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U.S. ARMY

SPRING 2014

Introducing the 50th Commandant of the U.S. Army War College



Maj. Gen. Bill Rapp

My wife, Debbie, and I fell in love with South-Central Pennsylvania during our first tour to Carlisle Barracks in 2003. We are thrilled to be coming back to this community and, with our two boys David (17) and Robby (15) and our two Portuguese Water Dogs, are very much looking forward to serving again at The War College!

In addition to David and Robby, we have a daughter, Anna, who just finished her plebe year at West Point and is heading to Airborne School this summer. David and Robby are looking forward to becoming part of this idyllic community and learning how to fly fish. Possibly the most ecstatic members of the Rapp family are Jeter and Ziva who now have hundreds of new squirrels to tree.

The opportunity to serve with the incredible staff and faculty at the Army War College, help develop the next generation of strategic leaders for our military, and add to the study of strategic Landpower is a dream come true.

The Army War College will not only be the pre-eminent center of strategic leader development, but also a vital engine of thought for the Army in these uncertain times.

We look forward to being part of the Carlisle experience once again!

MG Bill Rapp

A 1984 graduate of the US Military Academy, **MG Rapp** has 30 years of service in the continental US, Germany, Japan, Iraq, and Afghanistan culminating in the past two years serving as the Chief of Legislative Liaison for the Army in Washington DC. He has been fortunate to serve in a wide variety of assignments over those three decades. MG Rapp commanded an Airborne Engineer company in the First Gulf War, a mechanized engineer battalion in Germany, a multi-component Engineer Group in Iraqi Freedom, and the National Support Element for US Forces Afghanistan. He served a year with GEN Petraeus in Baghdad during the Surge of 2007-08 as his Initiatives Group Chief. MG Rapp commanded the Northwestern Division of the US Army Corps of Engineers and was the 72nd Commandant of Cadets at West Point.

Holding a PhD in Political Science from Stanford University, serving a year in Tokyo as a Council on Foreign Relations fellow, and having taught International Relations in the Social Sciences Department at West Point, MG Rapp appreciates the unique opportunity afforded the USAWC faculty both to educate and develop senior leaders and to serve as a catalyst for the strategic renaissance needed by our Army today. He is excited to be

part of this resurgence in Army strategic thought and scholarship. ❖



Maj. Gen. Bill Rapp (left) accepts congratulations of Vice Chief of Staff of Army Gen. John Campbell, shortly following the VCSA's change-of-command remarks that, "You've been specifically placed here as demonstration of the Chief of Staff's commitment to leader development ... we sent the best ... with Bill Rapp."

The Army War College Community Torch Spring 2014

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Academic 2013-2014: Year of initiatives, innovations and 'firsts'

- First class gift of a statue – Strength and Wisdom – to The War College. The gauntlet and torch represent “Strength and Wisdom” firmly anchored on a foundation of academic rigor, the 14 star-shaped knuckle guards representing the Class of 2014. (cover)

- First Deputy Commandant, Reserve Affairs (p.4)

- Pilot course for senior colonels and brigadier generals, the 30-day Senior Leader Seminar-II builds on the SLS design with interactive seminars, expert advice and senior leader mentorship about the unique considerations of strategic assignments (p. 6)

- Pilot executive course for command sergeants major and sergeants major nominated for positions with general officers, a two-week seminar-style orientation to strategic-level responsibilities (p. 8)

- First international alumni seminar, to refresh USAWC ties (p. 22); record number of alumni inducted into the International Fellows Hall of Fame

- Army names PKSOI as lead agent for stability operations for Army: the executive agent for DoD (p. 25)

- First Oral Comprehensive Exams for resident students, following successful ungraded pilot in academic 2013

- First designation of Distinguished Graduates for the resident class: 62 distinguished grads equal 16 percent of the 385 graduates

- First academic campaign plan

- First faculty council elections. The faculty council formed in academic 2013 with the guidance of Dr. Larry Goodson, who served two years as the faculty council chair. The two years were, naturally, chock full of firsts. The council designed the first faculty credentialing process, resulting in faculty promo-

tions, recognitions and recommendations. First faculty excellence awards were introduced this year, to recognize teaching excellence and service (within The



Dr. Tami Biddle (left) accepts the gavel from Dr. Larry Goodson who ended two years as the inaugural Council chair. Biddle and Col. Doug Mastriano were elected council chair, and vice-chair, respectively.

War College and for global requests) in addition to the long-standing writing excellence awards. (p. 10). The new faculty charter sets a path for faculty initiatives and counsel and advice with College leadership. On May 21, the faculty body elected Dr. Tami Biddle and Col. Doug Mastriano to serve as faculty council chair and deputy chair, respectively. Next for the council will be to complete the military faculty policy.

- USAWC Wargame reports are available to the public, with some exceptions. The Center for Strategic Leadership and Development partners with think tanks, academics, interagency repre-

sentatives, DoD offices and commands, US Army commands – and International Fellows from regions with a stake in the emergent issue under discussion, e.g., Syria, Iraq, D.R. Congo, Mali, Iraq, Afghanistan, and Ukraine (excerpt p. 31-35).

More to come ...

The Company Grade Strategic Broadening Program, July 27 – August 29, at the Army War College will provide mid-career officers and senior NCOs the opportunity to examine strategic issues and apply that understanding to current and future missions. Through experiences with USWC faculty, expert guest speakers, strategic staff rides to Washington D.C., New York City, Antietam and Gettysburg battlefield staff rides, and a capstone strategic issue project –participants will better understanding the military's role in national security and the application of all elements of national power in securing national interests.

The Carlisle Scholar Program, developed by Dr. Andrew Hill (cover) will run concurrent with the USAWC resident course calendar, using seminar collaboration to complete JMPE-II curriculum and intensely focus on writing for publication and external engagement. (p. 18).

Cover: Left to right: Faculty meet at the Torch: Dr. Jim MacDougall (p. 12) chair of the Department of National Security and Strategy; Col. Robert Mundell, chair of the Department of Command, Leadership and Management; Dr. Mike Neiberg, historian and DCLM faculty (p. 13); Brig. Gen. Carol Eggert, (p. 4) Deputy Commandant for Reserve Affairs & former faculty; Dr. Andrew Hill, DCLM faculty and creator of the Carlisle Scholar Seminar (p. 18)

First Deputy Commandant for Reserve Affairs: *BG Carol Eggert works for the Total Force*



Brig. Gen. Carol Eggert

She is both the Assistant Adjutant General for the Pennsylvania Army National Guard and the Deputy Commandant for the Army War College for Reserve Affairs. Her experience as leader, educator, and advisor throughout both civilian and military careers, led her to the new position at this point in time.

“I am committed to assisting the commandant in any way I can,” said Eggert. “I am very excited to be part of this great institution and contribute to the cooperation and understanding of the Total Force,” said Eggert. “This is a new position because of the need to incorporate a Guard/Reserve perspective into curriculum and policy. My role is to contribute at the strategic level to identify the requirements of the National Guard and Reserve that can be met by the U.S. Army War College,” she said. Among her first initiatives, she recognized opportunities to strengthen important relationships, e.g., integrating senior Pennsylvania military leadership into DoD senior leader exchanges with students here, and inviting Reserve Component partners to engage with country representatives of international leaders honored by Hall of Fame ceremonies.

Army War College ties

Brig. Gen. Carol Eggert was promoted to general officer by Maj. Gen. Wesley Craig, Pennsylvania Adjutant General in August 2012. The promotion brought to an end her assignment here as a faculty member. Until now,

She starts the new position with knowledge and appreciation of the mission, students, and faculty. Eggert served for almost two years on faculty in the department of Military Strategy, Plans and Operations. A core curriculum faculty member, she taught Defense Support to Civilian Authorities, and the Joint Warfighting Advanced Studies Program, as well as supporting the Geographic Combatant Commands in special educational projects.

