

## *Back To Table of Contents*

### **AIR WAR COLLEGE**

Maj Gen Robert J. Elder Jr., Commandant  
Col Ben F. Young Jr., Vice Commandant

*Internet Address*

<http://www.maxwell.af.mil/au/awc/awchome.htm>

**Mission:** *To educate senior officers to lead at the strategic level in the development and employment of air and space forces, including joint, interagency, combined, and coalition operations, in support of national security.*

The War Department established the Air War College (AWC) in 1946 at Maxwell Field, Alabama, and the college has operated continuously since that time except for a period of six months during the Korean conflict. To accomplish the AWC mission, students demonstrate mastery of dual challenges—academic enhancement and professional development. To meet these challenges, the college develops the knowledge, skills, and attitudes in its students that are significant to the profession of arms with emphasis on air and space power and its application in joint, combined, and coalition operations.

**Goals:** To be prepared to lead at the strategic level in joint, interagency, and multinational environments, Air War College graduates will have demonstrated mastery in the following ways:

- Analyzed, articulated, applied, and/or evaluated concepts embodied in the following learning areas as listed in the Officer Professional Military Education Program, CJCSI 1800.10B, for senior-level colleges:
  - National Security Strategy,
  - National Planning Systems and Processes,
  - National Military Strategy and Organization,
  - Theater Strategy and Campaigning,
  - Information Operations and C4ISR, and
  - Joint Strategic Leader Development.
- Understood, analyzed, and articulated the development of air and space doctrine and the development and employment of air and space assets across the spectrum of potential conflict.
- Analyzed the role of air and space assets within the context of the broader military and national security environment.
- Compared and contrasted US air and space assets (both military and civilian) with those of allies as well as potential adversaries and competitors.

- Assessed regional cultures, resources, and issues including their potential influence on US national security.
- Examined the historical, economic, demographic, political, and military developments that resulted in present military doctrine, systems, and strategies.
- Examined national and global economic, demographic, political, and military trends and their effects on current and future national security environments.
- Examined in-depth evolving issues and concepts such as information operations, cultural intelligence, humanitarian operations, treaty negotiations, network centric operations, homeland security, and effects-based operations.

AWC is comprised of a command section, two academic directorates (Academics and Nonresident Studies), and two support directorates (Student Operations and Operational Support). Within the academics directorate, the program curriculum is developed and delivered through three departments—Leadership and Ethics, Warfighting, and Strategy and International Security. Additional support comes from two research centers, the USAF Counterproliferation Center and the Air University Center for Strategy and Technology that are separate from but integral to AWC. The centers offer elective courses and provide enhanced research opportunities to resident students.

### **Resident Program**

The AWC resident program consists of one class for each 10-month academic year. The class membership includes persons from each US military service, civilian employees of federal government agencies, and officers from the international community of nations.

All US students must meet admission requirements for the master of strategic studies degree because they will be dually enrolled in the AWC senior-level professional military education (PME) program and the Air University (AU) master of Strategic Studies degree program. The AWC PME program includes Joint Professional Military Education (JPME) Phase I certification as defined for senior-level colleges in the Officer Professional Military Education Program, CJCSI 1800.10B.

International students, who qualify for entry in the AWC program, are enrolled in the AWC senior-level PME program, not including JPME Phase I, and may or may not choose to apply for admission to the master of Strategic Studies degree program.

## **Duration and Quotas**

The resident program consists of 10 months of graduate-level study. The senior AF professional military education school, AWC annually educates about 265 resident students from all US military services, federal agencies, and 45 other nations.

## **Prerequisites and Selection**

Lieutenant colonels and colonels or the equivalent in Navy rank or civil service grade are eligible to attend AWC. The Central Senior Service School Selection Board, Headquarters USAF, selects Air Force active duty officers who have demonstrated an outstanding potential for senior command and staff positions to attend AWC. Additionally, US Air Force Reserves (AFRES) officers, Air National Guard (ANG) officers, officers from other US military services, officers from other nations, and US federal civilians are selected to attend by their respective personnel systems. The *Air Force Education and Training Course Announcements (ETCA)*, formerly Air Force Catalog 36-2223, *USAF Formal Schools*, provides additional information on this topic.

## **Master of Strategic Studies Degree Admission Requirements and Procedures**

To be admitted to the master of Strategic Studies degree program, an individual must (1) be selected to attend the AWC resident program; (2) present proof of academic capability by either holding a qualifying undergraduate degree (US bachelor's degree or its equivalent) or meeting admission requirements through the portfolio admission process; and (3) if required by the following guidelines, provide an acceptable score on the Test of English as a Foreign Language (TOEFL) test. Intent to apply for the master's degree program at AWC was due to the AU Registrar by 28 June 04.

- I. Proof of Academic Capability by Transcript
  - a. Air Force active duty, Guard, and Reserve officers selected to attend AWC will have their degree status verified by the AU Registrar through AFIT without action on their part.
  - b. Sister service and civilian students must have their official transcripts sent to the AU Registrar, 60 Shumacher Ave, Maxwell AFB, AL 36112 within the first month of the academic year.
  - c. International officers interested in pursuing the master's degree may submit a transcript of US bachelor's or bachelor's equivalent degree taken in the English language and/or an advanced degree

in languages other than English that has undergone a document-by-document evaluation of the academic records by an independent foreign credentials evaluation service that is a member of the National Association of Credentials Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine if the records are equivalent to a US four-year bachelor's degree.

- i. Applications for this process are available from the AU Registrar.
- ii. When requesting one of these services to evaluate one's transcript(s), the individual should state the reason as "further education" or "admissions requirement for master's degree program."
- iii. Individual's seeking admission to the master's degree program is responsible for the costs associated with the transcript evaluation.
- iv. A copy of the evaluation must be mailed to the AU Registrar.

## II. Proof of Academic Capability by Portfolio

Air University provides a portfolio option to those selected to attend AWC who wish to apply to the master of Strategic Studies degree program but who do not possess a US bachelor's or equivalent degree.

Those seeking to be admitted to the degree program using this option must submit their portfolios to the admissions committee through the AU Registrar. The committee will evaluate each applicant on his or her own merit to determine if the person's "preparation" is judged adequate for the rigors of the master of Strategic Studies degree program.

Minimally, the portfolio should contain as much information as necessary to demonstrate one's professional and educational history to include:

- a. Official evidence of all completed college, university and/or professional school coursework evaluated by an independent foreign credentials service (see transcripts above).
- b. Copies of certificates and diplomas evaluated by an independent foreign credentials service (see transcripts above).
- c. Detailed description of professional work including a current resume and, if appropriate, work-relevant evaluations.

