



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
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OPNAVINST 5450.207D  
DNS/NWC  
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OPNAV INSTRUCTION 5450.207D

From: Chief of Naval Operations

Subj: MISSION, FUNCTIONS AND TASKS OF THE NAVAL WAR COLLEGE

Ref: (a) CJCSINST 1800.01D  
(b) CJCSINST 1805.01A  
(c) DoD Instruction 5410.17 of 15 September 2006  
(d) DoD Instruction 5160.70 of 12 June 2007  
(e) OPNAVINST 1520.43A  
(f) CJCSINST 3126.01  
(g) 10 U.S.C., Chapters 38, 107, and 609

Encl: (1) Functions and Tasks of the Naval War College

1. Purpose. To publish the mission, functions, and tasks of the Naval War College (NAVWARCOL), Newport, RI in support of the statutory and policy guidance assigned in references (a) through (g). This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 5450.207C.

3. Mission. The mission of the NAVWARCOL is to:

a. Educate and Develop Leaders. NAVWARCOL shall provide current, rigorous and relevant professional military education (PME) programs supporting the Navy's Professional Military Education Continuum. These PME programs must meet the standards required in law and policy and be accessible to the maximum number of qualified U.S. officers and Navy enlisted personnel, civilian employees of the U.S. Government, and international senior enlisted leaders and officers. The education should foster an active and growing community linked by PME including leadership with professional ethics that furthers global maritime security. The desired effect is a career continuum of PME, including leadership development and professional ethics,

which produces a group of leaders of character. These leaders have trust and confidence in each other and are operationally and strategically minded, critical thinkers, proficient in joint matters, and skilled naval and joint warfighters prepared to meet the operational level of war (OLW) and strategic challenges of today and tomorrow.

b. Support Defining the Future Navy and Associated Roles and Missions. NAVWARCOL shall conduct research, analysis, and gaming to support the requirements of the Secretary of the Navy, the CNO, the combatant commanders, the Navy component commanders, the Navy's numbered fleet commanders, other Navy and Marine Corps commanders, the U.S. intelligence community, and other departments and agencies of the U.S. Government. The desired effect is a program of focused, forward-thinking and timely research, analysis, and gaming that anticipates future operational and strategic challenges; develops and assesses strategic and operational concepts to overcome those challenges; assesses the risk associated with these concepts; provides analytical products that inform the Navy's leadership and help shape key decisions; and contributes effectively to the public discourse on U.S. national security policy.

c. Support Combat Readiness. NAVWARCOL shall conduct OLW education, leadership and professional ethics training, education, and assessment activities to support the ability of the Navy's joint force maritime component commanders (JFMCCs) and Navy component commanders to function effectively as operational commanders. This effort shall include supporting the needs of joint force commanders, Navy component commanders, and the Navy's numbered fleet commanders for including operational planning, analysis, assessment, and wargaming to respond to emerging operational requirements. The desired effect is to improve the capability of Navy commanders to lead maritime, joint and combined forces; and their staff members to plan, execute, and assess force employment options in order to function cohesively within the context of an operational level maritime staff.

d. Strengthen Global Maritime Partnerships. NAVWARCOL shall bring together flag, senior and intermediate level naval leaders from other countries to develop them for high command in their navies; promote an open exchange of views between international security professionals which encourages friendship

and cooperation and builds trust and confidence; and study operational planning methods and common maritime security challenges. NAVWARCOL shall develop research and gaming collaboration with its sister institutions in other navies and work to improve the general level of maritime research and analysis. The desired effect is to maintain and further strengthen the global maritime partnerships upon which the safety of the U.S. homeland and the secure flow of oceanic commerce depend.

4. Status and Command Relationships. The NAVWARCOL is a shore activity in an active, fully operational status under the command of a president who reports to the CNO for mission accomplishment, broad policy guidance and governance. The Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education (CNO N1) serves as NAVWARCOL's resource sponsor and budget submitting office.

a. Echelon

1 CNO

2 President, NAVWARCOL, Newport, RI

b. Regional Coordinator: Commander, Navy Region Mid-Atlantic, Norfolk, VA

5. Commanded, Tenant, Supported and Supporting Activities, and Detachments

a. NAVWARCOL Newport, RI hosts the following tenant activities:

(1) CNO, Strategic Studies Group (SSG)

(a) Parent command is CNO, Washington, DC.

