Headquarters
Department of the Army
Washington, DC 20310
30 September 1983

*NATIONAL GUARD REGULATION

NO. 351-21

Schools

SENIOR SERVICE COLLEGES

Summary. This regulation outlines the procedures for nomination, selection, and enrollment of Army National Guard (ARNG) officers in residence courses at the senior service colleges and the US Army War College Corresponding Studies Course.

Applicability. This regulation applies to the Army National Guard.

Interim changes. Interim changes are not official unless authenticated by the Executive, NGB. Interim changes will be destroyed on their expiration dates unless sooner rescinded or superseded by a permanent change.

Suggested improvements. The proponent for this regulation is the Military Education Branch, Organization and Training Division, NGB. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to NGB-ARO-ME, ARNG Operating Activity Center, Building E6814, Aberdeen Proving Ground, MD 20101.

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*This regulation supersedes NGR 351-21, dated 17 December 1980, including all changes.

1. National War College (NWC)

a. Location. The NWC is located at Fort Lesley J. McNair, Washington DC 20219.

b. Jurisdiction. The NWC is a joint educational institution operating under the direction of the Joint Chiefs of Staff.

c. Mission. The mission of the NWC is to conduct a course of study of those agencies of Government and those military, economic, scientific, political, psychological, and social factors of power potential, which are essential parts of national security.

d. Scope. The scope includes--

(1) Analysis of the nature and interdependence of the several factors of national power of the United States and other nations.

(2) Study of the integration of military and foreign policy.

(3) Study of the role of the United Nations and other means designed to avoid armed conflict between nations.

(4) Determination of the influence of the possession of deficiency of economic, scientific, political, psychological, and social resources and national security.

(5) Study of the national interests and objectives of significant nations with respect to their international relations, areas of disagreement and conflict, and policies designed to prevent war.

(6) Study of--

(a) The military force necessary to implement national policy in peace and war.

(b) Strategy and war planning.

(c) The impact of science and technology upon armed forces.

(d) Departmental and interdepartmental problems that concern the national security.

(e) The employment of joint and combined forces as related to national and coalition objectives and policies.

e. Courses. One course is conducted each year, usually commencing in early August and ending in approximately 10 months.

2. Industrial College of the Armed Forces (ICAF)

a. Location. The ICAF is located at Fort Lesley J. McNair, Washington, DC 20319.

b. Jurisdiction. The ICAF is a joint educational institution operating under the direction of the Joint Chiefs of Staff.

c. Mission. To conduct graduate level courses of study in national security, with emphasis on management of national resources under current and predicted environments. Such studies will include both national and world interrelated military, economic, political, scientific, and social factors with the objective of enhancing the preparation of selected military officers and civilian personnel for positions of high trust in the national and international security structure.

d. Scope. The scope of studies includes--

(1) Orientation in the broad aspects of national and world economic, political, and social conditions and trends.

(2) Study and analysis of the structure and operations of the Department of Defense involving the management of manpower, money, and materials and its interrelationship with other Government organizations concerned with these aspects of national security.

(3) Study of the organization and processes for determining total requirements for national security, for balancing them against total national assets, and for translating adjusted requirements into programs and budgets.

(4) Study of methods and means of developing and implementing joint and combined logistics plans and the relation of these plans to joint strategic plans and to the resources of the national and allied powers.

(5) Study of human, material, and

economic resources and their relationship to national power, and the impact of new economic, social, and technological developments and management techniques upon the resources position of the Nation.

(6) Study of the problems of and measures for management of the national economy and for ensuring the continued functioning and strength of the economy under all conditions of international conflict and for post-attack rehabilitation.

(7) Study of the national economy as related to national security, including an analysis of those factors affecting industrial preparedness and mobilization programs.

(8) Study of the major policies and problems involved in Department of Defense procurement and distribution of material required for national defense.

(9) Study and evaluation of the comparative economic capabilities and potential of major nations and regions for international conflict.

(10) Study of the impact of scientific research and technological development on national security.

(11) Study and analysis of any other economic, industrial, or related factors considered significant to national security.

e. Courses. One resident course is conducted each year, usually commencing in the latter half of August and lasting approximately 10 months. Extension courses are available in correspondence or seminar form.