- d. Two or more letters of recommendation from persons who (1) hold a terminal degree, (2) are past or present supervisor, or (3) can offer a professional reference attesting to your capacity to complete a graduate degree program.
- e. Program brochures, catalog pages, and/or descriptions as necessary to support these accomplishments.

### III. Proof of English Language Proficiency

- a. International officers applying for admission to the master of strategic studies degree from countries where the official language is English are not required to take the TOEFL.
- b. International officers who have completed a bachelor's or higher degree in the US during the past three years are not required to take the TOEFL.
- c. International officers from countries where the official language is not English must achieve an acceptable score on the TOEFL to be admitted to the master's degree program.
  - i. The individual is responsible for the cost of this test.
  - ii. When taking the TOEFL, an individual must select Air University as the Institution Code (9069) for the official score to be sent to the AU Registrar.
  - iii. The minimum acceptable score for unconditional admission to the master's degree program is 540 for the paper-based test or 207 for the computer-based test. The minimum acceptable score for conditional admission is 500 for the paper-based test or 173 for the computer-based test.
  - iv. A student admitted conditionally must retake the TOEFL after beginning AWC classes but before the end of the first elective term.
  - v. A faculty committee must evaluate the academic progress of any student who does not achieve the minimum acceptable score for unconditional admission on the retest to determine whether he or she will be allowed to continue in the degree program.

International students not having a baccalaureate degree, not admitted through the portfolio process, not making the minimum TOEFL score, or not admitted at the end of the first elective term by the faculty committee with a conditional score will be allowed to attend AWC and will, upon graduation,

receive the AWC professional military education (PME) diploma but will not be awarded the master's degree.

### **Graduation Requirements**

To meet the requirements for completion of the AWC professional military education program and, for students admitted to the degree program, to meet the requirements of the AU master of Strategic Studies degree program, a student must

- a. demonstrate mastery of the following AWC curriculum with a minimum grade of B- in each course and a cumulative GPA of at least 3.0:
  - i. Five core courses (Leadership and Ethics; Strategy, Doctrine, and Airpower; International Security Studies; Warfighting; and Regional Studies (classified) for US students or Regional Studies (unclassified) for international students)
  - ii. Four 6000 series elective courses, and
  - iii. Individual Professional Studies Research.
- b. demonstrate fully satisfactory participation in other scheduled AWC programs such as the culminating war game (Solo Challenge), National Security Forum, Executive Wellness, and Commandant's Lecture Series.

#### **AWC Resident Curriculum Summary**

<b>Course Title</b>	<b>Semester Hours</b>
DFL 6200, Leadership and Ethics	3
ISS 6300, International Security Studies	5
SDA 6400, Strategy, Doctrine, and Airpower	6
DFW 6500, Warfighting	7
RS 6600, Regional Studies (classified) <b>or</b> RS 6650 Regional Studies (unclassified)	3
EL 6100, Individual Professional Studies Research <b>or</b> EL 6110, Individual Professional Studies Research-CSAT	3
Four EL 6000 series, Core Electives Program	8
<b>TOTAL</b>	<b>35</b>

Note: All courses must be taken in residence at AWC. Courses taken in the nonresident program may not be used to satisfy course requirements of the resident master's degree program.

## **Resident Program Course Descriptions**

The AWC resident curriculum includes core curriculum and an elective program.

### **Core Curriculum**

The core curriculum consists of four major areas: leadership and ethics; international security studies; strategy, doctrine, and airpower; and war fighting. The AWC resident curriculum consists of the following course offerings by the Departments of Leadership and Ethics (DFL); Strategy and International Security (DFS); Warfighting (DFW); and Regional Studies.

#### **DFL 6200 Leadership and Ethics**

**3 semester hours**

Leadership and Ethics educates students to synthesize the concepts of the strategic leadership environment. The course is based on two key assumptions: first, students are already successful leaders, but the challenges they will face in the future will be significantly different from those they faced in the past; and second, students can significantly improve their competence in areas vital to success as strategic leaders. The focus is on students comprehending the leadership characteristics and capabilities needed by strategic leaders, demonstration of critical and creative thinking skills, appraising the ethical demands of strategic leadership, assessing their personal leadership development, and justifying the strategic leader competencies for leading the institution. The course challenges students to develop their vision and expand their conceptual capacity through critical and creative thinking, communicating effectively, and developing the capability to lead change. In addition, the course focuses on responsibility, command, values, and an awareness of the strategic environment required to meet the challenges involved in leading large, complex organizations. The course includes a detailed assessment of each student's personal leadership capacities and personality preferences as a foundation for the development of a plan for lifelong personal growth.

#### **ISS 6300 International Security Studies**

**5 semester hours**

International Security Studies analyzes the development and implementation of US national security. The purpose of the course is to educate senior officers on the development and implementation of national security strategy.

The first half of the course, *National Security and Decision Making*, analyzes the components of the current US security strategy,

examines the impact of possible alternative US strategies for achieving national security in today's world, and evaluates the processes by which such strategies are developed.

The second half of the course, *Global Security*, surveys and evaluates the current international environment and examines the roles national, non-state, and regional actors play in shaping the global environment.

This course prepares students to articulate the national, regional, and international security issues shaping the global environment. It prepares students to appraise and participate in the US government's policy-making processes. Students should be able to develop strategies for coping with challenges in the international arena and to critique alternative approaches to national security considering all elements of state power, including political, economic, cultural, and military.

**SDA 6400 Strategy, Doctrine, and Airpower**

**6 semester hours**

The Strategy, Doctrine, and Airpower course instills in students an ability to judge the roles of strategy, doctrine, and the employment of air and space power in support of national security. The course builds on the following assumptions. First, the writings of classical military thinkers provide an enduring framework for the development and judgment of strategy. Second, strategy and doctrine are inextricably linked in the securing of national policy goals, and an understanding of both is critical for the senior leader. Finally, wars test the validity of specific strategies and doctrines with important lessons for the leaders of today and tomorrow. With these assumptions in mind, the course uses historical case studies—particularly the history of air and space power—as a vehicle for developing a framework for judging the employment of air and space forces in support of national security today and in the future.

**DFW 6500 Warfighting**

**7 semester hours**

War fighting prepares senior officers to develop, lead, and employ US and coalition air and space forces at the strategic and operational levels in joint, combined, interagency or coalition environments in support of the National Military Strategy. Special emphasis is placed on operational art; war fighting in a coalition environment; command and control of theater-level operations and the Air Operations Center as a weapons system; strategic implications of emerging technologies and capabilities on future force structure; future threats asymmetric to US experience and expectations; "Red Team" perspective; and the

global war on terrorism. The purpose is to permit agile, proactive, and future-focused USAF strategic planning for Air, Space, and Information superiority. Specifically, DFW accomplishes the following objectives:

- Compare and contrast how to employ combatant power as it addresses air and space power at the theater/combatant command level in a joint, combined, and coalition environment.
- Judge the issues associated with USAF future force structure, force employment, and emerging joint vision.
- Appraise sister services' visions and capabilities.
- Anticipate the emerging opposition capabilities and concepts of operation.

