Joint Forces Staff College
7800 Hampton Blvd
Norfolk, Virginia 23511-1702

2007

JFSC

JOINT FORCES STAFF COLLEGE

STAKEHOLDERS REPORT

Moving Forward . . .
Educating for the Integrated Employment of
Joint, Multinational, and Interagency Capabilities

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Local Community Services

Sewells Point Elementary School

In 1999, the College elected to participate in the city of Norfolk's "Adopt-a-School Program." Sewells Point Elementary School, located just north of JFSC on Hampton Boulevard, was selected as our adopted school. As one part of a larger focus on local community outreach, College faculty and staff members work with students identified by the school's teachers as needing a little extra help in reading, mathematics, or writing. Guided by General Bagby's firm commitment to the Sewells Point initiative, 33 JFSC faculty and staff members volunteer their time on an ongoing basis. They tutor students, staff the school's supply store, and help with the annual field day. They help clean and paint bleachers in the school's garden atrium and participate in other special events, such as Read Across America Day.

JFSC Blood Drive

The College Blood Drive is a semi-annual event. It is normally held in March and again in September. It is also an Armed Forces drive, in that donations made at the College go to military service members throughout the world.

Local Community Services

Norfolk Emergency Shelter Team

The Joint Forces Staff College partners with neighborhood houses of worship to support the Norfolk Emergency Shelter Team. N.E.S.T. provides a warm, clean, safe place to sleep for about 40 homeless people. The shelter moves to a different church or synagogue each week. Approximately 25 members of JFSC's faculty and staff support this program annually, normally in February.

Habitat for Humanity

JFSC students, staff and faculty volunteer for two-three Habitat for Humanity projects each year in Norfolk and Chesapeake. Volunteers spend the day building homes for low-income families. Tasks range from hanging sheetrock to roofing.

Relay for Life

"Relay for Life" is a 36-hour event designed to both celebrate cancer survivorship and serve as a fund raiser for the American Cancer Society. In 2006, the JFSC "All-Stars" were the number one On-line Team and the Top Non-Business Fundraising Team with an overall ranking of number two among more than 100 teams. The 2007 team is working hard to equal or surpass the previous year's achievements. The photo to the right shows one fundraising event--a chili cookoff!

Meals on Wheels

Meals on Wheels is a non-profit organization structured in 1974 by the Norfolk Academy of Medicine Alliance. The program merged with Sentara Healthcare in 1991 and now provides meals to approximately 120 elderly and indigent residents in the Norfolk community. Sentara Life Care Center prepares and boxes all the meals. Recipients pay the cost of the meals but do not pay for delivery. The program draws from church groups, community organizations, and the military, usually in teams of two. A special day is set aside to help the senior citizens. On an average shift, each volunteer delivers about 10 meals.

Our Stakeholders

The Chairman of the Joint Chiefs of Staff (CJCS), the Service Chiefs, Combatant Commanders, Component Commanders, and all other organizations that require staff who are proficient in planning and skilled in resolving joint challenges through critical thinking.

An Army at Dawn: The War in North Africa, 1942-1943, by Rick Atkinson.
The Battle for Peace: A Frontline Vision of America's Power and Purpose, by Anthony C. Zinni.
Blueprint for Action: A Future Worth Creating, by Thomas P.M. Barnett.
Cobra II: The Inside Story of the Invasion and Occupation of Iraq, by Michael R. Gordon and Bernard E. Trainor.
Counterinsurgency Warfare: Theory and Practice, by David Galula.
Not a Good Day to Die: The Untold Story of Operation Anaconda, by Sean Naylor.
The Pentagon and the Presidency: Civil-Military Relations from FDR to George W. Bush, by Dale R. Herspring.
The Pentagon's New Map: War and Peace in the Twenty-first Century, by Thomas P.M. Barnett.
Seven Pillars of Wisdom: A Triumph, by T.E. Lawrence.
The Sling and the Stone: On Warfare in the 21st Century, by Thomas X. Hammes.
State of Denial, by Bob Woodward.
Supreme Command: Soldiers, Statesmen, and Leadership in Wartime, by Eliot A. Cohen.
Surprise, Security, and the American Experience, by John Lewis Gaddis.
The World Is Flat: A Brief History of the Twenty-first Century, by Thomas L. Friedman.

Support Services

The Directorate of Operations and Information Technology's support services include: facilities maintenance; supply; on-campus transient quarters for students, guest speakers, and senior fellows; Morale, Welfare, and Recreation activities (including such elements as organized athletics, gym and fitness center, food services, and recreational activities); retail and postal services, and a newly opened full service bank.

Visitor's Quarters

There is sufficient on-site bachelor housing and visitor's quarters to provide transient berthing for JFSC students. The units are two- or three-suite domiciles with separate bed-bath-sitting areas around a common kitchen-laundry area. Students are carefully assigned to complement the joint perspective of classroom instruction and to foster mutual understanding, cohesion, and team building.

A recapitalization plan to refurbish the interiors of the two- and three-suite units is 85% complete. Additionally, family housing is provided and supports the 11-month Joint Advanced Warfighting School (JAWS). In 2006, JFSC constructed a state-of-the-art Visitor's Quarters reception and office area. It provides hotel quality reception for all patrons.

Facilities Improvements

The Joint Forces Staff College is extremely fortunate to have a dynamic in-house facilities management capability. During 2006, a third JAWS classroom was completed along with several other projects that have significantly improved the educational and living environment at JFSC. These include the Armed Forces Bank branch, opening of the JFSC community center and Pub 1 expansion, and reconstruction of the women's locker room. Plans for the modernization of MacArthur auditorium are ongoing along with a major renovation of the heating and air-conditioning system in Normandy Hall (the main academic building at JFSC).

Support Services

MWR

MWR programs are as popular as ever with the JFSC community– hardly surprising considering the facilities offered: a state-of-the-art fitness center; gymnasium; several ball fields; tennis courts; picnic areas; a 1.5 mile fitness trail; a mini-exchange, and a dry-cleaning service.

