

8 January 2004

**Organization and Functions  
UNITED STATES ARMY WAR COLLEGE**

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**Summary.** This regulation reflects the updated organization, functions, and command and control relationships of the United States Army War College (USAWC), resulting from the Realignment Task Force decision to align U.S. Army War College under U.S. Army Training and Doctrine Command (TRADOC) effective 1 October 2003.

**Applicability.** This regulation applies to the Active Army, Department of the Army (DA) Civilians, U.S. Army Reserve, and Army National Guard.

**Supplementation.** Headquarters, U.S. Army Training and Doctrine Command, 7 Fenwick Road, Fort Monroe, VA 23651-1049 must approve supplementation of this regulation.

**Suggested improvements.** The proponent of this regulation is the Commandant, U.S. Army War College. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commandant, U.S. Army War College (ATWC-CDP), 122 Forbes Ave, Carlisle Barracks, PA 17103-5210. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

**Availability.** This regulation is distributed through the TRADOC Homepage at <http://www.tradoc.army.mil>.

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**Chapter 1**  
**Introduction**

**1-1. Purpose.** This regulation prescribes the mission, functions, responsibilities, policies, and procedures that pertain to the organization and functions of the United States Army War College (USAWC). It also sets forth the relationship between USAWC, the Chief of Staff, Army (CSA), the United States Army Training and Doctrine Command (TRADOC), and Headquarters, Department of the Army (HQDA) Deputy Chief of Staff (DCS), G-3 (Operations and Plans) and DCS, G-8 (Programs).

**1-2. References.** Appendix A contains the required and related publications and references.

**1-3. Explanation of abbreviations.** The glossary explains abbreviations used in this regulation.

**1-4. Responsibilities.** The USAWC, a subordinate organization under Commanding General (CG), TRADOC, has the authority to communicate directly with other U.S. Army and Department of Defense (DOD) command and headquarters elements, combatant commands, other governmental and nongovernmental agencies, organizations, or individuals to support its mission. All Congressional contacts are coordinated with the Office of the Chief of Legislative Liaison. The USAWC will furnish copies of such communications to appropriate commanders or agencies, and formal taskings through command channels. The USAWC will keep Headquarters (HQ) TRADOC Command Group abreast of external communications important to the command.

- a. Commanding General, TRADOC:

(1) Provides direct supervision and direction to the USAWC.

(2) Assures USAWC curriculum is integrated and synchronized in the comprehensive Officer Education System.

(3) Approves the programming, budgeting, and manpower levels for the USAWC.

b. Commandant, USAWC:

(1) Reports to the CG, TRADOC concerning the USAWC missions and functions and provides an annual update of the USAWC Strategic Plan to the CG, TRADOC.

(2) Serves as Senior Mission Commander for Carlisle Barracks and ensures that Assistant Chief of Staff for Installation Management, and Network Enterprise Technology Command (NETCOM) receive all required reports, with appropriate copies furnished to CG, TRADOC.

(3) Provides appropriate strategy and policy assessments and studies directly to the CSA, HQDA, major Army commands (MACOMs), and other government agencies, as required.

(4) Approves USAWC curriculum.

(5) Approves faculty recruitment, selection, retention, and development programs.

(6) Invites selected countries to send students to attend the USAWC, as the CSA directs.

**1-5. Roles of other Army organizations.**

a. Chief of Staff, Army:

(1) Provides guidance through the CG, TRADOC, to the Commandant, USAWC regarding the USAWC's Strategic Plan, and provides a biennial Terms of Reference.

(2) Guides the U.S. Army's senior officer leader development, with special attention concerning instruction for Senior Service College and senior officer continuing education programs.

(3) Invites selected countries to send students to attend the USAWC.

b. HQDA DCS, G-3 and DCS, G-8:

(1) Working with TRADOC, task, review, and direct USAWC to develop appropriate strategy and policy assessments and studies in support of HQDA, MACOMs, or other governmental agencies.

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(2) In coordination with TRADOC, ensure the Commandant, USAWC receives informed developments in national security and military strategy, and appropriate supporting policies and plans.

c. Assistant Chief of Staff for Installation Management:

(1) Provides installation operations and administration in support of the USAWC missions and functions.

