



AGENDA REPORT

CITY OF SAN CLEMENTE

City Council Meeting

910 Calle Negocio
2nd Floor
San Clemente, California
www.san-clemente.org

Meeting Date: 7/18/2023

Agenda Item: 6F

Department: City Manager
Prepared By Andy Hall, City Manager

Subject:
APPROVAL OF TRAVEL - MAYOR DUNCAN ATTENDANCE AT COMMANDANT'S NATIONAL SECURITY PROGRAM (CNSP)

Summary:

Mayor Duncan has been invited to participate in the Commandant's National Security Program (CNSP), an elite program at the U.S. Army War College in Virginia, which will cost \$425 for travel expenses. City Council Policy 1201-8 indicates that any Councilmember travel or training expense in excess of \$250 will be placed on the consent calendar for consideration by the City Council.

Background:

City Council Policy 1201-8 was adopted by the City Council to ensure that the full body of the City Council is aware of travel and training expenses. The policy indicates that any travel or training expense in excess of \$250 will be placed on the consent calendar for consideration by the City Council. Mayor Duncan's registration and lodging expenses are covered by the CNSP, so the \$425 cost of roundtrip airfare is the only cost requested for reimbursement.

Full details of the CNSP Program are included as attachments 1 and 2 of this administrative report.

Council Options:

- Authorize the travel expense for Mayor Duncan.
- Request additional information.
- Deny the request for travel.

Fiscal Impact:

The expense for roundtrip airfare is \$425.

Environmental Review/Analysis:

Not a "project" under the California Environmental Quality Act.

Recommended Actions:

Staff Recommendation

Approve the Mayor's request for reimbursement of \$425.00 for roundtrip airfare from Los Angeles to Harrisburg, Virginia to participate in the Commandant's National Security Program.

Attachment:

1. 2023 CNSP Prospectus
2. CNSP Program 2023

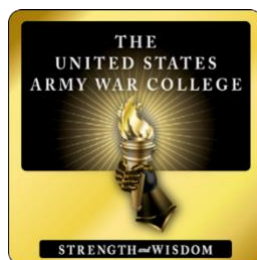
Notification:

None.

A PROSPECTUS

17th ANNUAL COMMANDANT'S NATIONAL SECURITY PROGRAM

24-27 July 2023



“Not to promote war, but to preserve peace” Elihu Root

THE UNITED STATES ARMY WAR COLLEGE CARLISLE BARRACKS
PENNSYLVANIA



THE UNITED STATES ARMY WAR COLLEGE

History

Mission — Objective — Curriculum

There are few issues of greater significance to the long-term readiness of our military forces than the education of military officers to accomplish the vital roles they play in the defense of our nation. Accordingly, the U.S. Army War College (USAWC) serves as the capstone institution for the formal development of the Army's leaders, providing the professional education of carefully selected officers and government civilians who will be serving in senior positions in the near future. More specifically, the USAWC has as its objective the task of providing the Army and the nation with senior leaders who understand the role of the military officer in a democratic society, who can advise properly on the use of military force to achieve national objectives, and who are adept at leading and directing military forces to achieve national objectives.

The USAWC Distance Education Program curriculum is designed to provide select students with a strategic perspective and to equip them with the personal and professional qualities and capabilities they will need to operate competently and confidently in a strategic environment. Curriculum subjects include senior-level leadership, national military strategy, joint doctrine, regional threats and strategies, theater campaign planning, and the Army's role in the implementation of our national military strategy. The **Commandant's National Security Program** is the culminating event in their course of study. It provides the students with an unequalled opportunity to compare their perspectives on national security and related matters with the views of a robust group of select civilian guests from academia, the media, government, business and other prominent organizations.

The curriculum is structured to produce more than a military strategist. Through a combination of core subjects, elective courses designed to provide greater topical depth, and two resident courses consisting of distinguished guest lecturers, and seminar discourse, the USAWC Distance Education Program seeks to provide an atmosphere conducive to broad intellectual and personal growth for each officer; first, in professional knowledge and understanding; second, in creative, critical, analytical, and verbal capacities; and third, in personal development.

The USAWC purposefully integrates military history, strategy, operational planning, and ethics throughout the course offerings. Moreover, the curriculum is designed to reflect the fact that the Army cannot fight successfully as a single service if it is to fulfill its role in implementing national military strategy. In today's world, deterrence and the conduct of war rest on a coalition effort. Therefore, more than 75 percent of the USAWC's curriculum is devoted to joint, national or coalition warfare, and related topics. The USAWC is accredited by the Middle States Commission on Higher Education. At the conclusion of their studies, students are awarded a Masters of Strategic Studies Degree.

The USAWC, the Army's senior educational institution, was founded in 1901 by Elihu Root, then the Secretary of War. Secretary Root described the founding philosophy of the USAWC in words which have served as its motto ever since.

"Not to promote war, but to preserve peace through intelligent and adequate preparation . . . this institution is founded."

Except for the two world wars, the USAWC has operated continuously for more than 100 years. It has graduated over 23,000 military, civilian, and international students, almost 4,000 of whom have achieved general or flag officer rank. Among its many illustrious graduates are former President Dwight D. Eisenhower, General of the Army Omar N. Bradley, Fleet-Admiral William F. Halsey, Jr., General Tommy R. Franks, General Ray Odierno, General George S. Patton, Jr., General Matthew B. Ridgway, General H. Norman Schwarzkopf, General John M. Shalikashvili, General Maxwell D. Taylor, General Hoyt S. Vandenberg, USAF, Lieutenant General John A. Lejeune, USMC, and Ambassadors Davies, Underhill, and Troxel. To date, over half of the International Fellows have become general officers and have held senior positions of responsibility within their respective defense establishments.

Carlisle Barracks

Carlisle Barracks was founded by Colonel John Stanwix of the British Army on May 30, 1757, and was initially manned by a battalion of British Regulars and Pennsylvania, Maryland, and Virginia provincials. By the time of the Revolutionary War, Carlisle Barracks was a well-established post. The Army's first educational institution, The Artillery School, was started at the Barracks in 1778. Thereafter, the post served as the home of The School of Cavalry Practice, and was both occupied and later burned by Confederate forces during the Civil War. From 1879 to 1918, the famous Carlisle Indian School was located here, contributing to the academic and vocational preparation of young Indians from all over America and also producing such famed athletes as Jim Thorpe. From 1920 to 1946, Carlisle Barracks was the home of the Medical Field Service School. During the period 1946-1951, there were a number of Army Schools in residence — Chaplain, Adjutant General, Army Security Agency, and Armed Forces Information School. Since 1951, Carlisle Barracks has been the home of the U.S. Army War College.



PARTICIPANTS IN THE COMMANDANT'S NATIONAL SECURITY PROGRAM

Program Guests

The guests are a select group of 65-70 civilians from academia, the media, government, business, and other prominent organizations. By design, they represent a cross section of experience, contemporary interests, and views. Each is invited as a representative of their organization and its culture, someone deeply concerned with the well-being of the nation, and as a person whose experience, knowledge, and interests will enable him or her to contribute to seminar group discussions.