### **EL 6100 Individual Professional Studies**

#### **Research**

**3 semester hours**

For the successful completion of the Individual Professional Studies Research course, students may choose to research and write on a topic from the lists or research interests provided by major commands and other military and civilian organizations or on a topic of their own interest. The product of that research, the Professional Studies Paper (PSP), is to be 25-30 pages long. With the author's permission, Air University places some papers on the Internet via the AU Web site and provides copies to the Defense Technical Information Center and the Air University and Air Force Academy libraries. Additionally, with the author's permission, if writing on a major command or other military or civilian organization's relevant topic, the paper will be forwarded to the requesting agency or office. The Individual Professional Studies Research course has the following objectives:

1. provide students the opportunity to conduct research on topics of their choice,
2. assist students to conduct thoughtful, logical, and critical research and analysis,
3. share the results of student research, writing, and analysis with key decision makers, and
4. assist students, if they desire, in submitting papers for publication in Air Force, sister service, and other professional journals and periodicals.

**EL 6110 Individual Professional Studies**

**Research—CSAT**

**3 semester hours**

This course is a research seminar devoted to the research, writing, and defense of the student papers begun in EL 6447, Strategy and Technology taken during Term 1. Individual TDYs may be arranged as part of a student's research. Some papers will be published by the Center for Strategy and Technology (CSAT), while others will be published in other venues.

**RS 6600 Regional Studies (classified)**

**3 semester hours**

**RS 6650 Regional Studies (unclassified)**

**3 semester hours**

The Air War College Regional Studies (RS) course is an integral part of the curriculum. It prepares students to address issues relevant to various regions of the world in support of US national security policy. RS provides students the opportunity to appraise an area of the world where a unified combatant commander must implement the national military strategy in support of US security policy. Understanding this implementation process requires an appreciation of the complex national and international environments in which it takes place and familiarity with the nations affected by US policies and vice versa. The RS course provides the opportunity for students to gain unique perspectives by studying and visiting one of 15 regions of the world. During the third term, each student completes 30 classroom hours of focused academic preparation on a selected region and begins work on a research paper dealing with security in the region. The research paper is completed following about a two-week field study trip to that region. The field study portion allows students to discuss security policy issues with their region's senior political, military, business, and academic leaders. Throughout the academic year, the students accomplish logistic and administrative preparation and travel planning for the field study portion of their Regional Studies course. A post-trip seminar provides a cross talk and the opportunity to wrap up the course. Additionally, the perspectives gained during RS will be immediately useful during the Global Studies curriculum and the execution of the Solo Challenge Wargame. For administrative continuity of the RS program, students prepare a detailed analytical trip report and continuity book at the end of the course.

**Electives Program**

The Electives Program has two major objectives:

1. Enhance and complement the core curriculum by providing students with opportunities to achieve greater depth and breadth of understanding in issues of special interest.

2. Provide the AWC curriculum with the flexibility to adapt quickly to changes in the international and domestic security environments.

*Electives Requirements:* All students must complete four electives (in addition to other requirements) to graduate. The three teaching departments of Leadership (6200-series), Strategy and International Security (6300 and 6400-series), and Warfighting (6500-series) sponsor all electives.

“English as a Second Language” (EL 1710), taught by the International Officers School for selected international officers only, provides intensive work in the English language. Because EL 1710 is not a graduate-level course, it does not count as one of the four electives required for a master’s degree.

**EL 6121, 6122, 6123 Directed Study**

**2 semester hours**

Students interested in intensive work on a particular topic can develop, with a faculty member, a research proposal and reading list designed to give them an in-depth understanding of the subject. Enrollment is limited and requires approval of the Associate Dean of Academic Programs (DFX).

## **AY05 Leadership Electives**

### **EL 6210 Art of Command**

**2 semester hours**

Many AWC students have served as squadron commanders. After graduation, command at the group level and higher will promise even greater challenges than those encountered at the unit level. What competencies are required to command at group level and above? How do personality, unit mission, situation, and other variables affect command? What can we learn from the lives and careers of previous great commanders? Are the qualities and skills required to be an effective air commander different from those required to be an effective ground or sea commander? What staff agencies are available to assist the commander? This course will address these questions.

### **EL 6211 Command and Conscience**

**2 semester hours**

The late S. L. A. Marshall contended, “Respect for the reign of law, as that term is understood in the U.S., is expected to follow the flag wherever it goes.” The main safeguard against lawlessness and hooliganism in any armed body is the integrity of its officers. In a prudent and practical manner, this course will examine a variety of topics of immediate professional concern to the commander. How does today’s leader resolve the tension inherent in the occasional clash of command responsibility and ethical imperative? To whom or to what does the leader owe the highest loyalty—to his superior, the Constitution, or his religious and philosophical judgments? Which has priority—mission or men? If integrity is—as it must be—the heart of the officer corps, it must first be examined before it can be assimilated. This course, then, inquires into the nature of military integrity.

### **EL 6215 Leadership Case Studies**

**2 semester hours**

Students will examine actual leadership situations that have confronted senior leaders in today’s military. Taken from real life, the case studies review ethical, legal, managerial, organizational, and general leadership dilemmas that may challenge the modern military leader. The course is intended to help prepare students to command large organizations and to address the types of problems they may encounter as senior officers on a joint or service staff. Reading will consist of case studies and appropriate background material. Each student will be required to prepare a one-page introspective paper and a comprehensive case study.

### **EL 6216 Leadership in the 21st Century**

**2 semester hours**

What is different about the future that leaders must prepare for? This course examines a wide variety of topics to help leaders develop the skills

they need to succeed in the future. Lessons cover demographics of followers, trends in society, technology, innovation, leadership practices in industry, public affairs, leading change, and future organizations. Students will meet face-to-face with leaders serving at the group, wing, and general officer levels.