PUB 1

Pub 1 is always crowded during lunch and in the late afternoon following JFSC inter-seminar athletic events. Students, faculty, and staff regularly gather at Pub 1 to socialize in ways that promote the College's mission of teamwork and joint-mindedness. The JFSC Community Center and Pub 1 expansion, completed in 2006, significantly improved the facility's usefulness. This new facility increases the seating capacity of Pub 1 by 100% and offers increased recreational options such as pool, darts, foosball, and private parties.

Byron S. Bagby
Major General, USA

2006 marked the 60th anniversary of JFSC's founding – a significant milestone of success, yes, but one that compels us to take a serious future look at our curricula. The goal I have set for this talented JFSC team is the development and delivery of relevant instruction to help us prevail in an ever changing, increasingly complex contemporary operating environment.

During the past year, JFSC has helped to prepare more than 3,600 students to serve in the current and future joint force, as articulated in the Chairman's Vision for Joint Officer Development. Graduates from all of our courses depart with a commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives.

JFSC is aggressively working to increase the number of multinational and interagency students. Collaborative partnerships here and abroad will be key to leveraging all instruments of national power to achieve our ultimate victory in the full range of military operations.

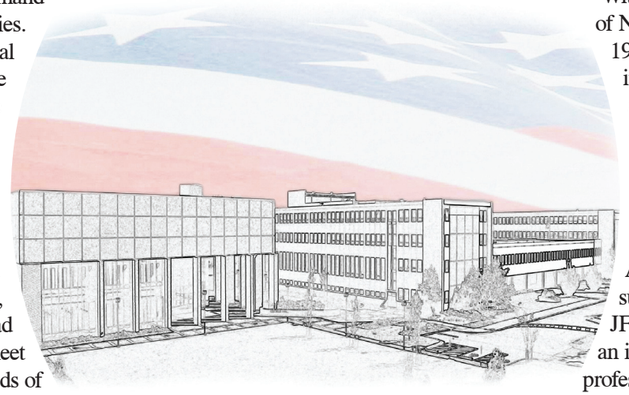
Joint no longer means simply U.S. uniformed services; but includes the integrated employment of U.S. and multinational forces with interagency personnel. Our interagency chairs and senior mentors play a vital role in enriching the dynamic curriculum in each of our four schools. As you will see within this report, JFSC faculty members who have current in-theater experience in ongoing operations coupled with the sage experience of our senior mentors provide a multi-dimensional perspective to each of our students.

I'm very proud of this College's accomplishments to date. We find ourselves in a world where the unpredictable trumps the expected, and where asymmetric threats have become the norm. Therefore, our focus for 2007 will be to learn, to anticipate, to innovate, and to apply.

Byron S. Bagby
Major General, USA
Commandant

History of Joint Forces Staff College

In the 1930s, few officers were qualified, either by training or experience, to engage in joint operations. The demands of World War II brought out the urgent need for joint action by ground, sea, and air forces. To alleviate the friction and misunderstanding resulting from lack of joint experience, the Joint Chiefs of Staff established an Army and Navy Staff College (ANSCOL) in 1943. ANSCOL conducted a four-month course that was successful in training officers for joint command and staff duties. After the war, educational requirements for the armed forces were fully examined. Although thorough contingency planning was recognized as essential for waging war on a joint and combined scale, ANSCOL, which had been established to meet the immediate needs of war, was discontinued. A joint committee was appointed to prepare a directive for a new school. This directive, which was approved by the Joint Chiefs of Staff on 28 June 1946, established the Joint Forces Staff College (JFSC). Responsibility for the operation and maintenance of its facilities was charged to the Chief of Naval Operations. Following a temporary residence in Washington, D.C., JFSC was established in Norfolk, Virginia, on 13 August 1946. The site, formerly a U.S. Naval Receiving Station, was selected by the Secretaries of War and Navy because of its immediate availability and its proximity to varied high-level military activities. There were 150 students from all Services in the first class.



They assembled in converted administration buildings on 3 February 1947 to be greeted by the first commandant, Air Force Lieutenant General Delos C. Emmons. The faculty officers came from joint assignments in all theaters of World War II. With the construction of Normandy Hall in 1962, JFSC completed its transition from a temporary to a permanent institution. JFSC was assigned to the National Defense University on 12 August 1981. In the summer of 1990, JFSC changed from an intermediate joint professional military education school to a TDY institution where Phase II of the Chairman's Program for Joint Education is taught.

In the last three years, JFSC has added the Joint Advanced Warfighting School, a single phase JPME advanced program; the Advanced Joint Professional Military Education program, a distance learning program targeting the Reserve Component; and several other specialized educational programs. Today's JFSC has 11 different programs serving the Joint, Interagency and Multinational education community.

Advanced Joint and Combined Operations Model

A series of wargaming exercises supporting the academic curricula in the four schools gives the students hands-on experience in a constructive combatant command headquarters. JFSC, with contractor support, developed the Advanced Joint and Combined Operations Model (AJCOM).

AJCOM interfaces with the automated tools joint staff officers encounter during actual operations. AJCOM interacts with the Joint Flow and Analysis System for Transportation (JFAST) by taking the Time-Phased Force Deployment Data (TPFDD) file, and flows the units according to the student developed plan. AJCOM populates the Command and Control Personal Computer (C2PC) with actual track data for situational awareness. Automated message output is generated by the model and transmitted to student-operated newsgroups.

AJCOM development is planned in three areas. Research and Development work is underway to improve the fidelity of Phase IV stability operations and asymmetric threats. A deployable wargaming capability is also being tested to support curriculum mobile training teams and off-campus exercises. Additionally, development is continuing on plans for AJCOM to become the basis for a distributed wargame between JAWS and the Service advanced schools.

Using technology and design inherent in AJCOM, the College developed the Homeland Security Response Action Model (HLS-RAM). HLS-RAM is used as an exercise driver to facilitate learning objectives related to Homeland Defense and Homeland Security in several of the College's schools, short courses and mobile training teams. The simulation has been used to support exercises outside of JFSC to include the National Defense University's Strategic Gaming Center and its School for National Security Executive Education, the Joint Staff (J-34) Anti-Terrorism executive seminar, USNORTHCOM, USCENTCOM, U.S. Army War College, U.S. Naval War College, U.S. Navy's Third Fleet, U.S. Army Pacific Headquarters, and multiple U.S. Coast Guard district headquarters.