Qualification Requirements: Nominees for the program must be US citizens and may not be currently serving in or retired from any component of the US Armed Services.

Also, it is preferred that nominees have minimal military or national security-related job experience in their background. Some limited experience will be considered.

Students

The USAWC Distance Education Program student body is generally composed of 350 U.S. military officers, 45 civilian employees of the U.S. Government, and 5 senior officers from other countries. While the class is drawn predominantly from the Active Army, U.S. Army Reserve, and the Army National Guard, a number of the officers are from the Navy, Marine Corps, and Air Force. Most officers are in the grade of either Colonel/Captain or Lieutenant Colonel/ Commander. The civilian students are of comparable grade. Most students are between 40-45 years of age and have been serving for an average of 20-25 years. Most of the military officers have commanded battalion or larger organizations. Many of this **year's class** have seen duty in Iraq, Afghanistan, or other areas of Southwest Asia.

Faculty

The faculty consists of current and former military officers. Although predominantly Army in composition, the faculty also includes current and former representatives of the other services. Faculty members are selected on the basis of formal education, training, and career experiences which uniquely qualify them as experts in one or more of the various categories which comprise the total discipline of military art and science.

17th ANNUAL COMMANDANT'S NATIONAL SECURITY PROGRAM

What is the Commandant's National Security Program?

Established in 2006, the Commandant's National Security Program (CNSP) is a three-day event that creates an environment for Army War College Distance Education Program students and distinguished guests to examine current national security issues and exchange candid dialogue. CNSP takes place during the fourth week of July, immediately preceding graduation, and serves as a capstone event that enhances student learning through exposure to a cross-section of American perspectives.



CNSP also provides a forum for distinguished speakers to discuss their views on issues of importance to the nation's security and welfare with students, CNSP guests, International Fellows and faculty of the U.S. Army War College. The event will introduce CNSP guests to some of the future leaders of the American armed forces and government as well as permit the students to better understand the society they serve.

How are CNSP Guests selected and how are they included into the curriculum?

You will join approximately 65-70 CNSP guests in student seminar groups during the CNSP Week. They come from across America and represent as broad a range of occupations, geographic regions, and age groups as possible. Since this is an outreach program designed to enhance student learning with limited seats available, we intentionally invite guests who do not have an extensive association with the military. This also has the effect of encouraging a free and frank exchange of differing views among the guests and students.

Approximately three guests are assigned to each of the student seminar groups. They are invited to become active participants in the discussions and are encouraged to probe and examine the seminar group's ideas vigorously and critically so as to give the students the benefits of their own personal experience and perspectives. Guests are not expected to prepare in advance for the Program.

What can CNSP Guests expect each day?

Each day features a guest speaker who sets the theme for the day's discussions. Generally, we open CNSP Week with a strategic level speaker, to address current defense issues. On subsequent days speakers cover topics such as the challenges of civil-military relations, the role of domestic politics in national security, globalization, foreign policy, international security issues and the future role of the United States. Our speakers are widely recognized and accomplished experts in their respective fields.

Besides the guest speakers and the seminar discussions, CNSP guests also have the opportunity for more informal discussions at scheduled social events. These include individual seminar socials on Monday evening and the Commandant's Reception on Tuesday evening. In addition, there is an opportunity to take a "staff ride" to the Gettysburg Battlefield with our experienced historians. A draft schedule for the entire week is listed below.

What costs can CNSP Guests expect while attending?

Guests provide for their transportation to and from the Carlisle area. While at the U.S. Army War College, the remaining costs of the week, to include food, lodging and daily transportation, are provided by the War College. We recognize that many guests may wish to bring spouses; however, with limited seats available each year for this outreach effort, we cannot extend invitations to a participant's spouse.

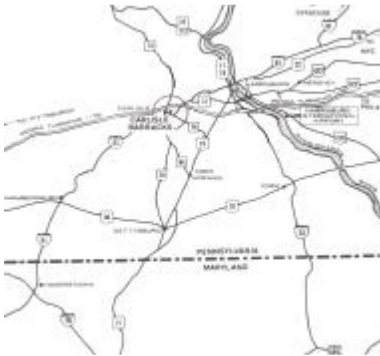
PROPOSED 16th COMMANDANT'S NATIONAL SECURITY PROGRAM SCHEDULE

MONDAY	TUESDAY	WEDNESDAY	THURSDAY
24 JULY 2023	25 JULY 2023	26 JULY 2023	27 JULY 2023
<p>AM</p> <p>Program Orientation</p> <p>Commandant's Welcome</p> <p>Guest Speaker: Ms Deanna Criswell - FEMA Administrator</p> <p>Presentation: Operating in a JIIM Environment</p> <p>Seminar Discussion</p> <p>Lunch/Optional Lectures</p> <p>PM</p> <p>CNSP Panel Discussion: Arctic</p> <p>Dr Devlin/Dr Levy</p> <p>Student Seminar Social</p>	<p>AM</p> <p>Guest Speaker: BG Jeffers – JS DDSO</p> <p>Presentation: Current and Future Security Environment*</p> <p>Question and Answer Period</p> <p>Seminar Discussions</p> <p>Lunch/Optional Lectures</p> <p>PM</p> <p>CNSP Panel Discussion: Strategic Deterrence</p> <p>COL Whelan*</p> <p>Seminar Discussions</p> <p>Commandant's Social</p>	<p>AM</p> <p>Guest Speaker: Mr John Diem</p> <p>Presentation: Army Futures and Defense Management*</p> <p>Seminar Discussions</p> <p>Dr Weddle - Gettysburg Strategic Setting</p> <p>PM</p> <p>Gettysburg Staff Ride</p> <p>Class Party</p>	<p>AM</p> <p>Guest Speaker: MG Jackson – CoS SOUTHCOM</p> <p>Presentation: Southern Command Theater Strategy and Operations</p> <p>Seminar Discussions and CNSP Guest Farewells</p> <p>PM</p> <p>Guests Depart</p>

- Speaker topics serve as example only and will be confirmed once speakers are confirmed.

Location

The USAWC is located at Carlisle Barracks, in the Cumberland Valley of Pennsylvania, 18 miles west of Harrisburg, on US Route 11 south. The Borough of Carlisle adjoins the post on the south and is about 27 miles north of Gettysburg on PA Route 34. A short distance north of Carlisle Barracks on US Route 11 are Interchanges for I-81 (Exit 52 - old Exit 17W), and I-76 (Exit 226 - old Exit 16, the Pennsylvania Turnpike). Highway travel time to Carlisle Barracks from Washington, DC or Philadelphia is about two and one-half hours; from New York, about four and one-half hours; and from Pittsburgh, about four hours.