Eggert’s contributions to a new formalized assessment program within DMSPO led the School’s dean at the time, **Dr. Bill Johnsen**, to tap her skills to develop the oral comprehensive exams program for the School. The fit was right. In her civilian career, Eggert is an executive consultant in strategic planning and project management.

She has applied her expertise in instructional design to assessments and developments for the US government and corporations like Comcast and Dupont. The project team included **Col. Dave Dworak**, **Col. Steve Sobotta**, **Col. Rob Nye**, and **Prof. Bill Lord** who were asked to explore whether an oral comprehensive exam would be a way to assess the totality of the learning – in addition to the individual assessments in each core course. After a pilot program last year, the Class of 2014 was evaluated formally through ‘oral comps’.

Military career

In her primary position as Pennsylvania’s Assistant Adjutant General, Eggert is responsible for overseeing the readiness of the Pa. National Guard and for advising and assisting Pennsylvania’s Adjutant General in the manning, training and logistical support required to accomplish the federal and state missions of the Pennsylvania National Guard.

Eggert’s military career began with 10 enlisted years. Starting in the Women’s Army Corps, she was engaged in that generation’s integration of military women.

Eggert appreciates her new position, she said, because it comes with the ability to put programs and processes in place to help Soldiers reach their potential. “It’s rewarding to look for ways to improve things. We’re in a unique position as general officers. People talk to us, but only if we ask,” she added.

Commissioned in 1985 through the Officer Candidate School, Eggert has served in a wide variety of field assignments, including battalion command and overseas deployments to Germany, Italy, Nicaragua and Lithuania. She has served during numerous state emergencies as the military liaison to the Pennsylvania Emergency Management Agency. Prior to her tour with the Army War College, she completed a 15-month deployment in support of Operation Iraqi Freedom serving as the Multi-National Corps Liaison to the US Embassy Baghdad and in the J9, US Forces-Iraq, responsible for integrating the women’s programs of the Department of State, Iraqi Ministry, and US Forces-Iraq.

Eggert was awarded the Purple Heart for an injury suffered from a roadside explosive. She credits her faculty colleagues at the Army War College for helping her deal with traumatic brain injury.

She tells a story, with a laugh, about a veteran who glanced at the ribbons on her uniform and expressed surprise at the Purple Heart. Expecting a comment from the older generation about military women and combat awards, she was wrong. Instead, he explained his surprise when he said, “A colonel to receive a Purple Heart -- don’t see that too often.” ♦

Class of 2014 succeeds in rigor, relationships



Army War College hosts inaugural Senior Leader Seminar-Phase II Pilot Course

Alan Bourque, Prof of Senior Leader Development

The Army introduced its newest General Officer strategic leader development course, March 2-28 at the Army War College. Under the supervision of the Chief of Staff of the Army **Gen. Ray Odierno**, the USAWC Center for Strategic Leadership and Development developed and implemented the inaugural Senior Leader Seminar Phase II Pilot course. The SLS II course is an integral part of his Army Leader Development Strategy designed to enhance the strategic development of select, promotable Army colonels and brigadier generals.

The pilot seminar immersed three colonels and four brigadier generals in an intimate, demanding adult education seminar. The CSLD Senior Leader Education division developed and facilitated the curriculum.

The course employed an adult education model to achieve its goals, offering 32 keynote presentations, historic case studies, and expert panels with 40 subject matter experts over the four-week period.

Plenary sessions with leaders and subject matter experts were followed by student dialogue. A retired four-star general officer acting as a Strategic Facilitator and two retired three-star general officer Strategic Coaches helped establish relevance, expand upon points made by course speakers, and add their unique insights on the role, mindset and attributes of a four-star strategic leader. **Retired Army Gen. John Abazaid** and **retired Air Force Gen. Michael Carns** served as the strategic facilitators for the pilot course. **Retired Lt. Gen. David Huntoon** and **retired Lt. Gen. William Troy** served as the strategic coaches for the course.

The primary objective of SLS II is to improve strategic-mindedness and oral and written communication skills at the strategic level. The secondary objective of the course is to help these officers identify their own developmental gaps and foster individual learning plans to

improve their abilities and potential service at the highest ranks in the U.S. Army or Department of Defense. To meet these objectives, the SLS-II learning experience focused on thinking, leading, and communicating at the strategic level with the following four themes:

- Understand the Army's role in national security
- Demonstrate strategic leadership
- Understand the principles of strategic communication
- Exercise strategic communication in writing for publication and speaking publicly on issues of strategic Landpower.



Col. Karen Gibson, member of the Strategic Leader Seminar-II pilot, makes her point in a meeting with members of the Atlantic Council.

The seminar was based in Collins Hall, at Carlisle Barracks, with key off-site engagements in Washington, D.C. and New York City. The lessons leveraged periods of di-

verse high-level thought, discussion, and performance by inserting rigor, realism, and professional risk in the course through actual engagement with defense industry experts, Congress, think tanks, universities, media members, noted scholars, national security practitioners and other strategic actors. Both the Department of the Army's Office of the Chief of Legislative Liaison (OCLL) and the Office of the Chief of Public Affairs (OCPA) played pivotal roles in the development and execution of these key engagements. They included meetings with: members of Congress, the Atlantic Council, members of the Pentagon press pool and the Council on Foreign Relations.

A highlight of the course was a private meeting with former **Secretary of State Dr. Henry Kissinger**. He was one of many national leaders who addressed the group with candid insights in order to expand the students' strategic view about the high-visibility, high-expectation world of strategic leadership. The wide range of topics included: America's Grand Strategy, national and defense economics, civil-military relations, strategic character, persuasion, "How Washington really works," communicating strategically; leading a strategic JIIM command; building a strategic team; and "How to provide the best mili-

tary advice” at the national level. Notable SLS II speakers included **Gen. Ray Odierno**, **Gen. Lloyd Austin**, **Gen. Dan Allyn**, retired **Gen. Gordon Sullivan**, retired Air Force **Gen. Mike Carns**, retired **Gen. J.D. Thurman**, retired **Gen. Ron Griffith**, retired USMC **Gen. John Allen**, retired USMC **Gen. James Cartwright**, retired USMC **Gen. James Mattis**, **Lt. Gen. Tom Bostick**, former Secretary of the Army **Tom White**, former Under Secretary of Defense for Policy **Michele Flournoy**, former chief of staff to the Secretary of Defense **Jeremy Bash**, President/CEO **Chris Chadwick** of Boeing Defense, Space & Security.

Woven throughout the course, the Resiliency and Self-Awareness analysis, conducted by **Dr. Tom Williams**, combined Executive Fitness instruction with personality and leadership evaluations designed to help the students “see themselves” and identify gaps they can individually address. Williams personally out-briefed each participant on their results.

The course employed both academic and experiential learning activities, with an emphasis on the latter.

Students wrote an op-ed article for publication, engaged with a Member of Congress to discuss Landpower and the CSA’s pending testimony, completed a media interview, and engaged with academic and think tank audiences on topics related to Strategic Landpower. The course concluded with an oral defense of the student’s op-ed topic to a board of distinguished general officers

and academics.

A unique character of this USAWC course were the multiple opportunities for participants to receive formal feedback on their progress by the strategic coaches. The



Retired Gen. John Abizaid, former USCENTCOM commander (with glasses) serves as strategic facilitator for the colonels and brigadier generals in the first SLS-Phase II course at the Center for Strategic Leadership and Development.

coaches evaluated the student’s participation, understanding of the strategic issues, oral and written work. These sessions helped identify the students’ “strategic gaps” and aided in the design of individual learning plans applicable to their future role as general officers at the national level.

A final objective of the pilot course was to determine its potential value to the Army; identify

potential modifications for future courses; and develop a recommendation for the CSA

regarding a way ahead for the course as a part of his strategic development plan. The SLS II pilot course demonstrated the program is a viable and cost-effective way to meet the developmental needs of the Army’s brigadier generals and it adds tremendous potential to valuably enhance the Army’s pool of future (senior) strategic leaders. Every student, faculty member, pre-

sender, and all participating general officers expressed overwhelmingly positive reviews on the course.