3. Air War College (AWC)

a. Location. The AWC is located at Maxwell Air Force Base, Alabama 36112.

b. Jurisdiction. The AWC operates under the control of the Air University, United States Air Force.

c. Mission. To prepare selected officers for key command and staff assignments where they will be tasked with responsibility for developing, managing, and employing airpower as a component of national security.

d. Curriculum. The AWC curriculum stresses the application of aerospace power. A major portion of the academic year is devoted to a thorough and critical analysis of current strategy with a view toward the development of optimum alternative future strategies. The course provides for an in-depth evaluation of United States and allied capabilities as they may be applied across the broad spectrum of conflict. It also includes instruction in the use of modern analytical techniques used by DOD to evaluate competing strategies and weapons systems. The curriculum allows for a wide range of individual differences in experience among students, and provides ample opportunity for student-faculty research on current problems facing the Air Force.

e. Methodology. The AWC mission establishes requirements to broaden student perspectives and develop a capacity for objectively treating military problems with facility and competence.

(1) The basic curriculum is built around a seminar program. Daily reading assignments of differing points of view, lectures, and question-answer periods are normally used to prepare the students for the seminar discussions. Students are provided valuable experience in conducting discussion groups, in extemporaneous presentation of ideas and viewpoints, and in the analysis of problems under discussion. Problems include case studies, current topical studies, and hypothetical crisis situations. In course III the students individually and in groups make critical analyses of military capabilities, including a theater air exercise.

(2) The curriculum is also supported by simulation exercises and games that are computer-based. These exercises allow greater familiarity with the planning, programing, and budgeting effort and how it impacts on force posture, roles, and missions. Individual research projects are conducted that afford selected groups of students concentrated exposure to computer applications.

f. Courses. One course is conducted each year, usually commencing in early

August and ending in approximately 10 months.

4. Naval War College (NAWC)

a. Location. The NAWC is located at Newport, Rhode Island 02840.

b. Jurisdiction. The NAWC operates under the control of the Chief of Naval Operations, Department of the Navy.

c. Missions. The missions of the NAWC are to enhance the professional capabilities of its students to make sound decisions in both command and management positions, and to conduct research leading to the development of advanced strategic and tactical concepts for the future employment of naval forces.

d. Scope. The academic program includes--

(1) Prescribed curriculum. The resident academic program accomplishes the mission of the NAWC through a prescribed curriculum that examines three major areas of professional knowledge - Strategy and Policy, Defense Economics and Decisionmaking, and Naval Operations. The specific material presented in the program varies in sequence, scope, and methodology according to the distinctive requirements of the senior and intermediate officer programs. The former program focuses on strategy and policy. The latter focuses on naval operations and planning. Each course covers the broad spectrum of knowledge and expertise required to command forces in a combat environment and to assume positions of increasing responsibilities in the Navy, the Department of Defense, and the highest levels of Government. This core curriculum is complemented by an elective program offering a variety of related professional courses, and a program of lectures and readings in the naval applications of international law as described below. Selected students may undertake advanced research projects as an alternative to segments of the regular curriculum.

(2) The electives program. This program permits students to devote a reasonable percentage of their total academic effort to areas of their own choosing. Whereas the three prescribed studies emphasize a common body of knowledge for all students, the electives allow a desirable diversity of intellectual effort as a counter-balance. Each student may choose from a variety of courses and thereby design an elective program that not only complements the curriculum but is best suited to his or her personal, academic, and professional needs. All United States students are required to select one 10-week elective for credit each trimester. The electives require about 25 percent of the student's effort.

(3) International law program. This program introduces legal considerations and applications into several divisions of the prescribed curriculum. In the Strategy and Policy Course, assimulation is accomplished through lectures and political/military games on the basic principles of international law and their relationship to planning and execution of national policy; on the role of law in the world community and specific international organizations; and on such specifics as belligerent and neutral rights and duties, treaty obligations, the law of the sea, and laws of war. This material is the subject of further seminar discussion and written analysis. The courses, Selection and Application of Forces and Employment of Naval Forces include lectures on the application of legal principles to peacetime and wartime Navy, and analyze subjects such as the rules of engagement, territorial jurisdictions, asylum requests, space law, and the law of war; these courses integrate international law into their operational simulations and war games. Law electives cover oceans law and policy, constitutional law, the law of war, law for commander, and human rights and terrorism.

(4) Grading. As an accredited academic institution, the NAWC awards grades in each of the three prescribed courses and in each elective. The grades are based on the student's written performance in examinations; essays and term

papers; and oral briefs, reports, and class participation. Students who participate in special academic programs, such as those sponsored by the Center for Advanced Research, are graded by the sponsoring center for Advanced Research.

e. Education. Baccalaureate Degree is required.

f. Courses. One course is conducted each year, usually commencing in early August and ending in approximately 10 months.