Commercial Transportation

Key air and railroad terminals are located in the vicinity of Harrisburg. American, United, Allegiant, Delta, and Frontier Airlines fly regularly scheduled flights into Harrisburg International Airport. The Amtrak Railroad services Harrisburg from Chicago, New York, Washington D.C. and all points on the east coast. Guests arriving in Harrisburg via commercial transportation will be met by a representative from the U.S. Army War College and provided transportation to their hotel during normal travel hours.

Guest Nominations and Additional Information

Program guest nominations must be submitted no later than 16 January 2023. The guest nomination process as well as additional program information can be found at the following website:

<https://ssl.armywarcollege.edu/dde/cnsp/index.cfm>

Contact Information

Administrator, CNSP: Mr. Christopher Mayer

Phone: 571-379-6963

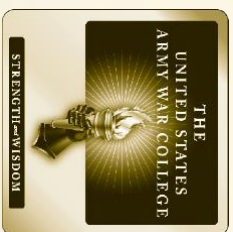
Email: christopher.t.mayer2.ctr@armywarcollege.edu

Program Administration: Mr. Albert Cobb

Phone: 717-245-3594/717-713-7361

Email: albert.r.cobb2.civ@army.mil

PROGRAM



17th ANNUAL COMMANDANT'S NATIONAL SECURITY PROGRAM

24-27 JULY 2023

U.S. ARMY WAR COLLEGE
CARLISLE BARRACKS, PENNSYLVANIA

"To study and confer on the great problems of national defense... and of responsible command." – Secretary of War Elihu Root, 1901

TABLE OF CONTENTS

MISSION, CURRICULUM AND OBJECTIVE, U.S. ARMY WAR COLLEGE	5
COMMANDANT’S NATIONAL SECURITY PROGRAM	6
DEPARTMENT OF DISTANCE EDUCATION KEY PERSONNEL	7
SCHEDULE OF EVENTS	8
HISTORY OF:	
CARLISLE BARRACKS	10
U.S. ARMY WAR COLLEGE	11
TRAVEL.....	12
REGIONAL MAP.....	13
HOTEL AREA MAP	14
CARLISLE AREA MAP.....	15
CARLISLE BARRACKS MAP	16
CARLISLE BARRACKS ENTRANCE MAP	16
ADMINISTRATIVE INFORMATION	17
ADMINISTRATIVE SERVICES	20
TELEPHONE NUMBERS	21
ROOT HALL FLOOR PLAN	23



MAJOR GENERAL DAVID C. HILL

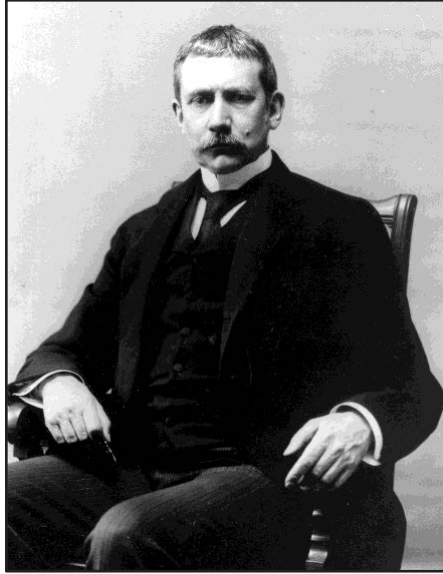
Major General David C. Hill serves as the 53rd Commandant of the U.S. Army War College. In his immediate prior assignment, he served as the Deputy Commanding General, United States Army Corps of Engineers (USACE).

Maj. Gen. Hill previously served as the Deputy Commanding General of U.S. Army Central (USACENT); commanded the Transatlantic Division, USACE, in Winchester, Virginia, providing engineering and construction services across the U.S. Central Command area of responsibility; and commanded the Southwestern Division, USACE, headquartered in Dallas, Texas.

Other command assignments include the 36th Engineer Brigade, Fort Hood, Texas; Brigade Special Troops Battalion, 1st Brigade Combat Team (BCT), 4th Infantry Division (ID), Fort Hood, Texas; and Headquarters and Headquarters Company, 16th Engineer Battalion, 1st Armored Division Engineer Brigade, Bad Kreuznach and Giessen, Germany.

Other previous assignments include Director of the Office of the Chief of Engineers in the Pentagon, Washington, D.C.; Maneuver Support Human Resource Manager, U.S. Army Colonel's Management Office, Rosslyn, Virginia; Division Chief of Training and Chief of Operations, 4th ID at Fort Hood, Texas; Combat Engineer Observer/Controller, National Training Center, Fort Irwin, California; 37th Engineer Battalion, 20th Engineer Brigade, Fort Bragg, North Carolina; Joint Special Operations Command, Pope Air Force Base, North Carolina; and 299th Engineer Battalion, 1st BCT, 4th ID, Fort Hood, Texas. His operational assignments include Operation Desert Shield/Desert Storm, Operation Joint Endeavor, and Operation Iraqi Freedom.

Maj. Gen. Hill holds a Master of Science degree in Engineering Management from the University of Missouri-Rolla and a Master of Science degree in National Security Strategy from the National War College. Hill is a certified Project Management Professional. He received his commission in 1990 from the United States Military Academy at West Point, New York, graduating with a Bachelor of Science degree in Chemistry. He hails from Pittsburgh, Pennsylvania. Maj. Gen. Hill's awards and decorations include three Distinguished Service Medals, three Legion of Merit Medals, three Bronze Star Medals, six Meritorious Service Medals, the Joint Service Commendation Medal, four Army Commendation Medals, six Army Achievement Medals, the Master Parachutist Badge, the Air Assault Badge and Army Staff Identification Badge.



ELIHU ROOT
(1845-1937)

Founder, U.S. Army War College - 1901

Secretary of War 1899-1903

Secretary of State 1905-1909

United States Senator 1909-1915

*"To study and confer on the great problems of national defense ...
and of responsible command." – Secretary of War Elihu Root, 1901*

MISSION - CURRICULUM - OBJECTIVE

In time of peace, there is no more fundamental military responsibility than the education and training of the leaders and forces that serve to preserve the peace and who would defend the nation in wartime. The U.S. Army War College (USAWC) is dedicated to the professional education of carefully selected individuals from diverse backgrounds in the military services and government agencies. Its general purposes are 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, interagency, intergovernmental, and multinational environment; research and publish on national security and military strategy; and engage in activities that support the Army's strategic communication efforts. The students become better prepared, both personally and professionally, to contribute to the wise and responsible use of military power within the constitutional framework of our free society.

The academic discipline incorporates studies in those fields which concern the military profession. It provides study of the development, mobilization, deployment, employment, and support of military forces; the interrelationships of military, economic, political, and social factors associated with the broad aspects of national security; and the role and utility of military force as an element of national power.

The learning environment is dedicated to meeting the professional needs of each student. The College recognizes the requirement of specialists who are educated in depth and have exceptional knowledge of a portion of the military profession; but it also recognizes that there is a need for knowledgeable and understanding generalists in military art and science to fill leadership roles.