(2) Ensures all installation support priorities are coordinated with the Commandant, USAWC.

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## Chapter 2

### U.S. Army War College

**2-1. Mission.** To prepare selected military, civilian, and international leaders for the responsibilities of strategic leadership; educate current and future leaders on the development and employment of landpower in a joint, multinational, and interagency environment; research and publish on national security and military strategy; and engage in activities that support the Army's strategic communication efforts.

**2-2. Functions.**

a. Education.

(1) Conducts resident and distance education programs to develop the competence of military, civilian, and international leaders to—

(a) Assume senior command responsibilities, perform key staff assignments, and serve in planning and policymaking positions in major Army, unified, joint, interagency, and multinational HQ.

(b) Update and refine the knowledge, skills, and insights required to deal with contemporary and prospective professional military problems and issues.

(c) Develop broad perspectives and understanding of the considerations that influence national security affairs and Army and joint doctrine.

(d) Improve the ability to employ military forces in the context of the National Security Strategy (NSS) of the United States, the National Military Strategy (NMS), and the joint and international environments.

(e) Promote habits of independent judgment, objective analysis, and adaptability to change. Promote habits of well-being that contribute to preparedness for senior-level positions. Produce self-aware, adaptive leaders for the Objective Force.

(f) Encourage self-analysis and stimulate a desire for continued self-development as part of life-long learning.

(g) Provide intellectual challenge and an opportunity for individual contributions to the advancement of the art and science of warfare.

(2) Manages and directs the U.S. Army's senior officer Resident and Distance Education programs for leader development, and continuing education at the strategic level.

(3) Develops, maintains, and conducts Reserve Component (RC) programs to include the Defense Strategy Course (DSC), the Reserve Component National Security Issues Seminar (RCNSIS), the Senior Reserve Component Officer Course (SRCOC), and the Adjutants General National Security Seminar (AGNSS).

(4) Administers the International Fellows (IF) Program.

(5) Administers the Senior Service College Fellowship Program (SSCFP).

(6) Serves as the Executive Agent for CSA for Joint Flag Officer Warfighting Course (JFOWC).

(7) Ensures the integration of unified, joint, multinational, and interagency education and doctrine within the USAWC curricula for purposes of joint accreditation.

(8) Participates in the Defense Leadership and Management Program (DLAMP) at the Senior Service College level.

(9) Provides recommendations through the Deputy Chief of Staff for Operations and Training (DCSOPS&T), HQ TRADOC, and HQDA DCS, G-3, to the CSA on matters pertaining to senior officer education, core leader development, and continuing education.

(10) Executes Functional Area (FA) 59, Strategist, Career Field Course, in accordance with HQDA DCS, G-3 and TRADOC guidance and resourcing, to ensure it is current, challenging, and fully supportive of the Army's future needs.

(11) Administers the USAWC Library collections and related professional services for associated educational, research, and strategic communications functions.

(12) Contributes to the strategic assessment and growth of the military profession.

(13) Conducts the Joint Force Land Component Commander (JFLCC) Course on behalf of CG, TRADOC.

b. Research and Publication.

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(1) Serves as the U.S. Army's strategic analysis and research center for the assessment and development of strategic thought for the employment of landpower in joint and combined military operations and publishes research products to promulgate its analysis.

(2) Enables historical research of the U.S. Army and the Nation with a prestigious repository of nonrecord materials related to the history of the U.S. Army.

(3) Conducts independent research on issues related to military strategy, planning, and policy, the nature of land warfare, geo-strategic issues, and future Army needs to support the CSA, HQDA, and DOD.

(4) Partners with the School of Advanced Military Studies and prestigious civilian academic institutions to research substantive issues of mutual concern, develop innovative concepts for the Army's consideration, and cultivate better understanding of the U.S. Army.

(5) Engages nationally and internationally renowned scholars to research and publish studies of national security and military strategy issues of greatest interest to Army and DOD leadership.

(6) Publishes studies, writings, and professional journals, such as *Parameters*, on subjects pertaining to strategic leadership and the strategic art of land warfare.

(7) Serves as primary review authority and/or technical review authority for HQDA and TRADOC when acting as lead agent on selected joint publications dealing with strategic leadership and landpower.