(b) Support provided is full program, facility, information technology, and administrative support, to include comptroller support in the administration of SSG funds.

(c) Support received is none.

(2) Office of Naval Intelligence Detachment

(a) Parent command is Office of Naval Intelligence, Washington, DC.

(b) Support provided is administrative and work space and various categories of reimbursable and non-reimbursable support.

(c) Support received is intelligence support to the NAWARCOL's Navy PME with embedded Joint Professional Military Education (JPME) programs and its research, analysis, and gaming programs.

(3) Naval Dental Clinic Detachment

(a) Parent command is Naval Dental Clinic, Newport, RI.

(b) Support provided is administrative and workspace.

(c) Support received is dental services for active military, staff, faculty, and students.

(4) NAVWARCOL Naval Reserve Units

(a) Parent command is NAVWARCOL, Newport, RI.

(b) Support provided is administrative and workspace and various categories of support.

(c) Support received is reserve manpower.

(5) Navy Senior Enlisted Academy

(a) Parent Command is NAVWARCOL, Newport, RI.

(b) Support provided is academic, administrative, workspace and various categories of support; professional educational (i.e., pedagogical) support for curriculum matters (e.g., design, management, and delivery); professional educational support for Senior Enlisted Academy (SEA) instructor development.

(c) Support received is education of the senior enlisted force; non-reimbursable common administrative, logistical, and educational support services.

(6) NAVWARCOL Museum

(a) Parent command is Naval History and Heritage Command, Washington, DC

(b) Support provided is administrative and workspace and various categories of support.

(c) Support received is museum and curatorial services to include the display, preservation, and interpretation of historical art, artifacts, and photos for exhibit at the NAVWARCOL.

(7) Navy Band North East

(a) Parent command is Commander, Navy Personnel Command, Millington, TN.

(b) Support provided is exercise operational command; administrative and workspace and various categories of support.

(c) Support received is band services.

b. NAVWARCOL Newport, RI receives base host support from:

(1) Commanding Officer, Naval Station, Newport, RI

(a) Parent command is Navy Region Mid-Atlantic, Norfolk, VA.

(b) Support received is reimbursable and non-reimbursable common administrative and logistical support services.

(2) President, Naval Postgraduate School, Monterey, CA

(a) Parent command is CNO, Washington, DC.

(b) Support received is non-reimbursable common administrative and logistical support services.

(3) Commander, Navy Region Mid-Atlantic

(a) Parent command is Commander, Navy Installations Command, Washington, DC.

(b) Support received is non-reimbursable common administrative and logistical support services.

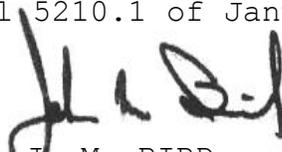
(4) Naval and other commands in additional instructional locations

(a) Parent commands vary.

(b) Support received is non-reimbursable common administrative, facilities maintenance and repair and logistical support services.

6. Action. In accomplishing the assigned mission and to ensure that NAVWAWRCOL is effective and efficient in doing so, the President, NAVWARCOL shall periodically assess the content and relevance of this mission, functions, and tasks statement. When the President, NAVWARCOL deems that changes are necessary in order to enhance the institutional effectiveness of the NAVWARCOL, the President shall forward these changes to the Director, Navy Staff.

7. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy Manual 5210.1 of January 2012.