The academic program consists of a core curriculum, electives, and two resident courses. The core curriculum provides a background in domestic and international affairs which relate directly to national security; defense management and decision making; leadership and command; and military strategy, planning and operations. The electives provide courses in greater depth to support the present-day need for special expertise. The first and second resident courses each provide an opportunity for the students to come to Carlisle for two weeks of guest speaker presentations by current military and civilian leadership and to participate in seminar discussions, staff rides, and strategic thinking exercises. The capstone course element is the Commandant's National Security Program which provides the students with an unequalled opportunity to compare their perspectives on national security and related matters with the views of a select group of 69 civilian guests from academia, the media, government, business, and other prominent organizations.

The USAWC is accredited by the Middle States Commission on Higher Education. At the conclusion of their studies, students receive Senior Service College credit and are awarded a Masters of Strategic Studies Degree.

THE COMMANDANT'S NATIONAL SECURITY PROGRAM

The 17th Annual Commandant's National Security Program provides a privileged forum in which distinguished speakers may discuss their views on issues of importance to the nation's security and welfare with students and faculty of the U.S. Army War College Distance Education Program and invited guests. It provides an extended opportunity for a free and candid dialogue on these issues among the College students, faculty and guests, it enables the guests to get to know some of the prospective leaders of the American Armed Forces, and, in turn, permits the students to better understand the society they serve.

Organizationally, the Commandant's National Security Program rests principally on the framework of the USAWC Distance Education Program seminar discussion groups, each having approximately 15-20 students.

Each guest will be assigned to one of these seminars. The students and faculty will identify candidate topics for discussion, while the guest speakers and discussion panels for each day will provide added focus and commentary for the day's discourse. It is within the free and relatively unstructured framework of seminar room discussion that the fundamental purposes of the Commandant's National Security Program are best served. Guests are encouraged to become active participants in seminar discussions, sharing from their own background and experience their ideas and perspectives on the key issues being discussed. It is this time spent in dialogue with students in the seminar rooms that highlight guests' experiences each year.

The nonattribution policy of the Army War College ensures that guest speakers, civilian guests, students, and faculty may enjoy a comfortable, open, candid exchange of thoughts and expression. It is the tradition of the College that others will not later attribute their statements to them in public media or fora. Guests are not expected to prepare for the Program. Their individual backgrounds and experience, day-to-day awareness of key national and international issues, and personal commitment to the Nation more than suffice for seminar discussions.

SCHEDULE OF EVENTS

SUNDAY JULY 23

All Day: Guests arrive and check in to hotel

MONDAY, JULY 24

7:30 a.m. Buses Depart Wingate by Wyndham Hotel for Program Orientation

8:00 a.m. Seminar introductions with CNSP guests

9:00 a.m. Commandant Welcome

9:30 a.m. Guest Speaker: Ms Deanna Criswell, FEMA Administrator

Presentation: Operating in a JIIM Environment

10:45 a.m. Seminar discussions

11:30 a.m. – 1:00 p.m. Lunch with optional noontime lectures

1:00 p.m. Panel discussion: The Arctic

2:30 p.m. Seminar discussions

6:00 p.m. Student Seminar Socials with CNSP guests

TUESDAY, JULY 25

7:30 a.m. Buses Depart Wingate by Wyndham Hotel

8:00 a.m. Seminar Time

8:45 a.m. Guest Speaker: Brigadier General Jeffers/Joint Staff; Presentation: The Current and Future Security Environment

10:30 a.m. Seminar Discussion

11:30 a.m. Lunch with optional noontime Lecture

- 1:00 p.m. CNSP Panel Discussion: Strategic Deterrence w. Colonel Whelan
- 2:30 p.m. Seminar discussion
- 6:00 p.m. Commandant's Reception

WEDNESDAY, JULY 26

7:30 a.m. Buses Depart Wingate by Wyndham Hotel

8:00 a.m. Seminar Time

8:45 a.m. Guest Speaker: Mr. John Diem

Presentation: Futures and Defense Management

10:30 a.m. Seminar Discussion

11:30 a.m. Lunch

(Note: CNSP Guests will be provided lunch on buses to Gettysburg)

12:00 p.m. Presentation: Gettysburg Strategic Setting w. Dr. Weddel

1:00 p.m. Buses depart for Gettysburg Staff Ride

6:00 p.m. Class Party

THURSDAY, JULY 25

7:30 a.m. Buses Depart Wingate by Wyndham Hotel

8:00 a.m. Seminar Time

8:45 a.m. Guest Speaker: Maj. Gen. Jackson, Chief of Staff, SOUTHCOM

Presentation: Theater Strategy and Operations

10:30 a.m. Seminar Discussion and CNSP farewells

11:30 a.m. Box Lunch for CNSP Guests and departures

History of Carlisle Barracks

Founded by Colonel John Stanwix of the British Army on 30 May 1757, Carlisle Barracks has figured prominently in the education of members of the Armed Forces since Colonel Henry Bouquet arrived here in 1758 to conduct instruction for British and Provincial troops in Indian fighting tactics. Because of its favorable location at the juncture of the north-south, east-west supply routes, Carlisle Barracks became a permanent military establishment and served as an arsenal during the War of Independence. The main magazine, erected in 1777, still stands. It is now maintained as the Hessian Powder Magazine Museum, open daily, 10:00 a.m. - 4:00 p.m. (self-guided tours). What is believed to be the United States Army's first educational institution, a school for artillerists, was established at Carlisle Barracks, in 1778, by Captain Isaac Coren. This was the first of 10 different Army schools eventually to be located at this installation. Originally known simply as "the camp near Carlisle," the Post was named "Washingtonburg" during the Revolutionary War and was the first military post ever to be named for General George Washington. However, it was not until 1801 that the old post actually became Federal property when it was purchased from the heirs of William Penn. The Post gained its current name about 1807. With the outbreak of trouble in western Pennsylvania in 1794 over the new whiskey taxes, President Washington, acting as the Commander-in-Chief, personally assembled at Carlisle about 7,300 men. That show of force, augmented by 5,650 Virginia and Maryland militiamen, succeeded in quelling the "Whiskey Rebellion."

The forerunner of the Armor School, the School of Cavalry Practice, was established here in 1838 and remained at this location until 1861. The Carlisle Indian Industrial School was located here from its founding in 1879 until its close in 1918. From 1920 to 1946, Carlisle Barracks was the home of the Medical Field Service School. The School for Government of Occupied Areas, the Adjutant General School, the Chaplain School, the Military Police School, the Army Security Agency School, and the Armed Forces Information School were located here during the period 1946 to 1951. The U.S. Army Combat Developments Command Institute of Advanced Studies was established here in 1962; it was renamed the Strategic Studies Institute in 1971, with a mission exclusively in the strategic arena. In February 1973, the Institute was assigned as an integral part of the Army War College. The Institute conducts strategic studies on broad issues of national security. In 1967, the U.S. Army Military History Institute was established here. The Institute is now part of the U.S. Army Heritage and Education Center. The Institute's new home, Ridgway Hall, was dedicated on 24 September 2004.



