



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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OPNAV INSTRUCTION 5450.207E

From: Chief of Naval Operations

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

Ref: (a) CJCSINST 1800.01F
(b) CJCSINST 1805.01B
(c) DoDI 5410.17
(d) DoDI 5160.70
(e) OPNAVINST 1520.43B
(f) CJCSINST 3126.01A
(g) 10 U.S.C., Chapters 38, 107 and 609
(h) SECNAVINST 5350.15D
(i) NWC memo 2280 Ser 031/0834 21 Mar 11
(j) OPNAV M-3500.42A 12 Jan 18
(k) Navy Leader Development Framework (Version 3.0) May 2019
(l) A Design for Maintaining Maritime Superiority (Version 2.0) December 2018
(m) Education for Seapower Strategy 2020
(n) Developing Today's Joint Officers for Tomorrow's Ways of War: The Joint Chiefs of Staff Vision and Guidance for Professional Military Education & Talent Management

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

1. Purpose.

a. To publish the mission, functions and tasks of the U.S. Naval War College (NAVWARCOL), Newport, Rhode Island in support of the guidance assigned in references (a) through (n).

b. Summary of Changes.

(1) Additional missions, functions and tasks have been assigned.

(2) Tenant activities under NAVWARCOL have been reorganized.

2. Cancellation. OPNAVINST 5450.207D.

3. Scope and Applicability. This instruction applies to NAVWARCOL.

4. Mission. The mission of NAVWARCOL is to:

a. Educate and Develop Leaders. NAVWARCOL provides professional military education (PME) programs as a graduate level institution supporting the Navy's Future Leader Development and Professional Military Education Continua. The desired effect is to create leaders who are operationally and strategically minded critical-thinkers and who are proficient in joint and interagency matters; and skilled naval and joint warfighters who are prepared to meet the strategic and operational level-of-war challenges.

b. Support Defining the Future Navy and Associated Roles and Missions. NAVWARCOL conducts research, analysis and gaming to support the requirements of the Secretary of the Navy (SECNAV), the Chief of Naval Operations (CNO), the combatant commanders, the Navy component commanders, the Navy 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, timely and relevant research, analysis and gaming that anticipates future operational and strategic challenges; develops and assesses strategic and operational concepts to address those challenges; and assesses the risk associated with these concepts. NAVWARCOL will provide operational concepts, analytic products and briefings that provide knowledge to Navy and Department of Defense (DoD) leadership to help shape and inform key decisions and contribute effectively to the public discourse on U.S. national security and defense policy.

c. Support the Navy During an Era of Great Power Competition. NAVWARCOL conducts operational level-of-war activities to support the ability of the Navy's Joint and Combined Force Maritime Component Commanders and Navy Component Commanders to function effectively in an era of technological change and peer competition as operational commanders. This effort includes support for joint force commanders, Navy component commanders, Navy numbered fleet commanders and type commanders as they engage in planning, analysis, assessment and wargaming to anticipate and address emerging and current warfighting requirements. The desired effect is to improve the capability of Navy commanders to lead maritime joint and combined forces along with their staff members to plan, execute and assess force employment options to function effectively as an operational level maritime staff and maritime operations center.

d. Strengthen Global Maritime Partnerships. NAVWARCOL brings together flag, senior-level and intermediate-level naval leaders from other countries to foster understanding, encourage friendship and build greater trust. This increases the naval capabilities and capacity of allies and partners by educating their future leaders in techniques to conduct operational planning, methods for commanding and controlling coalition forces and strategies to address common challenges to maritime security and governance. The desired effect is to solidify relationships with America's maritime partners and foster greater interoperability with their naval forces.

e. Promote Ethical Leadership Across the Force. NAVWARCOL fosters and supports development of ethical leaders across the Navy. This effort includes supporting Navy communities in their leader development and maintaining a strategy for leader development beyond major command. The desired effect is a fully integrated and Fleet-executed Navy Leader Development Continuum, which produces leaders of character who are prepared to lead effectively in the complex global security environment.

f. Functions and Tasks. The NAVWARCOL mission is further elaborated in the functions and tasks described in Enclosure (1).

5. Status and Command Relationships. 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. Additional guidance and alignment is provided by the Deputy CNO for Warfighting Development (DCNO N7). The Deputy CNO for Manpower, Personnel, Training and Education (DCNO N1) serves as the NAVWARCOL Budget Submitting Office. The DCNO N7 serves as the NAVWARCOL Resource Sponsor.

a. Echelon.

(1) Chief of Naval Operations.

(2) President, U.S. Naval War College, Newport, Rhode Island.

b. The Regional Commander is: Commander, Navy Region Mid-Atlantic, Norfolk, Virginia.