J. M. BIRD  
Vice Admiral, U.S. Navy  
Director, Navy Staff

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**FUNCTIONS AND TASKS OF THE NAVAL WAR COLLEGE**

1. Navy PME with Embedded JPME

Purpose. In order to develop leaders of character who have trust and confidence in each other; are operationally and strategically minded; critical thinkers; proficient in joint matters; and skilled naval and joint warfighters prepared to meet strategic and operational level of war, the Naval War College shall:

a. Serve as the principal advisor to and executive agent for the CNO on matters relating to leadership and professional ethics education, concerning the continuum for Navy PME and JPME for officers, enlisted personnel, and civilian employees of the Department of the Navy.

b. Provide resident, senior-level education (SLE) through a program of Navy PME with embedded JPME Phase II in the College of Naval Warfare, and intermediate-level education (ILE) through a program of Navy PME with embedded JPME Phase I in the College of Naval Command and Staff. These professional programs are for selected naval officers, officers of other services, civilian officials of the U.S. Government, and senior enlisted personnel.

c. Develop and maintain an electives program, organized into appropriate regional and thematic studies areas, for the resident ILE and SLE programs to produce special competencies and skill sets necessary to develop strategic and operational leaders. Ensure the Navy's personnel management system can identify and track Navy graduates. Develop and operate other PME programs designed to enhance special knowledge and skill sets, to include the Gravelly and Halsey Groups, the Joint Land, Aerospace and Sea Simulation, the Mahan Scholars, and Stockdale Group programs.

d. Provide non-resident ILE through a program of Navy PME with embedded JPME Phase I in the College of Distance Education for qualified naval officers, officers of other Services, civilian officials of the U.S. Government, and senior enlisted personnel. Non-resident ILE programs include the NAVWARCOL Program at the Naval Postgraduate School, and the Fleet Seminar, Web-enabled, and CD ROM-based Programs.

e. Provide non-resident, primary-level Navy PME with JPME for qualified naval officers, civilian employees of the Department of the Navy, and senior enlisted personnel; and basic and introductory-level PME with JPME for qualified enlisted personnel and civilian employees through the College of Distance Education.

f. Provide resident, non-resident, and blended (non-resident and resident) senior enlisted education through programs of Navy PME with embedded JPME at the Senior Enlisted Academy for selected senior enlisted leaders, active and reserve component, from all Services (including U.S. Coast Guard) and international partner nations.

g. Recruit and maintain a research and teaching faculty, in sufficient numbers as defined in reference (a), with qualifications that make them suitable to accomplish NAVWARCOL's mission of educating leaders. Provide equitable opportunities for continued professional development consistent with NAVWARCOL's mission and the applicable laws and policies governing such activities.

h. Identify, develop, and maintain learning areas, learning objectives, and educational outcomes at each level of the continuum for Navy PME with embedded JPME to systematically prepare each Sailor, officer or enlisted, for a progression of leadership challenges at the tactical, operational, and strategic levels of war. Integrate the content of these programs at each level across the Navy's PME continuum.

i. Provide guidance for, develop, integrate, manage, and maintain the curricula content, including leadership education, professional military ethics, and operational law (law of armed conflict, rules of engagement etc.), and regional expertise and cultural knowledge appropriate to each educational level, of all Navy PME with embedded JPME programs to ensure that they fully achieve the standards and objectives established by references (a) through (f) and other relevant directives or academic standards.

j. Maintain an effective self-appraisal process to evaluate all Navy PME with embedded JPME programs to ensure they fully achieve established standards and objectives.

k. Serve as the Navy's principal on the Military Education Coordination Council (MECC). Provide qualified personnel to represent the Navy on the MECC working group, the Distance Learning Coordination Committee of the MECC and other duties related to JPME per reference (a).

l. Accomplish responsibilities associated with membership of the Navy's Advanced Education Review Board, chaired by the Vice CNO.

m. Provide well-qualified team members to assist in the Chairman of the Joint Chiefs of Staff's Process for Accreditation of Joint Professional Military Education to certify, accredit, or re-affirm the JPME status of other Service and joint colleges.

n. Assist the Director, SEA in advising the Master Chief Petty Officer of the Navy on enlisted joint educational issues and initiatives and in acting as the Navy's representative to the Senior Executive Steering Committee of the Chairman, Joint Chiefs of Staff (CJCS) Enlisted Military Education Review Council (EMERC). Provide appropriate personnel to represent the Navy at the EMERC working group and other duties related to enlisted JPME per reference (b).

o. Provide sufficient and appropriate information resources and services to support resident faculty and student PME with embedded JPME I and II programs and research as well as nonresident Navy PME with embedded JPME I programs. This shall include unclassified and classified libraries that provide current print and non-print collections, electronic resources, and networked and cooperative exchange programs with like facilities.

p. Administer and sustain the Navy's Professional Reading program.

q. Provide educational support to local training and education commands located on Naval Station Newport complex, e.g., Naval Justice School, Navy Supply School, and Surface Warfare Officers School.

