

# Command and Staff College



## MISSION

*To provide intermediate and advanced-intermediate professional military education to field grade officers of the Marine Corps, other services, and foreign countries to prepare them for command and staff duties with Marine Air-Ground Task Forces (MAGTFs) and for assignment with joint, multinational, and high-level service organizations.*

## DEGREE

Command and Staff College offers students the option of completing the requirements for a Master of Operational Studies (MOS) degree.

## EDUCATIONAL OBJECTIVES

- Analyze the theory and nature of war and their relationship to the application of the elements of national power.
- Think strategically and explore the relationship between national political interests and goals, and the utility of military power supporting those goals.
- Analyze strategic guidance and translate it into operational direction in the form of a campaign plan designed to accomplish military objectives.
- Assess the relationship between the operational and the tactical levels of war and to orchestrate tactical battles and engagements as a part of campaigns designed to create military conditions accomplishing strategic goals.
- Plan and execute the employment of MAGTF's anywhere along the spectrum of conflict and articulate the capabilities of MAGTF's within the joint/multinational environment with primary focus at the Marine Expeditionary Force level.
- Instill the ability to critically analyze war and apply sound military judgment in an academic environment as well as when called upon to do so in war.

**EDUCATIONAL PHILOSOPHY**

Since the goal of professional military education is to develop officers who can employ innovative thinking when confronted with changing situations, it is imperative the College provide a learning environment that encourages officers to cast a critical eye on traditional or accepted concepts. Such an environment requires an educational setting that demands active student participation to the greatest extent possible.

The primary instructional methodology for the Command and Staff College curriculum is the seminar/guided discussion conducted by the Faculty Advisor Team in the conference group setting. This methodology fosters a learning environment that encourages active and thoughtful participation on the part of each student.

A key element to the success of the seminar discussions is scheduled professional study and preparation time (PSPT). These periods are incorporated into the regular schedule to provide officers the opportunity to read, write, reflect, and conduct required research during normal school hours. PSPT supplements, rather than replaces, study and research conducted after normal working hours.

Other instructional methodologies employed in support of the curriculum include historical case studies, practical application planning and decision exercises, battlefield staff rides, presentations by faculty and guest lecturers, and tutorial sessions between students and faculty members.

Integrated within the curriculum is the College’s emphasis on improving communication skills. The purpose of this effort is to build the student’s ability to communicate effectively--both orally and in writing. Through a series of requirements, including a variety of oral presentations, “point papers,” analytical essays, and more traditional research-based efforts, officers improve their speaking and writing skills as well as their ability to critique and refine their own work.

**CURRICULUM**

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>The Art and Science of War</b>					<b>Warfighting... From the Sea</b>					
<b>Theory and Nature of War</b>	<b>Strategy and Policy</b>	<b>Operational Level of War</b>	<b>Warfighting</b>			<b>Exercise OPEN ACCESS</b>		<b>Military Operations Other Than War</b>		
<b>Art of Command</b>										
<b>JPME (Phase I)</b>										

The first semester is entitled **THE ART & SCIENCE OF WAR** and includes the **Theory and Nature of War**, **Strategy and Policy**, **Art of Command**, and **Operational Level of War** courses.

The **Theory and Nature of War** course opens the academic year and our first semester on the art and science of war. It is a course on aspects of military theory, military history, and military affairs of the present. The course concentrates on, but is not limited to, the modern Western world. Classes generally follow a chronological path, but we make a few digressions. Most notably, instead of beginning with Thucydides' history of the Peloponnesian War, we use this classic at the end, as a bridge to the next Fall course called Strategy and Policy. The book is profoundly useful for service in both capacities. The educational objectives of the course are to:

- Consider the enduring *nature* of all war, and explore the ways it is always enmeshed with politics, will, passion, uncertainty, chance, and interaction with the enemy.
- Appraise the forces and factors—social, political, ideological, moral, economic, and technological—that cause a given war, shape its particular *character*, bring about its end, and determine its historical impact.
- Explore theoretical concepts that military historians, analysts, and practitioners have found valuable over the years in comprehending, analyzing, and evaluating the events and trends of military affairs.
- Gain a solid grounding in military history.