5. Inter-American Defense College (IADC)

a. Location. The IADC is located at Fort Lesley J. McNair, Washington, DC 20319.

b. Jurisdiction. IADC is an organ of the Inter-American Defense Board.

c. Mission. To function as a military institution for advanced studies, to prepare military personnel and civilian officials of the American States through the study of the inter-American system and the political, social, economic, and military factors that constitute essential elements for the defense of the hemisphere.

d. Scope. Based on the objectives set forth by the mission of the IADC, the directives from the Board, and the academic experience gathered in previous courses, the curriculum includes a review of the current body of thought from the political, psychosocial, economic, and military sciences; an intensive investigation of the components of national power; an examination of the world situation, especially as it bears on the security and well-being of the Western Hemisphere; and finally a detailed analysis of all aspects of the inter-American situation. The students learn and practice in group discussions the methodology of international cooperation in the basic aspects of continental security planning at higher levels of general and military strategy. The curriculum is implemented through selected work methods, with academic freedom of expression as the fundamental concept. The usual procedure is as follows:

(1) The student reads selected material given to him by the IADC in a weekly manual that contains articles and book excerpts with varied and sometimes controversial opinions;

(2) The student listens to lectures, through which experts on different subjects present their views and clarify doubts and concerns voiced by the students in a question and answer period;

(3) The student participates in seminars and symosia, in which the consultants, advisors, and students exchange ideas and viewpoints on the various topics presented by the lecturers;

(4) The student participates in committees, in which the committee members research, analyze, and present a group-solution to a specific problem.

(5) The student makes visits and trips to the Hemisphere's important political, economic, and social centers, supplementing the academic work with personal observations;

(6) The student researches and writes a thesis, then orally presents his/her findings and conclusions to the student body and advisors.

e. Language prerequisite. Each student must have a working knowledge of the Spanish or Portuguese language.

f. Courses. One course is conducted each year, usually commencing in August and lasting approximately 10 months.

6. US Army War College (USAWC)

a. Location. The USAWC is located at Carlisle Barracks, Pennsylvania 17013.

b. Jurisdiction. The USAWC operates under the control and supervision of the Department of the Army, Deputy Chief of Staff for Operations and Plans, (DADCSOPS) who serves as proponent for the Chief of Staff, US Army.

c. Missions. The missions of the USAWC are to offer a course of study that will prepare its graduates for senior command and staff positions within the Army and throughout the Defense establishment, to promote an understanding of the art and science of land warfare; to

conduct strategic studies on the value and use of the US Army during peace and war; to formulate strategic concepts in support of US national objectives and such other studies and may be directed through the DCSOPS, HQDA; and to operate an element of the HQDA Command and Control System.

d. Scope. Conducts resident and nonresident courses with the object of enhancing the competence of selected officers to:

(1) Assume command responsibilities, or perform in key staff assignments on planning and policymaking positions in major Army, joint, and combined headquarters.

(2) Improve appreciation of the considerations influencing Army doctrine and the employment of the Army forces against an appropriate background of national strategy and the international environment.

(3) Develop a broad perspective and understanding of the considerations that influence national security affairs.

(4) Provide intellectual challenge and an opportunity for individual contribution to the advancement of the art and science of land warfare.

(5) Promote habits of independent judgment, objective analysis, and adaptability while encouraging self-analysis and development.

(6) Update and refine the knowledge, skills, and insights required to deal with contemporary and prospective problems and issues.

e. Conducts an orientation course for selected senior officers of the Reserve components.

f. Maintains a close and continuing working relationship with TRADOC and liaison with other elements of the military and civilian education system.

g. Plans and conducts assigned strategic or departmental studies considering appropriate economic, environmental, political, psychological, sociological, scientific and technological, and military factors.

h. Provides opportunities for USAWC students to participate in strategic or departmental studies through research projects, seminars, and other associated activities.

i. Through the Advanced Analysis Group, considers all current and future factors bearing on the provisions of defense capability; reports conclusions of these considerations.

j. Plans and conducts assigned studies on the organization and employment of the National Guard and Reserve forces.

k. Participates with ODCSOPS in the Interservice Long-Range Planners' Conference and other mid- and long-range strategic planning.

l. Maintains knowledge and expertise in scientific and professional fields appropriate to the study mission.

m. Maintains informal and formal coordination and liaison with other appropriate study agencies with Government and non-Government agencies sharing common interests or working in related fields.

n. Courses: One resident course is conducted each year, starting in early August and lasting approximately 10 months.