## 2. Research, Analysis, and Gaming

Purpose. In order to provide a program of focused, forward-thinking and timely research, analysis, and gaming that anticipates future operational and strategic challenges; develops and assesses strategic and operational concepts to overcome those challenges; assesses the risk associated with these concepts; provides analytical products that inform the Navy's leadership and help shape key decisions; and contributes effectively to the public discourse on U.S. national security, the NAVWARCOL shall:

a. Identify strategic, operational, and legal challenges in the international security environment. Develop a research, analysis, and gaming program to assess these challenges to determine if there are inherent vulnerabilities in, and risks associated with them, with respect to the Navy and the nation. Develop and assess strategic and operational concepts to overcome these challenges.

b. Assist the CNO, as directed, in the development of the nation's security, defense, and national military strategies and the Navy's future maritime strategy.

c. Conduct focused research, analysis, and gaming, including title 10 wargaming, to help the CNO define the future Navy and its roles and missions, including its role in maritime homeland security and homeland defense, within the context of the hierarchy of national security documents. The role of sea power shall be a prominent feature of these efforts.

d. Conduct focused research, analysis and gaming on the challenges within the maritime domain at the operational level of war including leadership. Evaluate the Navy's development of operational-level and strategic leaders. Develop and assess means to improve the Navy's operational-level and strategic leadership and operational level of war expertise.

e. Support, to include infrastructure and administrative, the generation of future operational and warfighting concepts by the CNO Strategic Studies Group.

f. Maintain regional study groups (RSGs) to support the regional combatant commanders, their Navy component commanders, and the numbered fleet commanders. Conduct focused research on major strategic and policy issues affecting U.S. national security interests within the regions. Operate an International Fellows Program to bring international programs' alumni and others selected on a bilateral basis, to serve as research and teaching faculty and practitioners to NAVWARCOL for limited periods of time in support of RSG efforts.

g. Foster innovations in the full range of naval and maritime missions and functions needed to define and implement current and future maritime strategies.

h. Provide, operate, and maintain wargaming facilities and appropriate modeling and simulation systems to support the CNO's requirements including title 10 wargaming and those of the combatant commanders, their Navy component commanders, the numbered fleet commanders, NAVWARCOL's PME with JPME programs, its research and analysis tasks, the CNO's strategic studies group, and international partners.

i. Provide warfare analysis and decision support capabilities to support senior Navy leadership and other national security decision-makers on a wide range of operational and strategic challenges.

j. Support research by NAVWARCOL students on strategic and operational challenges as part of their Navy PME with appropriate embedded JPME program.

k. Provide international law research, analysis, and teaching to support the development of the Navy's future strategy, the education and training of Navy leadership, and the conduct of fleet, joint, and combined operations.

l. Host the annual Current Strategy Forum for the Secretary of the Navy and other high-level naval, joint and international conferences as may be required.

m. Maintain the Naval War College Press to publish the "Naval War College Review"; Newport Papers; and other books, monographs, and similar publications on naval, maritime, and

national security issues. When appropriate, publish and distribute foreign language editions of selected publications from the Naval War College Press.

n. Maintain selected archives, manuscript, and rare book collections on the history of naval strategic thinking and the historical evolution of the NAVWARCOL.

o. Maintain the capability to manage NAVWARCOL's maritime history and sea service heritage programs; conduct a focused and relevant maritime history research and writing program; coordinate with the Naval History and Heritage Command on matters of common interest; and, coordinate the work of the NAVWARCOL Museum with the NAVWARCOL's academic and research, analysis and gaming programs and collections.

p. Maintain the China Maritime Studies Institute as a resource for research and analysis on the maritime development of the People's Republic of China and to provide students and faculty with translated open source literature and analyses of China's maritime development, supporting Navy PME with JPME curriculum enrichment, and the NAVWARCOL's Electives Program.

