

## **Joint Forces Staff College (Joint and Combined Warfighting School)**

### **Joint and Combined Warfighting School (JCWS) (JPME II)**

#### **Mission:**

The Joint and Combined Warfighting School educates national security professionals to plan and execute joint, interagency, intergovernmental, and multinational (JIIM) operations. Graduates are critically thinking, operationally minded, skilled joint warfighters who can operationalize national, military, and theater security strategies into design-informed operational plans. Graduates have a primary commitment to JIIM teamwork, attitudes, and perspectives.

#### **Program Learning Outcomes (PLOs):**

PLO 1: The graduate can, as a leader or a team member, EMPLOY joint planning and processes in the development of plans in support of operational and strategic objectives.

PLO 2: The graduate can APPLY current concepts in planning, while also recognizing changing future environments, domains, and emerging technologies.

PLO 3. The graduate can ANALYZE operational situations within the global strategic environment and identify the challenges and opportunities facing leaders.

PLO 4. The graduate can DEVELOP appropriate written and oral guidance and recommendations based on critical analysis.

PLO 5. The graduate can DEMONSTRATE the value of integrating diverse attitudes, perspectives, and capabilities based on an appreciation of the nature of the joint, interagency, intergovernmental, and multinational environment.

#### **Emerging Faculty Skill Requirements (Including your ability to hire these skills):**

Authorized Faculty:	70 (47 military, 23 civilian)
Assigned Faculty:	46 (30 military, 16 civilian)
Skill requirements:	Military: O-5, JQO, Master's Degree Civilian: PhD, Operational Joint Experience

All JCWS Faculty teach across the full curriculum. Limited school ability to hire to emerging skill requirements (i.e. change in strategic guidance / focus areas); current faculty required to develop and deliver emergent focus areas. Therefore, JCWS leverages expertise from other NDU Schools and Programs for specific areas of expertise (e.g., Cyber). JCWS will lose its Space Force officer in 2022 with no scheduled replacement.

#### **Curriculum Overview**

JCWS offers JPME Phase II to officers, senior enlisted and select US government civilians to prepare them for joint qualification and to ensure joint commands and agencies are staffed with officers prepared to execute the mission of these commands. JCWS curriculum incorporates contemporary national security guidance, direction, processes, and joint doctrine in the use of active and experiential exercises. The student and faculty composition in each seminar is a genuine joint environment, mirroring the diverse skills and backgrounds found in a joint staff. The curriculum leverages this joint

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environment and places the students in multiple roles and perspectives from which they must perform authentic activities they will find in follow on joint staff assignment.

JCWS delivers via three delivery modalities:

- 10-week, in-person Resident class delivered at the Norfolk Campus (4 times per year);
- 10-week, Satellite delivery mode executed in-resident on a rotating basis at one of the Combatant Commands (executed 4 times per year on the same schedule as the Resident class);
- 40-week Hybrid mode (37 weeks on-line, 3 weeks in-resident at the Norfolk Campus, delivered 3 times per year) designed primarily for Reserve and Guard component officers.

Course materials and activities are designed to emphasize a problem-based, diverse, small-group collaborative learning environment within a framework of competency-based education described in the CJCS 1800.01F (2020) as outcomes-based military education (OBME). The program consists of five courses:

**Joint Force Fundamentals (JFF):** JFF begins with a reintroduction to the joint concepts of unified action, strategic thinking, and introduces the officers to the Chairman's role as well as current strategic guidance and direction. This course also uses multiple small group activities to begin building a joint team.

**Strategy and Campaign Design (SCD):** SCD provides opportunities for the students to apply strategic guidance within the context of a joint planning group developing a CCMD's initial planning guidance for a campaign plan using operational design methodology with an emphasis on strategic and operational level thinking.

**Integrated Contingency Planning (ICP):** This course focuses on using the logic of the joint planning process (JPP) to develop a Joint Strategic Capabilities Plan (JSCP) directed contingency plan. A joint planning group is the context that moves the student focus to an operational level but still emphasizes the importance of being aligned with strategic guidance.

**Capstone (CAP):** JCWS culminates with an exercise that requires the students to consider all they have learned and implement their knowledge within the context of an unfolding contingency/crisis, in a time constrained environment. The final week is a period of guided reflection by faculty, senior fellows, a briefing from J7 Joint Futures, and the presentations of the students' Academic Publishable Essay (APE).

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