History of the U.S. Army War College

Carlisle Barracks has been the home of the U.S. Army War College since 1951. The U.S. Army War College is the senior institution in the Army educational system. The history of the College has special interest because of the close relationship between the institution and the development of the modern United States Army. The College was founded in 1901 under the direction of the Secretary of War Elihu Root who, as a result of the Spanish-American War, saw a need for an institution that could prepare officers to serve at the War Department as planners and executors of national policy as well as serving in high command and staff positions in the field. A War College Board was appointed in 1902 with Major General S.B.M. Young as President. Brigadier General T.H. Bliss replaced General Young as the President of the Board in 1903. The first students assembled in 1904 at 22 Jackson Place, N.W., Washington, D.C. There were nine Army officers in that first class. Among them was Captain John J. Pershing, who was later to become the most illustrious member of the class. General Pershing did not graduate with the Class of '05, since he had to withdraw to assume an important position. The same circumstances occurred several more times. Eventually General Pershing was made an honorary member of the Class of '24. Washington Barracks, now Fort Lesley J. McNair, Washington, D.C., was the home of the Army War College from 1907 to 1940. Army War College classes were suspended during World Wars I and II. The College was re-established temporarily at Fort Leavenworth, Kansas, in 1950. It moved to Carlisle Barracks in July 1951. In 1970 the College graduated its first two-year nonresident Distant Education Program class. The Distance Education Program includes two weeks of resident instruction each year. Its graduates are given the same academic credit as the resident Army War College graduate. In addition, in 1977 the College started the International Fellows Program, under which senior officers from other nations participate in both the resident and Distance Education Program courses. Throughout its history, over 23,000 students have graduated from the Army War College. It is noteworthy that almost 4,000 of the graduates have attained General or Flag Officer grade in the various services. President Eisenhower, General of the Army Bradley, Fleet-Admiral Halsey, Generals Abrams, T. Franks, Haig, Lemnitzer, Odierno, Patton, Ridgway, Schwarzkopf, Shalikashvili, and Taylor; Air Force Generals Myers, Kenney and Vandenberg; Generals Cates and Lejeune of the Marine Corps; and Ambassadors Davies, Underhill, and Troxel number but a few of the Army War College graduates who have distinguished themselves in the service of our country. Twenty-three former International Fellows have attained the highest positions in their country. Root Hall, the main academic complex, was completed in 1969. It houses offices, study rooms, seminar rooms, an audiovisual center, the printing plant and the College Library. The main auditorium, Bliss Hall, seats 494 persons.

TRAVEL

Travel costs are an individual guest responsibility. Key air and surface terminals in the Carlisle vicinity are near Harrisburg, PA. American, United, USAir, Continental, Northwest, and Delta Airlines fly into Harrisburg International Airport, a 30-minute drive from the guest hotel. The AMTRAK Railroad and major bus lines also service Harrisburg.

All guests, regardless of mode of travel, are requested to submit their travel information on the CNSP website at <https://dde.carlisle.army.mil/documents/cnsp/cnspMain.cfm> NLT June 1st. Click on the Travel Questionnaire link and follow the instructions.

ARRIVAL INFORMATION

A U.S. Army War College representative will be on hand to meet all guests arriving at Harrisburg transportation terminals and to provide transportation to the Wingate by Wyndham Hotel, Mechanicsburg. Guests traveling to Carlisle by automobile should proceed directly to the Wingate by Wyndham, Mechanicsburg. You will be contacted by your student sponsor prior to the Program to confirm your travel and arrival information. All local area guests will be commuting to the Program from their residence. They will also be contacted by their student sponsor to arrange the initial meeting and receipt of Program information.

All guests should plan to arrive on July 22, 2019 in time to attend the Guest Welcome Social and the U.S. Army War College and Commandant's National Security Program Orientation at Root Hall on Carlisle Barracks beginning at 4:30 p.m. and the Student Seminar Social which will follow at 6:00 p.m.

Those guests staying at the Wingate by Wyndham Hotel will be transported by bus to the Guest Welcome Social and Program Orientation on Carlisle Barracks beginning at 4:00 p.m. All local area guests commuting from home have the option of driving to the hotel to be bussed to Carlisle Barracks or driving directly to Carlisle Barracks for the orientation.

DEPARTURE INFORMATION

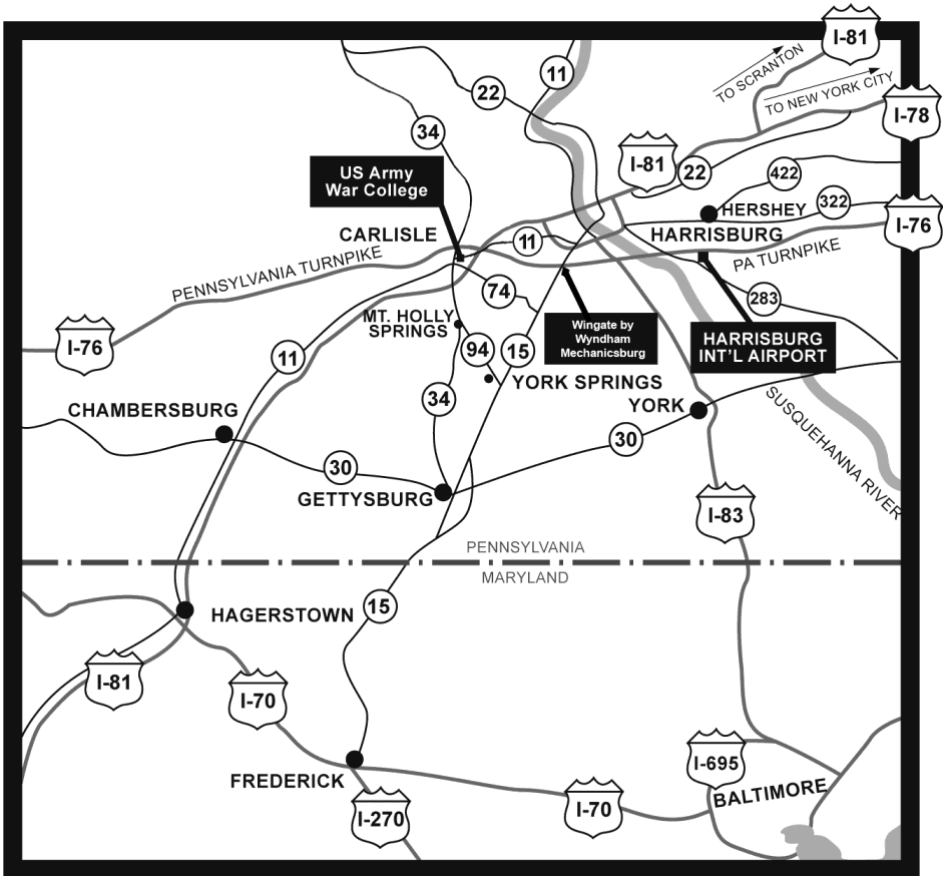
We will also provide transportation back to the Harrisburg transportation terminals at the conclusion of the Program. If traveling by air, rail, or bus from the Harrisburg terminals on July 25th, please do not plan an earlier than 6:00 p.m. departure unless you desire to depart early from the Program.