Information Technology

The Directorate of Operations and Information Technology (DOIT) was created in January 2006 to gain efficiencies by combining separate Operations and Information Technology directorates under one all-inclusive support organization. DOIT is responsible for providing facility and infrastructure maintenance, security, scheduling, MWR/VQ, supply, and information technology support to the College campus.

The Information Technology divisions provide desktop computers, telephone services, the network backbone, audio-visual capability, modeling and simulations, database, and programming support to the four schools of the College and the supporting directorates. This encompasses over 600 personal computers for desktop and wargaming applications, four video teleconferencing suites, and separate networks for Top Secret, Secret and Unclassified domains. The IT portion of DOIT is the process lead for three developing programs at JFSC: Collaborative Information Environment, Modeling and Simulation, and the Database Enterprise System.

The College is committed to a focused application of IT that places learners at the center of the educational experience and allows faculty to use state-of-the-art technologies to enhance the learning experience.

Joint Forces Staff College 60th Anniversary

August 13th, 2006 marked the 60th anniversary of the establishment of the Joint Forces Staff College. Since 1946, JFSC has educated thousands of U.S. and multinational officers and interagency personnel in operational-level planning and warfighting, to instill a primary commitment to teamwork, attitudes, and perspectives. To mark the 60th anniversary, dedication ceremonies were held for the Ike Skelton Library, the Owen Pickett Wargaming Center, and the JFSC Hall of Fame.

Joint Advanced Warfighting School

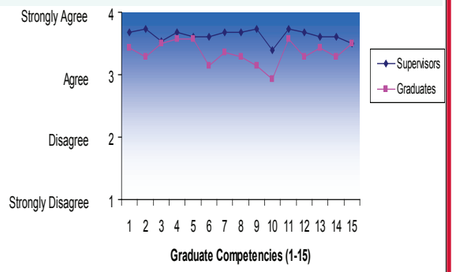
Having now graduated its first two classes, the Joint Advanced Warfighting School (JAWS) experienced growth in its third year. In 2006, JAWS added a third seminar that brought its student capacity to 36, with potential for expansion. This past year also saw the school's first Coast Guard, Reserve Component, and international students in addition to an already joint and interagency class composition. To accommodate the JAWS growth, a new high technology "generation III" seminar collaborative learning platform (classroom) was recently constructed.

Feedback from the first class of JAWS graduates was exceptionally positive; it validated much of the course curriculum while also prompting change for selected portions of the overall program. Graduates and their supervisors alike confirmed that the first JAWS class was producing the world-class campaign planners envisioned in the CJCS's original program concept. Of the 54 JAWS graduates, well over half are filling critical planning billets in the Combatant Commands and on the Joint Staff while others are contributing as planners in their Services.

With 10 highly qualified faculty members, the rigorous 11 month JAWS program confers a fully accredited Master of Science degree in Joint Campaign Planning and Strategy while providing Joint Professional Military Education Phase I and II credit. With well over 1000 scheduled classroom hours, the curriculum concentrates on military history, warfighting theory, strategy formulation, operational art, information operations, counterinsurgency planning, campaign design and joint operations planning processes. Students hone their campaigning skills through critical discussion, systems thinking, strategic analysis and refinement of joint warfighting expertise.

In today's highly complex operational environment, innovative and resourceful planners play a greater role than ever before. The fast-paced and challenging adaptive planning arena demands planners that are competent in applying all elements of national power at the nexus of the operational and strategic levels of war. JAWS is working to provide those planners.

JAWS Graduate & Supervisor Survey Feedback Results from AY 2005



 # "In my duties, I" (or "This graduate can"):

1. Understand concept of grand strategy/national strategy
2. Understand concept of ends-ways-means
3. Understand interdependence of elements of national power
4. Can identify appropriate role of military power
5. Understand Service roles and functions
6. Can integrate Services and Interagency capabilities
7. Can apply operational art to the planning process
8. Can apply the Military (Joint) Decision-making Process (JPP)
9. Can effectively collaborate on a plan or order development process (to include IT)
10. Understand / can apply concepts of Information Operations
11. Can effectively work in an environment with turmoil and transformation
12. Am comfortable leading planning efforts in a Joint, Interagency, Multinational environment
13. Can effectively create and support teamwork in organizations in JIM environment
14. Can effectively communicate requirements, options, and plans within JIM environments

Faculty Sabbaticals

experiences to doctrinal principles and increasing our success in teaching our students to function effectively as part of joint, multinational, and interagency teams. Joint experience is a key learning opportunity, as it is where we move from the conceptual to the actual. The intellectual understanding of war gained through these "sabbaticals" round out the continuum of joint learning and the professional development of the faculty member.

	Deployment
Qatar, Iraq, Afghanistan, HOA	Apr to Aug 03
Horn of Africa	Jan to Nov 03
Baghdad, Iraq	Sep 04 to Mar 05
Baghdad, Iraq	Jun to Sep 06
Afghanistan	Jan 05 to Nov 06
Kabul, Afghanistan	Jul to Dec 06
Baghdad, Iraq	May 06 to Jun 07
Baghdad, Iraq	Dec 06 to Dec 07

Faculty Sabbaticals

During their assignment to JFSC, a number of faculty members have been deployed in support of current operations in the War on Terrorism. These deployments serve a twofold benefit. One, they provide joint operation planning and execution expertise to the field and two, the faculty members gain insight into the issues and problems facing the combatant commands and their staffs. These deployments provide an opportunity to refine our curricula by relating these real world

Name	Operation
Dr. Keith Dickson, COL, USAR	Operation Iraqi Freedom,
Dr. Paul Melshen, Col, USMCR (Ret)	Operation Iraqi Freedom,
COL Frederick Kienle, USA	Operation Iraqi Freedom,
LTC Robert Donnelly, ARNG	Operation Iraqi Freedom,
LTC (P) Anthony Feagin, USA	Operation Enduring Freedom,
Lt Col Jeffrey Waechter, USAF	Operation Enduring Freedom,
LTC William McKean, USA	Operation Iraqi Freedom,
COL Craig Bollenberg, USA	Operation Iraqi Freedom,

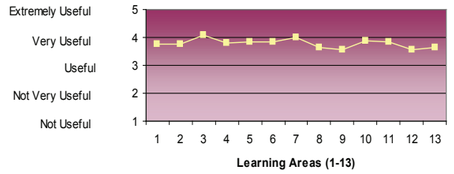
Joint and Combined Warfighting School

The Joint and Combined Warfighting School (JCWS) educates military officers and national security leaders in operational level planning with a focus on joint, multinational, and interagency issues. The 10-week curriculum, implemented in 2005, has at its core the new Joint Operational Planning Process. The curriculum incorporates emerging joint doctrine and reflects the realities of the modern security environment with a significant emphasis on irregular warfare, stability operations, homeland defense, and consequence management. It has been re-designed to address the increasingly complex security environment found most notably in dealing with the multifarious political and religious aspects of the worldwide radical Islam movement. The incorporation of a systems perspective of the battlespace provides students the tools to analyze complex global security challenges and synthesize plans that are exercised in a series of advanced war-games.