**EL 6228 Inside the Heads of Friends and Foes: Cross-Cultural**

**Competencies for Strategic Leaders** **2 semester hours**

This course is about human behavior. It is anchored in the behavioral sciences, particularly cultural anthropology, and is designed to allow students to see behavior—and the ideas that underlie that behavior—through the filters of other cultures. More specifically, this course is about cross-cultural leadership—about the competencies required to motivate (or compel) others in a peculiar kind of leadership—the kind that generally is required of senior leaders in large, relatively diverse organizations. The basic approach of the course emphasizes in-class discussion of presentations and assigned reading materials. The faculty instructor and other subject matter experts will offer presentations, including panel discussions. The course also requires students to conduct primary social science research and share their findings with the class

**EL 6230 Legally Leading the Fight**

**2 semester hours**

This course will examine legal issues that arise at the group and wing commander level with a focus on expeditionary operations.

**EL 6231 Commander and the Media**

**2 semester hours**

Because the mass media continues to have an ever-increasing influence in American society, you, as a senior military or civilian government leader, must have a grasp of today's news business and the interview process. The underlying premise of this course is that DOD stands to benefit from effective communication with its many audiences via the news media. We have two principal goals to achieve: (1) to assist you in better understanding the sometimes difficult relationship between the military and the news media and (2) to develop specific tools and techniques to effectively engage the news media. We will strive to better understand today's news business and break down some of the mystique that often surrounds the news media. At AU Television, you will learn a variety of practical methods to control interview situations and get your messages across to the public. Guest media representatives and visits to media outlets, to include CNN in Atlanta, are included in this course.

**EL 6234 Leading Change**

**2 semester hours**

Senior leaders in the twenty-first century will almost certainly be expected to manage significant change—both for themselves and their organizations. In fact, the entire concept of “transformation” is about change. Yet however attractively it is packaged, individuals tend to fear change and organizations tend to resist it, making management of change one of the most difficult leadership competencies. This course examines what goes on inside the heads of individuals and within the culture of organizations to accept or resist change. Using the best available scholarship and case studies, the course examines examples of successful change, allowing students to develop the intellectual tools necessary for the mediation of change.

## **AY05 Strategy and International Security Electives**

**EL 6410 Congress and the Military** **2 semester hours**

This course examines the organization of the Congress, the structure of the DOD in working with Congress, the legislative environment in which these two organizations operate, and the practical situations in which they interface. It includes case studies of effective and ineffective ways the military has engaged with Congress, visits from congressional staffers, a trip to Capitol Hill, and an examination of the president's budget. The course schedule varies based on the congressional calendar.

**EL 6411 Negotiation Skills for Strategic Leaders** **2 semester hours**

This course will develop skills necessary to successfully negotiate conflict resolution, treaties between countries, coalitions of forces, budgets between services, and memorandums of understanding between agencies. Considerations will be given to cross cultural factors, time constraints, negotiation styles and strategies, and profiling of involved parties. Topics to be covered will include logical analysis, group problem solving, conflict management, and methods of persuasion.

**EL 6412 Air War in the Pacific** **2 semester hours**

This course covers the development of the air war within the framework of the joint war-fighting effort across the vast expanse of the Pacific Ocean areas. It begins with Japan's full-scale war of aggression in China in 1937 and continues through the attack on Pearl Harbor to the Trans-Pacific War. The focus of the course will be on the relationship between strategy and airpower in a series of joint theaters of war—the South Pacific, the Southwest Pacific, the Central Pacific, and the North Pacific—with some examination of the China and India-Burma theaters in the war against the Japanese Empire. We will examine the joint command structures, the relationship between carrier and naval land-based air assets, the Army Air Forces' role in this war, and the Japanese side of war to the extent possible. There is a requirement for students to look at original records in the Air Force Historical Research Agency.

**EL 6416 Airpower Theory, Doctrine, and Strategy, 1945–Present** **2 semester hours**

This course studies changes in theory and doctrine from 1945 to the present. It stresses the complex nature of strategic requirements and the strengths and limitations of doctrinal and technological adaptations to change.

**EL 6417 American Civil War** **2 semester hours**

Using the experience of the American Civil War, this course analyzes the relationship between national objectives and the implementation of national and theater military strategy. It highlights the causes of the war; the dynamics of crisis periods; escalation of national objectives; the level, scope, and intensity of violence from limited conflict to total war; and war termination.

**EL 6422 Psychology of Decision Making** **2 semester hours**

This course examines specific cases of decision making in the realm of national security, focusing on how a psychological perspective may help us become better decision makers at the strategic level. It considers such issues as information overload, risk-taking, stress, personality, organizational culture, and how one can learn from history to make better decisions.

**EL 6424 The American Aerospace Industry** **2 semester hours**

This course examines the relationship between the US military and the American air and space industry, from its beginnings in World War I to the challenges posed by globalization, industry restructuring, and export control policy today. In the US the emergence of arms exports as “big business” has its origins in the 1969 Nixon Doctrine and the 1971 creation of the Defense Security Assistance Agency. The course considers military transports, commercial airliners, and space and missile systems, but its primary focus is on technological development of fighters and the politics behind military bomber development. Student case study presentations on such systems as the CV-22, F-16, and Joint Direct Attack Munition (JDAM) provide an opportunity for additional analysis and lessons learned.

**EL 6426 Causes of War** **2 semester hours**

This course uses historical and cross-cultural approaches to answer, “Why do countries wage wars?” It compares ancient and contemporary theories and views on wars, examines the origins and nature of war, considers the development of war as an institution in societies, and looks at the prospects of war and peace in the future.

**EL 6428 Intelligence (Classified, US Personnel)** **2 semester hours**

Intelligence—accurate and timely information about unfolding world events and international concerns or threats—is crucial to the successful conduct of US foreign policy. In the post–Cold War period, the United States may exercise even greater influence in international affairs

than it did previously. Yet the dynamics of international relations are more complex and the perception of threats to US interests may be less obvious. While US policy makers will continue to rely on intelligence to make judgments and decisions, the role of intelligence—with its need for secrecy and occasionally extra-legal activities—presents many dilemmas for a democratic society.

**EL 6432 Military Innovation**

**2 semester hours**

Military innovation requires harnessing new operating concepts, technologies, and organizational structures to conduct war in new ways. However, the interplay of strategy, doctrine, and technological innovation is what often influences military outcomes. Drawing on classic works by Rosen and Murray and Millett and recent books by Lorber and Binnendijk, this course analyzes cases of past and current military innovation and the factors that help determine whether or not innovations are adopted.

**EL 6433 Globalization**

**2 semester hours**

This course examines the political, economic, cultural, and demographic implications of globalization. It views the phenomenon from both western and nonwestern perspectives to bring out the main arguments for and against globalization.

**EL 6435 The Iraq War and Its Aftermath**

**2 semester hours**

This course focuses on the origins, planning, conduct, and consequences of America's second war against Iraq and its aftermath. Particular topics include the decision making that led up to the war, the relationship of Operation Iraqi Freedom to the global war on terrorism, and the utility of specific historical analogies to inform current US policy in Iraq. The course draws heavily on the author's own research and on published statements and accounts by principal decision makers.