7. The US Army War College Corresponding Studies Course (USAWCCSC)

a. Objective. The objective of the USAWCCSC is to make USAWC-level education more widely available to qualified officers, thus preparing them to exercise command and execute key staff responsibilities at major military departmental headquarters.

b. Curriculum.

(1) This curriculum closely parallels the resident course. It is designed to be completed in 2 years and consists of correspondence work plus two 2-week periods of resident study and instructions. The course is organized into three primary areas of study: the US and the World Environment; Military Command and Management; and Military Strategy and Planning. Each area of study is presented in a volume of instructional material. Each volume is

divided into regional or functional subcourses, and each subcourse is composed of several lessons. The lesson is the basic unit of instruction, and consists of selected readings that support accomplishment of subcourse objectives.

(2) Individual student requirements are subjective in nature, are based on lessons and selected readings, and are designed to ensure that the objectives of the lessons are attained. The average student will spend 8 to 10 hours weekly in study and should complete a subcourse every 6 to 8 weeks.

(3) A more comprehensive explanation of the corresponding studies curriculum is provided in DA Pam 351-20.

c. Resident phases.

(1) Two 2-week resident phases will be conducted in the summer months at Carlisle Barracks, PA; the Midcourse Resident Phase in June after the first year and the End-of-Course Resident Phase in July following the second year.

(2) Each May, the Chief, National Guard Bureau will provide a list of all officers enrolled in the USAWCCSC who are academically eligible to attend the resident phases to State adjutants general so that they may have orders issued. States will program and budget funds to provide travel and per diem for students enrolled in this course to attend resident phases at Carlisle Barracks.

(3) A student may be deferred from attendance at a resident phase for exceptional reasons; however, he/she will be required to attend both resident phases the following year. Requests for deferral will be forwarded through command channels to the Chief, National Guard Bureau.

d. Disenrollment and Deferral.

(1) A student may be disenrolled by the Commandant, USAWC for academic failure, for cause, at the student's own request, or for lack of academic progress. When a student falls behind to the extent that in the judgment of the Commandant, USAWC, there is insufficient time remaining prior to each summer resident phase to complete the prescribed year's work, the student may be disenrolled because of lack of academic progress.

(2) A student may be deferred one time to the next class for exceptional reasons. Requests for deferrals will be forwarded through command channels to the Chief, National Guard Bureau.

(3) The student will send a request for voluntary disenrollment directly to the Commandant, USAWC.

(4) A student who has been disenrolled from the course may not apply for enrollment or reinstatement.

e. Credits.

(1) Upon completion of the USAWCCSC, the student will be awarded a diploma by the Commandant, USAWC.

(2) For the ARNG officers not on extended active duty, an entry will be made on the DA Form 2-1 that will be in accordance with instructions in AR 640-2-1.

(3) Retirement point credit for National Guard officers not on extended active duty will be credited at the rate of one point for each 3 credit hours satisfactorily completed, as prescribed in NGR 640-1.

(4) Completion of or enrollment in the USAWCCSC will not preclude attendance at a senior service college resident course.

8. Prerequisites.

The following eligibility criteria have been developed for both the resident senior service college courses and the US Army War College Corresponding Studies Course:

a. Applicant must be either a colonel or lieutenant colonel.

b. Officer must have successfully completed a US Army Command Staff College Course or the AMEDD Reserve Component General Staff Course, JAGC Reserve Component General Staff Course, or have received equivalent credit.

c. A baccalaureate degree is highly desirable, but not required, except for the Naval War College.

d. Officer must have completed at least 15 years but not more than 23 years of commissioned service as of 1 September of the course enrollment year. Years of

service will be total commissioned service or age minus 25, whichever is greater. The prerequisite years of service may be waived for deserving officers by the Chief, National Guard Bureau. A request for waiver, if required, must be submitted by the applicant with his/her application for enrollment and be indorsed by the applicant's immediate commander, intermediate commander, if applicable, and the State Adjutant General prior to submission to the Chief, National Guard Bureau for consideration.

e. Security clearance.