Enhancing the educational experience, classes consist of small seminars that reflect the diversity of background, skill, and experience of the student body. Led by joint teaching teams and supplemented with an extensive array of guest speakers that add depth and breadth, the seminar is the incubator for student driven discussions. Increasing participation by non-DoD government officials and international officers provides students a solid foundation in the challenges of synchronizing efforts across multinational government and non-government agencies.

The College's close partnership with the U.S. Combatant Commands and governmental agencies allows students to examine experimental concepts and emerging U.S. Joint Doctrine in an academic environment. Prominent security experts, including current and former military, civilian and international leaders, round out the students' education, offering a broad perspective on the global security environment. The College's senior fellow program, utilizing former ambassadors and senior military leaders, allows students the opportunity to discuss timeless decision-making principles and the most exigent issues of our day in a non-attribution small group setting. The end result is a JCWS graduate who is strategically-minded, well versed in our nation's current security challenges, and who understands how to bring all instruments of national power to bear in achieving national objectives.

JCWS Supervisor Survey Feedback Results from AY 2005



How USEFUL knowledge of subject matter is to subordinates in PRESENT jobs:

1. Apply strategic security policies.
2. Analyze integration of instruments of national power.
3. Synthesize capabilities and limitations of all Services.
4. Analyze capabilities of multinational forces in coalition operations.
5. Analyze capabilities of interagency processes in joint plans.
6. Comprehend attributes of future joint force.
7. Value a thoroughly joint perspective
8. Analyze capabilities and limitations of information operations.
9. Analyze use of IO to achieve desired effects.
10. Synthesize examples of campaign/theater planning and operations.
11. Analyze complex contingency operations.
12. Apply technology/modeling/simulation/wargaming for transportation planning.
13. Analyze battlespace support systems to develop joint plans.

Joint Continuing and Distance Education School

The Joint Continuing and Distance Education School comprises the Reserve Component Joint Professional Military Education, the Senior Enlisted Joint Professional Military Education, the Joint Planning Orientation Course, the Flag and General Officer Seminar, and the Joint Transition Course.

Advanced Joint Professional Military Education (AJPME)

AJPME is patterned on the same Officer Professional Military Education Policy objectives as the JCWS curriculum and educates RC officers in the deployment, employment, synchronization, and support of joint and multinational forces. Particular emphasis is placed on areas identified as vital to planning successful joint force operations. The AJPME 40-week curriculum blends Advanced Distributed Learning online instruction with traditional face-to-face classroom instruction.

Joint Planning Orientation Course (JPOC) and the Flag and General Officer Seminar (FGOS)

The Joint Planning Orientation Course and the Flag and General Officer Seminar program provides a synopsis of the National Security Strategy; National Defense Strategy; Joint Strategic Planning Systems; Planning, Programming, Budgeting, and Execution; and Joint Operational Planning and Execution System to current members of the Joint Planning and Execution Community.

Joint Transition Course (JTC)

The Joint Transition Course (JTC) is a JCWS preparatory course for DoD and interagency civilians, international officers and those who have not completed JPME Phase I.

Senior Noncommissioned Officers Joint Professional Military Education (SNCO JPME)

The SNCO JPME course is an e-learning course offered via the internet. It is designed to educate and prepare senior enlisted leaders (SELs) assigned to or slated to serve in a joint organization. It provides the necessary information required to improve an enlisted member's performance as a member of a joint staff. The goal is to produce confident and competent SELs who are more fully prepared to quickly assimilate and effectively contribute in joint assignments and mentor junior enlisted leaders.

Faculty Development

In-Service Training

The in-service training and education component consolidates and extends the instructional training that faculty members receive during the orientation and qualification component and continues throughout each faculty member's tenure at JFSC. The objective of the in-service training and education is to assist and enable faculty members to gain increasing knowledge and expertise in JPME subject matter, maintain currency in joint operational issues, and improve teaching methods and techniques. To this end faculty development sessions, workshops, and guest speakers are regularly scheduled throughout the year to provide in-depth training and education in specific areas related to the core curriculum.

Professional Development

Faculty members are responsible for continuously seeking to improve their knowledge and abilities in curriculum subject matter and teaching skills and to continue to grow as military or civilian professionals. These activities include participation in local, national, and international conferences and symposia, Virginia Tidewater Consortium workshops, continuing education, and membership in professional organizations.

Faculty Development

The Officer Professional Military Education Policy (CJCSI 1800.01C, 1 December 2005) states "Each institution should have a faculty development program to refine teaching skills, encourage thinking, maintain currency in subject areas, and improve instructional methods." The JFSC Faculty Development Program supports the OPMEP directive and the overall mission of the College. Our program is well established, and faculty development activities are a regularly scheduled part of faculty life at JFSC. The program offers training and education at every phase of the faculty member's tenure at JFSC and includes a variety of orientation and qualification, in-service, and professional development opportunities.

Orientation and Qualification

The orientation and qualification component is designed to introduce new faculty members to the College's policies, procedures, organization, and to each school's curriculum. Its purpose is to prepare these members for their initial college assignments. This component includes education and training in the JFSC curriculum development system. It presents a variety of instructional methods, teaching techniques, classroom management skills, as well as specific education and training related to the faculty member's respective school curriculum. It also includes practice teaching, assessment, and feedback.

