

# GATEWAY COURSE CATALOG



National Defense University, Ft. McNair, Washington D.C.  
(CAO January 2023)

*Advancing joint enlisted leader development by educating critically-thinking, agile, and innovative leaders to meet the challenges of tomorrow's wars.*

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## **COURSE INFORMATION**

### **COURSE TITLE: GATEWAY**

**TRAINING LOCATION:** National Defense University (NDU), Ft. McNair Washington, D.C. As the Nation's premier Joint Professional Military Education (JPME) provider, NDU educates emerging senior leaders in the defense and interagency communities at the operational and strategic levels.

**PURPOSE:** IAW CJCSI 1805.01C, GATEWAY provides resident Enlisted JPME (EJPME) to selected enlisted personnel of Department of Defense (DoD) Services and the U.S. Coast Guard (USCG). The Senior Enlisted Advisor to the Chairman (SEAC) of the Joint Chiefs of Staff and the Service Senior Enlisted Advisors have sponsored the need to provide substantive EJPME earlier in the leadership development continuum of select enlisted members to meet the demands of emerging and future operating environments and in support of the Joint Warfighting Concept 2030.

**COURSE DESCRIPTION:** GATEWAY reinforces joint perspectives while preparing select E-7s for enhanced joint leadership opportunities at the operational level. This course fulfills a resident EJPME continuum gap that presently exists between the distance learning courses, Enlisted Joint Professional Military Education (EJPME) I/II, and KEYSTONE. This course will allow mid-grade Senior Non-Commissioned Officers (SNCOs) and Chief Petty Officers (CPOs) the opportunity to elevate their tactical and operational leadership experience in a joint learning environment. Listed below are the GATEWAY Joint Learning Areas (JLAs).

### **JOINT LEARNING AREAS:**

1. National Strategic Overview
2. National Military Capabilities and Organization
3. Joint Forces Overview
4. Joint Force Leadership
5. Foundations of Joint Operations
6. Regional Knowledge and Operational Culture

**COURSE OUTCOMES:** GATEWAY produces joint enlisted professionals with a profound appreciation for joint perspectives while providing valuable exposure to the foundation and concepts of national strategy. Fellows will be exposed to foundational national and military strategic concepts, joint functions and capabilities, a whole of nation approach, joint perspective, operations, and organizations, and Joint Force leadership competencies. GATEWAY postures graduates for future senior level Joint, Interagency, Intergovernmental, and Multinational (JIIM) assignments and/or developmental opportunities.

**METHOD:** GATEWAY employs an experiential, seminar-type delivery model to deliver course objectives. Senior Enlisted Leader (SEL) Mentors capitalize on experience and current events to foster dialogue and student collaboration, while sharing knowledge and experiences in a joint learning environment. The course employs a combination of subject matter expert and collaborative student-led lessons, field studies, and SEL mentorship and engagements to ensure a rich, relevant, and current dialogue.

### GATEWAY CRITICAL PATH:



## *GATEWAY Critical Path*

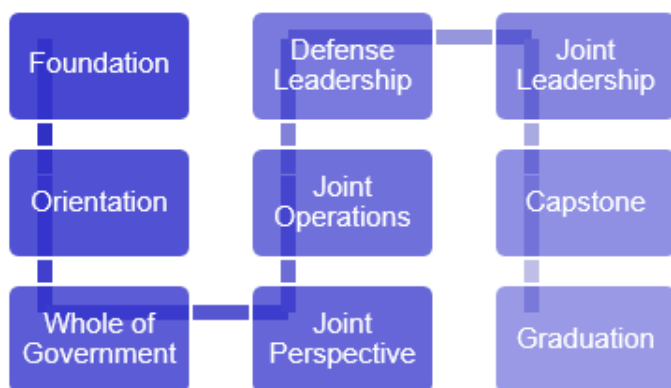
**1. Foundation:** Fellows understand their oath to support and defend the Constitution. They know strategic guidance, the origin and framework of jointness, titles, and authorities. (DOE 1)

**2. Orientation:** Fellows understand civilian and military roles. They know the functions and capabilities of other Services. They understand the construct of the Total Force. (DOE 2-3)

**3. Whole of Government:** Fellows know the DIME-FIL concept, security cooperation, diplomacy and foreign policy, Defense Agencies, Legislative Affairs, Nongovernmental Organizations, and appropriations and how their use achieves national objectives. (DOE 3-4)

**4. Joint Perspective:** Fellows understand the UCP, CCMDs, and JTFs. They understand the competition continuum. They comprehend strategic competition with Russia and China and concepts related to risk. They engage in joint acculturation. (DOE 5-6)

**5. Joint Operations:** Fellows comprehend the changing character of warfare and information operations in the digital age. They know the Joint Operations Planning and Execution System and understand JWC/JADC2 concepts. (DOE 8)



