



DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013-5210

March 12, 2019

Office of the Commandant

Congratulations! You have been selected for study at the Army War College because of your strong performance to date and the potential others see in you and your ability to work in progressively more complex assignments and strategic environments.

Our mission is to create a place for you to think, learn, and connect in preparation for the distinctly different challenges ahead of you. We have refined the curriculum, methodologies, and faculty to enable your discovery and development. We have built a collaborative and innovative hub for leveraging campus-wide expertise in history, research, wargaming, and analytics. Both the Army and our strategic partners come to think, learn, and connect at the Army War College, and you will be exposed to an extraordinary network of leaders and experts during the academic year.

One of the important traits of an effective leader is self-awareness and a commitment to continued self-development. This will not be a "year off." You will stretch cognitively and exercise your skill in communicating, critical thinking, moral-ethical judgment, collaborative problem-solving, and agenda-setting for your personal learning objectives. You will learn how to best leverage the resources available to you and use the knowledge gained to transition smoothly and effectively into senior leadership of large, complex organizations that are responsible for strategic influence within the joint, interagency, and multinational national security environment.

Carlisle Barracks, a post rich with history and tradition, is a student-centric campus with services ranging from lodging, sports and fitness, to family services and support. You will be able to set personal and family priorities and elect from a wide range of academic, social, family, sports, fitness, spiritual, and travel opportunities. You will likely never serve again at a military installation so well postured and to help you succeed.

Please follow these first steps to prepare yourself (and your family, when applicable):

- Today, you will receive an e-mail from Lt. Col. Michael McVay, my G1/ Personnel Officer. Follow his directions and use your personalized token, or code, to enter the Online In-Processing website, where we have included only the forms and information that are critical to your immediate success here.
- Check out www.armywarcollege.edu/experience for advance information about the academic calendar, curriculum, and choices for customizing your education. You will find details on housing options, spouse and family opportunities, guidance about school/sports physicals and our School Liaison Officer, Pennsylvania policies, and other helpful planning information.
- Shortly you will also receive a separate note from me with a reading assignment and preparatory material for completion prior to your arrival.
- Return to the Experience website in July for insights and tips for your first 30 days.

My wife, Martha, and I look forward to meeting you. The upcoming year will be challenging and fun. I am confident you will develop significant, new relationships and the heightened skill set needed to graduate with distinction—and succeed in your future assignments!

A handwritten signature in black ink, appearing to read "J. Kem".

John S. Kem
Major General, U.S. Army
Commandant