



Dear Student:

Congratulations on your selection to the Marine Corps War College (MCWAR) Class of 2021. Selection to a resident top-level school is a distinct privilege achieved by a select few who have demonstrated both superb past performance and superior future potential. Your classmates will include representatives from all branches of the US armed forces, various US government agencies, and three foreign militaries. You will be guided in your education by a team of military and civilian professors, each an expert in their field of study.

The professional education you experience at MCWAR is a significant investment toward your future. You can expect to be challenged by our rigorous curriculum that combines a graduate program in Strategic Studies with Joint Professional Military Education Level II (JPME II) requirements. As such, the demands of the course are significant and require substantial effort from you.

In addition to classroom work and local field studies, the MCWAR curriculum includes a robust travel program to include:

- Constitution Field Study (Philadelphia, Pa.)
- The Pentagon
- Gettysburg Battle Staff Ride
- Combatant Command visits
- OCONUS field study for US students
- CONUS field study for international students

MCWAR's mission is to develop critical thinkers, military strategists, joint warfighters, and strategic leaders who are prepared to meet the challenges of a complex and dynamic security environment. To this end, we will develop your ability to:

1. Serve as critical and creative thinkers, able to frame complex problems, evaluate information and arguments, ask the right questions, challenge assumptions, and find creative solutions to the challenges of a dynamic security environment.
2. Serve as military strategists, able to apply the framework of ends, ways, and means; evaluate the integration of all instruments of national power; and evaluate the utility (and limitations) of employing force or the threat of force in the pursuit of political objectives.
3. Serve as joint warfighters, able to evaluate the changing character and enduring nature of war; and apply the art and science of planning and conducting campaigns and major operations in a joint, interagency, intergovernmental, and multinational environment.

4. Serve as strategic leaders, able to evaluate the challenges of leading large organizations and building trust in an environment of change and uncertainty, who demonstrate the essential attributes and ethical grounding necessary to succeed in senior leadership positions within their service or agency.

You will be supported by the faculty and staff who will:

- Challenge you intellectually
- Assist you in how to think, not what to think
- Provide you meaningful evaluation and feedback

All MCWAR students will take a writing and critical thinking diagnostic shortly after checking-in. This diagnostic will be based upon the book *Ghost Fleet* by PW Singer and August Cole. The book will be issued to you upon arrival, but you are able to purchase your own copy of the book if you choose to start reading now. Additionally, ensure you take care of your personal business and get settled in not later than 10 July 2019 for international students and 17 July 2019 for US students, so that you will be ready to hit the deck running.

Throughout the academic year, you will need your entire inventory of uniforms or appropriate civilian business attire. There are some occasions when all students will be expected to be in business attire. See the MCWAR Uniform Policy on our website for more information.

MCWAR uses a “.edu” domain, along with Google Apps for Government, which is where you will do your work for the academic year. After arrival, you will receive a .edu email account. We have a “bring your own device” policy at Marine Corps University. You are encouraged to use your personal computer, tablet, smartphone, etc. for class work, though there will be a work station provided for your use while on campus.

You will receive more detailed information regarding MCWAR, our curriculum, and the academic calendar during your formal in-processing in July. In the meantime, if you need additional information or assistance, contact us at (703) 432-4637/5481 (DSN: 378-4637/5481) or via email at mcwar@usmc.edu. Your point of contact is Lieutenant Colonel Michael J. Byrne, the Associate Dean for Academics.

Semper Fidelis and Welcome Aboard,

Colonel Blair J. Sokol
Director, Marine Corps War College