(8) Assists the CSA and Army Staff (ARSTAF) in the development of Army positions and concepts for incorporation into national security and military strategies and to support strategy and forces defense reviews.

### c. Strategic Communications.

(1) Conducts strategic communications programs, exercises, conferences, and simulations in support of the Army's senior leaders, combatant commanders, and interagency organizations that benefit the U.S. Army and the Nation.

(2) Maintains a center for strategic and joint, combined operational wargames and exercises in support of the USAWC curriculum, the U.S. Army, the Combatant Commanders, TRADOC, and other governmental agencies. This center is the Army's centerpiece for Strategic Communications and experiential education efforts. Its leading edge gaming technology, simulations, and multifaceted communications systems are capable of linking to other centers of strategic and academic excellence and support the USAWC, senior Army leaders, Combatant Commanders, DOD, and other key government organizations.

(3) Conducts a regional teams program to further enhance productive coordination between USAWC regional and functional experts, unified commands, combined commands, and regionally oriented MACOMs.

(4) Supports Combatant Commanders, through their Army component commanders, in the development of theater issues, strategies, and programs.

(5) Develops and conducts specialized lecture series on the exercise of generalship, strategic leadership, military history, and current issues.

(6) Builds and maintains public support for the U.S. Army through strategic communications programs.

(7) Collaborates and participates with TRADOC in strategic level venues (for example, Eisenhower National Security Conferences, and Lexington Institute Conferences).

(8) Serves as the U.S. Army integrating center for strategic-level information in warfare concepts, theory development, and related future technology integration.

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### Chapter 3

#### Headquarters, USAWC

**3-1. Organization.** The Commandant commands the USAWC, which is composed of the Command Group, College, Strategic Studies Institute (SSI), Center for Strategic Leadership (CSL), U.S. Army Heritage and Education Center (AHEC), and Chief Information Office (CIO).

#### **3-2. Policies and procedures.**

a. The USAWC may use Memorandums of Understanding or other agreements with U.S. Army elements and external agencies to improve coordination and govern specific working arrangements.

b. The designated website, <http://www.carlisle.army.mil/>, will contain public information concerning the USAWC and its programs.

c. Governmental agencies, organizations, and individuals may contact the USAWC directly concerning routine matters, or Freedom of Information Act inquiries, by contacting the Commandant, U.S. Army War College, Carlisle, PA, 17013-5210, or through electronic mail, [AWCC@carlisle.army.mil](mailto:AWCC@carlisle.army.mil).

d. Individuals and organizations should make requests for official taskings and inquiries of a substantive nature through CG, TRADOC (ATCS), to the Commandant, USAWC.

**3-3. Command Group.** The command group executes the responsibilities of command and control of subordinate elements assigned to the USAWC and Carlisle Barracks. The Command

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Group consists of the Commandant; Deputy Commandant for International Affairs; Deputy Commandant; Chief of Staff; Command Sergeant Major; and other staff officers as designated by the Commandant.

a. Commandant. The Commandant of the USAWC commands the USAWC and all other activities on Carlisle Barracks, and is the CG, Carlisle Barracks.

b. Deputy Commandant for International Affairs.

(1) Serves as the senior Department of State representative at the USAWC.

(2) Serves as a member of the Command Group and participates in USAWC policy and decisionmaking processes.

(3) Exercises academic oversight for IFs and supervises the IF Office.

(4) Participates in IF trips and assists in all aspects of experiential learning, to include the Strategic Crisis Exercise.

(5) Advises on curriculum planning with respect to U.S. foreign policy, regional studies, and political-military affairs.

(6) Supports the academic program as a lecturer, consultant, and research adviser.

c. Deputy Commandant.

(1) Second in command to the Commandant.

(2) Serves as the USAWC Chief Financial Officer.

(3) Responsible for allocation and control of USAWC mission resources, to include finances and personnel.

(4) Coordinates with the Garrison Commander on facility requirements and maintenance.

(5) Responsible for all external activities and coordination and liaison with the DOD, ARSTAF, Joint Chiefs of Staff, and TRADOC.

(6) Performs duties as the USAWC Civilian Personnel Position Manager.