TRAVEL CHANGES

If you have a change in travel plans prior to 17 July, please make that change within the Travel Questionnaire link on the CNSP website. If you need to notify us of a change after 17 July, please contact Mr. Albert Cobb direct at 717-245-3594 or albert.r.cobb3.civ.mail.mil.

If on arrival day you have a last minute change in travel plans, please contact the Guest Hotel Welcome Desk at 717-713-3512 or your student sponsor so we can ensure that a USAWC representative is at the airport or train terminal upon your adjusted arrival time. The CNSP Welcome Desk at the Wingate by Wyndham, Mechanicsburg, will be operational from 12:00 p.m. to 6:00 p.m. on arrival day, July 22. An alternate phone number to call in case of a travel change on arrival day is Mr. Bob Poling at (cell) 240-688-6907.

Regional Map



Location

The U.S. Army War College is located at Carlisle Barracks, in the Cumberland Valley of Pennsylvania, 18 miles west of Harrisburg, on US Route 11. The Borough of Carlisle adjoins the post on the southwest and is 27 miles north of Gettysburg on PA Route 34. The Wingate by Wyndham Hotel Mechanicsburg is located to the east of Carlisle Barracks at 385 Cumberland Pkwy, Mechanicsburg, PA 17055. Travel time from the hotel to Carlisle Barracks is 20-30 minutes depending on traffic congestion. From Washington D.C. or Philadelphia plan on two and one-half hours for travel. New York City and Pittsburgh travel time is between four and four and one-half hours.

Hotel Area Map



DIRECTIONS

Wingate by Wyndham Hotel-Mechanicsburg

York, PA & Baltimore, MD Area

Take I-83 North to I-76 West to Exit 236. Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

New York Area

Take I-81 South to I-83 South. Take 581 West. Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

Washington, DC Area

Take Route 15 North to the Winding Hill Road Exit toward Cumberland Parkway. Turn right on East Winding Hill Road. Turn right to stay on East Winding Hill Road then right on Gettysburg Pike. Proceed through light and follow signs on the right for Wingate by Wyndham Mechanicsburg.

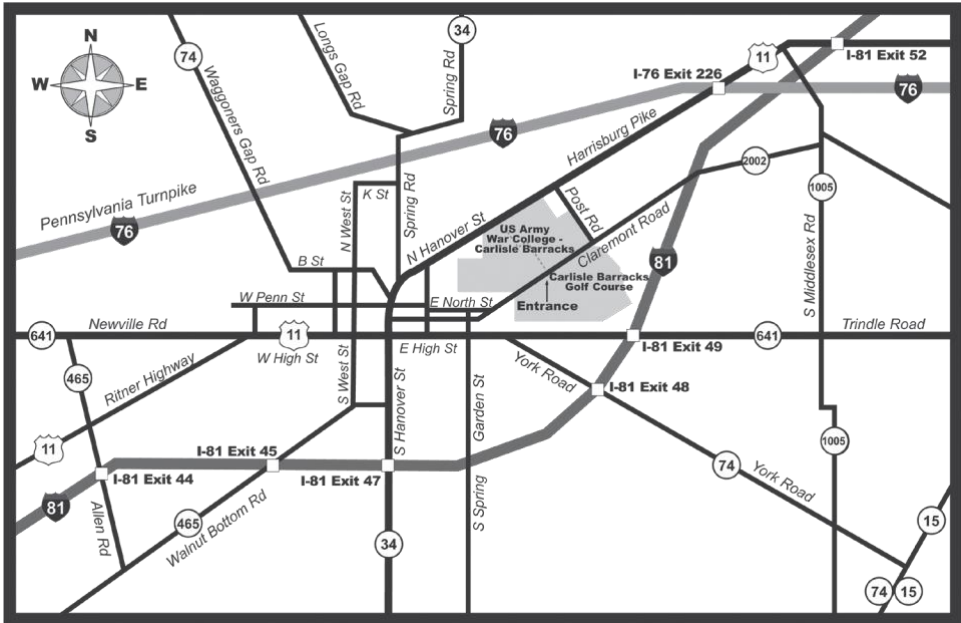
North of Harrisburg, PA

Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

PA Turnpike

Take I-76 to Exit 236. Take Route 15 South to the Cumberland Parkway Exit. At light, turn right and proceed to Wingate by Wyndham-Mechanicsburg.

Carlisle Area Map



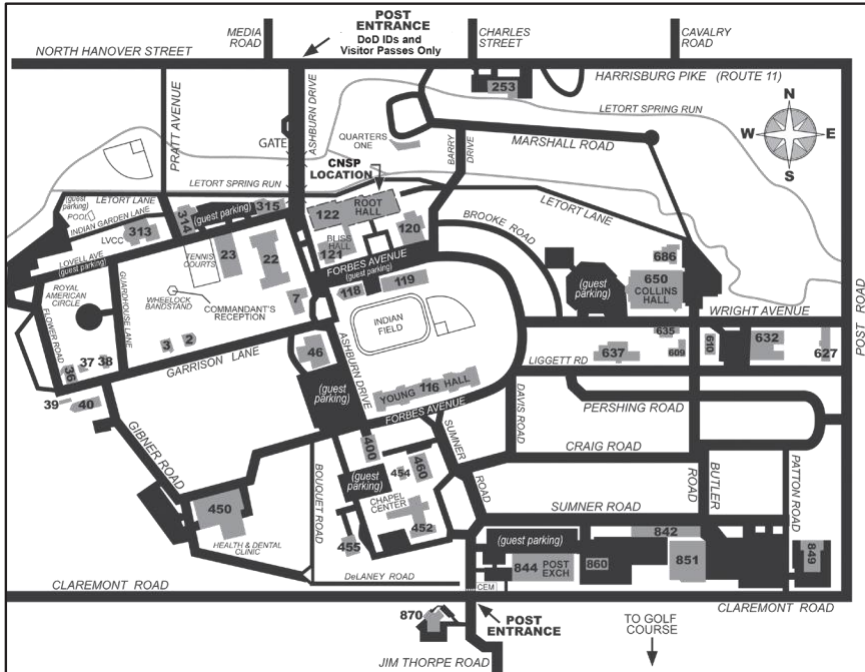
From the Wingate by Wyndham Hotel Mechanicsburg: Proceed through light on Cumberland Parkway to Gettysburg Pike, turn left on East Winding Hill Road, turn left to stay on East Winding Hill Road, merge onto Rt 15 North, merge onto I-76 PA Turnpike West, take the US 11 South exit, Exit 226 toward Carlisle, turn right (south) on US 11, turn left on Post Road, turn right on Claremont Road, and turn left at signs for U.S. Army War College entrance.