The course is founded on achieving three critical Army Leader Development Strategy Imperatives: (#4) to select and develop leaders with positive leader attributes and proficiency in core leadership competencies for responsibility at higher (national) levels; (#5) to prepare adaptive and creative leaders capable of operating within the complexity of the strategic environment; and (#7), to value a broad range of leader experiences and developmental opportunities. ❖



Brig. Gen. Paul Nakasone, SLS-II participant, defends his argument for board members retired Lt. Gen. William Troy and Commandant Maj. Gen. Tony Cucolo, among others. The course concluded with an oral defense of the student’s op-ed topic to a board of distinguished general officers and academics.

Executive education course created for Command Sergeants Major/ Sergeants Major



Students, educators and staff of the CSEEC gather at the Nation's Capitol.

Noncommissioned officer education is

getting a strategic-level addition, thanks to an innovative collaboration of the Sergeant Major of the Army with key leaders and education designers at TRADOC's Institute for NCO Professional Development, the Army Sergeant Major Management Office, the US Army Sergeants Major Academy, and the Army War College. The Army War College developed, hosted, and delivered the new course for the Army's most senior NCOs.

The pilot course for Command Sergeant Major/ Sergeant Major Executive Education Course, or CSEEC, for selected senior NCO leaders, took place May 18-31 at Carlisle Barracks, where The War College leadership experts shared the College's unique set of expertise and methodologies for educating strategic leaders.

"We've done it for colonels, with the Senior Leader Development Course, and we are refining the course for general officers," said Prof. Jim Shufelt, Senior Leader Education team at the Army War College. "Those experiences gives us a model for success."

"If we agree that the U.S. Army War College is the center of strategic education for our officers, why shouldn't it be for our noncommissioned officers?" **Command Sgt. Maj. Malcolm Parrish** asked rhetorically. The first command sergeant major to be assigned to the Army War College, Parrish worked with Army leaders and Army War College educators to coordinate the many steps of identifying objectives, developing the curriculum, and putting it all together. Collaborating were **Dr. Aubrey Butts**, Institute for Noncommissioned Officer Professional Development;

TRADOC **Command Sgt. Maj. Daniel Dailey**; National Guard **Command Sgt. Maj. Brunk Connley**; FORSCOM **Command Sgt. Maj. Chris Greca**; Combined Arms Center **Command Sgt. Maj. Jeffery Wright**; US Army Sergeants Major Academy Commandant **Rory Mallory**; CAC Leader Development **Command Sgt. Maj. Joe Parson**; and **Sgt. Maj. David Stewart** of the Center for Army Profession and Ethics,

Sergeant Major of the Army **Raymond F. Chandler III** personally shaped the course, and opened the two-week seminar-style course. His exchange with the senior NCOs selected for the course underscored the priority he placed on this initiative to advance his priorities for the profession of arms: competency, character and commitment. A key element of the NCO 2020 concept for NCO professional development, it is designed to prepare nominative CSM/SGMs for their duties as senior enlisted advisors and staff section sergeants major at one- and two-star commands.

When **Command Sgt. Maj. Daniel Dailey**, TRADOC's command sergeant major, participated in a planning summit for the course in late 2013, he identified multiple payoffs for a strategic-level course. The senior NCO will benefit from education and so, too, will be the commanders who will have a better-educated individual by their side every day, helping them with the tough decisions. Ultimately, Soldiers benefit. "And that is the most important thing and that's what we need – we need our Soldiers to be led by confident, competent, capable leaders."

Course content was developed based on critical knowledge gaps derived from analysis of surveys and interviews of



Congressman Tim Walz (Minn.) a former Army National Guard Command Sgt. Major, walks the senior NCOs of the CSEEC through the intricacies of the Defense-Congress relationship.

Army Senior Officer and NCO Leaders conducted by TRADOC's Institute for Noncommissioned Officer Professional Development, or INCOPD and HQDA's Sergeant Major Management Office.

USASMA commandant **Command Sgt. Maj. Rory Malloy** talked about the course as a natural extension to what senior NCOs get from the Sergeants Major Academy. "Our developmental system is really good," he said. "But when you get to the top there's a huge gap." As example, he contrasted the direct leadership of a tactical leader with the indirect influence at the strategic level. "Your leadership style must become more persuasive," he noted.

"It gets very complex at the strategic level because you have tons of stakeholders involved," said Malloy. "But nowhere do we develop a sergeant major to do that."

"In the past 12 years, in combat, we've seen the evolution of sergeants major and the importance of that strategic level advisor making very important decisions," said **Sgt. Maj. Chris Prosser**, who led the DA Sergeant Major Management Office when the planning summit took place. "But we've also recognized gaps that are, actually, products of the evolution.

"We're head and shoulders above where we were 12 years ago, as far as the education, the knowledge, and the experience of the sergeant major," said Prosser, now serving as Command Sergeant Major with the 4th Squadron, 2nd Cavalry Regiment in Vilseck, Germany. "This will only reinforce those traits that sergeants major gained over the past 12 years."

Eighteen senior CSMs and SGMs from throughout the Army, to include two Army Reserve and two Army National Guard CSMs, participated in this pilot event. The pi-

lot deliberately integrated both the target audience and more senior CSMs in order to maximize the depth of after-action reviews to be used in refining the course. A follow-on CSEEC pilot course is tentatively planned for late spring of 2015.

"These senior NCO's came here with little more than an expectation of what they would experience," said Parrish. "They left here with a greater understanding of their environment, their role in that environment, and how to better advise their Commanders through building relationships, communication and persuasion."

Course speakers addressed the executive and strategic



Engagement by the Senior NCOs at all levels of leadership, e.g., Command Sgt. Maj. Malcolm Parrish, Army War College (right), became a critical value of the CSEEC.

insights that are needed to be a highly effective command team member in general officer-level commands: the strategic context of today's operations; a working knowledge of the national defense budget; civilian personnel

management, senior leader resiliency, the Army Professional Ethic, the Army Leader Development Strategy and the NCO 2020 project. The expert guidance was offered by Sergeant Major of the Army **Raymond F. Chandler III**, USAWC Commandant **Maj. Gen. Tony Cucolo**, Minn. Congressman and former Sgt Maj. **Tim Walz**, The Inspector General **Lt. Gen. Peter Vangjel**, the CENTCOM Senior Enlisted Advisor, the Principal Deputy Chief of Army Legislative Liaison, senior congressional committee staffers, the DA G8 Force Development Director, and TRADOC **Command Sergeant Major Daniel Dailey**.

Retired **Command Sgt. Maj. Roger P. Blackwood** provided guidance as the seminar's senior mentor. Course activities also included student book reviews, individual learning plan development, a course trip to Congress and the Pentagon, and a Gettysburg Battlefield strategic leadership staff ride. Event activities included lectures from USAWC faculty and external speakers, all followed by facilitated seminar discussions on a wide variety of topics. Topics ranged from national security, the economy, and communicating strategically to civilian personnel management, senior leader resiliency, the Army Professional Ethic, the Army Leader Development Strategy, and the NCO 2020 project. ❖

Faculty strives for Excellence

Army War College initiates Faculty Excellence Awards for teaching, service, scholarship

This year, for the first time, the Army War College recognized faculty excellence in three categories: teaching, service, and scholarship. Superior performance in scholarship has long been recognized in the annual Madigan Awards, and the two new honors were established this year as a result of the faculty's desire to recognize superior performance in the three domains of excellence--teaching, scholarship, and service. In June, Provost **Dr. Lance Betros** announced the inaugural winners of the Excellence-in-Teaching Award and Excellence-in-Service Award.

"The recipients exemplify the highest standards of faculty excellence and reflect the overall quality of the faculty at the US Army War College," said Betros. They were recognized formally at the resident graduation, June 6.