The **Strategy and Policy** course explores the principal issues surrounding and informing strategic thinking and decision-making as they contribute to achieving national security objectives. The emphasis of this course is on the thoughtful integration of theory and evidence and the development of critical analytical skills. The overarching goal is to educate you, the Command and Staff College student, about the nature of strategy and policy and their impact on the operational level of war in order to prepare you for any future role in making, analyzing, or executing military strategy. This course provides no more than an introduction to these vast subjects; therefore, along with the rest of the curriculum, it seeks not only to offer a broad overview of the relevant theories and evidence, but also, and more importantly, to help provide you with the analytical skills required to continue this educational process in subsequent courses in the curriculum, and, ultimately, beyond the confines of Marine Corps University. The educational objectives are to:

- Sharpen the student's ability to think strategically.
- Enable the students to think critically about strategy throughout their military career and develop their own and analyze others' theories and assertions about the political effectiveness of military force.
- Introduce the wide variety of factors that influence the formulation and outcome of national strategies.
- Explore the interplay of these factors.
- Examine the process by which strategic decisions are made.
- Analyze the strategic choices made by past decision-makers.
- Evaluate those choices in terms of their success or failure.
- Employ the framework provided to assess the current strategic landscape.

The **Operational Level of War** course studies operational warfare and campaigning. It seeks to integrate the previous study of theory, doctrine, and strategy and to improve a student's ability to draw operational insights from any situation and exercise sound judgment in order to achieve success on the battlefield. The course opens with presentations and seminars on campaigning and the operational level of war providing a format for analysis. Analysis is then applied to various case studies that are supported by selected readings,

lectures, seminars, and the requirement to write a research paper on a joint campaign. The final component of the course, Operational Level of War, Part II, focuses on preparing the student for the in-depth study of "Warfighting...from the Sea" by developing a common understanding of the operational aspects of joint forces and the ties to national agencies. The goal of Part II is to increase the students' understanding of Joint Force employment at all levels of war. The educational objectives are to:

- Analyze the operational level of war in relation to the strategic and tactical levels of war and the responsibilities of the operational commander.
- Evaluate theory, doctrine, operational functions and concepts, and principles of the operational level of war through historical case studies.
- Interpret service and joint warfighting philosophies as they relate to the systems, agencies, and command relationships involved in the conduct of operational planning and execution.
- Analyze campaign design and execution.

The second semester is entitled **Warfighting...From the Sea** and includes five blocks/courses of instruction on warfighting, Exercise **Open Access**, and **Military Operations Other Than War**- The goal of these courses is to educate students in the composition, functioning, and planning methodologies of the Marine Air-Ground Task Force (MAGTF) with emphasis on: the Marine Corps Planning Process; offensive and defensive operations; current joint expeditionary and landing force doctrine; and the requirements of joint and multinational operations. The methodology used to achieve these goals is a combination of self-study, lecture, seminar, and practical application exercises in planning MAGTF operations within the context of a joint campaign plan. Additionally, this course enables students to appreciate the MAGTF as a dynamic and flexible organization that derives its strength and potential from the synergistic relationships of its elements.

**Joint Warfighting (Block I)** serves as a link between the previous Operational Level of War instruction and the remainder of the "Warfighting...From the Sea." Prior to focusing on the MAGTF, Expeditionary Operations, and Contemporary Joint and Multinational Warfare, the students must have a solid foundation in the basics of Joint Warfighting and Joint Doctrine. The focus of this block is to expand the student's understanding of joint force doctrine and employment at the operational and tactical levels of war. The goal of this instruction is to prepare students for the challenges of present and future operational environments while serving as future commanders and staff officers in a joint environment and enhance their ability to incorporate a joint perspective into their tactical, operational and strategic thinking.

**MAGTF Organization (Block II)** links previous (Operational Level of War and Joint Warfighting) instruction with the remainder of "Warfighting...From the Sea." Prior to focusing on the Marine Corps Planning Process, Expeditionary Operations, and Contemporary Joint and Multinational Warfare, the students must have a solid foundation in the basics of MAGTF Organization. The focus of this block is twofold. It is designed to enhance the student's ability to:

- Analyze the organization of MAGTFs in relation to employment anywhere along the spectrum of conflict.
- Articulate the capabilities of the MAGTFs within the joint and multinational environment with primary focus at the Marine Expeditionary Force (MEF) level.

The goal of this instruction is threefold:

- To prepare students for the challenges of present and future operational environments while serving in command and staff duties with the MAGTF or in assignments with joint, multinational and high-level service organizations. More specifically, this goal includes:

- To provide greater understanding the capabilities and potential roles of the MAGTF.
- To expand the student's understanding (from a Marine Corps perspective) of joint force employment at the operational and tactical levels of war.