**EL 6436 International Organizations and  
Peacekeeping Operations**

**2 semester hours**

NATO, spearheaded by USAF, stopped Serbian forces from ethnically cleansing 1.8 million Kosovo Albanians. Could international organizations (IO), such as NATO or the UN, have stopped the genocidal killing of 800,000 Rwandans in 1994? In this course, you will examine the role of IOs, particularly as guarantors of peace and security, and come to understand what they can and cannot do. US armed forces have acted often within the framework of IOs (within NATO in Kosovo and Bosnia and the UN in Macedonia and Haiti), or with the endorsement of IOs (the UN in Operation Desert Storm). Thus, a

strategic military thinker must be cognizant of IOs and their functions. The course starts with the UN and recent cases of peacekeeping. It moves to regional organizations, including NATO and the European Union. Finally, we deal with international nongovernmental organizations (NGO) and their role in the prevention and resolution of conflict and relations with military peacekeepers.

**EL 6440 Northeast Asian Security**

**2 semester hours**

This course examines key elements in the US-Japan and ROK-US alliances and the security implications for the region, particularly with regard to China. Progress in the US-Japan alliance has tended to be incremental and the result of crises like the 1995 incident on Okinawa or the 1996 Chinese missile demonstrations in the Taiwan Strait. Similarly, ROK-US relations have been marked by crises, the two most recent being the one that produced the 1994 Framework Agreement and the current one with North Korea.

**EL 6444 Russian/Soviet National Security Strategy**

**2 semester hours**

This course focuses on the development of the Russian/Soviet military establishment within the overall context of nineteenth and twentieth century political, economic, and international history. The course analyzes the patterns of change and continuity in the organization, leadership, doctrine, and capabilities of the Russian/Soviet military establishment; the dynamics of civil-military relations in Russia and the Soviet Union; and the evolution of the Russian/Soviet national security objectives, grand strategies, and military strategies. The emphasis is on the period since 1917.

**EL 6447 Strategy and Technology**

**2 semester hours**

Enrollment in this course is by instructor permission. This seminar focuses broadly on readings and discussions of strategy, technology, and national policy. Designed to support research and publication on strategy, technology, and national policy, this seminar is supported by the CSAT at AWC. The intent of this seminar is to fit between strategy and technology in national policy decisions. It employs a variety of methodologies in investigating strategy and technology: guest lecturers, field trips, individual study, research, and seminar discussions, all of which are designed to generate topics for further study. The primary deliverable is a research proposal to include a problem statement, research design, bibliography, and a draft paper.

**EL 6448 US Foreign Policy: Strategy, Execution,  
and the Use of Force**

**2 semester hours**

For the United States to achieve or protect its national interests, its foreign policy needs to be strategically sensitive to the nature of the international system and to the interests of other actors. Foreign policy inevitably focuses much of its attention on conflict. The decision to become involved in conflict and to use military force is the most important decision policy makers must make. But foreign policy also embodies relationships that are cooperative or nonviolently competitive. The course examines the assumptions, ideas, and perceptions that influenced various strategy and policy choices from World War II to the present day, analyzes the consequences of these choices, and debates the pros and cons of the alternatives chosen. What attitudes, concepts, and principles will be most useful for US foreign policy in the years ahead?

**EL 6449 Directed Energy: Transformation or Hype?  
(Classified, US Personnel)**

**2 semester hours**

Since the demonstration of the Airborne Laser Laboratory in the early 1980s, Air Force technologists have been predicting that highly accurate, speed-of-light, dial-up-an-effect weapons are “just around the corner.” More than 20 years later, the promise is still on the horizon. This course introduces students to the state-of-the-art in directed energy (DE) technology and covers such topics as high-power microwaves, high-energy lasers, advanced beam-control technologies, and DE effects. The course examines both the promise of DE-weapons concepts from the aspect of their technological availability, sustainability, and added war fighting capability as well as their viability on the battlefield of the future.

**EL 6453 Technology and the History of Warfare**

**2 semester hours**

Since technological breakthroughs affect war fighting in both operational and doctrinal ways, understanding and coping with those effects is a daunting task and has often confounded warriors. This course examines, in an analytic framework, the approaches championed by I. B. Holley and Eugene Emme that have emerged from the study of these effects. Holley argues that every technological change affects either offense or defense and that an analysis of those effects can lead to a viable synthesis. Emme, however, argues that the multifaceted technology of the postindustrial age has befuddled the line between peace and war, thus making tasks of peacekeeping and war so difficult to discern that any synthesis is nearly impossible.

**EL 6454 Technology in World War I**

**2 semester hours**

World War I illustrates how weapons improvements overwhelmed military intellectual comprehension and seriously retarded doctrinal acceptance. We rely on Michael Howard and Martin van Creveld to invigorate our analyses into a viable synthesis. Howard described war as mass, firepower, and shock, and said we must determine which of those three was most affected by technology in World War I. Van Creveld described warfare as being composed of initiation, escalation, and termination. He said the effects of technology in World War I have to be analyzed in that light.

**EL 6455 Network-centric Warfare**

**2 semester hours**

This course examines the principles, merits, and limitations of network-centric warfare (NCW) and assesses its implications for military operations, particularly command and control. In addition, it analyzes actual cases of NCW application in OEF, OIF, and recent exercises and war games.

**EL 6460 Civil-Military Relations:  
Concepts & Issues**

**2 semester hours**

This course examines the roots of the concept of the professional soldier and the relationship of professionalism to civil-military relations. The course begins by defining professionalism and examining the theoretical concepts that have shaped the military community's self-concept as professionals. The course examines the most important recent study of civilian control of the military and concludes with the ongoing debate on the relationship of the military to American society. At the end of the course students should be able to articulate their own understanding of the nature, values, and dangers of reliance upon traditional definitions and norms of professionalism.

**EL 6461 Vietnam War**

**2 semester hours**

This course addresses the causes, character, and consequences of the Vietnam War (1945–75). The course is organized into three major sections: (1) an overview of the war and its associated issues, (2) an examination of the foundations of post-World War II US foreign policy and domestic political considerations that propelled the United States into the Vietnam War, and (3) an assessment of America's conduct of the war and the reasons for its defeat.