Award-winning faculty: EXCELLENCE in TEACHING

Student feedback, peer feedback, and personal observation by department chair, dean or director comprise the evaluation criteria for the new faculty awards in teaching excellence. A peer selection committee will identify as many as three resident core-course faculty, two distance core course faculty, and up to three elective-course faculty who demonstrate the highest standards of excellence. As a general rule, candidates will be in the top quarter of student ratings to be considered for the Excellence-in-Teaching awards to be presented at the graduation ceremony of the resident or distant student body. Distance faculty will be announced in July. Resident faculty honored for teaching excellence include --

Excellence-in-Teaching Awards for Core Courses:

- **Professor Frank L. Jones**, SSL Dept. of National Security and Strategy
- **Colonel Timothy C. Frantz**, SSL Dept. of Military Strategy, Plans and Operations
- **Dr. R. Craig Bullis**, SSL Dept. of Command, Leadership and Management.

Excellence-in-Teaching Awards for Elective Courses:

- **Prof. Michael A. Marra**, SSL Dept. of Military Strategy, Plans and Operations
- **Dr. Michael R. Matheny**, Center for Strategic Leadership and Development

Award-winning faculty: SERVICE

A committee comprising leadership from the School of Strategic Landpower, the Center for Strategic Leadership and Development, Strategic Studies Institute, and the Peacekeeping and Stability Operations Institute considers nominees on the standards of USAWC Memorandum 690-2, and honored for 2014--

- **Dr. John A. Bonin**, Center for Strategic Leadership and Development
- **Dr. Conrad C. Crane**, Army Heritage and Education Center
- **Prof. Bernard F. Griford**, Center for Strategic Leadership and Development
- **Prof. Stephan D. Kidder**, Center for Strategic Leadership and Development
- **Col. Gregory L. Cantwell**, School of Strategic Landpower
- **Ms. Jeanette Moyer**, USAWC/USAHEC Library
- **Mr. Allen D. Raymond**, Peacekeeping and Stability Operations Institute
- **Col. Thomas E. Sheperd**, School of Strategic Landpower.



Prof. Mike Marra, left, received the Excellence in Teaching award for his work with the Building Partner Capacity elective, which he created: Marine Col. Tim Frantz was singled out for his Excellence in Teaching ay2014 core courses.

Award-winning faculty: SCHOLARSHIP

Faculty scholarship, as reflected in published articles, monographs and books, is recognized each year with an Excellence-in-Scholarship Award, also known as the Madigan Award. Academic chair holders serve as judges for the Madigan Awards, this year presented in a January event with students, staff and faculty to these faculty members:

- **Prof. Frank L. Jones** for his article, "In Brzezinski's Forge: Fashioning the Carter Doctrine's Military Instru-

ment,” in **Imperial Crossroads: The Great Powers and the Persian Gulf**, published by the Naval Institute Press, 2012.

- **Jones**, again, for his book, **Blowtorch: Robert Komer, Vietnam and American Cold War Strategy** published by the Naval Institute Press, 2013

- **Dr. Paul Rexton Kan** for his article, “*Cyberwar in the Underworld: Anonymous versus Los Zetas in Mexico*,” in the *Yale Journal of International Affairs*, published Winter 2013

- **Kan**, again, for his book, **Cartels at War: Mexico’s Drug-Fueled Violence and the Threat to U.S. National Security**, published by Potomac Books, Inc., 2012

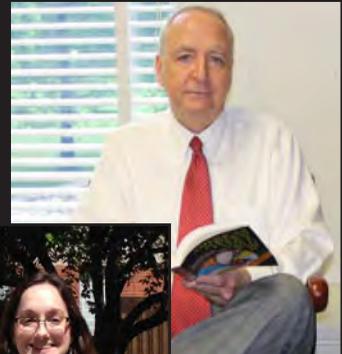
- **Dr. Christian B. Keller** for his article “*New Perspectives in Civil War Ethnic History and Their Implications for Twenty-First-Century Scholarship*,” published in, **This Distracted and Anarchical People: New Answers for Old Questions about the Civil War-Era North**, published by Fordham University Press, 2013

- **Capt Mark F. Light** for his article, “*The Navy’s Moral Compass: Commanding Officers and Personal Misconduct*,” in the *Naval War College Review*, Summer 2012

- **Dr. Michael Neiberg** for his book **The Blood of Free Men: The Liberation of Paris, 1944**, published by Basic Books, 2013. ♦



Prof. Steve Kidder accepts congratulations from Dean Dr. Richard Lacquement during the 2014 Resident Graduation Ceremony recognition of Faculty Excellence in Service Awards. Kidder was honored for expert responses to Army Strategists who have graduated from BSAP and reach back from overseas commands and G3/5/7 offices for expert help with sensitive planning documents, manning documents, and policy papers.



Prof. Frank Jones was singled out for both Excellence in Teaching and Excellence in Scholarship in 2014.



USAWC Librarian Jeanette Moyer received an Excellence in Service Award for envisioning and planning the integration of the Army War College Library and the Army Heritage and Education Center archives into a single, seamless world-class Library for students, Army leaders and scholars.



AWC Foundation CEO Ruth Collins Bullis shares a laugh with Dr. R. Craig Bullis who was recognized on the graduation stage for his Excellence in Teaching Award.



Prof. Mike Matheny, Basic Strategic Arts Program faculty, stands in front of the historical photos and maps that inspire Army Strategists and enrich instruction by Matheny, who was honored with one of the first Excellence in Teaching Awards.

Teaching chair guides faculty to educate students

Dr. James MacDougall brings extensive experience in national security policy leadership to his role as chairman of the teaching department responsible for Theater, War and Strategy; National Security Policy and Planning; Regional Studies; and a wide variety of electives.

“The real art of this is to blend the expertise to deliver the best curriculum we can organize for the students,” said MacDougall, while praising an important range of expertise: “PhD-historians in uniform, traditional academics, interagency practitioners from the State Department and the USG intelligence community who are assigned by their agencies to further the mission and bring additional perspective.” Job one for the department faculty each year is to get to know each other, share experiences and background, and recognize where colleagues can help fill gaps in their experiences, he said.

“It’s a matter of blending cultures,” said MacDougall. “Everyone is highly skilled with specialized background. The art is to approach it as a team-building exercise, recognizing that the team is as strong as the individual strengths.” For civilian faculty, there’s some challenge in understanding the military culture, he said. And, while most military faculty would have studied here, a faculty role is a big step.

Regional Studies lash up with Theater Strategy and Campaigning

DNSS faculty close out the core curriculum the Regional Studies program to cover in depth distinct geographical regions. At this point in the core course curriculum the class is studying Theater Strategy and Campaigning – which tracks well with the Regional Studies Elective, said MacDougall. “They’ve shifted their gaze to the theater commander level. I’ve been getting very positive feedback from students about the opportunity they have in RSE and TSC to apply the concepts and ideas of the core to a practical regional setting. The expectation is that they’re able to take the concepts they’ve studied in the core course and can apply to current regional structures.

Each student is required to take an RS course, and select the region. By now, it’s clear to many students what their next assignment will be, said MacDougall, and some will identify a region for which they seek deeper understanding.

International Fellows face the same choice: to explore their own geographical area and share with fellow students their regional expertise, or to explore anew.

Based on student choices, MacDougall will assign DNNS and other instructors who are foreign area officers, Army strategists, and civilians with background in the region. After tapping into the regional experts in the College, the School contracts with outside faculty to meet the student demand.

Professional background of achievements in-

teragency, international communities

Prior to joining the Army War College, MacDougall served as deputy director of the George C. Marshall European Center for Security Studies from 2009 to 2013. As deputy director, he managed operations and administration and developed international and interagency relationships critical to the German-American center’s mission to create a more stable security environment in Europe and Eurasia.

He served on faculty of the National War College from 2007 to 2009.