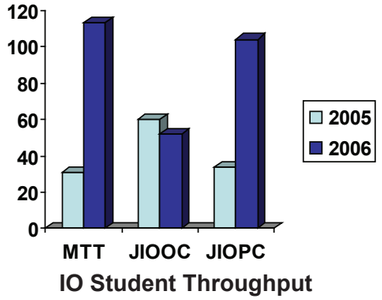
Interns

Graduate and undergraduate students from local universities typically work at JFSC for one semester, performing duties that provide valuable experience to the interns and service to the College. Many serve as research assistants in support of the College curriculum. Others work in technical areas, where their expertise has proven invaluable in duties such as programming, personal computer troubleshooting, and database administration. Some receive college credit while others are motivated by the experience they gain.

Joint Command, Control, and Information Operations School

The Joint Command, Control, and Information Operations School (JC2IOS) is comprised of two divisions: The Information Operations (IO) Division and the Joint Command, Control, Communications and Intelligence (C4I) Division. The school offers a variety of courses that educate U.S. operational level planners, civilian equivalents and select allied officers. Our main emphasis is on individuals assigned or en route to IO or C4I positions on joint and combatant command staffs.

The primary course offering from the IO Division is the Joint Information Operations Planning Course. This four-week resident course has been validated by the DoD as the primary qualification course for joint IO planners. The IO Division also conducts a one-week Joint Information Operations Orientation Course that can be delivered via resident course attendance, Mobile Training Team (MTT), or online study.



The C4I Division conducts the Joint C4I Staff and Operations Course. The course is designed to train joint C4I decision makers on C4I concepts in joint, coalition, and interagency environments, how DoD supports the C4I process, and the management and operation of current strategic and theater/tactical C4I systems. While separate and distinct from the other schools in the College, JC2IOS also lends extensive support to Joint Professional Military Education by providing subject matter expertise, curriculum development, and instructor support to the other schools in the College. By giving all students a solid understanding of critical IO and C4I concepts and skills, JC2IOS advances the DoD goal of fully integrating C4I and IO throughout the operational planning, execution, and assessment process.

Joint Interagency Multinational Planners Course

The JIMPC is a 34-hour seminar taught to military (U.S and international) and civilian officers in interagency coordination planning. The course is designed for U.S. Government personnel in the military grades of O-4 to O-6 and their civilian counterparts and focuses on preparing individuals who anticipate assignment as planners on a combatant commander's staff, specifically a Joint Interagency Coordination Group (JIACG). This 25-person seminar examines the transforming processes and organizations currently in use to enhance unified action at the operational level of planning.

The President, NDU approved the development and execution of JIMPC. Each seminar is comprised of approximately 30% of non-DoD personnel. The Transformation Chair leads the seminar and is assisted by other JFSC faculty, senior fellows, and expert guest speakers from outside the College. The seminar's examination of interagency coordination focuses on the following themes:

- Interagency Integration for Conflict Transformation
- National Command Structure and the Nature of Joint Operations
- Joint Operation Planning (Contingency and Crisis Action Planning)
- Interagency Processes (NSC/DOS Integrated Planning Framework)
- Interagency Participants (Embassy Representatives, USAID, DNI, DOJ, DOT, Intergovernmental Organizations, NGOs)
- Case Studies in Integrated Implementation (Afghanistan and Iraq)
- Operational-level interagency planning exercise COHERENT KLUGE

The Joint Interagency Multinational Planner's Course was taught for the first time January 2006 and has been offered five additional times since then. The course is scheduled to be conducted in residence six times a year. Over 140 officers have participated in the course that has included representatives from eight of the nine combatant commands, as well as nine other agencies. The seminar culminates their week-long education with a simulation requiring them to plan interagency coordination for a possible combatant command's response to a complex contingency. Their efforts are reviewed by both military and civilian senior fellows.

Institutional Research and Assessment

Joint Forces Staff College Student Throughput for Academic Year 2006

JPME Schools

JAWS	29
JCWS*	955
AJPME	161
Total =	1,145

*** 69 JTC graduates are included with JCWS numbers**

Courses

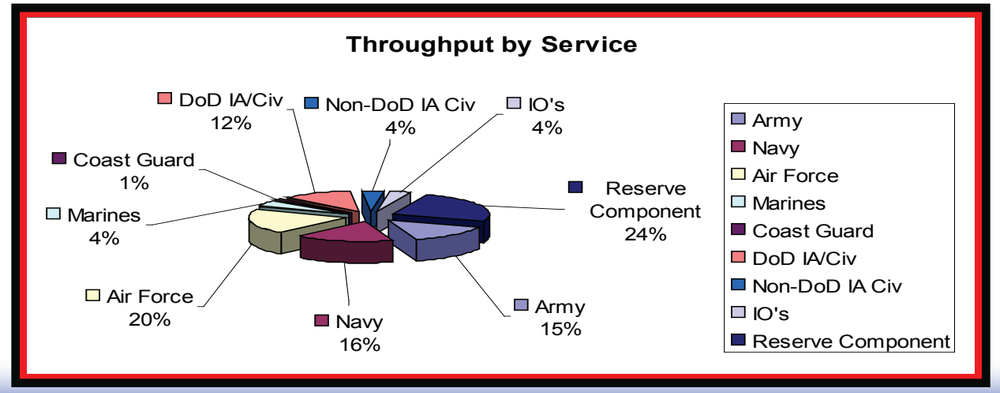
JPOC**	1,866
JIMPC	72
HLSPC**	157
JIOOC**	191
JIOPC	95
C4ISOC	94
Total =	2,475

**** Includes Mobile Training Team students**

From Totals Above:

DoD Interagency (IA)/Civilians:	438
Non-DoD IA Civilians:	124
International Officers (IO's):	134
Mobile Training Team total:	1,640

In addition to providing statistical data on student throughput (shown above and below), the Institutional Research and Assessment Division designed, implemented, and analyzed more than 325 survey instruments for the schools/courses listed above. Other major responsibilities include Academic Oversight of Curriculum and Regional Accreditation—2006 was a banner year culminating a 12-month college wide effort that resulted in CJCS Accreditation for JAWS and AJPME.



Library

On June 23, 2006, the Joint Forces Staff College commemorated its 60th anniversary with ceremonies that included the dedication of the Ike Skelton Library. Congressman Ike Skelton of Missouri, in whose honor the library is named, is known for his expertise in the area of professional military education.