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

a. NAVWARCOL hosts the tenant activities listed in subparagraphs 6a(1)-6a(4).

(1) Office of Naval Intelligence Detachment.

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

(b) Support provided is administrative, workspace and various other categories of assistance.

(c) Support received is intelligence expertise for NAVWARCOL wargaming, research, warfare analysis and advanced operational planning programs.

(2) NAVWARCOL Naval Reserve Unit.

- (a) Parent command is NAVWARCOL.
 - (b) Support provided is administrative, workspace and various other categories of assistance.
 - (c) Support received is Reserve manpower.
- (3) NAVWARCOL Museum.
- (a) Parent command is Naval History and Heritage Command.
 - (b) Support provided is administrative, workspace and other categories of assistance under the supervision of a NAVWARCOL faculty member functioning as the Executive Director of the NAVWARCOL Museum per reference (i).
 - (c) Support received includes the delivery of educational content, which is synthesized with the curriculum of the NAVWARCOL in a broad variety of formats to include the provision of subject matter expertise in meeting Navy requirements to preserve, manage and use Navy historical resources in direct support of NAVWARCOL core educational mission objectives and per Federal law, SECNAV and OPNAV instructions governing “historic properties” and “heritage assets.”
- (4) Navy Band Northeast.
- (a) Parent command is Fleet Band Activities, Millington, Tennessee.
 - (b) Support provided through exercise of operational command, administrative, workspace and various categories of assistance.
 - (c) Support received is band services.
- b. NAVWARCOL receives base host support from:
- (1) Commanding Officer, Naval Station, Newport, Rhode Island.
 - (a) Parent command is Navy Region Mid-Atlantic, Norfolk, Virginia.
 - (b) Support received is reimbursable and non-reimbursable common administrative and logistical services.
 - (2) President, Naval Postgraduate School, Monterey, California.
 - (a) Parent command is CNO, Washington, District of Columbia.

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

(3) Commander, Navy Region Mid-Atlantic.

(a) Parent command is Commander, Navy Installations Command, Washington, District of Columbia.

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

(4) Naval and Other Service Commands Located in Off-site Instructional Areas.

(a) Parent commands vary.

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

7. Records Management.

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Navy Assistant for Administration, Directives and Records Management Division portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or OPNAV Records Management Program (DNS-16).

8. Review and Effective Date. Per OPNAVINST 5215.17A, NAVWARCOL will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency and consistency with Federal, DoD, SECNAV and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9.

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Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.



J.W. HUGHES
DCNO, Warfighting Development

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via Department of the Navy Issuances Web site, <https://www.secnav.navy.mil/doni/default.aspx>.

FUNCTIONS AND TASKS OF THE U.S. NAVAL WAR COLLEGE

1. Educate and Develop Leaders. In order to develop leaders of character who are operationally and strategically minded, critical thinkers, proficient in joint and interagency matters and skilled naval and joint warfighters prepared to meet strategic and operational level-of-war challenges, NAVWARCOL:

a. Serves as the principal advisor to and executive agent for the Chief of Naval Operations on matters relating to Navy and Joint Professional Military Education for officers of the Navy.

b. Provides resident, senior-level education through a program of Navy PME with embedded Joint Professional Military Education Phase II in the College of Naval Warfare and intermediate-level education 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 and civilian officials of the U.S. Government.

c. Develops and maintains an electives program, organized into appropriate regional and thematic studies areas to produce a breadth and depth of intellectual opportunities necessary to develop strategic and operational leaders.

d. Develops and operates programs within the PME curriculum designed to enhance special knowledge and skill sets, to include the Gravelly, Halsey and Rochefort Groups, the Joint Land, Aerospace and Sea Simulation; the Mahan Scholars, the Holloway Group; the Stockdale Leader Development Concentration; and special graduate certificate programs in Maritime History as well as Ethics and Emerging Military Technology. This also includes the special 13-month programs: the Maritime Advanced Warfighting School and the Advanced Strategist Program that produce certified planners and strategists.

e. Provides a non-resident program of Navy PME with embedded JPME Phase I in the College of Distance Education for qualified naval officers, officers of other Services and civilian officials of the U.S. Government.

f. Recruits and maintains a research and teaching faculty, in sufficient numbers as defined in references (a) and (j), with qualifications that make them suitable to accomplish the NAVWARCOL mission of educating and developing leaders.

g. Identifies, develops and maintains 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.

h. Provides guidance for, develops, integrates, manages and maintains the curricula content, including leadership education, professional military ethics and operational law 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.