From I-81: Take Route 11 South to Post Road, left on Post Road to Claremont Road, right on Claremont Road and then left at signs for U.S. Army War College entrance

From Route 15: Exit at Route 74, take Route 74 North to Route 641 (Trindle Road), left on Trindle Road to Spring Garden Street, right on Spring Garden Street to East North Street, right on East North Street (becomes Claremont Road) to Claremont Road, and then right at signs for U.S. Army War College entrance.

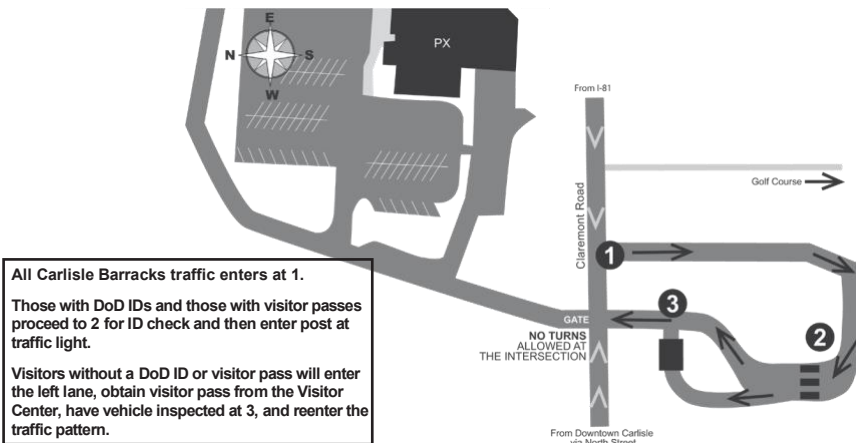
From Route 34: Continue into Carlisle and turn right at East North Street and then follow directions above from Route 15.

Carlisle Barracks Map



The Commandant's National Security Program will be held in Building 122, Root Hall. Parking for any guest driving an automobile will be in the locations indicated on the map above. Parking on Carlisle Barracks is limited so be prepared to arrive early.

Carlisle Barracks Claremont Road Gate Entrance Map



CARLISLE BARRACKS ENTRY

Guests who are driving their own automobile to Carlisle Barracks and possess either a Department of Defense (DoD) ID or Carlisle Barracks Temporary Visitor Pass may enter through either the Main Carlisle Barracks Police Checkpoint off of Claremont Road as indicated on the map above or through the Ashburn Gate off of Route 11 on the north side of Carlisle Barracks. Guests without either form of pass must proceed to the Carlisle Barracks Visitor Center at the Claremont Road Gate as indicated on the map above to obtain a pass and complete inspection by the Carlisle Barracks Police before entering Carlisle Barracks.

Guests who have indicated on the Travel Questionnaire they are driving their own automobile will be issued a visitor pass when in processing at the guest hotel. Student sponsors will assist with vehicular entrance requirements and process information. All drivers will ensure they have in their possession a valid driver's license, vehicle registration, and proof of insurance.

ADMINISTRATIVE INFORMATION

GENERAL INFORMATION

Upon arrival at your hotel, you will be given a welcome packet containing additional information on the Program. A student sponsor will assist you during your stay. The student sponsor will contact you prior to your arrival to confirm your travel arrangements, arrange to meet you on July 22 and provide transportation to the student seminar group social event that evening, as well as inform you how to proceed to the initial Program events on July 23. (See Note 1)

DAILY SHUTTLE TRANSPORTATION

You will be provided government transportation from the Wingate by Wyndham Hotel, Mechanicsburg, to Carlisle Barracks and return each day. See the matrix below for pickup times (evening return times are subject to change. Information can also be obtained from your student sponsor or Mr. Albert Cobb in the Program Administrative Office located in room A310, phone 717- 245-3594. If you desire to drive your own automobile to Carlisle Barracks each day, the maps in this program and your student sponsor will assist you with directions.

			Bus Arrives	Bus Departs
Monday, July 24	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks Carlisle Barracks to Wingate by Wyndham Hotel	7:15 a.m. 7:30 p.m.	7:30 a.m. 7:45 p.m..
Tuesday, July 23	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks _____ Carlisle Barracks to Wingate by Wyndham Hotel	7:15 a.m. 7:30 p.m.	7:30 a.m. 7:45 p.m..
Wednesday, July 24	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks _____ Carlisle Barracks to Wingate by Wyndham Hotel	7:15 a.m. 7:30 p.m.	7:30 a.m. 7:45 p.m..
Thursday, July 25	CNSP Guest Shuttle	Wingate by Wyndham Hotel Mechanicsburg to Carlisle Barracks Carlisle Barracks to point of departure (Wyndham, Airport, Train, or Bus Station)	7:15 a.m. 11:30 a.m..	7:30 a.m. 11:45 a.m..

LODGING

All guest lodging accommodations have been reserved at the Wingate by Wyndham, Mechanicsburg, PA, for the nights of July 22, 23 and 24 at no cost to you. If you desire to arrive early or remain for a longer period at your own expense, you are requested to indicate it on the travel form you submitted through the CNSP website and notify Mr. Bob Poling at robert.e.poling.ctr@mail.mil who will notify the hotel manager of your desire to stay an extra night. There may be an additional fee charged by the hotel for any family members staying in the room with the CNSP guest. CNSP guests are responsible for the payment of that additional fee. Contact information is:

Wingate by Wyndham Mechanicsburg
385 Cumberland Parkway, Mechanicsburg, PA 17055, 717-766-2710

Note 1. Local area guests will also be contacted by their student sponsors to determine place of meeting for the student seminar social on July 22, receipt of their welcome packet, and information on how to proceed to the initial Program events on July 23. Although local area guests will not be provided lodging, they will be provided meals at no cost during the Program.

MEALS

Meal	Time	Location
Breakfast	Monday-Thursday 6:00 a.m. – 7:30 a.m.	Hotel Breakfast Room
Lunch Buffet	Monday 11:30 a.m. Tuesday 11:30 a.m.	Letort View Community Center- Carlisle Barracks
Dinner	Monday 6:00 p.m. Tuesday 4:30 p.m.- 6:00p.m. Wednesday 5:30 p.m.	Student Seminar Social ** Commandant's Reception Gettysburg Battlefield **

Box Lunches will be provided for Wednesday, enroute to Gettysburg and on Thursday prior to CNSP Guest Departure

SOCIAL EVENTS

To afford all Program participants ample opportunity to become better acquainted, the College has arranged the following social events:

- Monday, July 24 Informal Seminar Social Activity by Student Seminar Group, 6:00 p.m.
- Tuesday, July 25 Commandant's Reception 6:00 p.m.
- Wednesday, July 26 Gettysburg Battlefield Tour 12:00 p.m.