The Ike Skelton Library houses more than 111,000 volumes and offers a comprehensive collection of full-text and electronic databases. Unlike most other college libraries, JFSC's library is accessible to students and faculty 24 hours a day.

The staff is committed to delivering real-time information by developing and providing specialized reference and research services to meet the varied needs of all students.

The digitization project of our unique collection, the World War II Operation Plans and Operation Orders, continues and is included on the JFSC desktop for easy electronic access.

The library participates and cooperates actively with libraries of the Virginia Tidewater Consortium for Higher Education. Consortium membership allows JFSC students, faculty, and staff members borrowing privileges at each member library.

Homeland Security Planners Course

The Homeland Security Planners Course (HLSPC) is a 40-hour certificate course designed for U.S Government personnel in the military grades of O-4 to O-6 and civilian GS equivalents. This course is intended for planners from the Combatant Commands and other U.S. Government agencies and departments such as the FBI, Department of Homeland Security, and the Federal Emergency Management Agency (FEMA).

HLSPC was developed in response to the need for education in homeland security matters. The President, National Defense University approved the development and execution of HLSPC in 2003. At present, the course has two full-time instructors assigned: guest speakers from key homeland security agencies supplement the faculty.

The major blocks of instruction in the course are:

(1) **Block 1:** National Homeland Security Policy and Strategy

(2) **Block 2:** National Homeland Security Plans

(3) **Block 3:** DoD Policy, Strategy, and Plans

(4) **Block 4:** The Interagency Process and Players (FBI, FEMA, USNORTHCOM, etc.)

(5) **Block 5:** The Joint Planning Process (Crisis Action and Contingency Planning)

(6) **Block 6:** Case Studies in Homeland Security

(7) **Block 7:** HLS Exercise PURPLE GUARDIAN

The HLSPC was taught for the first time the week of 11-15 August 2003, and has been conducted in residence quarterly since. A mobile training team (MTT) version is also available and has been exported to organizations such as USNORTHCOM, USPACOM, and USCG District Thirteen Headquarters. The capstone exercise utilizes a computer-assisted simulation, Homeland Security-Response Action Model (HLS-RAM) developed by JFSC for the PURPLE GUARDIAN exercise.

Russia-United States Colonels Program

Each year, JFSC hosts a Russia-U.S. Colonels Program to promote joint, multinational, and interagency operational-level planning and warfighting discussions. The program is a United States European Command (USEUCOM) theater security cooperation initiative that was developed in cooperation with the National Defense University, Joint Forces Staff College, and Russian Ministry of Defense. Each nation provides 10 field grade officers and a senior mentor representing land, maritime, and air services with combined arms experience and senior education. Derived from the Harvard University Executive Program for General Officers the program provides a unique forum for unfettered discussion.

The officers are organized into two seminars to enhance collaboration and mutual exchange of views. Maximum time is allotted for tabletop exercises that facilitate the actions of a coalition planning staff focused on deploying forces within a crisis response timeline. Meals, evening social activities, and other organized weekend social events are designed to encourage an open exchange of ideas, and methods, while building friendships and understanding. Discussions, question and answer sessions, and lectures are presented in the native language, with students listening to simultaneous translations.

The program has been so successful in enhancing Russia–U.S. bi-national, coalition, and multinational interoperability that its format has now been incorporated into USEUCOM's SHARED RESPONSE exercises.

During 2006, a CJCS-appointed Process for Accreditation of Joint Education (PAJE) Team conducted an on-site certification review of the Joint Advanced Warfighting School (JAWS) at the Joint Forces Staff College. The team recommended certification of the JAWS's JPME program for two years. Also during 2006, a CJCS-appointed PAJE Team conducted an on-site accreditation review of the Advanced Joint Professional Military Education (AJPME) program and recommended that the program be accredited for six years.

JAWS is scheduled for an accreditation visit in 2008. This visit will take place simultaneously with a reaffirmation visit for the Joint and Combined Warfighting School (JCWS). These visits, each preceded by a year-long self-study, ensure that the College delivers high quality graduate-level JPME designed to meet the educational needs of today's joint warfighters.

University Partnership Program

JFSC's University Partnership Program involves articulation agreements with 14 universities. At JFSC, JCWS graduates who want to enter a graduate program can capitalize on their JFSC educational experience by entering graduate programs at one of our partner institutions. The agreements are designed to streamline the process for our graduates to enter specific programs of study, such as international relations, business, strategic planning, history, or regional studies.

Virginia Tidewater Consortium

JFSC has been a member of the Virginia Tidewater Consortium for Higher Education, serving southeastern Virginia, since 1995. The Consortium consists of 15 local institutions of higher learning including the College of William and Mary, Old Dominion University, Eastern Virginia Medical School and Regent University, among others. The colleges and universities of the Virginia Tidewater Consortium strive to offer as many educational programs as possible to meet the needs of the residents of Greater Hampton Roads. Membership in the consortium benefits JFSC through library cooperation, faculty development programs, and other academic activities.

Partnership with Allied Command Transformation (ACT) HQs

JFSC has established a partnership with ACT in order to facilitate mutual support between the two HQs. Recent bi-lateral events stemming from this partnership include JFSC hosting a major NATO command conference (Allied Reach 06), co-hosting a visiting delegation from the NATO Defense College, JFSC providing classrooms for a NATO sponsored Effects Based Approach to Operations working group seminar, and JFSC providing an information briefing to the NATO National Liaison Representatives explaining the process for enrolling foreign officers into JFSC courses.

In June 2006, the first Pakistan-United States Senior Officers Program was conducted as an extension of the well established Russia-United States Colonels program. The program serves to focus future leaders of the participating countries as a means to foster long term military to military relationships. The first Pakistan session was a complete success and advanced security cooperation goals established and funded by USCENTCOM.

The program is a 10-day course led by two JFSC faculty. Using a seminar format, it brings together 10-12 military participants from each country representing all services, as well as a retired flag or general officer senior mentor. The curriculum is focused on national perspectives at the operational and strategic levels, operational art and how national security issues affect military planning and operations. The centerpiece is an exercise, tailored to meet USCENTCOM and Pakistan objectives, that explores similarities and differences in planning doctrine and the issues surrounding coalition operations.