### 3. Support Combat Readiness

Purpose. In order to develop, sustain and improve expertise at the OLV for the Navy, the NAVWARCOL shall:

a. Provide executive-level Navy PME with embedded JPME for U.S. flag and general officers in a JFMCC course, and for international and U.S. flag and general officers in a combined force maritime component commander course, to prepare them for theater-level combat leadership.

b. Provide executive-level OLV education for flag officers who are en route to maritime staffs that will interact with Navy component commanders or numbered fleet commanders as a supporting maritime force via tailored flag officer development.

c. Provide advanced, resident education in joint and Navy operational planning for selected Navy and other Service students.

d. Provide maritime focused, resident education in joint and Navy command and control and planning at the OLW, via the maritime staff operators course, in order to prepare officers and senior enlisted personnel to serve effectively on operational staff assignments at a Navy component command or on a numbered fleet staff.

e. Provide resident education for captains to prepare them for their leadership roles on maritime headquarters staffs functioning at the operational level of war via the executive leader OLW course.

f. Gather, distill and share current and relevant effective practices and emerging concepts for Navy maritime operations centers (MOCs) with Navy component commanders, numbered fleet commanders, their staffs and other Navy, joint, interagency and multinational commands and organizations. This includes identification of challenges to maritime command and control at the OLW. Develop and assess concepts and procedures to overcome these challenges.

g. Provide organizational and individual level education in the planning, execution, and assessment functions through tailored assist visits to maritime staffs and supporting reserve units, helping to fuse existing doctrine, emerging concepts, and best practices.

h. Provide for and manage highly qualified experts and senior facilitators or mentors to support development of the Navy's expertise at the OLW.

i. Maintain a capability to enable the Navy to comply with Secretary of Defense requirement to certify JFMCCs, Navy component commanders and other maritime operational level commanders to execute their command responsibilities across a range of military operations.

j. Serve as the Navy's representative to the Joint Staff Deputy Directorate for Strategy and Policy(DDJ-7 S&P) flag and general officer course conferences and meetings and as the Navy's liaison and coordinator, providing representation and support when required, to the Combined/Joint Force Air Component Commanders' Course, the Combined/Joint Force

Land Component Commanders' Course, the Joint Flag Officer Warfighting Course, the Senior Joint Information Operations Course, and other such courses per reference (a).

k. In cooperation with Commander, U.S. Fleet Forces Command, provide a Navy MOC training team that supports the readiness of Navy component commanders, numbered fleet commanders and associated maritime staffs during operations and exercises.

l. Provide direct, independent and warfighting analysis via the Halsey and Gravely Group Programs to support the Navy component commanders and the Navy's numbered fleet commanders to respond to emerging operational challenges.

#### 4. Strengthen Global Maritime Partnerships

Purpose. In order to build more robust and productive maritime partnerships and to improve the ability to operate effectively with partner nations, the NAVWARCOL shall:

a. Provide resident, fully-integrated, senior-level PME in the Naval Command College, resident, intermediate-level PME in the Naval Staff College (NSC) and senior enlisted level PME for selected military leaders from allied and friendly nations, with the goal of enhancing networks of professional military leaders. NAVWARCOL may offer two separate and distinct NSC programs, with the ultimate goal being a fully-integrated academic year course and when feasible, a shorter, stand-alone course of instruction. Establish, operate, and oversee an effective field studies program per reference (c) to introduce these international leaders to U.S. society, institutions, and ideas.

b. Conduct research, analysis, and gaming focused on maritime security in collaboration with partner nations to improve international naval cooperation and coalition naval warfighting effectiveness.