While a career member of the Senior Executive Service, MacDougall served as Deputy Assistant Secretary of Defense for Eurasia, 2003-2007. In that position, he was responsible for planning and developing U.S. defense and national security policy for Russia, Ukraine, and the counties of Central Asia, the Caucasus and the Balkans. In 2006, the Secretary of Defense awarded him the Distinguished Civilian Service Medal for policy leadership and diplomatic achievement throughout the Eurasia region. His accomplishments as DASD for Eurasia were the culmination of 15 years of civilian service within the Office of the Secretary of Defense for Policy in a variety of positions of increasing responsibility focused primarily on Russia and the states of Eurasia.

Dr. MacDougall holds a Ph.D. in International Relations from Georgetown University. ♦



Dr. James MacDougall supports meeting between Secretary of Defense Donald Rumsfeld and the President of Tajikistan in 2006 to discuss the status and development of the war in Afghanistan.

Neiberg uses history to frame present-day challenges



Dr. Mike Neiberg

The history of World War I still influences the U.S. role in the world today, according to a U.S. Army War College faculty member and scholar.

“Much of what the world looks like today can be traced back rather easily to the end of the war in 1918,” said **Dr. Michael Neiberg**, professor of History in the teaching department focused on national security policy development. “History gives us perspectives on

problem of the past and helps us understand the problems of today in a sharper focus. Whether or not we know it, we’re here because of the events of the past.”

An expert on World War I, Neiberg is the author of 10 books, to include “Dance of the Furies: Europe and the Outbreak of World War I,” published in 2011 by the Harvard University Press.

“The history of World War I is complex and it helps for the students to understand that,” he said. “Our current role in the world was borne out of the period at the end of the war.” While World War I is in many cases a forgotten war in the United States, the impacts around the world are not, he added.

Much of what we know as modern Africa, modern Asia and India can be traced directly to the end of the war, he said and spoke of the value of international fellows in the class who have come from nations shaped and even created by the events of the war. Factors like state-sponsored terrorism, regional instability and perceptions of an end-of-

era for global powers are very similar to those of a pre-war 1914.

“Before and during the war, leaders were struggling with leading through change and transformation of not only the military, but the world around them,” he said. “That’s not unlike what our students face today. I find it helpful to lay out the challenges of today in historical context. It really helps show that what we are dealing with is not uncharted territory.”

Neiberg’s relationship with The War College began in 1994 when he pursued research with the Army Heritage and Education Center’s archives. He taught history at the US Air Force Academy from 1997 to 2008, and first came to the Army War College in 2010 as the Harold K. Johnson Chair of Military History. His appreciation of the AHEC has grown: “... one of the most important archives for any military researcher. It really is the gold standard and it’s great to be able to pass by it every day on the way home.”

Now, he shares his love for history with his students so as to help them find a fresh perspective on today’s challenges. He teaches two resident seminars and an elective on World War I, and contributes an historian’s knowledge to the Basic Strategic Art Program for new Army Strategists, and the Advanced Strategic Art Program, an optional program for USAWC resident students.

“I love being here just for the chance to discuss important issues at a higher level with students and faculty with similar interests,” he said.

“I’ve always been interested in how wars develop lives of their own and how the periods of peace don’t look like people expect them to,” he said. “How wars begin and why the end is really fascinating to me.”

*Dr. Neiberg earned a PhD in History at Carnegie Mellon University. **The Blood of Free Men: The Liberation of Paris, 1944** was published by Basic Books in 2013* ♦

Research professor Lai named ‘American treasure’

The research professor calls himself a native Chinese turned American. **Dr. Henry Kissinger** singled him out for praise in his book, **On China**.

Dr. David Lai, a research professor at the Army War College’s Strategic Studies Institute, was born and educated in China and witnessed the Cultural Revolution and Chinese Economic Reform. He became a U.S. citizen in 1996 while studying at the University of Colorado.

Lai recalls that what happened when returned to class and announced to his fellow Ph.D. students that he was now an American. He replied, ‘No,’ when one of his colleagues asked if he owed money. The student explained to Lai that he wouldn’t be a true American unless he was in debt. To this day, Lai continues to be debt free.

Lai is most passionate about his understanding of U.S.-China relations. “I find it rewarding in providing my insightful analysis to U.S. leaders,” he said. The USAWC Strategic Studies Institute published a monograph written by Lai in 2004, “Learning from the Stones: A Go Approach to Mastering China’s Strategic Concept, Shi.”

“My work in this area caught the attention of Henry Kissinger,” he said about the former Secretary of State and National Security Advisor during the Nixon Administration. “Kissinger recommended my publication to U.S. national leaders in a Newsweek Magazine cover article,” said Lai.

In his best-selling 2011 book, **On China**, Kissinger included material from Lai’s SSI monograph on China’s strategic thinking. Lai received an autographed copy of Kissinger’s book which reads, “Thank you for your help.”



Dr. David Lai (l) stands with China's Defense Attaché Maj. Gen. Xu Nanfeng following Xu's address to the 2014 students and faculty in Bliss Hall.

Lai's career in professional military education began as professor of International Security Studies at the Air War College in Alabama, from 1999 to 2008. He has been with the Strategic Studies Institute since 2008.

"My job here is mainly research but I find the opportunity to teach students very enjoyable and rewarding," said Lai, who teaches a USAWC Regional Studies course on Asia-Pacific with a central focus on U.S.-China relations and U.S.-Asian relations in general, with insight into Chinese strategy.

"It touched my heart," said Lai of a student feedback comment: "You are an American Treasure."

Lai is invited regularly to lecture on U.S.-China relations at institutions and conferences. Notably, he is a key actor in dialogue about and with China that is sponsored by the Strategic Studies Institute.

Every Fall, SSI is one of three hosts for the People Liberation Army Annual Conference, along with the National Bureau of Asian Research and US PACOM. "This two-day event is a gathering of the most noted U.S. observers on the Chinese military," said Lai.

This year, he was instrumental in guiding exchanges between the Army War College and China's People's Liberation Army's and the visit of PLA Maj. Gen. Xu who spoke to the student body.

SSI published Lai's 2012 monograph, *Asia-Pacific: A Strategic Assessment*, that is required reading for Army War College students, and his 2011 study, *The U.S. and China in Power Transition*. See all at strategicstudiesinstitute.army.mil.

Dr. Lai earned a master's degree in International Relations and a doctorate in Political Science with the University of Colorado. ❖

Officers selected for PhD study commit to influence, teach senior leaders

Professor USAWC: War College expert's passion for history pays off for students

"The Germans got us, and they got us right smart. They just stopped us dead in our tracks. Their machine guns were up there on the heights overlooking us and well hidden, and we couldn't tell for certain where the terrible heavy fire was coming from....And I'm telling you they were shooting straight. Our boys just went down like the long grass before the mowing machine at home. Our attack just faded out... And there we were, lying down, about halfway across [the valley] and those German machine guns and big shells getting us hard" – Sgt. Alvin York.

Sgt. Alvin York, who rose from a humble beginning to be hailed as an American hero for his actions in the Argonne Forest in France Oct. 8, 1918, serves as an inspiration for Army War College faculty member **Col. Douglas Mastriano**.



Col. Doug Mastriano's extensive research led to the 2014 book, "Alvin York: A New Biography of the Hero of the Argonne."

Mastriano is a Professor, USAWC and a 2010 War College grad. As professor of History, he guides students with historical examples like that of York when discussing challenges associated with current military strategy, planning, and operations.

Studying history can help make complex issues like conflict termination a little easier to grapple with when you analyze similar historical examples. "There are always lessons we can learn from the past," he said. "When we can look to the past to inform the future, it will help us make a better future."

"This isn't the first time in history a major power has tried to figure out how to end a major conflict, like the ones we face in Iraq and Afghanistan," said Mastriano. "We can look back at Hannibal's Campaign in Italy and events more recent like our own experience in Vietnam to see what pitfalls to avoid so as to form a better strategy."

He first heard of York while watching the Hollywood story about the World War I Soldier movie with his dad when he was quite young.

“The entire story troubled me, as York did not want to be a hero. He did not even want to fight in the war,” he said. “This was 180 degrees from what the John Wayne movies of old portrayed. The story made me take pause and consider why York was so different. Thus began a life-long interest in Alvin York.”