The course culminates with student presentations of major lessons learned, problems, solutions, and perspectives on U.S.-Pakistan cooperation.

The program continues to foster a growing partnership between the U.S. and Pakistan militaries. A success story, the program fosters greater cooperation and enhanced combined operational prowess. It is envisioned that the Pakistan-United States Senior Officers Program will be an ongoing event with the participants changing over time.

International Military Students

Multinational Focus: Strengthening Alliances and Partnerships

An important part of the college experience is affective learning. During this process, students gradually develop joint awareness, perspectives, and attitudes to better understand how other Services and agencies apply their doctrine and expertise in a joint environment, and how planning, operations, and coordination are accomplished by a wide variety of U.S. and international military services and agencies. Friendships established here often form the basis for a network of personal relationships that continue for years and enhance mutual cooperation as graduates assume senior positions in their services and agencies. The College is committed to expanding its International Military Student Officer Program.

In 2006, a total of 63 international officers attended JCWS.

Distinguished Guest Speakers

Our Distinguished Guest Speaker program complements the academic courses of instruction by bringing numerous high-ranking active and retired military and civilian leaders to the college to speak. The program is designed to afford all students the opportunity to hear the speakers' views on critical issues first-hand and to ask questions regarding relevant and timely topics facing today's warfighters and tomorrow's future leaders. Discussions usually continue into the classroom where faculty-led guided exchanges reinforce learning objectives and allow for focused dialogue in a small group setting. Past speakers have included Service Chiefs, Combatant Commanders, and senior ranking military representing coalitions and U.S. alliances. The Chairman of the Joint Chiefs of Staff and the Deputy Secretary of Defense are scheduled in 2007.

Senior Fellows

JFSC is supported by over 50 Senior Fellows. These retired senior Flag and General officers and ambassadors have significant experience and expertise in joint, multinational, and interagency operations. They participate in panel discussions and question-and-answer periods, lead discussions during individual seminar reviews on topical issues, present case studies, participate in war games and exercises, receive and critique student staff briefings, evaluate and critique student exercise planning documents, and counsel student groups and individuals during informal sessions on career opportunities and professional experiences. The Senior Fellows are true mentors to the student officers--the future joint warriors who will plan and lead our nation's military forces.

Multinational Delegations

JFSC hosts numerous visits by individuals and delegations from foreign nations. Recognizing that the current Global War on Terrorism is not only a joint endeavor, but also involves U.S. international partners with a shared vision of global security issues, visits to JFSC by foreign personnel and delegations are designed to share perspectives and strengthen relationships between the United States military and the international military community. An additional benefit to our international partners is the opportunity to highlight the value of studying, learning, and striving for joint warfighting solutions alongside their American military and civilian counterparts.

Delegation from Japan

Delegation from Greece

Delegation from Brazil

In this section we offer a profile of the relevance of their joint

CAPT Ann Phillips
USN

CAPT Phillips, USN recently completed her Joint Tour as the Executive Assistant to the Commander, Joint Command Lisbon/ Commander SIXTH Fleet and is enroute to command a Destroyer Squadron in Norfolk, VA. She explains that she gained valuable insight at JSFC that will pay dividends in the future. "JCWS provided a broad perspective on joint techniques and procedures by offering an opportunity to exchange ideas with peers in senior leadership positions from all the Services. In today's military, everything revolves around joint interoperability and the joint operations and planning exposure I received at the JFSC will serve me well under every professional circumstance."

LTC Randell Torno
USA

LTC Torno is assigned to the 316th Expeditionary Sustainment Command, the prototype headquarters for the Army's Modular Force Logistics Command Concept. LTC Torno, a former Command and General Staff instructor, said that AJPME provided another avenue to advance his joint professional development. "My AJPME experience will definitely be an asset in working in this operational assignment, giving me the knowledge base to perform competently in the joint environment."

Maj John F. Price, Jr.
USAF

Major Price, Strategic Planner, U.S. Pacific Command, JAWS '06 stated: "Transitioning from leading the tactical employment of a C-17 on missions in Iraq and Afghanistan to the preparation of one of the nation's top priority contingency plans for presentation to the Secretary of Defense for approval is a daunting challenge that could be expected to take a joint officer several years to complete. However, the challenging and focused education and training I received through the Joint Advanced Warfighting School allowed me to make that transition rapidly and arrive at U.S. Pacific Command confident in my ability to meet the demands of today's challenging planning environment. Within months of arrival, the skills I honed at JAWS allowed me to make a significant impact on PACOM's plan development processes, shape the command's Integrated Priority List inputs, and lead Joint and Operational Planning Group efforts to support the decisions of the USPACOM Commander."

John Yorro
DoD

Mr. Yorro remarked that that the "JCWS experience was priceless." He states, "While on assignment in the field or even at a headquarters element, it is very easy to adopt tunnel vision and see things merely from the standpoint of one's particular duties. Attending the JCWS served as a reminder that my role as a DoD civilian is part of a much larger whole. I work with, for, and amongst soldiers from all Services and other civilians from all government agencies with one and the same goal--implementing that U.S. national security strategy. The expertise of the faculty and the enlightening classroom discussions, both benchmarks of the college, have prepared me for higher levels of leadership…through bonds with my classmates, I now have trusted associates at every major combatant command."

2007

Peter McHugh, named Transportation Chair in November 2006, comes to the Joint Forces Staff College with more than 40 years of government service, including more than 20 years of active duty in Army Aviation and two tours of duty in Vietnam. Prior to joining the Staff College, Mr. McHugh served as Transportation Counselor, Senior Consultant, and Senior Aviation Advisor to the U.S. Embassy in Baghdad. Mr. McHugh feels that interagency collaboration is essential and must have an increasing role in war and civil disasters. He is anxious to identify and network as many of the current interagency advocates in a dialogue and consensus process, and to facilitate a common approach to accelerating the integration of civil and military capabilities in joint education, planning, and execution.