**MAGTF Planning And Operations (Block III)** links the previous joint and MAGTF instruction with the remainder of "Warfighting...From the Sea." Prior to focusing on Expeditionary Operations and Contemporary Joint and Multinational Warfare, the student will gain a solid foundation in MAGTF deployment, the Marine Corps Planning Process (MCP), and warfighting functions. The focus of this block has three parts. It is designed to prepare the student with the ability to:

- Plan and execute the deployment and employment of MAGTFs anywhere along the spectrum of conflict.
- Apply the Marine Corps Planning Process steps in the development of an operation order.
- Articulate the warfighting capabilities of the MAGTF within the joint and multinational environment with primary focus at the Marine Expeditionary Force (MEF) level.

The goal of this instruction is twofold. It is designed to:

- Further develop the student's critical thinking skills by requiring the application of decision-making and problem solving in an exercise scenario.
- Prepare students for the planning challenges of present and future operational environments while serving in command and staff duties with the MAGTF or in assignments with joint, multinational, and high-level service organizations.

**Expeditionary Operations (Block IV)** links previous joint and MAGTF instruction with the remainder of "Warfighting...From the Sea." Prior to focusing on Contemporary Joint and Multinational Warfare, the students will gain a solid foundation in Expeditionary Operations. The focus of this block is to provide the student with an in-depth understanding of:

- The capabilities of US forces with respect to expeditionary operations.
- The current and future concepts of deploying and employing US Expeditionary forces.
- The relationship of MCP to expeditionary operations and the planning requirements peculiar to forcible entry operations.

The goal of this instruction is to prepare the students for the planning challenges of present and future expeditionary operations while serving in command and staff duties with the MAGTF or in assignments with joint, multinational, and high-level service organizations.

**Contemporary Joint & Multinational Warfare (Block V)** links the previous Warfighting...From the Sea" instruction (Joint Warfare, MAGTF, and Expeditionary Operations) to both "Open Access" (the final exercise) and the following block in "Military Operations Other Than War (MOOTW)." The focus of this block is to provide the student with a working knowledge of very specific topic areas that are at the forefront of emerging issues in contemporary joint and multinational warfare. The goal of this instruction to prepare students for the challenges of present and emerging operational environments while serving as future commanders and staff duties with the MAGTF or in assignments with joint, multinational and high-level service organizations.

**Exercise OPEN ACCESS** serves as the culmination of the Warfighting portion of the curriculum and as an evaluation mechanism for both the faculty and the students. The vehicle for this exercise is a force-on-force, computer assisted, Joint Task Force (JTF)-level Command Post Exercise (CPX). The exercise uses a current, realistic scenario wherein a national strategy, campaign plan, and supporting plans provide for deployment and employment of a JTF. The faculty

evaluates virtually all aspects of the instruction presented to the students during the academic year. Each officer participates in an assigned billet in a JTF, Service or functional component, or multinational headquarters. The overall objective is to exercise and evaluate the students' ability to: develop a campaign plan for a multinational/joint force; write the necessary supporting plans; conduct an amphibious assault in support of expeditionary operations; and prosecute combat operations ashore to support the Joint Task Force mission.

**Military Operations Other Than War (MOOTW)** begins with a two-day block of instruction exploring some of the classic texts of small wars: Jomini, C. E. Callwell, and the *USMC Small Wars Manual*. The course then proceeds to deal with a series of case studies involving modern armies and internal insurrections. The course devotes an instructional block (a day of lecture or film and a seminar) to the British experience in Malaya, the French experience in Algeria, the American experience in Vietnam, the British experience in Northern Ireland, the Australian-American mission in East Timor, and the UN experience in Somalia. Each of these case studies embraces a range of MOOTW missions and complex social conflicts that proved difficult for armies to address. Each experience gave rise to a body of writings that sought to codify what the military had learned. Taken collectively, these case studies and the writings they generated have shaped contemporary American MOOTW doctrine. The course discusses the ongoing "war against terrorism," the military operations against the transnational terrorist organization al Qaeda and the problems of homeland defense associated with such threats. It concludes with a lesson on the interagency and coalition efforts to rebuild Iraq while quelling violence directed against Americanism, NGO employees, and Iraqi "collaborators."