DRESS

1. Student Seminar Group Social Activities: Men: open collar shirt and comfortable slacks; Women: skirt/split skirt or slacks with top or casual dress.
2. 24, 25 July Daily Program Activities:
Business Attire: Men-suit or sport coat and tie; Women-suit or jacket with coordinating skirt, or slacks, or a dress.
3. 25 July Commandant's Reception: Same as daily program activities.
4. 26 July Gettysburg Battlefield Tour: Casual attire: open-collar shirt, comfortable trousers, and walking shoes. Guests attending the battlefield tour may wear casual attire to all 25 July program events. Guests may also change into shorts prior to departing Root Hall for the battlefield tour.

ADMINISTRATIVE SERVICES

MEDICAL SERVICE

Attendees requiring emergency medical care should seek medical assistance by dialing 911 immediately. Dunham U.S. Army Health Clinic (DUSAHC) on Carlisle Barracks is a Family Practice Clinic that provides primary care to active duty soldiers, family members, and retirees. The clinic is open daily from 7:30 a.m. to 4:30 p.m. DUSAHC does not have an emergency room or ambulance service. Attendees requiring routine medical care and meeting eligibility requirements of AR 40-400, Chapter 3, should call 245-3400 between 7:30 a.m. and 4:15 p.m. for a same-day appointment at DUSAHC. Attendees requiring routine medical care and not meeting the eligibility requirements of AR 40-400, Chapter 3, can receive a listing of area healthcare providers by contacting our Health Benefits Advisor at 245-3918, your student sponsor, or the Program Administrative Office in Room A310, Root Hall.

BANKING

ATM facilities are located at the Post Exchange. Banking facilities are available at the Carlisle Barracks Credit Union or in the Borough of Carlisle.

POST OFFICE

Postal services are available at the Carlisle Barracks post office.

OFFICE SYSTEMS SUPPORT

Office systems support will be available to you in Root Hall. Please contact your student sponsor or the CNSP Administrative Office for information. Office system support is also available at the hotel. See the front desk reception personnel for directions.

ADMINISTRATIVE OFFICE

1. The Commandant's National Security Program Administrative Office is located in Room A310 in Root Hall. It will be operational Monday-Friday- 7:30 a.m. to 5:00 p.m.
2. All Administrative Office and liaison personnel will be prepared to assist you with whatever you require. Arrangements may include such items as return transportation and transportation to and from your hotel to the U.S. Army War College.

TELEPHONE NUMBERS

The area code and prefix for Carlisle Barracks is 717-245-xxxx.

NOTE: When using Post phones to make an on-post call, dial 5 and only the last four digits of the seven digit number. When dialing local phones having a different exchange number from 245-xxxx, dial 99 and then dial the seven digit number. Dial 95, the area code, and seven digit number for long distance calls from a Post phone. For operator assistance, dial 0 (Post Operator).

MESSAGES

In order to be contacted at the U.S. Army War College, have your callers place their call to 717-245-3594. The administrative personnel at those numbers will get the message to you. If for some reason your caller cannot get through to our administrative personnel they may contact Mr. Bob Poling at 240-688-6907 or email at robert.e.poling.ctr@mail.mil.

EMERGENCY

Carlisle Barracks Police 5-4115
Ambulance 911

COMMAND

Commandant 5-4400
Deputy Commandant for International Affairs .. 5-3505
Deputy Commandant..... 5-3300
Chief of Staff, U.S. Army War College 5-4025
Executive Services..... 5-4818

MISCELLANEOUS

Carlisle Barracks Information 5-3131
Letort View Community Center (LVCC) 5-3991
Public Affairs Office 5-3845/5-4772

LODGING

Wingate by Wyndham Hotel Mechanicsburg
717-766-2710

CNSP Welcome Desk (July 22) 717-713-3512

ADMINISTRATIVE OFFICE

Monday-Friday 7:30 a.m.-5:00 p.m.- 717-245-3594 (Mr. Albert Cobb)
Mr. Bob Poling (Cell) 240-688-6907

TRANSPORTATION

Airlines:

- American
- Continental
- Delta
- Northwest Airlines
- United
- USAir

Rail Lines:

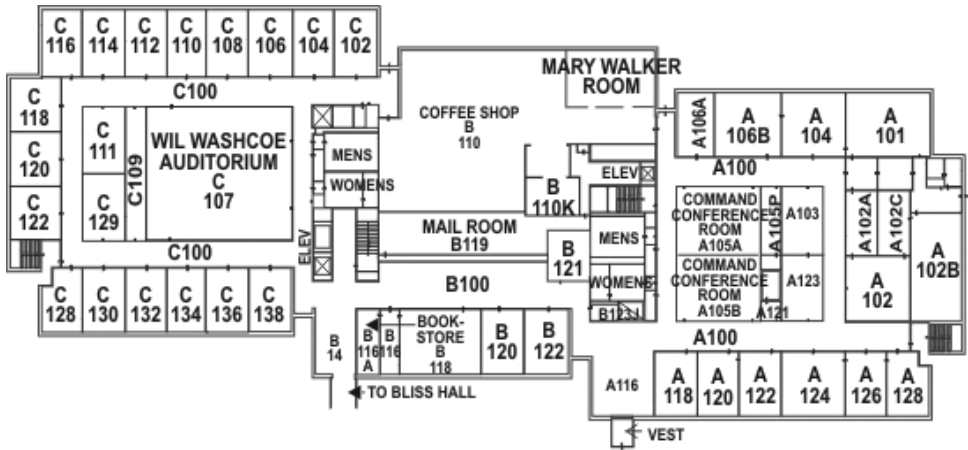
AMTRAK

Bus Lines:

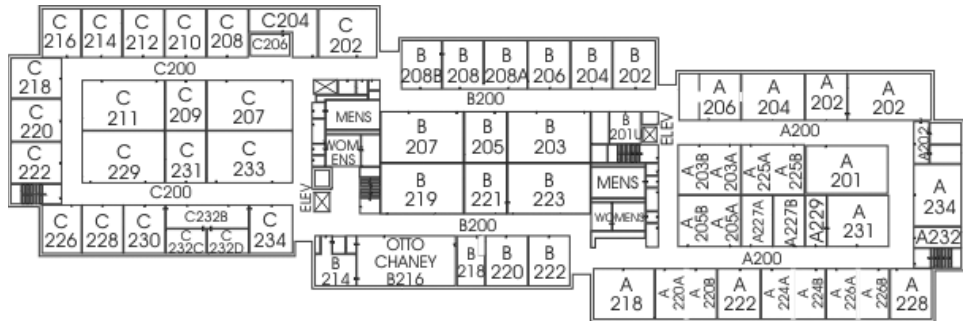
Greyhound/Trailways (Harrisburg)

ROOT HALL FLOOR PLAN

First Floor



Second Floor



Third Floor