**6. Defense Leadership:** Fellows understand the organization and function of the Joint Staff, Office of the Secretary of Defense, and Services. (DOE 9)

**7. Joint Leadership:** Fellows understand and can apply ethical decision-making, human dynamics, and critical thinking as senior leaders. They comprehend generational differences and Women, Peace, and Security concepts. (DOE 10)

**8. Capstone:** Fellows demonstrate understanding of Program Learning Outcomes and expectations of Joint Enlisted Leaders via group Think Tank project. (DOE 11)

**9. Graduation:** Fellows engage with mentors and graduate course. (DOE 12)

**ELIGIBILITY:** Service members must meet the following requirements for selection. Any requests for waivers must be approved by the nominating authority and adjudicated by the GATEWAY Course Manager prior to student's arrival.

- DoD and USCG enlisted personnel in the grade of E-7 (E-6s that have been selected for promotion to E-7 may be considered)
- Priority will be given to eligible nominated members currently serving in or inbound to a joint billet
- Completion of Service PME commensurate with grade
- Completion of EJPME I
- Nominated by respective CCMD/joint organization
- SECRET Security Clearance

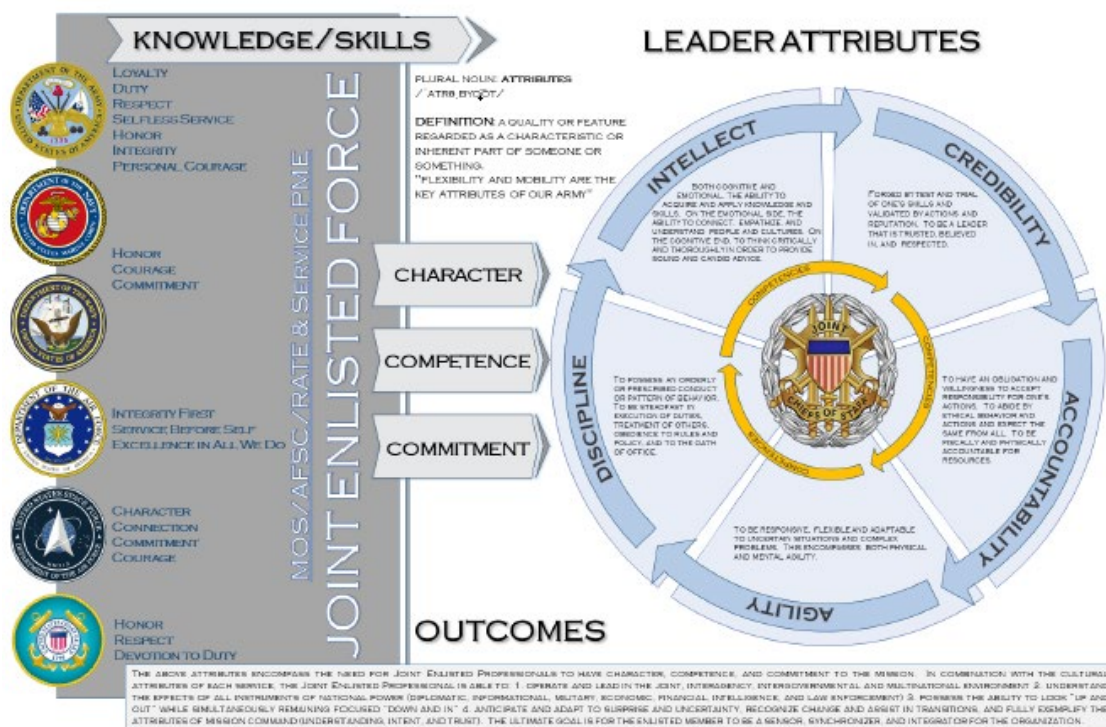
**NOMINATION PROCESS:** GATEWAY Fellows must be nominated by their CCMD/joint organization Senior Enlisted Leader/Advisor according to Enlisted Leader Attributes to guide selection.

- The GATEWAY Course Manager (or EJPME Portfolio Manager) is responsible for overall course management and execution. He/she will announce GATEWAY class dates, allot fair-share vacancies, and provide necessary information and suspense guidelines to designated nominating authorities.
- Nominating authorities are responsible for executing verification processes per the nomination guidelines herein and providing the GATEWAY Course Manager a completed GATEWAY Nominations Datasheet upon Fellows' selection.
- All eligibility requirements must be met (or exception to policy approved) prior to course start date.
- If a member is unable to attend, the GATEWAY Course Manager must be notified at least 15 days in advance with a nominee replacement from the respective CCMD or agency. All unfilled positions to the CCMDs will be returned to the Office of the SEAC for distribution. There are no swaps authorized between the CCMDs.
- Service members that are slated for promotion out of the required top grade for eligibility prior to the end of the course should not be selected.
- If the member is projected to transfer assignment, coordination must occur between losing and gaining units for member's attendance.

