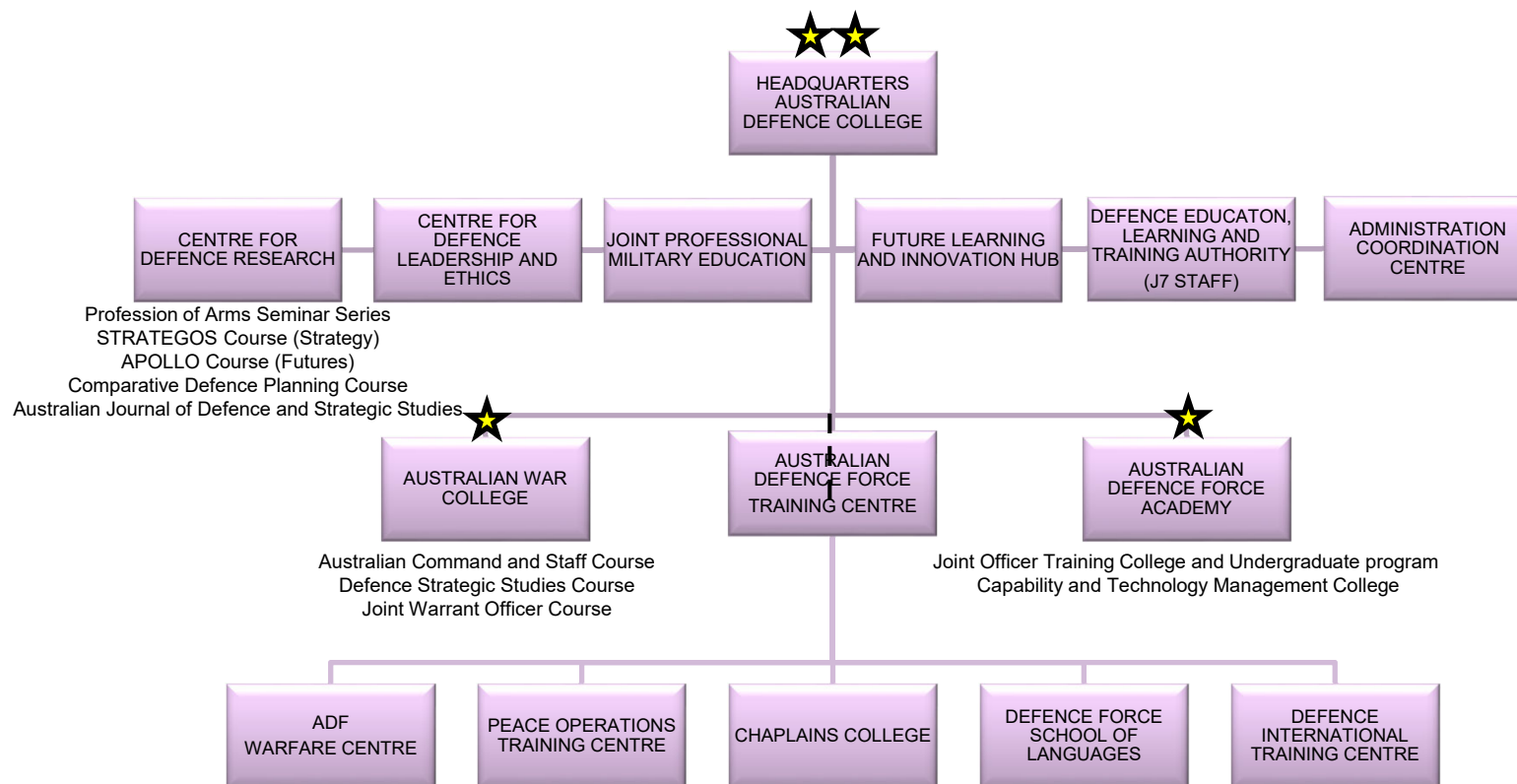
MECC WG Update Points

- Organisational and C2 Changes

- New projects and development

- New focal areas of study and seminar series

ADC Reorganisation

- Interim phase
  - Created War College and Joint Training Centre
  - Specialist Branches for Research, JPME and Future Learning
- Ability to take on more Foreign Students and ADF
  - Policy Guidance: double the number of foreign trainees
  - 10% rise in ADC foreign students, similar in ADF numbers
  - Limited by facilities and faculty
- War College Command change in 2020
  - CDRE Richard Boulton, RAN