Drafted in 1917 and assigned to the 82nd Infantry Division, he found himself in the Argonne Forest in France in 1918. After his platoon suffered heavy casualties, York assumed command. Fearlessly leading seven men, he charged with great daring a machine-gun nest which was pouring incessant, deadly fire upon his platoon. In this heroic feat the machine-gun nest was taken, together with four German officers and 128 men and several guns. For his actions, York received the Medal of Honor.

Important factors in York’s military career were the influences of his company and battalion commanders, which resonate today, according to Mastriano.

“The importance of leadership is one of the things I try to impress on the students here,” said Mastriano. “York was a devout Christian who believed that he could no kill a man for any reason. But his leadership spent hours with him to hear his concerns and help him overcome his doubts. This shows that leaders can make a difference.

“Leaders today need to make sure they take the time to talk to their Soldiers,” he said. “You never know what kind of impact you can have.”

York’s had such an impact on Mastriano that he spent more than 1,000 hours in American, French and German archives researching the story and working to find the actual site of the battle. While assigned to NATO Land Headquarters in Heidelberg, Germany, he and his son Josiah began to make numerous trips to the area, eventually directing 300 hours of volunteer work to create an historic walking trail to honor York. As part of an Eagle Scout project they placed 25 tons of gravel, built curbstone to stop erosion, planted flowers and grass, produced and placed tourist brochures in multiple languages at the trail entrance, installed signs and log rails along the trail and created a paved pool for an artesian well to prevent flooding.

“I love to teach and the opportunity to share what I’ve learned with the students, and vice versa, makes this place great,” he said. “Being able to share my passion for history and the lessons we can learn from and apply today makes this a perfect place to be.”

Mastriano earned his PhD through the Professor US Army War College Program with the University of New Brunswick, Fredericton, Canada. ❖

Professor USAWC guides Distance Education students

Lt. Col. Jerome Sibayan was appointed as the Gen. Colin Powell Chair of Military and Strategic Studies at the Academic Awards Ceremony held in Bliss Hall, Jan. 21. Academic Chairs are presented to faculty members who by their extraordinary teaching, scholarship, and service contribute significantly to accomplishing the Army War College’s educational mission.

He learned of his selection at the event’s rehearsal – not the first time life took a surprising turn.

The former Army engineer embarked on a new path when he was selected for the Professor Army War College Program, joined the faculty in 2011, and in 2013 completed the Kansas State University’s doctoral program in Security Studies, having completed a dissertation in Social Network Analysis of China’s Central Committee.

Now, he uses his PhD education on behalf of the hundreds of officers in the Army War College distance education program. As a core course faculty member, he guides students during the first of two years needed to complete the USAWC curricu-

lum and is director of the Regional Studies Course.



Lt. Col. Jerome Sibayan

Sibayan understands the distance education student’s journey. A 2008 graduate of the Army War College Distance Education Class, he was deployed to Iraq during his second year of studies. “It’s kind of interesting in the sense that I can honestly feel the pain of the students who are deployed trying to do this program,” he said. “I really do understand the challenges.”

Now as an Army War College professor for three years, Sibayan finds it fascinating. “It’s been eye opening how much thought and planning has to go into a course,” he said. Sibayan said he enjoys seeing students gain new perspectives not only about the world but about the United States.

Lt. Col. Sibayan completed the Kansas State University’s doctoral program in Security Studies through the Professor US Army War College Program, with a dissertation in Social Network Analysis of China’s Central Committee. ❖

Professor USAWC: Officers selected for PhD study honored to influence, teach senior leaders

Faculty at the Army War College represent a carefully crafted balance of civilian academic professionals and military practitioners. Adding to mix are the active-duty military officers with doctorates, spanning the academic and practitioner realms. A key program in developing these 'hybrid' faculty is the Professor U.S. Army War College Program, which offers competitively-selected officers the opportunity to complete resident Ph.D. course work at a premier, educational institution within two years and then join an Army War College teaching department. These PUSAWC faculty will be retained on faculty until mandatory retirement.

Selected for this year's Professor, U.S. Army War College Program is **Col. Michael Hosie** and **Lt. Col. Andrew Poznick**.

"Both are impressive leaders," said **Dr. Richard Lacquement, Jr.**, dean of the School of Strategic Landpower. "Each possesses the attributes necessary to complete a doctoral program successfully and to become an effective member of our faculty team," he said.

As Chief of Army Aviation Transformation Division on the Army Staff, Hosie described the position as rewarding and challenging, and a recurring reason to tap into the lessons taught at the war college.

"Critical thinking and an understanding of strategic processes are essential in the Pentagon's environment.

"My year at the Naval War College was a transformative experience that sharpened my critical thinking skills, expanded my understanding of strategic issues and processes, and left me with a desire to continue studying and join the ranks of professional academics," said the Navy War College grad.



Col. Michael Hosie is the Chief, Army Aviation Transformation Division of the Army G-3/5/7 Staff and a 2013 distinguished graduate of the U.S. Naval War College in Newport, R.I.



Lt. Col. Andrew Poznick will leave Saudi Arabia, where he served as Deputy Assistant Program manager for Maneuver, to begin studies under the Professor USAWC Program.

"However, the experience that most influenced my decision to become a professor was my three years at the National Training Center," he said. "Training individuals and units to reach their potential in preparation for combat deployments was deeply satisfying. Likewise, I imagine that working with War College students will be equally rewarding."

Hosie will begin doctoral studies in Industrial and Organizational Psychology at Penn State in August, and hopes to focus his studies on leader development and assessment. He noted the significant challenge of earning a doctorate but considers it a path to providing substantive service to the Army for years to come, he said.

"I strongly believe in the mission of the War College and know that effective strategic leadership is fundamentally linked to the future of our nation. In this period of profound uncertainty, I want to be part of that process," said Hosie.

Poznick echoed many of Hosie's remarks about applying his war college education while working with the Saudi Arabian National Guard as the deputy assistant program manager for maneuver.

"I use the critical thinking skills I developed at the Army War College daily in my current job," he said about working with the SANG senior staff in their modernization efforts, which currently include plans to field two LAV25A2 brigades, and to establish a SANG command and general staff college and a SANG combined arms training center. "Each day is a challenge, but our efforts in Saudi Arabia will continue to have a positive impact on the region," said Poznick.

"I am excited about being selected for the program, and I look forward to having the opportunity to positively influence the senior leaders of our Army, our Allies, and our Nation," said Poznick, who will study at Temple University, and hopes to focus on Diplomatic History.

"I am studying U.S. History because I believe that many of today's problems were caused by yesterday's solutions," he said. "I hope that with a better understanding of history, I can better teach and facilitate learning on problem framing and understanding, resulting in better solutions for the future.

"In order to develop better solutions for today's problems, we as an Army need to better understand the problem," he said. ♦



Dr. MaryBeth Ulrich, USAWC professor of Political Science, poses with faculty and students of the Moldovan Military Academy.

Faculty engage across globe – adding breadth and ‘depth’ to other nations

Since the program began in 2007, USAWC faculty have supported NATO’s and OSD’s Defense Education Enhancement Program, or DEEP, activities around the world. “These programs provide excellent opportunities to build partner capacity, advance intellectual interoperability with participating nations, and in general strengthen relations between the West and many other nations,” said USAWC Provost **Dr. Lance Betros**. “It is also a great opportunity for our faculty to use their expertise in professional military education.”

Dr. Craig Bullis and **Dr. Marybeth Ulrich** participated in DEEP-related activities in Moldova Jan. 27-30, when they lectured and conducted faculty seminars on leadership and civil-military relations at the Moldovan Military Academy.

Ulrich then followed up with a visit to Kiev to lecture on civil-military relations, Feb. 3-5. <http://bit.ly/1ffOCtG>

Multiple Army War College faculty members contribute to the DEEP mission with an enduring relationship. Prof. Jef Troxell is the DEEP lead for Moldova. Col. Tom Sheperd represents the Army War College for support in Mauritania and Nigeria.