**CANDIDATE SELECTION – ENLISTED LEADER ATTRIBUTES:** Candidates must be evaluated for character, competence, and commitment to the mission while exhibiting the following leader attributes:

- **Intellect.** Both cognitive and emotional intellect—the ability to acquire and apply knowledge and skills. Cognitively—to think critically and thoroughly in order to make sound judgements and provide candid advice. Emotionally—having keen self-awareness with the ability to connect, empathize, and understand people and cultures.
- **Credibility.** Forged by test and trial of one's skills and validated by actions and reputation. To be a leader that is trusted, believed in, and respected.
- **Accountability.** To have an obligation and willingness to accept responsibility for one's actions. To abide by ethical behavior and actions, and expect the same from all. To be fiscally and physically accountable for resources.
- **Agility.** To be responsive, flexible, resilient, and adaptable to uncertain situations and complex problems. This encompasses both physical and mental agility.
- **Discipline.** To possess an orderly or prescribed conduct or pattern of behavior. To be steadfast in execution of duties, treatment of others, obedience to rules and policy, and to the oath of enlistment.

*Joint enlisted professionals will embody and foster these enduring qualities as the foundation of joint leader development.*



**DESIRED EJPME OUTCOMES:** The Enlisted Leader Attributes encompass the need for joint enlisted professionals to have character, competence, and commitment to the mission. In combination with the cultural attributes of each Service, the joint enlisted professional is able to:

- Operate and lead in the joint, interagency, intergovernmental and multinational environment.
- Understand the effects of all instruments of national power (diplomatic, informational, military, economic, financial, intelligence, and law enforcement).
- Possess the ability to look “up and out” while simultaneously remaining focused “down and in.”
- Anticipate and adapt to surprise and uncertainty, recognize change and assist in transitions, and fully exemplify the attributes of mission command (understanding, intent, and trust).

**SIZE & COMPOSITION:**

CCMD/Organization	Allocation
USAFRICOM	2
USCENTCOM	2
USCYBERCOM	2
USEUCOM	2
USINDOPACOM	2
USNORTHCOM	2
NORAD	2
USSOUTHCOM	2
USSPACECOM	2
USSOCOM	5
USSTRATCOM	2
USTRANSCOM	2
Joint Staff	1
NATO	3
DCMA	1
DECA	0
DHA	1
DIA	3
DISA	3
DTRA	2
DLA	1
DSCA	0
DMA	1
NGA	1
NRO	1
NSA	1
NGB	2
USCG	2
TOTAL:	50

**COURSE LENGTH:** 12 Days

**TRAINING DATES:** 21 August 2023 - 1 September 2023

**SECURITY AND SPECIAL INFORMATION:** SECRET

**CLASS SIZE:** MAXIMUM: 50, MINIMUM: 25

**OUTCOMES BASED MILITARY EDUCATION STANDARD MATRIX:**

	OBME 1	OBME 2	OBME 3	OBME 4
JLA 1		X	X	X
JLA 2	X	X		X
JLA 3	X		X	X
JLA 4			X	X
JLA 5	X			X
JLA 6	X			X

## **JLA 1 - National Strategic Overview**

**MODULE OUTCOME:** Fellows will learn about the foundations of national strategy via exposure to a multitude of related topics. Completion of this block of learning will produce enlisted leaders who:

- Know the National Security Strategy (NSS), National Defense Strategy (NDS), and their relationship to the National Military Strategy (NMS).
- Know the instruments of national power (diplomatic, informational, military, economic, financial, intelligence, and law enforcement) and how their use achieves national goals and objectives.
- Know the National Military Strategy.
- Understand the conflict continuum (from peace through war, encompassing the tactical, operational, and strategic levels of war) and the competition continuum (cooperation, competition below armed conflict, and armed conflict).
- Understand the U.S. Government construct and how each branch of the government and their various components affect the DoD's decision/policy-making processes.
- Know the 4th Estate enterprises (Defense Agencies) and how they contribute to the objectives of the NSS, NDS, and NMS

## **JLA 2 - National Military Capabilities and Organization**

**MODULE OUTCOME:** Fellows will learn about the history, evolution, and capabilities of the military Services and the various organizations that support military operations. Completion of this block of learning will produce enlisted leaders who:

- Understand the origin of and organization for national security and comprehend how defense organizations fit into the overall structure.
- Understand the chains of command and how the President and the Secretary of Defense exercise their authority and control of the Armed Forces.
- Understand the Combatant Command structures and comprehend their primary functional and geographic area of responsibility.
- Understand the organization, role, and functions of the Joint Chiefs of Staff.
- Understand the primary roles, functions, and capabilities of the Services, and their requirements in supporting the Combatant Commands and sub-unified commands.
- Understand the service member's role and responsibilities in Civil Engagements and within the Civilian/Military (CIV/MIL) structure