(7) Provides supervision to the RC Advisers; Director, AHEC; Director, Army Physical Fitness Research Institute; and Senior Service Representatives. Provides guidance to the Garrison Commander.

(8) Provides quality, customer-oriented administrative, operations, and personnel management support to USAWC and Carlisle Barracks.

d. Chief of Staff.

(1) Directs, coordinates, supervises, and trains the staff as applicable.

(2) Integrates internal staff support for the principal staff and directorates of the USAWC in support of the core functions of Education, Strategic Communications, and Research and Publication.

(3) Responsible for all internal coordination and taskings with the directorates and separate institutions.

(4) Responsible for all personnel assignments and hiring actions, operations, and planning functions for the installation. Coordinates the support of the special staff offices: Public Affairs Office, Executive Services, Directorate of Plans and Operations, Human Resources Directorate, Civilian Personnel Advisory Center, and Security Office.

(5) Provides quality, customer-oriented administrative, operations, and personnel management support to the USAWC and Carlisle Barracks.

e. Command Sergeant Major.

(1) Performs duties as the senior noncommissioned officer (NCO) on Carlisle Barracks and the senior enlisted advisor to the Commandant on all NCO/enlisted matters.

(2) Responsible for day-to-day installation operations with primary focus on the discipline, morale, and welfare of all enlisted personnel on Carlisle Barracks.

(3) Leads soldiers and NCOs in the planning and execution of post support details and taskings, and advises and keeps the Commandant and other senior leaders informed about matters impacting enlisted personnel.

(4) Supervises programs and addresses issues pertinent to maintaining soldier professionalism and improving the overall quality of life of enlisted personnel and their families.

(5) Ensures soldiers assigned to Carlisle Barracks meet and maintain the Army Standard, for example, Physical Fitness, Common Task Training, and other Soldier Skills as necessary.

(6) Provides senior noncommissioned officer mentorship to students of the USAWC going into command.

**3-4. The College.** The College educates current and future leaders on strategic leadership and the development and employment of landpower, in a joint, multinational, and interagency environment.

a. The College, under the direction of the Dean of Academics:

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- (1) Develops, administers, and coordinates the educational functions of the USAWC, with emphasis on academic program development and evaluation.
- (2) Plans, executes, and evaluates academic programs.
  - (a) Conducts the Resident Education Program.
  - (b) Conducts the Distance Education Program.
  - (c) Conducts the SRCOC.
  - (d) Conducts the AGNSS.
  - (e) Serves as the CSA's Executive Agent for the JFOWC.
  - (f) Conducts the DSC.
  - (g) Conducts the RCNSIS.
  - (h) Conducts the JFLCC Course.
- (3) Coordinates the educational efforts of USAWC faculty, staff, USAWC Library, institutes, and centers.
- (4) Maintains a faculty development program consistent with joint, Army, and civilian accreditation guidance.
- (5) Maintains Joint Professional Military Education accreditation in accordance with the current Chairman of the Joint Chief of Staff Instruction (CJCSI) 1800.01A.
- (6) Achieves and maintains accreditation from the Middle States Commission on Higher Education.
- (7) Awards a Masters of Strategic Studies Degree to qualified graduates.
- (8) On behalf of the HQDA DCS, G-3, administers the SSCFP.
- (9) Ensures the integration of unified, joint, multinational, and interagency education and doctrine within the USAWC curricula for purposes of joint accreditation.
- (10) Participates in the DLAMP at the Senior Service College level.
- (11) Provides recommendations through the DCSOPS&T, TRADOC, and HQDA DCS, G-3, to the CSA, on matters pertaining to senior officer education, core leader development, and continuing education.

(12) Ensures the structure, content, and execution of FA 59, Strategist Career Field Course, is current, challenging, and fully supportive of the Army's future needs.

(13) Serves as the Secretary of the Army's Executive Agent for publishing *Parameters*, an official U.S. Army periodical, published quarterly to ensure the necessary transaction of public business as required by law.

(14) Administers the USAWC Library, a graduate-level resource supporting the USAWC mission.