Col. Chad McGougan is the DEEP lead for Uzbekistan, and **Dr. Al Stolberg** for Kazakhstan.

Prof. Al Lord is the Army War College liaison, within DEEP, for the Iraq War College.

Additionally, several USAWC faculty members have contributed as curriculum developers for foreign professional military education, PME, institutions:

- **Dr. Marybeth Ulrich** on civil-military relations, in Kazakhstan, Moldova, and Ukraine
- **Dr. Craig Bullis** on leadership and ethics, in Moldova
- **Jef Troxell** on the instruments of national power, in Kazakhstan
- **Dr. John Bonin** on joint doctrine, in Kazakhstan
- **Harry Tomlin** on strategic planning, for Afghanistan (at NATO headquarters)
- **George Teague** on various topics, in Kazakhstan
- **Col. Marc Wood** on exercises, gaming, and simulations, in Nigeria
- **Col. Karl Bopp** on the leadership curriculum and distance learning, in Ukraine. ❖

School introduces Carlisle Scholars Program

Dr. Andrew Hill, in conjunction with the provost and dean of the School of Strategic Landpower, has developed the Carlisle Scholars Program to offer select USAWC resident students an alternative seminar experience – a deep dive to examine issues of strategic significance to the security of United States, develop and shape security strategy, and influence leaders and the broader community of practice.



Dr. Andrew Hill

Carlisle Scholars will develop strategic insight, and inform and influence leaders, legislators, and other audiences, said Hill. “The success of the program is measured by the developmental experience of the Scholars, the quality of the ideas produced by them, and by the impact of those ideas on senior leaders in the military and government and on a wider community of influential stakeholders.”

Carlisle Scholars, like their classmates in the standard course, will earn Joint Professional Military Education (JPME) Phase II credit and a Master’s in Strategic Studies. During the 10-month program, Scholars will write both individual and co-authored papers, working with their peers in the program or with members of the faculty. They will work together in teams of three to six scholars as they advise senior leaders and policy makers, and engage in dialogue with researchers from key think-tanks.

Hill is the USAWC professor of Organization Studies. His current research focuses on strategy and innovation in organizations. He has been published in *Harvard Business Review* and *Daedalus: the Journal of the American Academy of Arts and Sciences*; he was also published in the *Best Papers Proceedings* of the 2010 Academy of Management Conference. Dr. Hill is active in consulting for senior leaders and private firms. He joined the USAWC faculty in 2011 after receiving his Doctorate in Management from Harvard Business School.

The CSP team includes Dr. Paul Rexton Kan (p. 11), Col. Doug Mastriano (p. 14) and Col. Lynn Scheel. Kan is USAWC professor of National Security Studies and the author of the books, **Drugs and Contemporary Warfare and Cartels at War: Understanding Mexico’s Drug-Fueled Violence and the Threat to US National Security** for which he conducted field research along the US-Mexico border. He served in Feb. 2011 as the Senior Visiting Counternarcotics Adviser at NATO Headquarters in Kabul, Afghanistan, and he has provided advice to the US Office of National Drug Control Policy. Dr. Kan received a PhD in International Relations from the University of Denver. **Air Force Col. “Squirrel” Scheel** serves as faculty instructor and Air Force Senior Service Representative to The War College. A graduate of the Air Force Weapons School, and former senior fellow at the Marshall Center for Security Studies, he is a command pilot with more than 2,800 flying hours in the F-16, including more than 500 combat hours over Iraq, Bosnia, and Serbia. Most recently, he served as Vice Commander, 354th Fighter Wing at Eielson Air Force Base, Ak. ❖



More than 160 people representing a cross-section of America joined Army War College student seminars as participants in the 60th National Security Seminar held here June 2-5.

USAWC launches initiative to promote relations with the PLA AMS

*Dr. David Lai,
Research Professor of Asian
Security Affairs*

In March, 2014, the Army War College's Strategic Studies Institute hosted a delegation of the Chinese People's Liberation Army. The delegation led by three PLA major generals, with representation by senior researchers and educators from the PLA's Academy of Military Science, National Defense University, and other PLA institutions. The U.S. delegation was headed by USAWC Commandant Maj. Gen. Tony Cucolo included teaching faculty and SSI researchers.

This visit supported US policy to engage China and shape China's future developments.

In this first high-quality, in-depth discussion between the PLA researchers/educators and their USAWC counterparts, the two sides exchanged views on a wide range of security issues in the Western Pacific. At the conclusion of the discussion, the two sides also expressed interest in turning this meeting into a long-term collaboration between SSI/USAWC and AMS and other PLA research/education institutions.

This research discussion is a relevant entry into US-China relations, for which the military component is undoubtedly the least developed. After years of efforts, the United States still has not made substantive progress in its relations with the Chinese military. Every time the two nations are at odds, this fragile relationship is the first to be suspended. Yet when the two nations take measures to improve relations, the military contacts are the last to resume. This is very dangerous because the United States and China have many vital interests at stake, some of which have the potential to involve the use of force. It is therefore imperative that the two militaries improve their relations and engage in productive dialogue. The two sides hope that future engagements will produce joint publications that promote mutual understanding of the vital interests between the United States and China in the Asia Pacific. ❖



Strategic Studies Institute Director Doug Lovelace (middle photo) exchanges greetings with Chinese counterparts in military study and research. The Chinese PLA Academy of Military Science met with Army War College researchers and faculty to discuss strategic outlook for the Asia-Pacific region, risks of conflict, and prospects for cooperation.

Steve Metz

Russian revanchism
World Politics Review
<http://bit.ly/1gZw3GE>

Doug Winton & co-authors

Joint targeting methodology
Joint Force Quarterly
<http://1.usa.gov/1hXms3i>

Trey Braun & Chuck Allen

Shaping strategy
Joint Force Quarterly
<http://bit.ly/1jMGNIP>

Col. Dave Hodne, USAWC grad, assumes command of 1st BCT, 4th Infantry Division, Dec. 11, 2013.

Publications and P

Maj. Gen. Kendall P. Cox, to deputy commanding general, III Corps, Fort Hood, Texas.

Col. Frederick 'Mark' O'Donnell, USAWC grad, assumes command of 10th Mountain Division's 1st BCT, Dec 6, 2013.

War College Alum, Brig. Gen. Miyako Schanely was promoted to brigadier general Jan. 4, 2014

Maj. Gen. Kevin G. O'Connell, to commanding general, U.S. Army Sustainment Command, Rock Island Arsenal, Ill.

Retired Col. Paul Plemmons, USAWC grad, inducted into U.S. Army Ordnance Corps Hall of Fame.

Army Maj. Gen. Anthony G. Crutchfield, for appointment to the rank of lieutenant general and for assignment as deputy commander, U.S. Pacific Command, Camp H. M. Smith, Hawaii.

Maj. Gen. Brian C. Lein, to commanding general, U.S. Army Medical Research and Materiel Command and Fort Detrick, Fort Detrick, Md.

Maj. Gen. James F. Pasquarette, to deputy commanding general, U.S. Army Pacific, Fort Shafter, Hawaii.

Gordon & Marra
 Foreign military sales
Global Security
<http://bit.ly/1jQY8ou>

Dr. Richard Immerman

The hidden hand: A brief history of the CIA
<http://bit.ly/1gZDH3Q>

Paul Kan

Criminals, truces
International Journal of Criminology and Sociology
<http://bit.ly/1jmJ5U8>

Don Boose

Korean War amphibious operations
La Guerre de Corée et Ses Enjeux Stratégiques, de 1950
<http://bit.ly/1jMh1DW>

Scott Forster

"Why an Army?"
Small Wars Journal
<http://bit.ly/QZpPPR>

Richard Hughbank

Mgmt reset, sustainability
Inside Homeland Security
<http://bit.ly/1mODhCF>

Con Crane

Stand-off technology power projection
Parameters
<http://1.usa.gov/1nXhwmm>

people in the News

Jim Kievit & Brent Bankus

ISAWC's newest refereed scholarly publication has launched
Homeland Defense and Civil Support Journal
<http://bit.ly/1jYEvcc>

GK Cunningham & Johnny Morris

Intuitive judgment
The Exchange
<http://bit.ly/1hXgK1n>

Doug Douds

Ubiquitous farm fences
The Gettysburg Magazine
<http://bit.ly/TmMNTc>

Maj. Gen. Kristin Lund of Norway, to Force Commander of the UN Peacekeeping Force in Cyprus (UNFICYP). Lund is the first woman ever to command a UN peacekeeping operation.