(1) Resident courses. For nomination purposes, current clearance will suffice. Upon notification of selection as a primary or alternate for the resident course at the US Army War College, Naval War College, or Air War College prior to course reporting date, officers must possess a final TOP SECRET with a Special Background Investigation (SBI) eligible for access to sensitive compartmented information (SCI). A final TOP SECRET with a Background Investigation (TS/BI) is required for the resident course at the National War College and Industrial College of the Armed Forces.

(2) USAWCCSC. Officers selected to participate in the USAWCCSC will forward a copy of their DA Form 873 (Certificate of Clearance and/or Security Determination) to the Commandant, US Army War College, ATTN: AWCSM, Carlisle Barracks, PA 17013.

(a) This form is to be sent immediately, regardless of the clearance it certifies. The same is true of any DA Form 873 that is issued later based on a new investigation or adjudication. If the form certifies a final TOP SECRET clearance, no further security action is required.

(b) The forwarded copy of the student's DA Form 873 must be dated and certified as a "true copy" by the security or personnel officer. Included will be that individual's mailing address and telephone number. These entries are to be made in part III, Remarks, portion of the forwarded copy only.

(c) If there is no DA Form 873 or the form certifies less than a final TOP SECRET clearance, the student's command must take immediate action to begin the needed investigation to obtain a TOP SECRET clearance. Investigations currently require more than 6 months to complete, making rapid and accurate submission of investigative forms essential. Questions on security may be directed to the Personnel Security Branch of the appropriate institution.

f. Upon graduation, officers must have at least 3 years of service remaining prior to his/her mandatory removal date.

g. Individual must be chosen from the most highly qualified eligible officers.

h. Individual must be physically qualified for general service.

i. Individual must have indicated by actual performance of duty a potentiality for high command and staff positions.

9. The selection process

a. Nomination. Nomination for the senior service colleges will be forwarded to the Military Education Branch, ARNG Operating Activity Center, Edgewood Area, Aberdeen Proving Ground, Maryland 21010. The nomination folder should consist of the following:

(1) A letter of nomination from the State Adjutant General accompanied by requests for waiver, if required. If there is more than one nomination, they will be submitted in order of priority. The State Adjutant General's letter must include a statement concerning the planned utilization of the officer after successful completion of a senior service college course, if the nominee is selected. All action on requests for waiver must be completed before the convening of the selection board.

(2) NGB Form 64 must indicate the following:

(a) Whether dependents will accompany the nominees if selected for those applying for a resident course. The importance of families accompanying the resident students cannot be over-

emphasized.

(b) A remark to indicate the individual's order of course preference (NWC, ICAF, NAWC, AWC, USAWC-resident, or USAWCCSC).

(c) If the applicant's course preference is for a resident course, include a remark indicating if the applicant will accept the USAWCCSC if not selected for one of the resident courses. Enrollment in the USAWCCSC course does not preclude selection for a resident course at a later date.

(3) A biographical outline. (See suggested format at appendix A.)

(4) A recent full length photo, 5" X 7", of the nominee in green uniform without cap.

(5) A final type medical examination IAW NGR 40-501, para 13b will be administered at a Federal installation; i.e., active military installation, MEPS station, National Guard medical examining station, VA hospital, or US Public Health Service facility completed by nominee within the past 12 months. The medical examination should reflect that nominee meets weight standards prescribed by NGB Pam 600-9.

(6) DA Form 2-1 (Personnel Qualification Record) audited for accuracy and completeness. Copies are acceptable but must be legible.

(7) Copies of the last four Officer Efficiency Reports will be placed in a sealed envelope marked for the attention of the President, NGB Senior Service College Selection Board, and accompany the nomination portfolio.

b. Selection board. A selection board will be convened annually to consider those officers nominated for participation in courses of instruction at the senior service colleges. The board will prepare a list of selectees based on their review of documents submitted by the State Adjutant General.

c. Selection board procedures. The selection board procedures will include but are not limited to the following:

(1) The board will be comprised of at least five members who are senior service college graduates and one nonvoting recorder. An ARNG general officer will be appointed as president of the board, and the remaining members will be in the grade of colonel. Every effort should be made to encourage minority membership.

(2) The Chief, National Guard Bureau will brief the board members and will publish a letter of instruction prescribing the oath to be taken by the board members, format of the final board report, and other administrative requirements.