This course and its writing assignment provide an understanding of how current US doctrine for MOOTW developed and how this doctrine may apply to current operations in Iraq and Afghanistan, as well as military assistance provided to countries as different as Colombia, the Philippines, Pakistan, and Bosnia. Doctrine does not provide detailed procedures or tactics for such operations. Rather, the study of the selected case studies sensitizes students to the complexities of MOOTW. Involving sociology as much as warfighting, counterinsurgency, and counter-terrorism is tough but not impossible. The intended learning outcomes of this course are that students demonstrate, orally and in writing, knowledge of the principles associated with the conduct of MOOTW, and an understanding of the ambiguities and complexities of the MOOTW environment. Educational objectives are:

- Analyze the development of contemporary thinking on MOOTW and its impact on Command and Staff students.
- Understand the role of tribal, religious, social, and ethnic conflicts in MOOTW.
- Evaluate the effectiveness of joint and multinational forces in UN peace operations.
- Comprehend the experience of modern armies in Small Wars and determine how these conflicts affected modern MOOTW strategy and doctrine.
- Analyze the Marine Corps' theory of Warfighting in unconventional combat.
- Comprehend the interaction among strategy, operations, and doctrine in MOOTW, as opposed to conventional mid- and high-intensity conflicts.

**Art of Command** is an enduring core course that underpins the “command” aspect of the College’s curriculum is Art of Command (AOC). The AOC course is designed to examine and impart the critical aspects of military leadership, ethics, and Core Values. These topics serve as enduring themes throughout the CSC curriculum. To support this concept, the Art of Command (AOC) is scheduled in nine blocks, ranging from one to five days, spanning the academic year. Some of the AOC blocks directly support and complement the instruction presented in the other core courses by building on the topics being studied, but with a focus on leadership and ethical decision making. Other blocks are presented as discrete packages that focus on topics such as combat leadership, contemporary leadership challenges, and topical policy issues that confront military leaders. The Art of Command blocks are: Chancellorsville; Law of War and the Just War Theory; Civil-Military Relations; Gettysburg: A Study In Command; Military Leadership at the Tactical Level; Commander and Organizational Culture; Media Operations; Military Leadership at the Operational Level; and Military Leadership in Military Operations Other Than War.

**Media Operations** (included in Art of Command) are covered during the year as they relate to operational planning and execution. Students are trained to prepare for, and participate in, television-type interviews on a wide range of relevant military topics and scenarios. The annual Media Symposium includes professional media representatives in a forum designed to promote better understanding for both the military and media professionals about the position each holds in our democracy.

#### **Joint Professional Military Education**

Integrated into the Command and Staff College curriculum is the first phase of the two-phased Joint Specialty Officer (JSO) education mandated by the Chairman of the Joint Chiefs of Staff. As a result, all graduates of the College are “Phase One” qualified in terms of JSO designation. This program of joint instruction is described in a separate syllabus titled “Joint Professional Military Education (JPME)” which addresses the five primary learning areas identified in the *Officer Professional Military Education Policy Document*:

- National Military Capabilities and Command Structure
- Joint Doctrine
- Joint and Multinational Forces at the Operational Level of War
- Joint Planning and Execution Processes
- Information Operations (IO) and Command, Control, Communications, and Computers (C<sup>4</sup>)

**The Electives Program:** During the second semester students take one elective course. Electives are designed to complement the core curriculum and offer additional intellectual challenge to students by responding to their interests. The College publishes a separate elective syllabus during the Fall semester. Several of the electives are classified (Secret), thus are not open to all students.

#### **MASTER OF MILITARY STUDIES**

There are two ways a resident College student may seek graduate credit hours for the academic year. One is to be accepted into, and complete the work for, the *Master of Military Studies Program*, initiated in academic year 1993-94. The President of Marine Corps University grants this degree.

A second possibility for graduate credit is transferring Command and Staff College "hours" to a graduate program at another college or university. In the past, institutions have accepted a limited number of credit hours towards a master's degree. The number of transferable hours varies according to (1) the graduate program itself, and (2) the determination of the receiving College or University.