★★

HEADQUARTERS AUSTRALIAN DEFENCE COLLEGE

| CENTRE FOR DEFENCE RESEARCH | CENTRE FOR DEFENCE LEADERSHIP AND ETHICS | JOINT PROFESSIONAL MILITARY EDUCATION | FUTURE LEARNING AND INNOVATION HUB | DEFENCE EDUCATON, LEARNING AND TRAINING AUTHORITY (J7 STAFF) | ADMINISTRATION COORDINATION CENTRE |

Profession of Arms Seminar Series
STRATEGOS Course (Strategy)
APOLLO Course (Futures)
Comparative Defence Planning Course
Australian Journal of Defence and Strategic Studies

★ **AUSTRALIAN WAR COLLEGE**

AUSTRALIAN DEFENCE FORCE TRAINING CENTRE

★ **AUSTRALIAN DEFENCE FORCE ACADEMY**

Australian Command and Staff Course
Defence Strategic Studies Course
Joint Warrant Officer Course

Joint Officer Training College and Undergraduate program
Capability and Technology Management College

| ADF WARFARE CENTRE | PEACE OPERATIONS TRAINING CENTRE | CHAPLAINS COLLEGE | DEFENCE FORCE SCHOOL OF LANGUAGES | DEFENCE INTERNATIONAL TRAINING CENTRE |

Developments and Projects

- Australian Journal of Defence and Strategic Studies
  - Peer reviewed journal from late 2019
- Centre of Defence Research
  - Develop a small research and think-tank within ADC
  - Grey Chair established
- Senior Officer Education Study (COL(E)+)
  - Creation of Senior Officer School
- Joint Warrant Officer Continuum
  - What are the PME needs for senior enlisted personnel
- Education through war games
  - Where and how can they be used in JPME
- Capability and Technology analysis
- Profession of Arms Seminar/Conference Series

Australian Government
Department of Defence

Australian Journal of
Defence and Strategic Studies
Prospectus

Defending Australia and its National Interests
www.defence.gov.au

Development Areas

- Improving Technical Literacy and Futures Thinking
  - Advanced Technology for Strategists (Senior Course)
  - Advanced Technology for Operational Artists (Staff Course)
  - Apollo Course (Futures and Technology)
- Strategic Logistics and Preparedness
  - Defence Strategic Logistics and Sustainment
  - Mobilisation
- Joint Warfighting
- Cyber and Information Warfare
- Cognitive Development