**EL 6472 Strategic Security Issues**

**2 semester hours**

This elective is a policy-level course addressing a broad spectrum of related issues. Is traditional arms control dead? Is nuclear deterrence

irrelevant? The course reexamines the nuclear threat in three phases: (1) a brief historical foundation—process of arriving at our current nuclear policy, (2) technologies of nuclear proliferation and programs the United States is undertaking to prevent it, and (3) future plans and how to achieve them. Discussions focus on current issues and challenges facing policy makers today: how low to go, how to pursue future reductions, the impact of policy decisions like national missile defense, and the implications of these issues on our strategy, force structure, and allies. Many of the guest discussion leaders currently participate in the US government decision process.

**EL 6476 Great Captains and American Mass Media:**

**Propaganda & Strategic Image**

**2 semester hours**

This course will provide the students an overview of military image trends in American cinema and television from the early twentieth century to the present. Students will acquire a keen understanding of how image perceptions and realities influence public opinion, both for and against the military. They will learn how changes in political and social climates are reflected—or not reflected—by cinema and television and how those same reflections can foster changes in how the American military conducts itself. Finally, they will understand how cinema and television shape the public image of the US military and influence military strategy and doctrine.

**EL 6481 European Security**

**2 semester hours**

This course analyzes US security interests and policy in regard to Europe from the Atlantic to the Urals and how those are affected by political, economic, social, and military trends across the Continent. Specific topics include: the role of European countries and institutions in the war on terrorism, the evolution and enlargement of NATO, the enlargement and deepening of integration within the European Union, the impacts of a common currency and efforts to construct a European Security and Defense Policy, violence and intervention in the former Yugoslavia, and problems and potential for partnership with Russia.

**EL 6483 Leadership in World War I**

**2 semester hours**

Few conflicts offer as much apparent leadership failure as does World War I. To analyze this failure from the biographies and autobiographies of the participants is most useful to the current senior leader. Because much rich material is available, we have limited our study to the most relevant pieces of work.

**EL 6485 Terrorism**

**2 semester hours**

Terrorism is one of the oldest of military tactics and forms of warfare, historical evidence dating it to 5000 B.C. The root word for terrorism appears in ancient Greek, Roman, and Sanskrit languages. In more modern times, however, terrorism has become the most frequent form of conflict. In only 30 years, for example, recall the carnage at the 1972 Munich Olympics; the 1983 Beirut truck bomb attack that killed 241 Americans; the 1988 bombing of Pan Am Flight 103 that killed 259 passengers; the 1993 New York World Trade Center bombing that had 1,000 casualties; the 1995 attack on the federal building in Oklahoma City that killed 168 people; the 1996 Saudi Khobar Towers that took the lives of 19 US Airmen; the use of chemical weapons in a Tokyo subway that resulted in 12 deaths and 5,500 injured; the 1998 bombing of two US embassies in East Africa, which killed 214 people; the 2000 attack on the USS *Cole* which killed 17 US sailors; the September 2001 attacks on the World Trade Center and the Pentagon, which killed more than 5,000; and the subsequent Anthrax attacks via the US postal system. This course will examine why terrorism has re-erupted; the implications for political, economic, military, cultural, and religious institutions; the increasing lethality of terrorist acts; and the prospects for resort to nuclear, biological, radiological, and chemical weapons. Capabilities and limitations of governmental authorities will be addressed and also what the future may hold for deterring and countering terrorism.

**EL 6491 Emerging Security Issues**

**2 semester hours**

Though terrorism garners the headlines, other problems such as drug trafficking, money laundering, organized crime, human trafficking, and disease may pose more insidious threats to human security. Besides addressing these topics, this course also examines the interactions among population growth, climate change, rising energy consumption, and resource scarcity and their impact on international security. In addition, it explores policies required to reverse current trends and considers ways nations can cooperate to deter the potential for conflict.

**EL 6492 Religion and Conflict in the Middle East**

**2 semester hours**

This course analyzes the role of religion as a catalyst for terrorism and how the propensity of the world's religions affects international security. The course also covers the basic approaches to values, to include ethics, morals, and laws, and assesses the relationship between the church and state in various countries.

## **AY05 Warfighting Electives**

### **EL 6510 Warrior Cultures**

**2 semester hours**

This elective will address the issues relating to societies in which violence appears to be endemic. Using examples from such diverse environments as El Salvador, Jamaica, Yemen, East Africa, and West Africa, we will study how groups such as the cattle raiders of Karimojong and the “gangsta warriors” of Liberia and Sierra Leone turn into chronically violent entities. We will also analyze the impact that weaponization had upon these groups, with particular emphasis on how light weapons proliferation helped to encourage the creation of “Kalashnikov cultures.”

### **EL 6513 Air Mobility and the**

#### **Defense Transportation System**

**2 semester hours**

This elective provides students a better understanding of the current and evolving capabilities of mobility and the critical role it plays and will continue to play during peace, war, and operations other than war. During the course, class members will draw from historical references, student case study presentations, classroom discussion, and guest speakers to gain a better understanding of how mobility resources and capabilities evolved, future directions in air mobility, and the resultant impact on our current and future national security and military strategies.

### **EL 6516 Modern Joint Warfare**

**2 semester hours**

The employment of joint warfare has been a challenge to US armed forces throughout the military history of this country. This course examines historical examples of joint operations in an effort to provide an understanding of the advantages and disadvantages of employing more than one service in a military operation. An evaluation of joint operations conducted throughout the military history of this country will be used as the method of inquiry.

### **EL 6517 Command & Control of Aerospace Power:**

#### **Warfighter’s Perspective**

**(Classified, US Personnel)**

**2 semester hours**

Enrollment in this course is by instructor permission. This is an advanced course specifically targeted towards those who may be given the opportunity to command in an air operations center (AOC), its sister-service equivalent, or to integrate their units’ efforts in the application of air and space power. Its content will, by its nature, complement the JCLASS electives. Initially, the student will be challenged with analyzing the requirements for the proper development of future air

and space leaders. The bulk of the course will then analyze and synthesize the critical elements in the command and control of air and space power, planning, execution, assessment, and identification as well as surmounting obstacles while preparing for future challenges. The course will include a field trip to observe either a Blue Flag or Fleetex, or both, from the perspective of the command and control of air and space power. A blue-ribbon panel of retired general officers whose expertise is in command and control and the application of air and space power will mentor students in this course. Nominations of students for this elective will be taken from the seminar directors.

**EL 6518 Command and Control of Air and Space Power  
in Joint and Coalition Operations 2 semester hours**

This course is designed as a base-level introduction of past, current, and future issues concerning the JFACC. It is specifically intended for operators who may be assigned to a JFACC or Joint Air Operations Center (JAOC) staff. This course addresses the roles, operations, command relationships, and responsibilities of the JFACC in support of a joint force commander (JFC). It is not intended for experienced JFACC or JAOC staff officers. A blue-ribbon panel of retired general officers whose expertise is in command and control and the application of air and space power will mentor students in this course. Nominations of students for this elective will be taken from the seminar directors.