Over 1,000 students have subsequently elected to seek the Master of Military Studies degree since initiation of the program, for which there are several requirements beyond the core curriculum. *The Master of Military Studies is a voluntary program; "Distinguished Graduate" status is unaffected by a student's decision to enter into, or withdraw from, the MMS program.*

### **MASTER OF MILITARY STUDIES DEGREE REQUIREMENTS**

Although admission requirements to Command and Staff College are generally controlled by each service's manpower department, admission to the College's Master of Military Studies Program is limited to those officers who also meet the following prerequisites:

- The candidate must hold a bachelor's degree and must ensure the institution sends an official transcript to the Command and Staff College Registrar by the designated date. Candidates should make similar arrangements for transcripts of any graduate-level education they may have.
- The candidate must speak and write English with demonstrable proficiency. International Officers must attain a minimum score of 95 percent on the qualifying examination administered by the Command and Staff College.
- Candidates, including International Officers, must earn an unremediated "B" in all Command and Staff College courses, including electives.
- The candidate must, at the time of application, have signatures of concurrence from both Conference Group Faculty Advisors.
- The candidate must meet the prescribed deadlines for progress on the master's paper.

This MMS is available through the resident College course only.

### **STUDENT EVALUATION**

The aim of all evaluations is to determine whether a student has achieved the educational objectives of a course of instruction. All evaluations require a practical application solution or a narrative/essay response. In some cases oral briefings are used to amplify/defend the student's solution/answer.

Graded Evaluations- Faculty Advisor Teams will evaluate all examinations and assign a grade (A, B, or C) in accordance with the criteria defined in the CSC Standing Operating Procedure. As a graduate-level institution, it is the policy of the Command and Staff College that a grade below B constitutes unacceptable performance and requires remediation. Remediation is the responsibility of the officer, with the Course Director and Faculty Advisor Team assisting throughout the remediation process.

## **AWARDS**

**Distinguished Graduate Program.** The Distinguished Graduate Program provides an opportunity for the College to appropriately recognize those graduating officers who have made the most significant contributions, both academically and professionally, during the academic year. Approximately twenty percent of the class will be recognized as Distinguished Graduates.

**Writing Awards.** Six professional writing awards are presented at graduation each year:

- **The Colonel Franklin Brooke Nihart Award.** Presented in honor of Colonel Franklin Brooke Nihart, U. S. Marine Corps, Retired, by his family and the Marine Corps University Foundation to the student who writes the best Master of Military Studies paper. Award: \$500 check and certificate.
- **The Colonel Bevan G. Cass Awards.** Presented in honor of Colonel Bevan G. Cass, U. S. Marine Corps, by the Marine Corps Association to the students whose papers are determined to be the best on a topic concerned with the profession of arms bearing directly on the Marine Corps. Awards: First place, \$500 check and certificate; second place, \$400 check and certificate.
- **The Lieutenant General John A. Lejeune Award.** Presented by the Marine Corps League in memory of Lieutenant General John A. Lejeune, U. S. Marine Corps, the thirteenth Commandant of the Marine Corps, to the student whose paper is determined to be the best on a military topic. Award: \$500 check and plaque.
- **The Lieutenant General Edward W. Snedeker Award.** Presented by the Armed Forces Communication and Electronics Association Educational Fund in honor of the late Lieutenant General Edward W. Snedeker, U. S. Marine Corps, to the student whose paper is determined to be the best on a topic related to command and control, communications, information systems or intelligence and suitable for publication in a professional journal. Award: engraved desk clock.
- **Intelligence Writing Award.** Established by the Central Intelligence Agency's (CIA), Office of Military Affairs in 1996, this award is presented to the student whose paper on intelligence or an intelligence-related topic is judged to be most outstanding. Award: engraved medallion.
- **The Brigadier A. W. Hammett Award.** Presented in memory of Brigadier A. W. "Tony" Hammett, AM, Royal Australian Regiment, by the members of his U. S. Marine Corps Command and Staff College Class of 1975-76 to the International Military Student whose paper is considered most outstanding on a subject of value to the individual student's country. Award: engraved clock.
- **The Dean's Writing Award.** Presented to the student who writes the best Master of Military Studies paper on a subject related to an instrument of national power other than the military, e.g., diplomatic, economic, political, etc. Award: \$250 check.