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

j. Serves as the Navy's principal on the Military Education Coordination Council (MECC) and provides 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).

k. Performs responsibilities associated with membership of the Chief Learning Officer's Coordination Group.

l. Provides 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.

m. Provides sufficient and appropriate information resources and services to support resident and non-resident programs. This includes unclassified and classified libraries that provide current print and non-print collections, electronic resources and networked and cooperative exchange programs with like facilities.

n. Conducts or directly supports original documentary research on historical issues of contemporary interest to the CNO, Fleet Commanders and our Navy of the 21st Century with specific purpose to inform future American concepts of "sea power." Responsible for the original documentary research functions in direct supervision of the Naval Historical Collections to include archives, rare books and other historical sources. The NAVWARCOL archives is a singular collection of maritime history not found elsewhere that helps educators, scholars and policymakers from across the globe address the critical issues of past and future naval warfare, joint planning at the strategic, operational and tactical level and the role of the U.S. Navy in the local, national and global community.

o. Administers and sustains the CNO's Professional Reading Program.

2. Support Defining the Future Navy and Associated Roles and Missions. 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 informs Navy leadership and helps shape key decisions and contributes effectively to the public discourse on U.S. national security, the NAVWARCOL:

- a. Develops a research, analysis and gaming program to assess challenges with respect to the Navy and the Nation.
- b. Assists the Chief of Naval Operations, as directed, in the development of the Nation's security, defense and national military strategies and the Navy's future maritime strategy.
- c. Conducts focused research, innovation, analysis and gaming, including Title 10 wargaming, to help define the future Navy.
- d. Conducts focused research, analysis and gaming on the challenges within the maritime domain at the operational level-of-war to provide concepts of operations and innovation in the employment of operational and functional capabilities.
- e. Serves as principal adviser to the Deputy CNO for Warfighting Development (N7) on matters concerning the Warfighter and Warfighting Readiness including warfare research, analysis, innovation, concept development, wargaming and warfighter education.
- f. Supports the generation of future operational and warfighting concepts by the Institute for Future War Studies including infrastructure and administration.
- g. Maintains Regional Study Groups to support the regional combatant commanders, their Navy component commanders and the numbered fleet commanders. Conducts focused research on major strategic and policy issues affecting U.S. national security interests within the regions. Operates 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 Regional Study Groups efforts.
- h. Fosters innovation in the full range of naval and maritime missions and functions needed to define and implement current and future maritime strategies.
- i. Provides, operates and maintains wargaming facilities and appropriate modeling and simulation systems.
- j. Provides warfare innovation, 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.
- k. Hosts the annual Current Strategy Forum for the SECNAV and other high-level naval, Joint and international conferences as may be required.
- l. Maintains the NAVWARCOL 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 NAVWARCOL Press.

m. Maintains the China Maritime Studies Institute as a resource for research and analysis on the maritime development of the People's Republic of China.

n. Maintains the Russia Maritime Studies Institute as a resource for research and analysis on the maritime development of Russia in order to support fleet and naval leadership decision making.

o. Maintains the Stockton Center for the Study of International Law to bring together the academic, governmental and non-governmental communities to focus legal research on military policy, strategy, operations and international law.

3. Support the Navy During an Era of Great Power Competition. In order to develop, sustain and improve the ability of Fleet Commanders and their staffs to plan, prepare and employ Naval Joint and Combined forces across the range of military operations at the operational level of war, NAVWARCOL:

a. Provides executive-level Navy PME with embedded JPME for U.S. Flag and General Officers in a Joint Force Maritime Component Commander 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. Provides executive-level operational level-of-war education for Flag Officers who are enroute 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. Provides advanced, resident PME in Joint and Navy operational planning and execution for selected Navy and other Service students.

d. Provides a Maritime Staff Operators Course, in order to prepare officers and senior enlisted personnel to serve effectively in operational staff assignments and in the maritime operations center (MOC) at a Navy Component Command or on a numbered Fleet Staff.

e. Provides the Maritime Operational Planners Course, in order to prepare officers enroute to Fleet staffs to effectively lead operational planning teams.

f. Provides the Executive Level Operational Level of Warfare Course to prepare staff members for leadership roles.

g. Provides education across all MOC and Maritime Operational Level mission essential tasks and functions within courses and through tailored assist visits to maritime staffs and supporting reserve units.

h. Provides highly qualified experts and senior facilitators to support development of the Navy's expertise at the Operational Level of Warfare.

i. Serves as the Navy's representative to the Joint Staff Deputy Directorate for Joint Forces Development (DJ7) 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 and Joint Force Air Component Commanders Course, the Combined and Joint Force Land Component Commanders Course, the Joint Flag Officer Warfighting Course, the Senior Joint Information Operations Course and other such courses.

j. In cooperation with Commander, U.S. Fleet Forces Command, provides a Navy MOC assist and assess team that supports the readiness and certification of Navy Component Commanders, numbered Fleet Commanders and associated maritime staffs during operations and exercises.

k. Provides direct, independent, warfighting analysis, innovation and concept development via the Gravely, Halsey, Holloway and Rochefort Group Programs to support Navy Component Commanders and Navy numbered Fleet Commanders to respond to emerging operational and functional capability challenges.

