



Dear *JFQ* Readers:

National Defense University (NDU) has started a more aggressive international and domestic outreach program. We did so to share ideas with global counterparts and to help combat terrorism with ideas and information. The importance of this rapidly growing program is reinforced by the Chairman of the Joint Chiefs of Staff, General Peter Pace, in his guidance in *Shaping the Future*:

We can both learn from and help others through a proactive outreach program to nontraditional partners. Academia, industry, think tanks, and a host of other organizations possess a wide range of expertise and insights invaluable to finding solutions to our most pressing problems.

Our Coalition partners have significant insights to share with us as well. Our friends at home and abroad are our natural allies in this war, and we should seek to partner with them at every opportunity.

My goal as president of NDU is to communicate worldwide with every military educational institution and other great organizations via email and to facilitate better and more open dialogue. By doing so, we will improve not only subject matter expertise but also the ways in which we educate military officers and civilian officials in defense and security matters. This network, with approximately 10,000 members—and growing rapidly—will be an important tool for promoting global strategic thinking by disseminating research and publications.

Also, we have begun an innovative program called Communities of Practice (COP), which links professional educators from military academic institutions around the world in order to share ideas, news articles, curricula, and educated opinions on nearly 30 relevant topics, such as countering and combating terrorism, leadership and ethics, multinational operations and issues, and Islamic radicalism.

While we started with only U.S. institutions, we now have many organizations from other countries that have joined. To date, we have connected some 300 institutions in 90 countries. We have also expanded the list of subjects (listed below). Many American educational institutions have up to 12 people in a single subject area or community and there is no limit to the number of participants.

The rules I established were simple and straightforward:

- build a forum of experts among various institutions around topical subject areas
- create opportunity for an informal, nonattribution network to exchange ideas and curricula and to discuss current issues
- serve as a sounding board for topics of discussion
- collaborate on new ideas and integration of topic areas into existing curricula
- participate in the network voluntarily
- feel no obligation to respond
- encourage network growth—that is, *spread the word*.

The expanded COP list now totals 27 topics and will continue to grow as our global participants desire. There is virtually no limit on subjects or membership to this dynamic program. Our current list:

- Acquisition
- Africa
- Asymmetric Warfare
- China
- Civil-Military Relations (foreign and domestic)
- Combating Weapons of Mass Destruction
- Command and Control
- Consequence Management
- Corporate Risk Management
- Countering/Combating Terrorism
- Effects-Based Thinking/Operations
- Energy
- Environment
- Homeland Defense/Security
- Information Operations and Information Assurance
- Insurgency/Counterinsurgency
- Intelligence
- Interagency
- Islam and Islamic Radicalism
- Leadership/Ethics
- Logistics
- Military History
- Multinational Operations and Issues
- National Security Law
- North Atlantic Treaty
- Organization
- Postconflict/Stability Operations
- Transformation

I encourage you to take part in this effort and help us widen the network. We would welcome all of you to join one or more of the COPs and to identify other individuals or groups who should be on the list.

My point man at NDU for this project is Alan Roberson. Please contact him for assistance at RobersonM1@ndu.edu or call him at 202-685-3032.

All the best,
Michael M. Dunn
Lieutenant General, USAF
President, NDU

The Joint Advanced Warfighting School: Creating World-Class Joint Planners

In April 2004, the Chairman of the Joint Chiefs of Staff (CJCS) announced establishment of the Joint Advanced Warfighting School (JAWS) at the Joint Forces Staff College in Norfolk, Virginia. The decision followed months of study and discussions involving the Joint Staff, Services, and members of the military education community. The first class ended June 2005, and the second cohort is under way in its unique 46-week joint professional military education experience.

The mission of the program is to produce conceptual, adaptive, and innovative graduates who can create campaign-quality concepts, employ all elements of national power, accelerate transformation, and succeed as joint force operational/strategic planners. JAWS is an essential component of the Chairman's efforts to create skilled warfighters who are "strategically minded" and adept at "critical thinking."

As JAWS matures, it will populate the Joint Staff and combatant commands with officers trained in joint planning processes who can perform critical analysis in applying all aspects of national power across the full range of military operations. Graduates will be capable of synergistically combining existing and emerging capabilities in time, space, and purpose to accomplish operational and strategic objectives. Of the 25 graduates from the inaugural class, 18 were immediately assigned to key billets at combatant commands and on the Joint Staff. Several are already leading campaign planning efforts at various joint headquarters. These graduates will bring their education and broad experience to the joint community and contribute their talents throughout their careers. In essence, they will be agents for innovation and transformation.

JAWS educates selected O-4s and O-5s in the art and science of joint, interagency, and multinational planning and warfighting at the strategic-operational nexus of war as directed by the CJCS Officer Professional Military Education Policy. The students,

who are all carefully chosen by their Services, must be eligible to fill joint planning billets on graduation, possess appropriate clearances, and be able to perform in a demanding academic environment. JAWS qualifies as a Service intermediate- or senior-level college as well as single-phase joint professional military education. It is also accredited to award a Master of Science degree in Joint Campaign Planning and Strategy.

Two seminars contain about 12 students apiece. Each seminar normally consists of about four Army, four Air force, three Navy, one or two Marine Corps, and two interagency students. In the next academic year, it is anticipated that multinational students will join the student mix. The small "purple" seminars are supported with high-quality faculty, first-class instructional technologies, and a complete collaborative information environment. Significant facilities modernization was completed to support the JAWS educational approach with a true "seminar collaborative learning platform" classroom. The location enables a high degree of ongoing collaboration with nearby Joint Forces Command, the Joint Warfighting Center, Allied Command Transformation, and a host of other joint, Service, support, and contractor activities in the Tidewater area.

The curriculum focuses on high-end operational art and transformational thought. This specific and concentrated emphasis allows in-depth immersion and applied rigor. The curriculum further endeavors to strike a balance between operational and strategic studies, and between warfighting and war preparation. The inter-related core courses—Foundations in Theory of War, Strategic Foundations, and Operational Art and Campaigning—constitute the developmental framework. By emphasizing problem solving and decisionmaking within the specific context of the joint operations concepts, emerging transformational ideas, and adaptive planning, JAWS will strive to produce world-class joint planners prepared

to operate in tomorrow's fast-paced, often chaotic, and multitasking environment.

Exercises, simulations, case studies, extensive readings, and several research visits are key components of the program. Students have multiple opportunities to analyze and apply joint doctrine, emerging concepts, and recent lessons learned, while honing planning and decisionmaking skills. In addition, they conduct individual research, write a formal thesis examining a contemporary joint issue, and defend their findings as part of a final oral comprehensive exam.

JAWS is envisioned to provide joint headquarters with planners and warriors who understand the 21st-century battlefield and view warfare through a joint, multinational, and interagency lens. Graduates should become a nucleus of joint planners in much the way the advanced military studies programs of the Services generated highly skilled and sought-after planners and thinkers. As JAWS expands beyond its two-seminar construct, it will contribute more skilled innovators and joint planners to the joint specialty officer population and more agents of transformation. If the reports received from graduates are any indication, the need for JAWS-educated personnel will increase sharply in coming years. The future of the program promises to be one of learning, growth, and innovation. **JFQ**

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