Dr. Kathleen List, the State Department Chair, comes to the Joint Forces Staff College with more than 17 years of experience as a foreign service officer representing America's interests in other countries. Dr. List's previous postings include duty as a Consular Officer in Tijuana, Mexico; a Political Officer in San Salvador, El Salvador; the Political-Military Affairs Officer in Monrovia, Liberia; and the Political/Economic Officer in Rio de Janeiro, Brazil. She also served as the Refugee Coordinator in Havana, Cuba. Because the future will see an increase in U.S. peacekeeping and humanitarian responsibilities world-wide, she is dedicated to the success of the interagency process and proud to be involved in the professional education and training of personnel at the Joint Forces Staff College.

Jon Stull, former Dean of the Joint and Combined Warfighting School at JFSC and retired Marine Corps Colonel, brings 30 years of military service to the position of Transformation Chair, which was established on 1 May 2005. As Transformation Chair, his purpose is to assist in creating courses, spurring research, and helping to infuse existing curriculum with transformational considerations. His work, along with the efforts of Transformation Chairs from other defense education institutions, helps to transform the nation's forces to meet the challenges and opportunities of the 21st century. Colonel Stull participates in a community of interest that creates, diffuses, and applies new knowledge for defense transformation.

Thelma Drake
Congresswoman
Virginia's 2nd
Congressional District

Established at the Joint Forces Staff College in 1987, the Henry Clay Hofheimer Lecture Series is named in honor of Henry Clay Hofheimer II, a prominent Hampton Roads area industrialist, businessman, and philanthropist, who was widely known for his dedication to promoting cooperation between the civilian and military communities.

The Hofheimer Lecture Series features a yearly lecture by military or political leaders of national reputation and stature. Each speaker lectures, teaches, and writes about matters of national or international strategic importance.

The 2006 lecture, "Terrorism in the 21st Century and America's Response," was delivered by The Honorable Thelma Drake, Congresswoman from Virginia's 2nd District.

Previous speakers have included Rear Admiral Louis V. Iasiello, USN, Ret., Colonel Jack Jacobs, USA, Ret., Admiral Joseph W. Prueher, USN, Ret., and General Anthony C. Zinni, USMC, Ret.

some of our alumni, with emphasis on education to their current duties

COL Craig Timberlake
USMC

COL Timberlake is the Deputy Chief of the Strategic Plans Division at Pacific Command. He explains that the Joint and Combined Warfighting School provided a unique opportunity to reflect on joint issues. He states, "Over the course of a career there is never enough time to pause and think critically about our profession. The JFSC offers one of those rare and invaluable opportunities to analyze ongoing operations and gain an appreciation for joint and interagency challenges before taking command."

Major Sung-Jin Choi
South Korea

Major Choi is a faculty member at the Korea Army War College. He has served as the operations officer of the ROK 103rd Armored Battalion and 1st Brigade of the Capital Mechanized Division. He states, "My experience at JCWS will help cultivate Jointness within my ROK Army students. I truly gained an appreciation for Jointness by experiencing actual planning activities with my U.S. colleagues. The JCWS provides a strong foundation and understanding for multinational operations and how to win against potential enemies of my fatherland and of our Allies."

LtCol Todd Zachary
USAF

Lt Col Zachary is currently serving as the Deputy J3 for Alaskan Command and JTF – Alaska stationed at Elmendorf AFB. He directs joint operations within the Alaskan joint operating area and participated in operation VIGILANT SHIELD, the first combined USNORTHCOM and NORAD joint exercise. He states, "The daily interaction with joint officers from all Services, interagency and international partners is where one truly learns joint and combined operations. This cannot be simulated in a distance or service centric environment where it competes against daily responsibilities and tasks, but in an atmosphere that allows the student to focus on key joint operational concepts and service and interagency capabilities."

DeWonda McComb
U.S. Transportation Command

Ms. McComb joined the school as an interagency student and she will return to the U.S. Transportation Command with a broad awareness and knowledge of what is needed to develop full joint warfighting capabilities. She states, "I leave with a better understanding of the principles of jointness and better prepared to perform missions across the spectrum of joint military operations. Joint doctrine, command and control relations, interagency processes, and multinational issues were just a few topics discussed in my classroom among a knowledgeable pool of persons sharing diverse experiences and lessons learned. I am now eager to utilize what I have learned, either here in the United States, or abroad, perhaps, in Iraq."

Honorees include:

General Donn A. Starry, USA (ret),
Class of 1965
Lieutenant General John J. Yeosock, USA (ret)
Class of 1970
Admiral David E. Jeremiah, USN (ret)
Class of 1971
General Walter E. Boomer, USMC (ret)
Class of 1972
General Gary E. Luck, USA (ret)
Class of 1972
General Richard E. Hawley, USAF (ret)
Class of 1974
Admiral Harold W. Gehman, USN (ret)
Class of 1976
Admiral Jay L. Johnson, USN (ret)
Class of 1976
General George W. Casey, USA
Class of 1981
Lieutenant General H. P. Osman, USMC
Class of 1982
General William R. Looney III, USAF
Class of 1983
General Norton A Schwartz, USAF
Class of 1984
Major General Jeom Chul Kim, Korea
Class of 1984
General John P Abizaid, USA
Class of 1985
Lieutenant General Hyo Bok Bang, Korea,
Class of 1985
Major General Cengiz Arslan, Turkey,
Class of 1989
Lieutenant General J.O. Michel Maisonneuve, Canada,
Class of 1995
Major General Direkpol Wattanachote, Thailand,
Class of 1996
Major General J. Ivan Fenton, Canada,
Class of 1996
Brigadier General Daman Ghale, Nepal,
Class of 2000
Brigadier General Peter Joseph, Trinidad and Tobago,
Class of 2000

Hall of Fame

2007

The Hall of Fame was established on 14 August 2006 in celebration of the College's 60th Anniversary. The intent of the program is to provide a visible means of honoring Joint Forces Staff College graduates who have attained prestigious positions in the Armed Forces of the Nations in which they serve. Recognition of this distinguished status includes inscription of the honorees' names on the Hall of Fame wall to be displayed with their photographs.

Shown from left to right: Brigadier General Peter Joseph, Brigadier General Daman Ghale, Major General Cengiz Arslan, Major General Kenneth J. Quinlan, General Donn A. Starry, Major General Direkpol Wattanachote, Lieutenant General J.O. Michel Maisonneuve.

JFSC