(3) Appearance before the board by any officer being considered is not authorized. However, officers may write a letter to the selection board inviting attention to any matter of record that they feel may be of importance to the board in the consideration of their nomination; e.g., newly acquired diplomas, degrees, or professional stature or information pertaining to civilian occupation. Documents submitted to the board will not be returned to the State until after the selection process is completed.

d. Approved findings. When the findings of the selection board have been approved by the Chief, National Guard Bureau, the names of those officers selected to participate in one of the senior service college courses of instruction will be released to the State adjutants general concerned. The State adjutants general will notify the officers of their selection and obtain from them their acceptance or declination of selection. State adjutants general will communicate the acceptance or declination to the Chief, National Guard Bureau.

e. Selection/nonselection. Officers who have been selected for attendance/enrollment will be notified in writing by the Chief, National Guard Bureau. Those officers not selected will be notified by appropriate means.

f. Senior service college notification. During January of the year the class starts, the Chief, National Guard Bureau will provide the school commandants with name, grade, mailing address,

branch, and social security account number of each officer selected for attendance/enrollment.

g. Funding. Funds will be provided to States having nominees selected to attend the resident senior service college courses. This allocation will be in addition to those funds provided to support normal schools program requirements.

h. Schedule of actions. Appendix B is a schedule of actions incident to the submission of nominations for the courses of instruction covered by this regulation.

APPENDIX C

REFERENCES

AR 351-1	Individual Military Education and Training
AR 351-11	US Army War College Corresponding Studies Course
AR 351-20	Army Correspondence Course Program
AR 351-23	Advanced Management Training for Senior Officers
AR 600-9	The Army Weight Control Program
DA Pam 351-4	US Army Formal Schools Catalog
DA Pam 351-20	Announcement of Army Correspondence Course
NGR 40-501	Medical Examinations for Members of the Army National Guard
NGR 350-1	Army National Guard Training
NGR 600-100	Commissioned Officers--Federal Recognition and Related Activities
NGR 640-1	Retirement of Members of the Army National Guard

By Order of the Secretary of the Army:

EMMETT H. WALKER, Jr.
Lieutenant General, USA
Chief, National Guard Bureau

Official:

HAROLD R. DENMAN
Colonel, USAF
Executive, National Guard Bureau

Distribution: A

APPENDIX A

FORMAT FOR BIOGRAPHICAL SKETCH

The biographical sketch of ARNG officers nominated to participate in senior service college courses will be in the following format.

1. Date.
2. Name (last, first, middle initial).
3. Social Security Account Number.
4. Branch.
5 Present grade.
6. Date of Federal recognition, present grade.
7. Present duty assignment and date assigned.
8. Primary Specialty skill identifier.
9. Duty Specialty skill identifier.
10. Total length of commissioned service.
11. Marital status (if married, give name of spouse and show number of children).
12. Place of birth.
13. Date of birth.
14. Source of commission.
15. Mandatory removal date in present grade.
16. Home address.
17. Business address (include name of firm, if applicable).
18. Home telephone.
19. Business telephone.
20. Civilian education (degree and year).
21. Civilian experience for past 15 years (chronological record of position and duties).
22. All military education (name of school, course, and date).
23. Decorations, awards, and citations.
24. Military service (briefly record chronologically date of initial entry into service, reserve component and active duty assignments, promotions, and campaigns).
25. Civilian affiliations (include professional and educational societies, military societies, and civilian activities).
26. Statement which expresses individual's reasons for desiring enrollment in resident senior service college course(s) indicated in nomination and/or participation in the US Army War College Corresponding Studies Course.

APPENDIX B

SCHEDULE OF ACTIONS

The following is a schedule of actions for senior service college courses. Dates indicated are those that occur beginning in the calendar year preceding the beginning date (year) of all courses. Required actions are to be completed on or before the date shown.

1 February	Year 1	Announcement of senior service college program for (current plus 1) is made and a list of eligible Army National Guard officers is forwarded to State Adjutants General.
1 October	Year 1	Nominations and allied documents are due at the Military Education Branch.
10 December	Year 1	Selection board convenes to consider those officers nominated for participation in Senior Service College courses of instruction.
20 December	Year 1	Approved findings of the selection board are released to State Adjutants General, who notify officers selected and obtain their acceptance or declination of selection.
10 January	Year 2	State Adjutants General notify the Chief, National Guard Bureau of acceptance or declination of selected officers under their jurisdiction.
20 January	Year 2	The Chief, National Guard Bureau provides school commandants with the name, grade, mailing address, branch, and social security account number of each officer selected for attendance/enrollment in the ensuing class.