



REPLY TO
ATTENTION OF:

**NATIONAL DEFENSE UNIVERSITY
JOINT FORCES STAFF COLLEGE
NORFOLK, VA 23511-1702**

JFSC-JCWS

12 June 2017

**MEMORANDUM FOR JOINT AND COMBINED WARFIGHTING SCHOOL (JCWS)
CLASS 17-3 STUDENTS**

SUBJECT: Welcome Aboard

On behalf of the President of the National Defense University, Commandant and faculty of the Joint Forces Staff College (JFSC), welcome to Phase II of your Joint Professional Military Education (JPME). This is an exciting opportunity for you to develop academic skills among a dynamic group of peers from each service, civilian agencies and partner nations. In preparation, many of you may have consulted colleagues regarding what to expect. Allow me to express our expectations directly, as things may have evolved since your co-workers attended the course.

Come prepared to invest in your learning. Our curriculum is demanding and expectations for performance are high. In this era of declining resources and increasing complexity, the nation needs senior officers and national security professionals capable of engaging and solving complex problems. We stay in close contact with combatant commands, interagency representatives, and international partners to understand their requirements for national security professionals in the joint, interagency, intergovernmental, multinational, combined, or coalition environment. Combatant commanders endorse the relevance and necessity of this program and Services ensure your attendance.

You will need to exercise sound time management skills to complete JCWS requirements successfully. The reading load during the first segment of the class builds on JPME Phase I. Specifically, your reading requirements include reviews of the national security guidance and direction documents, such as the National Security Strategy, and key joint publications like JP 3-0 and 5-0 (advance reading recommendations can be found at http://dtic.mil/doctrine/new_pubs/jointpub.htm). Besides in-class evaluation of your understanding of course reading requirements, we will observe your performance during practical exercises in leadership roles as well as test your ability to write a collaborative joint critical analysis or campaign critical analysis on a subject of joint concern (you may want to think about topics now). This rigorous, yet enjoyable environment will provide you time to polish your critical thinking skills, and develop a deeper appreciation for jointness and facility in joint planning. Like all such endeavors, you will reap rewards from this educational investment commensurate with your level of effort. Finally, you will forge lasting relationships that set you up for success in the profession of arms and the future national security professional arena.

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For general information about the program, the Joint Forces Staff College, and the local area, refer to the website link:

<http://jfsc.ndu.edu/Academics/Joint-and-Combined-Warfighting-School-JCWS/>

Do not hesitate to contact the JCWS team should you need assistance before class begins. The JFSC – Office of the Registrar is available at DSN 646-6124 or COMM (757) 443-6124 and email registrar2@ndu.edu. I look forward to meeting you in June.

Sincerely,

//SIGNED//

PAUL A. CRUMP
Captain, U.S. Navy
Director
Joint and Combined Warfighting School