



THE UNITED STATES ARMY WAR COLLEGE



U.S. Army War College Fellows Program



Fellows 101

STRENGTH *and* WISDOM



Agenda

- Mission
- USAWC Programs
- Where Fellows Are
- Overviews:
 - CSA Senior Fellows
 - USAWC Fellows





CSA Intent

- CSA desires strategic development - via the Senior Service Colleges - of agile, adaptive future senior leaders equipped to face emerging threats





USAWC Mission

The U.S. Army War College educates and develops leaders for service at the strategic level - while advancing knowledge in the global application of landpower



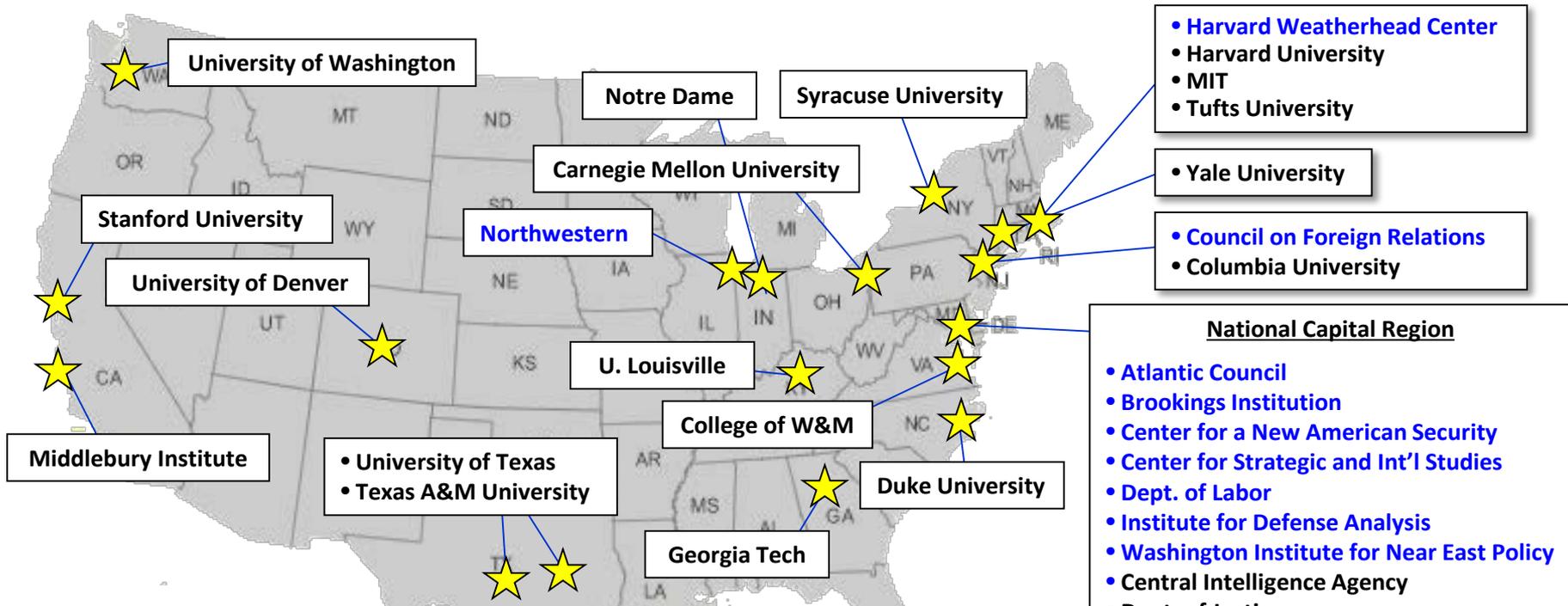
- Military Education Level 1 - education vehicles:
 - 80 USAWC Fellows
 - 379 Resident Students, including 75 International Fellows
 - 830 Distance Education Program Students
- Numerous additional education venues:
 - General Officer Education
 - Strategic Leader Seminars
 - Basic Strategic Arts Program
- Research and outreach activities
 - 12 CSA senior Army Fellows
 - CSA's Strategic Studies Group



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2016-2017: 80 USAWC Fellows and 12 CSA Senior Fellows



Fellowships outside of the Continental United States

- **NATO Defense College, Rome, Italy**
- **Asia-Pacific Center for Security Studies, Honolulu, HI**
- **Center for High Defense Studies, Rome, Italy**
- **George C. Marshall Center, Garmisch, Germany**
- **Inst. for Advanced Studies of Nat'l. Defense, Paris, France**
- **Interdisciplinary Center, Herzliya, Israel**
- **NATO Defense College, Rome, Italy**
- **Queens University, Kingston, Canada**
- **S. Rajaratnam School of Int'l Studies, Singapore**