4. Strengthen Global Maritime Partnerships. In order to strengthen maritime partnerships and to improve the ability to operate effectively with partner nations, the NAVWARCOL:

a. Provides resident, fully integrated, senior and intermediate-level PME in the Naval Command College and the Naval Staff College respectively, as well as senior enlisted level PME for selected military leaders from allied and friendly nations, with the goal of enhancing networks of professional military leaders. Establishes, operates and oversees an effective field studies program per reference (c) to introduce these international leaders to U.S. society, institutions and ideas.

b. Conducts research, analysis and gaming focused on maritime security in collaboration with partner nations.

c. Serves as the permanent Secretariat to plan, program for and 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. Facilitates the ongoing professional education of international and U.S. alumni by hosting Regional Alumni Symposia, hosting and conducting official visits to NAVWARCOL by international civilian and military leaders as well as foreign war college representatives.

e. Creates and maintains 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.

f. Serves as the principal adviser to Deputy CNO for Operations, Plans and Strategy (N3/N5) 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.

g. Provides resident education in the planning and execution of complex maritime operations in a coalition environment, via the International Maritime Staff Operators Course, in order to prepare officers to perform as staff officers on a national or combined maritime staff.

5. Promote Leadership and Ethics Throughout the Force. In order to prepare leaders for future roles through a continuum of development, NAVWARCOL:

a. Serves as the principal advisor to and executive agent for the CNO on matters relating to ethical leader development, professional ethics education and leader development for officers and enlisted personnel.

b. Serves as Chair for the Leader Development Continuum Council to synchronize and align community leader development efforts across the Navy.

c. Serves as the Navy Representative for Joint Staff and Secretary of Defense initiatives involving the profession of arms, military ethics and leader development.

d. Conducts robust research into leader development and leadership effectiveness across the Navy, with particular emphasis on Flag officer development. This research will be used to inform and evolve leader development curricula, along with ensuring that Navy leader development remains relevant and cutting edge.

e. Develops and delivers Flag officer and SES courses that advance the leadership and ethical capacities of Navy admirals and civilian leaders, while deepening connections among the flag wardroom.

6. Mission Support. 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:

- a. Maintains, repairs and conducts minor alterations to all facilities occupied by NAVWARCOL using both Newport Naval Station and NAVWARCOL facilities personnel. Provides planning and project management support for all facilities work conducted in NAVWARCOL occupied facilities. Develops, maintains and advocates for a long-range plan for sustaining the physical and technological resources necessary to support the mission requirements of NAVWARCOL.
- b. Provides for security of buildings, classified documents and information. Maintains a Special Security Office. Maintains a capability to conduct wargaming and courses at highly classified levels, including special access programs.
- c. Executes 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. Maintains a staff judge advocate office to provide legal, ethics and policy advice and services on command issues to the President, U.S. Naval War College, Provost, deans, department chairs and directors of NAVWARCOL, faculty, staff and students.
- e. Maintains a financial manager and comptroller capability to exercise control over funds allocated by the CNO, including development and coordination of long and short-range financial plans and programs. Maintains a business operations office to include contracting support.
- f. Supports and sponsors the military and civilian personnel strategy for the NAVWARCOL, to include supporting an equal opportunity and diversity program.
- g. Provides a Safety and Occupational Health program. Administers a comprehensive health risk appraisal program for students, faculty and staff.
- h. Provides administrative support for all students, staff and faculty assigned to NAVWARCOL and Naval Reservists in training status, to include mail, mailroom and classified material control services.
- i. Provides support for major and special events, academic conferences and official United States and international senior dignitary visits sponsored or hosted by NAVWARCOL, SECNAV or CNO.
- j. Provides all NAVWARCOL material and Service requirements through the appropriate Navy, DoD or local procurement sources; and maintain plant property, materials and supplies records and requisitions.
- k. Provides a full range of services in support of the NAVWARCOL academic, administrative, wargaming, student and warfare research programs. The support services include

but are not limited to an information resources management program, audio-visual services, graphics, publication management, photo typesetting, editorial and copyright permission.

l. Maintains an active local Inspector General office that emphasizes ethics, integrity and discipline, while promoting efficiency, effectiveness and readiness. Serves as the NAVWARCOL liaison with the Office of the Naval Inspector General.

m. Maintains 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.

n. Maintains an Operational Support Office to coordinate and manage reserve support to the NAVWARCOL.