**3-5. Center for Strategic Leadership.** The CSL operates and maintains a landpower education center and high technology laboratory for decisionmaking at the interagency, strategic, and operational levels. The Center:

a. Coordinates and provides oversight for strategic communications programs, which benefit the USAWC, the U.S. Army, DOD, Combatant Commanders, and the Nation.

b. Expands the study of the strategic use of landpower and its application in joint and combined operations through the use of leading-edge information technology for simulations, exercises, wargames, studies, and analyses.

c. Supports the CSA's Strategic Communications Initiative, which facilitates an informed dialogue on national security issues between the U.S. Army, other governmental agencies, and the nongovernmental defense community.

d. Develops and executes experiential learning related to geopolitical and strategic military decisionmaking.

e. Operates and maintains the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) which:

(1) Studies the strategic implications for the Army of peacekeeping and stability operations. Links the strategic and operational aspects of stability operations through its relationships with a myriad of organizations—international, U.S. governmental, and nongovernmental—and foreign militaries, and provides advice to senior leaders.

(2) Supports senior Army leaders and Combatant Commanders in understanding and dealing with the implications of stability operations on the Army and the armed forces, and the impact of international, nongovernmental, and U.S. governmental interagency organizations on the Army's conduct of peacekeeping and stability operations.

(3) Provides educational and exercise support and operational advice to Army component commanders, and the geographical combatant commands, that are planning for or conducting stability operations, that may or will include peacekeeping, peace operations, and post conflict operations.

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- (4) Understands current and future allied and other nations militaries' objectives and doctrine on the strategic aspects of stability operations.
- (5) Contributes to evolving stability operations doctrine.
- (6) Helps educate the next generation of Army strategic leaders on stability operations.
- (7) Informs commanders regarding peacekeeping and stability operations lessons learned.

**3-6. U.S. Army Heritage and Education Center.** In consonance with the Army Historical Program and the TRADOC Military History Program, collects and preserves documentary materials broadly relating to the U.S. Army's history and heritage and ensures access to materials. Using those historical collections, educates the Army and the general public on the central role of the Army in the growth, development, and protection of the nation and its way of life.

a. Military History Institute.

- (1) In consonance with the Army Historical Program and the TRADOC Military History Program, acquires, preserves, organizes, catalogs, and provides access to published works, doctrinal literature, personal papers, manuscripts, photos, maps, and other historical materials.
- (2) Conducts surveys of veterans.
- (3) Supports the USAWC Military History Program.
- (4) Conducts the Senior Officer Oral History Program.
- (5) Conducts the Corps and Division Command Lessons Learned Programs.
- (6) Responds to official and public military history inquiries.
- (7) Sponsors the Harold Keith Johnson Visiting Professor of Military History and a lecture series on military history topics.
- (8) Develops and maintains a digital repository to support a virtual library.
- (9) In accordance with AR 870-20, maintains and operates the Omar N. Bradley Museum historical holding.

b. Future facilities. The AHEC will include a dedicated education facility and the Army Heritage Museum. Mission and functions of the facility and the museum will include educational outreach to the Army and the public as well as the display and conservation of museum artifacts.

**3-7. Strategic Studies Institute.** The SSI conducts strategic studies through rigorous, independent analysis, and develops policy and strategy recommendations in support of U.S. Army and DOD leadership decisionmaking. The Institute:

- a. Coordinates research the CSA and CG, TRADOC directed on operational and strategic issues focusing on land warfare.
- b. Develops and executes an annual research program that benefits the USAWC, the U.S. Army, Combatant Commanders, DOD, and the Nation.
- c. Publishes analytical and critical studies of contemporary importance to the U.S. Army and DOD senior leadership.
- d. Supports the USAWC academic programs with faculty instructors and advisors on issues of strategic research.
- e. Manages and administers the USAWC's External Research Associates Program to engage the most influential scholars in the research and analysis of the strategic issues most important to Army and DOD leadership.
- f. Manages and administers the USAWC's Academic Engagement Program to facilitate informed dialogue on national security issues between the U.S. Army and influential nongovernmental national security and academic institutions to more comprehensively address a myriad of national security issues.
- g. Manages and administers the USAWC Research Grant Program.
- h. Closely and continually coordinates with the ARSTAF, Joint Staff, Combatant Commands, and MACOMs to remain apprised of emerging national security issues and research and analysis needs.
- i. Closely and continually coordinates research and analytical efforts with the Foreign Military Studies Office to ensure synchronization and judicious use of resources.
- j. Collaborates with TRADOC in the analysis of national strategic guidance as represented in the NSS, NMS, Defense Planning Guidance, Transformation Planning Guidance, and other authoritative documents in order to determine implications for the U.S. Army.

