



**DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013-5217**

February 16, 2021

Congratulations! Your selection to attend the U.S. Army War College is a credit to your consistent and career-long leadership accomplishments, indicating your potential to succeed in progressively more complex assignments. As a student, you will join a professional military education institute that is focused on enhancing your preparation for future success.

The U.S. Army War College experience is a journey that will be guided by faculty, researchers, staff and the command group itself. We offer a challenging and important curriculum, a dynamic set of learning experiences, and a community of excellence. We trust that you will take advantage of the rich resources here as you shape your own learning experience.

The coming academic year presents enormous opportunities, and, contrary to some of the "advice" offered by those who attended years ago, your assignment as a resident student is not a "year off." You'll find support and you'll find challenge. You will stretch yourself cognitively, hone your strategic mindset and your communication skills, and build an important network of colleagues. All of these elements will prepare you well for assignments in large, complex organizations at the strategic level. Leaning into your future, the U.S. Army War College will enable your readiness to –

- **Think strategically and skillfully develop strategies to achieve national security objectives**
- **Exercise moral judgment and promote the values and ethics of the profession of arms**
- **Provide strategic context and perspective to inform and advise national level leaders, providing sound, nuanced, and thoughtful military advice**
- **Apply intellectual rigor and adaptive problem solving to multi-domain, joint warfighting, and enterprise level challenges**
- **Lead teams with expert knowledge and collaborate with others to provide innovative solutions to complex, unstructured problems**
- **Convey complex information and communicate effectively and persuasively to any audience.**

Dating to 1757, Carlisle Barracks is rich with military history and traditions. More like a college campus, everything here is student-centric: academic, social, family, sports, fitness, spiritual, and travel opportunities abound. An executive leadership program is among the options designed especially for U.S. Army War College student spouses.

Learning in a COVID environment has been a challenging experience for members of the Resident Class of 2021. Current students exhibited the patience and flexibility to help us test and refine innovative new ways for learning to complement the face-to-face learning and collaboration that is the hallmark of the resident experience. You should expect to participate in

face-to-face learning during Academic Year 2022. Although we may conduct some learning events remotely, we anticipate that all students will learn in face-to-face seminars.

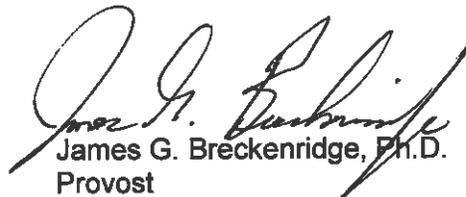
To prepare for your arrival, please complete these recommended actions.

You will soon receive an email from our G1/Personnel Officer LTC Michael McVay. Please follow his directions to use the personalized token to enter the Online In-processing website. There, you'll register and access forms and information that we've identified to be critical to your immediate success upon arrival.

Visit www.armywarcollege.edu/experience for wide-ranging information to help you pack and plan, from the academic calendar and curriculum overview to opportunities to customize your education. There you will find an arrival checklist, a first-30-days orientation, housing option and contacts, Pennsylvania guidance on K-12 school and sports physicals, links to Pennsylvania policies and our School Liaison Officer, and info about programs and activities for spouses and Families.

You can expect a challenging year that's designed to address strategic-level knowledge, hone new skills, and develop significant, enduring relationships that will serve you well in peace, armed conflict, and gray-zone competition.

Strength & Wisdom!



James G. Breckenridge, Ph.D.
Provost