**EL 6519 JLASS-I (Classified, US Personnel)  
EL 6520 JLASS-II (Classified, US Personnel) 2 semester hours**

JLASS is a war game that focuses on the strategic and operational levels. Selected students play the war game from all of the Senior Service Schools (SSS). AWC plays as the JFACC. In JLASS-I students develop options in response to multiple regional crises and prepare air campaign plans in coordination with the other senior schools to support regional combatant commander objectives in the event of a major theater war. JLASS-II is a six-day war-fighting exercise that brings the SSS students together here at Maxwell and allows them to execute their plans in a dynamic environment at the AFWI. JLASS-I consists of 30 contact hours over 15 instructional periods. JLASS-II involves 30 hours during the six-day exercise. Enrollment in this course is through seminar director or service chairs only.

**EL 6523 America's Army**

**2 semester hours**

This course is specifically designed for non-Army students who want to gain greater understanding about the Army. The Army is thoroughly explored, with a strong emphasis on how history and heritage influence current force and doctrine. Students will gain a comprehensive awareness of Army culture and develop an appreciation for what the Army can provide to a regional combatant commander or joint task force commander. This course will build a solid foundation of knowledge about the Army, including the US Army's force structure and capabilities, doctrine, terminologies, and idiosyncrasies. Students will analyze and evaluate Army doctrine relative to their own service and the joint community. The goal is to ensure students understand what it looks, feels, and smells like to be a soldier. Class culminates with a three-day practical exercise (MAPEX) to validate course classroom instruction.

**EL 6524 Space Fundamentals**

**(Classified, US Personnel)**

**2 semester hours**

This course focuses on the elements of space power, military applications of space systems, distribution of space-based information, and availability of commercial systems. It is primarily oriented toward current systems and those that will be available in the next few years. This course is intended for US students with little or no space background. Background information on space characteristics; limits imposed on use of space; and space organizations, missions, and functions will be provided in readings and in the first few lessons. The remaining lessons will focus on specific types of space systems and how they contribute to war fighting. Each lesson comprises a briefing and a discussion, with guest speakers supplementing the faculty. Students lacking a practical background in space operations should take this course before attempting the Term 2 Command and Control of Space Power elective.

**EL 6529 Special Operations—Then & Now**

**(Classified, US Personnel)**

**2 semester hours**

This course provides an understanding of the organization, capabilities, and missions of US Special Operations Forces (SOF) with particular focus on their support to the combatant commanders. It provides an awareness of the roles of the assistant secretary of Defense for Special Operations and Low-Intensity Conflict and the Joint Staff J-3 Special Operations Division (J-3 SOD). The course analyzes the integration of joint SOF capabilities with conventional forces and takes a brief look at SOF equipment, training, and support. Considerations for mission

employment and insights into civil affairs and psychological operations will also be covered.

**EL 6530 Chemical and Biological Warfare Issues for the USAF (Classified, US Personnel) 2 semester hours**

This course examines chemical and biological warfare issues and addresses challenges posed by adversaries employing chemical and biological weapons to the successful execution of USAF roles and missions. The course analyzes threats posed by state and terrorist actions and alternative USAF responses to each in various scenarios.

**EL 6532 World Space Issues (IOs Only) 2 semester hours**

As a result of Operation Desert Storm, the importance of space force to the war fighters has grown significantly. To ensure the continued success of space forces, the United States must continue to educate our future leaders as well as those international officers who will lead the coalition forces in future conflicts. The main theme of this course will be to examine the basics of space operations: policies, law, and doctrine—and the capabilities and limitations of current space forces. Existing issues associated with the use of space forces will be identified throughout the course.

**EL 6533 International Rivals: Leaders & Strategic Cultures in Potential Adversary States (Classified, US Personnel) 2 semester hours**

This course will look at the leaders and strategic cultures of countries and groups of concern to US national security. Addressed will be the political-psychological profiles of the leaders of Iran, Iraq, Libya, Syria, China, Russia, North Korea, and various terrorist or revolutionary organizations like the Kurdistan Workers Party (PKK), Islamic Jihad, Hezbollah, and Osama bin Laden's organization. Who are these leaders and what formed their worldview? What values and ideas do they espouse and how can they be influenced? Who in their regime or group makes what kinds of national security decisions and why? How can they be deterred from war or escalation? What is their military doctrine and what are their military capabilities? How have they used force in the past and what is their relationship to other states in their region and to the United States? What are the internal power divisions within their country, group, or region?

**EL 6534 ISR Support to the Warfighter**

**2 semester hours**

JV 2020 calls for decision superiority—making and implementing better decisions faster than the adversary can react. Decision superiority is only achieved through the full integration of intelligence, surveillance, and reconnaissance (ISR) operations into the military campaign. This course addresses ISR as a weapons system for strategic and operational campaign planning and execution: the intelligence mission, organization, activities, and processes; how ISR operations are integrated into air and space operations; capabilities and limitations of the seven intelligence disciplines; and challenges of meeting the increasing information needs of military commanders, planners, and operators.

**EL 6537 Navy and Marine Corps**

**Expeditionary Forces**

**2 semester hours**

This course is designed to provide students a comprehensive introduction into Naval Expeditionary Warfare. It will cover current Navy and Marine Corps strategy and doctrine, emphasizing Navy/Marine Corps force planning, forces and capabilities, and military operations. Students will be given comprehensive briefings on US Navy and Marine Corps operations in support of joint strategy, will participate in panel discussions and case studies, and will travel on field trips for hands-on reinforcement of lessons.

**EL 6545 Securing the Peace**

**2 semester hours**

This elective examines national security through the lens of domestic policy, both at home and abroad. The underlying premise is that the long-term health and perhaps even survival of the United States (or any nation) may depend upon how it resolves its internal problems. Commanders in “nation building” circumstances would be well served to understand these issues, and the range of options (i.e., policy choices, national resources, NGOs, etc.) that are available as they set out to achieve post-hostility stability. The course evaluates American public policy choices in the areas of health care, education, criminal justice, and social welfare and then extrapolates this evaluation to the arena of failed and/or failing states. Rather than suggesting that US approaches are exportable or preferred, this methodology is employed to provide students the advantage of proximity and familiarity.