c. Serve as the permanent Secretariat to plan, program for, host and conduct the biennial International Seapower Symposium for the CNO and represent the Navy at conferences held at war colleges in other countries.

d. Provide personnel to serve as members of delegations representing the U.S. Navy at various regional seapower symposia such as: the Western Pacific Naval Symposium, the Inter-American Naval Conference, the Indian Ocean Naval Symposium, and the Regional Sea Power Symposium for the Mediterranean and Black Seas.

e. To continue to build on the trust and confidence developed while in residence, in coordination with the appropriate Navy component commander and the war colleges or other similar institutions of our international partners, facilitate the ongoing professional education of international and U.S. alumni by hosting Regional Maritime Security Symposia, hosting and conducting official visits to NAVWARCOL by international civilian and military leaders as well as foreign war college representatives.

f. Create and maintain a series of college-to-college agreements between the NAVWARCOL and its counterpart institutions overseas to foster enhanced trust, confidence, and cooperation through visits and exchanges involving mutually agreed upon interactions involving leadership, faculty, staff, or students.

g. Serve as the principal adviser to Deputy CNO for Operations, Plans and Strategy (N2/N6) and the Deputy CNO for Manpower, Personnel, Training and Education (N1) on matters concerning the Navy's participation in PME programs offered by the war colleges and similar institutions of our international partners.

## 5. Mission Support

Purpose. In order to manage and administer its human, physical, and financial resources per Department of the Navy, higher headquarters, and internal guidance, and, as required to accomplish its mission, functions and tasks, the NAVWARCOL shall:

a. Maintain, repair, and conduct minor alterations to all facilities occupied by NAVWARCOL utilizing both Newport Naval Station and NAVWARCOL facilities personnel. Provide planning and project management support for all facilities work conducted in NAVWARCOL occupied facilities. Develop, maintain, and

advocate a long-range plan for sustaining the physical and technological resources necessary to support the mission requirements of NAVWARCOL.

b. Provide for security of buildings, classified documents, and information.

c. Execute a public affairs function to coordinate media relations, community relations and internal information programs for NAVWARCOL to meet its obligations for public disclosure and outreach and prepare public affairs support to curriculum and wargaming development.

d. Maintain a staff judge advocate office to provide legal, ethics, and policy advice and services on command issues to the president, provost, deans, department chairs and directors of NAVWARCOL, faculty, staff, and students.

e. Execute the academic support functions commensurate with NAVWARCOL's status as an accredited institution and the Navy's commitment to a career continuum of PME, to include a program of alumni affairs, with the goal of fostering lifelong learning and maintaining networks of professional cooperation. Foster an active and growing community interested in PME and or JPME including leadership with professional ethics and furthering global maritime security matters.

f. Maintain a financial manager and comptroller capability to exercise control over funds allocated by CNO, including development and coordination of long and short-range financial plans and programs.

g. Support and sponsor the military and civilian personnel strategy for NAVWARCOL, to include supporting an equal opportunity program.

h. Administer a comprehensive health risk appraisal program for students, faculty, and staff. Provide a safety and occupational health program.

i. Provide administrative support for all students, staff, and faculty assigned to NAVWARCOL, and naval reservists in training status, to include mail and mailroom and classified material control services.

j. Provide support for major and special events, and official United States and international senior dignitary visits sponsored or hosted by NAVWARCOL, Secretary of the Navy, or CNO, including support for official receptions, dinners, very important persons breakfasts, lunches and dinners and operation of messes.

k. Provide all NAVWARCOL material and service requirements through the appropriate Navy, Department of Defense, or local procurement sources; and maintain plant property, materials and supplies records, and requisitions.

l. Provide a full range of services in support of NAVWARCOL's academic, administrative, wargaming, student, and warfare research programs. The support services shall include, but are not limited to: an information resources management program, audio-visual services, visual communication support, publication management, photo typesetting, editorial and copyright permission.

m. Maintain an active management internal controls program to annually assess the command's processes and risks, providing NAVWARCOL with a proactive means to improve processes and mitigate risks of identifiable deficiencies, improprieties, or inefficiencies within NAVWARCOL.