National Capital Region

- **Atlantic Council**
- **Brookings Institution**
- **Center for a New American Security**
- **Center for Strategic and Int'l Studies**
- **Dept. of Labor**
- **Institute for Defense Analysis**
- **Washington Institute for Near East Policy**
- **Central Intelligence Agency**
- **Dept. of Justice**
- **Dept. of Veterans Affairs**
- **Dept. of Health and Human Services**
- **George Washington University**
- **Georgetown University**
- **National Security Agency**
- **Near East South Asia Center**
- **Office, Dir. National Intelligence**
- **SecDef Corporate Fellows**
 - **Autodesk, CACI Int'l, Microsoft**
- **U.S. Institute of Peace**



CSA Senior Fellows - Overview

- Experienced Colonels and Civilians placed with key think-tanks and academic institutions as ambassadors and strategic scouts for the senior Army leadership
 - MEL-1 and post Colonel-level command or other key developmental positions
 - 7 in Washington, D.C.; 1 in Boston; 1 in Chicago; 1 in NYC; 1 in Rome
- Provide Army senior leaders unique immediate awareness on Army-relevant issues at institutions key to defense and security policy formulation, and delivers to them the Army's best information and insights on those issues
- Establish and maintain Army Staff-host institution bonds
- Develop each hand-picked CSA Senior Army Fellow as a qualitatively enhanced strategic thinker and leader, full prepared for follow-on in select and sensitive utilization assignments
 - Develop professional and personal relationships
 - Engage civilian counterparts
 - Appreciate techniques used to articulate issues and influence strategic solutions within and outside the Federal Government





CSA Senior Fellows



2016-2017 Fellows Snapshot



U.S. Army War College Fellows - Overview

- USAWC Fellowships provide senior officers with a unique learning and outreach/engagement experience apart from resident attendance at a Senior Service College.
 - The Fellowships offer valuable broadening experiences through -
 - Formal and informal education opportunities - in and out of the classroom
 - Interaction with senior actors outside of the Army - providing engagement, outreach, and relationship-building opportunities
 - Research and publishing opportunity - aligned with GO-level senior Army mentors
 - National Security Fellowships provide a learning experience through world-class programs
 - Examples - Columbia, Georgetown, Harvard, Stanford, Tufts, Yale
 - Regional Fellowships provide a strategic orientation with a deliberate multinational focus
 - Examples - Asia-Pacific Center, Marshall Center, NATO Defense College
 - Specialized Fellowships focus on narrower technical functional areas and allow Fellows to interact with the highest levels of leadership and specialists in those areas
 - Examples - NSA, SecDef Corporate Program, MIT Lincoln Lab, Carnegie Mellon



U.S. Army War College Fellows - Expectations

- The U.S. War College Fellowship Program's primary purpose is to facilitate the Fellows' profession development and attainment of Professional Military Education Level 1. This is accomplished via an initial orientation and ongoing support in the academic, outreach/engagement, and administrative realms.
- Fellows pursue Individual Learning Plans with desired Outcomes that parallel those of their MEL 1 peers:
 - Think critically and creatively in addressing national issues at the strategic level
 - Evaluate theories of war, national security policy, strategic leadership, global security and regional issues in the context of strategic decision making
 - Analyze how regional, governmental, military, and private organizations processes, structures and capabilities achieve strategic objectives
 - Evaluate and synthesize how domestic and foreign leaders, as well as policy makers, scholars, and dignitaries make decisions in strategic environments
 - Communicate clearly, persuasively, and candidly





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U.S. Army War College Fellows and Resident and Distance Education Students Compared

- USAWC Fellows receive a USAWC certificate of completion.
Resident and DDE Students receive a certificate plus a USAWC masters degree diploma.
- USAWC Fellows do not receive a Masters Degree.
*Resident/DDE Students receive a Masters in Strategic Studies Degree.
100% of USAWC Fellows possess at least one advanced degree.*
- USAWC Fellows/DDE Students do not receive JPME II credit. Resident Students do. *Fellows attend before or after their USAWC year per HRC/SLD.*
- USAWC Fellows receive tremendous opportunities to learn or conduct engagement activities, many of which are externally funded. *Resident Students travel away from campus infrequently for learning or speaking opportunities.*
- USAWC Fellows are assigned 2, 3, and 4 star or senior civilian Senior Army Mentors for their research projects. *Resident/DDE Students are not.*





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U.S. Army War College Fellows



2016-2017 Fellows Snapshot



Summary

- The CSA Senior Army and USAWC Fellows Programs are dynamic - supporting the CSA's desires to develop a capable force