**EL 6546 Future Total Force Issues**

**2 semester hours**

From the initial vantage point of a historical review of the ANG and AFRES, students will engage the compelling issues affecting the Total Force today and through the next decade. This is not a course on the rudiments of the Air Reserve components; rather it is a forum for debating strategic issues facing air and space leaders as the twenty-first century closes in on the Total Forces. Some suggest that we will transition to a militia nation once again. Do you agree? Just exactly what is the right force mix for the active and reserve components? The course will include a sprinkling of outside speakers, two field visits, video teleconferences, with the top leaders of the Air Reserve components, and more. Strategic leaders of tomorrow will influence the makeup of the Total Forces of the next millennium. The course will give you the opportunity to establish multidimensional views on the issues at hand and pave the way for you to influence the Total Force beyond 2004.

**EL 6547 Logistics of Waging War: Issues  
and Answers**

**2 semester hours**

Air and space power is based on high-technology weapons and support systems developed and sustained by an industrial base. Today acquisitions and logistics products and services command approximately 70 percent of the annual Air Force total obligation authority (TOA). Consequently, considerable attention is focused on making these processes as efficient as possible to secure adequate funding for force modernization. For future leaders this course creates an awareness of the logistics issues that impact military power. It examines the political, socioeconomic, and military dimensions of acquisition and logistics processes from a strategic, macro perspective.

**EL 6548 Homeland Security Issues**

**2 semester hours**

The purpose of this course is to look at the threats to the United States' homeland and the actors, organizational structures, plans, policies, programs, and resources required to defend the country against such threats. We are now in an era when mass casualty weapons make it possible for single individuals or small groups to inflict the kind of damage on societies that were within the capabilities of countries and governments. So, homeland security or homeland defense is necessary against the terrorist armed with mass casualty capabilities.

**EL 6554 Budget Wars**

**2 semester hours**

This course examines the current environment in which senior leaders prepare, defend, and communicate resource allocation decisions, to include consideration of military, political, economic, and social

influences. The course focuses on the key processes, players, and products that drive planning, programming, budgeting, and execution (PPBE) decision making at the strategic level.

**EL 6557 Airpower in the Post–Gulf War Era** **2 semester hours**

The allied coalition’s lopsided victory over Iraq in 1991 led many observers to declare that the Persian Gulf War heralded a new form of air-centric, high-technology warfare. Since 1991 the United States has waged several major air campaigns under physical and political conditions vastly different from those of the 1991 Gulf War. As the 1990s progressed, American airpower acquired a certain “mystique” as a military tool capable of successfully coercing America’s foes with little or no participation from US ground forces, resulting in minimal casualties and collateral damage. Sufficient evidence now exists to evaluate the efficacy of airpower as an instrument of coercion in a casualty-averse environment. This course examines the performance of American airpower in the post–Gulf War era in the context of current technological and political parameters.

**EL 6558 Sun Tzu: Unconventional Strategic Thought** **2 semester hours**

This course explores strategic thinking by examining several major works of classical Chinese strategy known collectively as *The Seven Military Classics of Ancient China*. Special attention is given to one of these works known in the West as Sun Tzu’s *Art of War*.

## **Additional Programs**

### **Solo Challenge**

### **AWC diploma credit**

The culminating event of the year is an eight-day war game in which students are expected to synthesize and apply the knowledge gained during the academic year in a complex global scenario. Students are confronted with international and US homeland security challenges which must be dealt with through diplomatic, economic and the full range of military operations from humanitarian to full scale war. Scenarios and issues are drawn from Global Engagement and other service Title X war games. Students play the roles of key decision makers on the National Security Council, the Joint Staff, and regional combatant commanders. The game is directed and adjudicated by AWC faculty members and supported by the Air Force Wargaming Institute.

### **National Security Forum**

### **AWC diploma credit**

The National Security Forum (NSF) is an event sponsored by the secretary of the Air Force and hosted by AWC during the week before graduation. It is the capstone event of AWC's academic year. NSF brings together approximately 140 civilian leaders with diverse backgrounds from locations around the United States to join with the AWC class.

The primary objective of the NSF is a frank and candid exchange of views on national security matters among our invited guests, AWC students, and senior military and civilian leaders. The week is devoted to exploring the many issues that affect the current and future security of our country, focusing heavily on the role of air and space power as an instrument of national security. The forum's distinguished speakers, seminars, and social functions serve to broaden and solidify the participants' understanding of air and space power and national security issues.

### **Commandant's Lecture Series**

### **AWC diploma credit**

The Commandant and Dean of Academic Affairs invite approximately 25 distinguished speakers to address the class throughout the academic year. Speakers are drawn from the highest levels of the US and foreign governments, military services, members of the press, non-governmental organizations, and industry leaders. They are also selected based on their stature (former POWs, Medal of Honor recipients) or for their expertise on a fast breaking issue. The speakers integrate leadership themes or issues with which senior leaders should be familiar. Student preparation is limited to critical listening, questioning the speaker and applying lessons learned in seminar

discussions. The Department of Leadership and Ethics administers this program.

### **Executive Wellness Program**

### **AWC diploma credit**

The Air War College Executive Wellness Center (EWC) is Air War College's focal point for the Air Force "Fit to Fight" program. It offers extensive health and fitness activities designed to educate and encourage AWC students, faculty, staff, and their families in making appropriate lifestyle choices to enhance personal performance, longevity, and quality of life. The key objective of the EWC is to instill in each AWC member a personal philosophy of lifelong physical activity, healthful nutrition, and other beneficial lifestyle choices resulting in improved military readiness and personal well-being.

## **Nonresident Programs**

The Air War College Nonresident Program combines our resident program's core curriculum with selected electives and a research paper to create a professional military experience for those officers and DOD civilians unable to attend AWC in residence. The mission, objectives, and philosophy of the resident program apply equally to the nonresident program. Note: Courses taken in the nonresident program may not be used to satisfy course requirements of the resident program if selected to attend.

Students may complete their requirements in student-led seminars, as independent correspondence learners, or by some combination of these two. Examinations and writing requirements, as well as course materials, are identical regardless of the completion method. Students may transfer from one study mode to the other. About 10 percent of AWC nonresident students participate in seminars at one of 50 locations worldwide.

Independent study is an excellent alternative for those students desiring a great deal of flexibility due to extensive TDYs, duty schedule, or family needs who may or may not have the option of participating in a student-led seminar. Ninety percent of AWC nonresident students choose independent learning and take the program by correspondence. Most students complete this self-paced program in 18 months.

*Air University Catalog, 2004–2005*

For enrollment information, contact your base education services officer or visit our Web site at <http://www.au.af.mil/au/awc/awc-ns.htm>. Inquiries may be addressed to AWC Nonresident Studies Directorate, 325 Chennault Circle, Maxwell AFB, AL 36112-6427; commercial phone number (334) 953-6093 or DSN 493-6093.

*[Back To Table of Contents](#)*