## JLA 3 - Joint Forces Overview

**MODULE OUTCOME:** Fellows will learn about the organizational structures of each Service and the cultures, values, and traditions that drive their respective members. Completion of this block of learning will produce enlisted leaders who:

- Know the Services' typical command, organization, and formation structures.
- Know where to find applicable core values and core competency references for all Services.
- Know the general customs and courtesies of the Services and applicable references.
- Know where to find resources related to the Services' enlisted rank structures, career progression models, and applicable forms, references, and applicable administrative processes.
- Understand the Joint Force infrastructure and how enlisted leaders are operationalized to lead teams in the joint environment.
- Understand the role of Joint All-Domain Command and Control (JADC2) Concept and the Joint Warfighting Concept.
- Introduction to joint warfighting applications of machine learning, artificial intelligence, and their capabilities to affect information gathering, decision-making, and combined action

## **JLA 4 - Joint Force Leadership**

**MODULE OUTCOME:** Fellows will learn leadership principles related to leading in a joint environment. Members will receive an overview of the organizational structures of each Service and the professional/career development models of their respective service members. Completion of this block of learning will produce enlisted leaders who:

- Comprehend the skills needed to lead a joint, interagency, intergovernmental, or multi- national task force in accomplishing operational level missions across the competition continuum, to include traditional and irregular warfare.
- Comprehend the ethical dimension of operational leadership and the challenges that it may present.
- Apply the skills required of Senior Enlisted in leading personnel to include the training and development of subordinates, an understanding of standards and Service cultures, and the various stresses that impact the force.
- Comprehend the various programs that enable care and sustainment of the joint force to include warrior and family care.
- Comprehend the Senior Enlisted role in commander's intent.
- Comprehend the importance of the ability to anticipate, communicate, and mitigate risks.
- Comprehend the Senior Enlisted role in developing agile and adaptive leaders who think critically.
- Recognize the Senior Enlisted role in promoting sound ethical decisions based on values and standards of the profession of arms.

## **JLA 5 - Foundations of Joint Operations**

**MODULE OUTCOME:** Fellows will be introduced to the (Capstone Concept for Joint Operations) Joint Warfighting Concept. They will learn how to apply fundamentals of Joint Interagency, Intergovernmental, Multinational (JIIM) operations planning and execution as well as operations in homeland defense (HLD) and civil support (CS). Completion of this block of learning will produce enlisted leaders who:

- Understand fundamentals of both traditional/irregular warfare and great power competition in a joint environment.
- Comprehend how the U. S. military is organized to plan, execute, sustain, and train for JIIM operations.
- Know the Joint Operations and Planning Execution System (JOPES) and its linkage to the individual Service contingency and crisis action planning systems.
- Comprehend the joint functions and how they help joint force commanders integrate, synchronize, and direct joint operations.
- Know fundamentals of operations in the information environment.
- Comprehend the military roles in HLD and CS missions.
- Comprehend the principles of Joint operations, Joint military doctrine, and emerging concepts in peace, crisis, war, and post-conflict to include traditional and irregular warfare.
- Comprehend Joint learning resources (references, doctrine, concepts, etc.).
- Apply leadership in a JIIM environment.
- Know the foundations of Unified Action.

## **JLA 6- Regional Knowledge and Operational Culture**

**MODULE OUTCOME:** Fellows will gain exposure to the Unified Command Plan that lays out the missions of the Combatant Commands, sub-unified Commands, and their respective geographic responsibilities. A closer study of significant regions of conflict as well as those with emphasis to great power competition will expand the student's cultural/regional knowledge and internalization of a worldview. Completion of this block of learning will produce enlisted leaders who:

- Understand key elements of the dominant culture(s) in each of the world's regions.
- Understand how international organizations and other non-state actors influence the world's major regions.
- Comprehend the importance of regional and cultural awareness in a JIIM environment to include its influence on Joint Operations.
- Comprehend the influence of international organizations and other non-state actors on military operations.
- Understand how security cooperation programs and initiatives influence major regions and individual countries.

## **REFERENCES**

CJCSI 1801.01E (2019). National Defense University Policy. Joint Staff: Washington, D.C. CJCSI 1805.01C (2021). Enlisted Professional Military Education Policy. Joint Staff: Washington, D.C.

Developing Enlisted Leaders for Tomorrow's Wars: Our Shared Vision for Enlisted Professional Military Education & Talent Management (2021). Joint Staff: Washington, D.C.

The Joint Command Senior Enlisted Leader Insights and Best Practices Focus Paper (2021).

Deployable Training Division (DTD): Joint Staff J7, Suffolk, VA.

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