## **STUDENT BODY**

School seats are based on allocations granted by the Commandant of the Marine Corps which support the mission/purpose of the College and reflect the requirements of the United States Marine Corps; the joint/multinational education criteria of the Officer Professional Military Education Policy

Document for other U. S. military students; the Department of Defense and Department of State agreements on foreign military student education exchange programs; and inter-agency agreements with other Federal Government agencies. Quotas for admission to the Command and Staff College are distributed as follows:

U.S. Marine Corps Officers	99
U.S. Navy and Coast Guard Officers	25
U.S. Army, Army Reserve and Army National Guard Officers	14
U.S. Air Force Officers & Air National Guard	14
International Military Officers	26
Civilians, U.S. Federal Government	12
<u>TOTAL</u>	<u>190</u>

*The President, Marine Corps University, can approve increases in allocations on a one-time basis. The Commandant of the Marine Corps must approve permanent changes to this allocation.*

### **REQUIREMENTS**

**GENERAL:** Eligibility prerequisites for the Command and Staff College are those regulations and requirements established by the military services to select students to attend an intermediate-level professional military education (PME) institution. Specific admissions prerequisites for the Command and Staff College are as follows:

- Grade: O-4 (Major/LCDR) for military officers; GS/GM-12/13 for Federal Government civilian employees.
- Security Clearance: U.S. applicants require a Secret clearance that will not expire during the academic year.
- A career record that demonstrates proven leadership and management successes with a potential to serve in future positions of increased responsibility.
- Federal Government civilian employees are required to have operational experience that will enhance the educational interaction between military and interagency students (operational experience includes intelligence or security related positions at overseas posts, national or international intelligence or law enforcement positions, or agency liaison officer positions serving with U.S. or international military organizations).
- Marine Corps officers must meet O-3 PME requirements as identified in the USMC PME Order (MCO P1553.4A).
- Certain CSC elective courses require international travel to conduct battlefield staff rides and applicants are encouraged to possess a current passport.

**ACADEMIC:** Instruction at the Command and Staff College is at the graduate-level using rigorous, interactive, adult learning techniques based on an inquiry-driven educational philosophy. Inherent is the development of critical thinking and problem-solving skills. An active conference/seminar based learning environment is intentionally structured to promote intellectual growth and to allow for varied input during student dialog and discussion. The faculty-led small group interactions are the strength of the Command and Staff College educational experience. Students are required to synthesize large amounts of information, present solutions to complex

problems, and participate actively in graduate-level educational forums. Specific academic requirements are as follows:

- A regionally accredited undergraduate degree (United States bachelor's degree or its equivalent).
- International officers must meet English proficiency requirements as determined by the Department of Defense and Department of State (minimum grade of 80 on the Defense Language Institute's English Comprehension Level (ECL) test).
- Graduate-level capabilities to read, comprehend, speak, and write in English\*

The CSC Master of Military Studies program is available to those qualified students who wish to seek a professional master's degree. Application procedures are detailed in the annual CSC publication *Master of Military Studies Requirements for the Degree*.

\*Up to 50% of a course grade is determined by a student's seminar participation, which includes small group discussion, debate, and oral briefings.

**PHYSICAL AND SKILL REQUIREMENTS:** The Command and Staff College curriculum is dynamic and interactive. Students are required to travel and actively participate in various educational forums. Specific physical and skill requirements are as follows:

- Small-group interaction in wargame scenarios and practical application exercises, which requires individual and group military, planning, map reading, and briefing skills.
- Must meet the physical fitness and height/weight requirements for their respective military service or Federal Government agency.
- Active participation in battlefield staff rides, which includes walking, hiking, and analyzing the battlefield's terrain, role-playing, and conducting on-site, oral briefs.
- Nominees with special medical needs are advised that medical care may not be available while traveling or conducting battlefield staff rides at remote and overseas locations. This should be considered prior to nomination.

### **ADMISSIONS POLICY**

Admission to the Marine Corps Command and Staff College (CSC) is based on allocations granted by the Commandant of the Marine Corps. The CSC Admissions Policy supports the mission and purpose of the College and reflects the needs of the United States Marine Corps and the educational criteria of the Chairman of the Joint Chiefs of Staff 's Officer Professional Military Education Policy. The CSC student body consists of three distinct student populations: U.S. military officers, international military officers, and Federal Government civilian employees. Invitation, nomination, and admission to the College varies by student type: U.S. military officers are admitted through their services' selection/assignment processes; international officers and Federal Government civilian employees are admitted through an invitational nomination/approval process. Student nominations for the Command and Staff College are processed in the following manner:

- U.S. military student nominations are processed by the responsible military manpower department which screens all eligible officers in accordance with their regulations for intermediate-level school selection.