**3-8. Chief Information Office.** The CIO integrates the procurement, operation, and maintenance of the USAWC information and communications technology infrastructure. The CIO:

- a. Integrates information and distributive technologies, policies, and investments supporting USAWC education, research and publication, and strategic communications vision.

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b. Provides information technology (IT) strategic planning, technical advice, and ensures configuration management to create opportunities for internal USAWC business process improvements, acquisition efficiencies, and technology insertion.

c. Closely coordinates with NETCOM, TRADOC CIO, HQDA CIO/G-6 and garrison Directorate of Information Management to ensure integrated capital IT investment control, to provide an integrated installation IT architecture, and to create judicious opportunities for technologies supporting the USAWC missions.

d. Supervises USAWC non-Installation Management Activity IT activities.

e. Closely coordinates with garrison Directorate of Information Management to ensure integrated installation priority of IT planning and work efforts.

f. Serves as USAWC Designated Approval Authority.

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### **Appendix A References**

#### **Section I Required Publications**

AR 870-20  
Museums and Historical Artifacts

CJCSI 1800.01A  
Officer Professional Military Education Policy

#### **Section II Related Publications**

(A related publication is a source of additional information.)

AR 10-5  
Headquarters, Department of the Army

AR 10-87  
Major Army Commands in the Continental United States

AR 25-400-2  
The Army Records Information Management System (ARIMS)

AR 350-1  
Army Training and Education

AR 550-51  
International Agreements

AR 621-7  
Army Fellowships and Scholarships

AR 623-1  
Academic Evaluation Reporting System

AR 870-5  
Military History: Responsibilities, Policies, and Procedures

DA Pamphlet 350-59  
Army Correspondence Course Program Catalog

DA Pamphlet 351-4  
U.S. Army Formal Schools Catalog

General Orders No. 155, 27 November 1901  
The Army War College

General Orders No. 4, 1 February 1950  
Army War College

General Orders No. 14, 21 November 1995  
United States Army Military History Institute

TRADOC Regulation 350-13  
Instruction in Military History

TRADOC Regulation 870-1  
TRADOC Military History Program

**Glossary**

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AGNSS	Adjutants General National Security Seminar
AHEC	Army Heritage and Education Center
ARSTAF	Army Staff
CG	Commanding General
CIO	Chief Information Office
CJCSI	Chairman of the Joint Chief of Staff Instruction
CSA	Chief of Staff, Army
CSL	Center for Strategic Leadership
DA	Department of the Army
DCS	Deputy Chief of Staff
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DLAMP	Defense Leadership and Management Program
DOD	Department of Defense
DSC	Defense Strategy Course
FA	Functional Area
HQ	headquarters
HQDA	Headquarters, Department of the Army
HQDA DCS, G-3	Deputy Chief of Staff for Operations and Plans
HQDA DCS, G-8	Deputy Chief of Staff for Programs
IF	International Fellow
IMA	Installation Management Agency
IT	information technology
JFLCC	Joint Force Land Component Commander

JFOWC	Joint Flag Officer Warfighting Course
MACOM	major Army command
NCO	noncommissioned officer
NETCOM	Network Enterprise Technology Command
NMS	National Military Strategy
NSS	National Security Strategy
PKSOI	Peacekeeping and Stability Operations Institute
RC	Reserve Component
RCNSIS	Reserve Component National Security Issues Seminar
SRCOG	Senior Reserve Component Officer Course
SSCFP	Senior Service College Fellowship Program
SSI	Strategic Studies Institute
TRADOC	United States Army Training and Doctrine Command
USAWC	United States Army War College

FOR THE COMMANDER:

OFFICIAL:

ANTHONY R. JONES  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

//signed//  
JANE F. MALISZEWSKI  
Colonel, GS  
Chief Information Officer