Seminar Series 2019

- 6 Jun: Future Joint Leaders 2030

- 21-22 Aug: Strategy and Future of War Conference

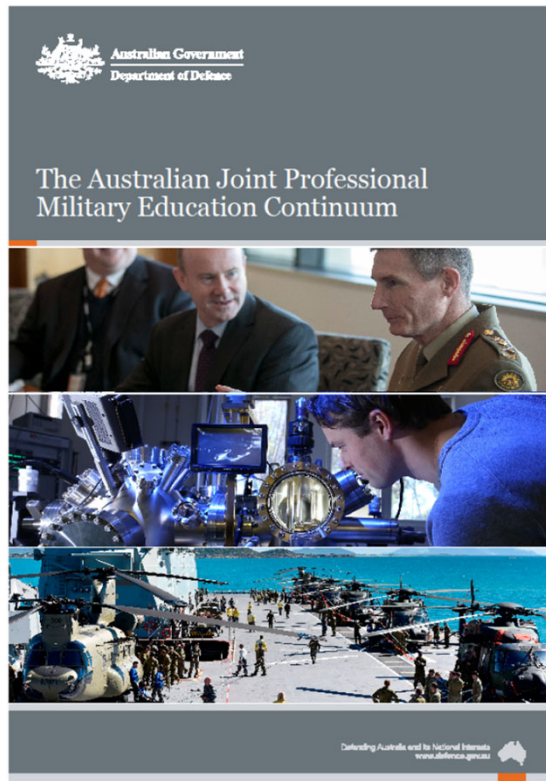- 3 Oct: Science Fiction and Warfare
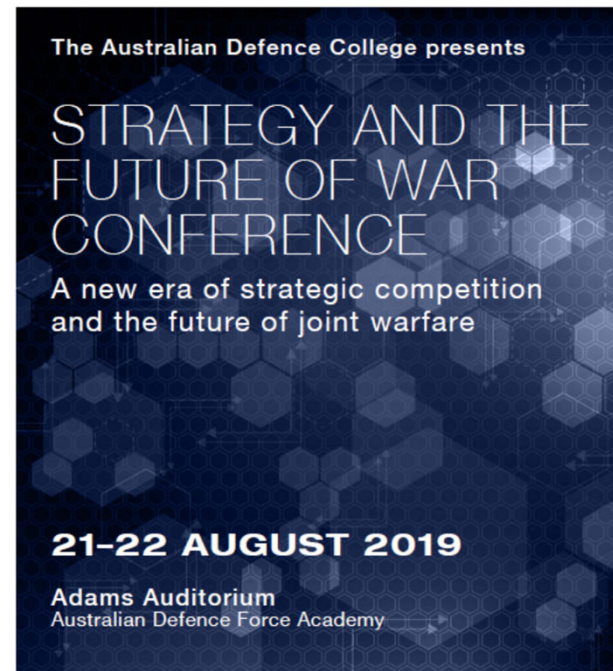
Other Work
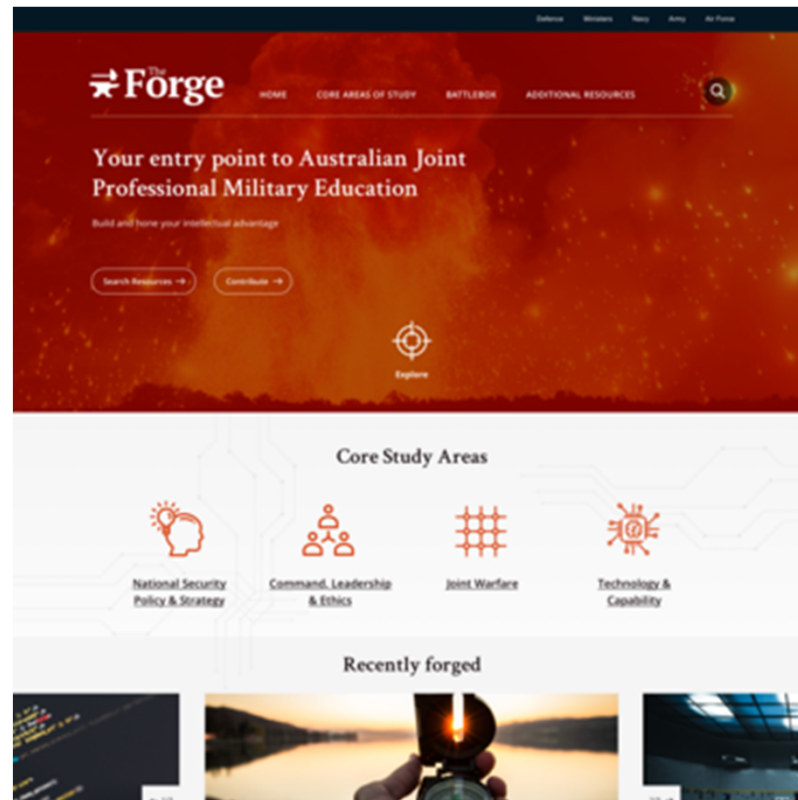
Faculty Study Opportunities

- ADC happy to host those who would like to conduct research in relevant areas warfighting, Indo-Pacific, Futures, etc

- Provide workspace and support