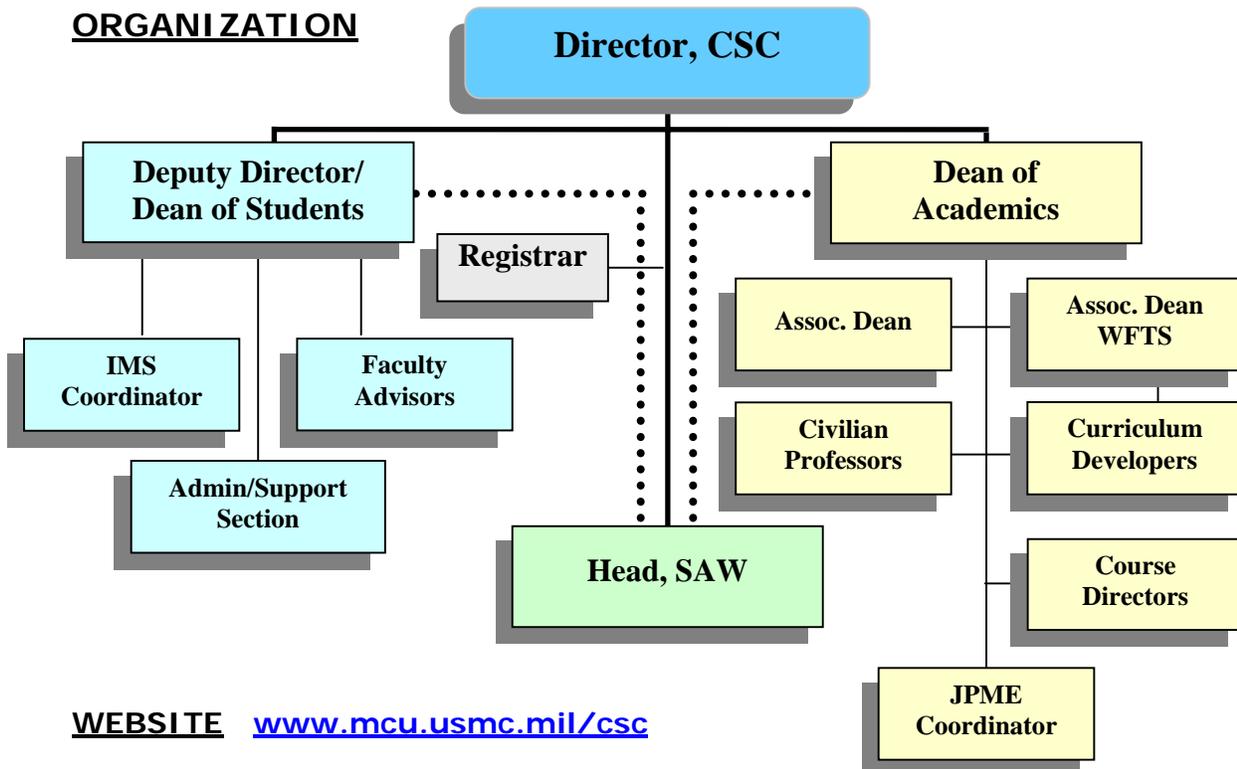
They must provide the Command and Staff College with a roster of officers' names by 1 March for the succeeding academic year which begins in August.

- Foreign military student nominations are provided by those countries invited to participate in a professional military officer education exchange program sponsored by the Department of Defense and managed by the Department of State. This program includes not only attendance at the Command and Staff College, but also participation in an American Culture Information Program for which special lectures, trips and social activities are scheduled throughout the academic year. Background on students nominated under this program must be submitted to the College by 1 July for the succeeding academic year which begins in August.
- Civilian, U.S. Federal Government employee nominations are to be processed by the nominating agency's training office with a letter providing background information on the individuals forwarded to the Director, Command and Staff College, for final review and approval. Nomination letters must be received by 1 March for the succeeding academic year which begins in August.

All inquiries regarding admission should be directed to:

Director, Command and Staff College  
 Marine Corps University  
 2076 South Street  
 Quantico, Virginia 22134-5068  
 Phone: (703) 784-1069 (Registrar), or  
 (703) 784-1120 (Administrative Office)  
 FAX: (703) 784-2628 Military DSN 278-xxxx

**ORGANIZATION**



**WEBSITE** [www.mcu.usmc.mil/csc](http://www.mcu.usmc.mil/csc)