Maj Gen. Udaya Perera, president of the USAWC International Fellows, class of 2012, assume command of the Jaffna Security Forces Command, Sri Lanka, as of Jan 2014.

John Deni

Defense strategy
 War on the Rocks
<http://bit.ly/TIIZlb>

Tony Echevarria

Does War Have its Own Logic After All?
Infinity Journal
<http://bit.ly/S8gcQe>

Nate Freier

Iraq War Crippled U.S. Mil Power
Defense One
<http://bit.ly/1jDj79f>

Frank Jones

Haig's failure in the Falkland's
International Journal of World Peace at
<http://bit.ly/RNE3US>

Michael Neiberg

WWI to present situation
War on the Rocks
<http://bit.ly/1vg45zO>

Laura R. Varhola & Thomas E. Sheperd

Africa and U.S. military role
 American Foreign Policy Interests
<http://bit.ly/1jSjtJZ>

Richard Hughbank & Leland C. Horn

Psychological approaches to leadership
Collective Efficacy Interdisciplinary Perspectives on International Leadership
<http://bit.ly/1o6zNv3>

International USAWC Alumni return to Carlisle

Alumni converge for 1st Peace & Security Course

The International Alumni Peace and Security Course, April 7-11 at the Army War College gathered prominent military leaders in seven countries who are graduates of the Army War College in position of authority and responsibility within the nation and within the international security structures.

The goal of the week was to offer an educational event for the alumni, and to solicit their perspectives for The War College leadership about mutual interests in professional military education.

The international alumni included Brazil's Maj. Gen. Joarez Ales Pereira Jr., Colombian Maj. Gen. Javier Fernandez-Leal, German Col. Klaus Finck, Italy's Brig. Gen. Pietro Tornabene, Norwegian Maj. Gen. Kristin Lund, Pakistan's retired Lt. Gen. Raza Khan as well as Maj. Gen. Isfandiyar Patudi, and the United Kingdom's Brig. Gen. Ian Rigden.

The pilot course was a true success, according to Provost Dr. Lance Betros. "The alumni said repeatedly that their year at USAWC was one of the defining experiences of their military careers. They clearly value their association with this great institution and want very much to continue the relationship."

The most oft-cited recommendation offered by the international alumni was to create an alumni network that allows interactive engagement among themselves and with USAWC faculty and students, said Betros, who noted that the task is included in the academic campaign plan. The College is already working to implement the recommendation.

The multilayered course included special sessions in the

Center for Strategic Leadership and Development. Maj. Gen. Fernandez, director of the Colombian War College, led a discussion about the Profession of Arms, and commonalities across regions and cultures. Commandant Maj. Gen. Tony Cucolo and Dr. Lance Betros shared their insights about the role of senior professional military educators in preparing the strategic leaders who will meet future challenges.



Canada's 2014 Fellow Simon Hetherington was promoted to brigadier general by Maj. Gen. Nick Mattern, Canadian Defense Attache (middle) in a Bliss Hall ceremony May 27, with his wife, Kimberley. "This year has prepared me like nothing else," said the veteran of brigade command, multiple deployments to Afghanistan and Bosnia, peacekeeping in Cyprus, and duty as director of the Canadian Forces Transformation Team at National Defense Headquarters. "This curriculum and this experience gave me the opportunity to think strategically."



Major General Kristin Lund of Norway was selected to be Force Commander of a United Nations peacekeeping force, taking the military helm in Cyprus. The 2007 USAWC graduate, in 2009 became Norway's first female general officer and, as the first female FC, will apply her experience in peacekeeping in Lebanon, Middle East in the first Gulf War, Bosnia in two operations, and Afghanistan, with ISAF.

The alumni joined the current USAWC student body for the keynote presentation of Army Leader Day by Under Secretary of the Army Brad Carson, who asked the challenging question, Does military culture run counter to the innovation in thinking, structuring and operations that will be required to

balance security obligations and budget realities?

For two and half days, the international alumni participated in the 25th Annual Strategy Conference of the Army War College, with students, faculty, and guests from policy, academic and military communities – considering and questioning the expert commentary of the conference. The theme, 'Balancing the Joint Force to

meet future security challenges,' elicited thoughtful discussion about the emergent threats, requirements, and force structure options for joint and multinational security cooperation and operations in a period of reduced defense budgets. Brig Ian Rigden participated as a panelist discussing defense and military challenges through 2020; in this role, Rigden represented the Development, Concepts, and Doctrine Centre of the U.K. Ministry of Defense.

Six months of international alumni acclaim: Hall of Fame

The International Fellows Hall of Fame, of the U.S. Army War College, was established to provide a prestigious and visible means of honoring USAWC International Fellow graduates who have attained the highest position in their respective nations' armed forces or who have held an equivalent position by rank or responsibility in a multinational organization.

May 12, 2014 -- Gen. Humberto Oviedo, Command-in-Chief of the Chilean Army, was inducted into the



Gen. Humberto Oviedo, Commander-in-Chief of the Chilean Army, became the 48th member of the International Fellows Hall of Fame, standing in the Hall of Fame auditorium with Commandant Maj. Gen. Tony Cucolo and Oviedo's wife, Marianne Stegmann, who he publicly thanked for her support to him and her dedication to the Army Wife Foundation in Chile.



Australia's Ambassador Duncan Lewis, former Australian Secretary of Defence and 1999 graduate, speaks to 2014 students and fellows after induction into the International Fellows Hall of Fame May 5. "You should never underestimate the

power of trust in personal friendships when you are conducting international business," said Lewis. "The opportunity you have here is unique and priceless."

International Hall of Fame in the company of Army War College leadership, staff, faculty, students and distinguished visitors that included the Chilean ambassador to the United States, the deputy commander of US Army South, The Adjutant General of Texas, the senior US Defense official to Mexico.

Oviedo began his military career as a cadet in the Chilean Military Academy. Showing great promise early on, in 1978 he was selected to participate in a student exchange program with the U.S. Military Academy at West Point and subsequently graduated at the top of his class in Chile. Oviedo is also a graduate of the Chilean Army War College, holds three master's degrees and a Certificate of International and National Security for Senior Government Executives from the John F. Kennedy School at Harvard University.

"Returning here today brings back many beautiful memories," Oviedo said of his experience in the Army War College Class of 2000. One of the best parts about the Army War College is the contact with professors and students who represent a cross-section of diverse nationalities, he said, noting that this experience enabled him to generate a network of support.

... To establish mutual understanding and good working relationships between senior US officer and senior officers of select foreign countries (IF Program Objective)

May 5, 2014 – Australian Ambassador Duncan Lewis was inducted into the International Hall of Fame in a formal Army War College ceremony that highlighted 40 years of contribution in his nation's defense and national security



US Ambassador Helen Reed-Rowe exchanges honors with International Hall of Famer Gen. Rafael Melara Rivera of El Salvador, a member of the distinguished USAWC Class of 2007, which boasts 19 general officers, with four nominated for the IF Hall of Fame.

communities. The retired major general, former Secretary of Defence and current Ambassador acknowledged the benefits of his USAWC 1998-99 year.

Lewis' military career spanned from graduation from the Royal Military College, Duntroon, in 1975 -- to Brigadier command of the Australian and New Zealand forces in East Timor. For his final military assignment as the first Special Operations

Commander-Australia, with responsibility for Special Forces units in Iraq and Afghanistan, he was named an Officer of the Order of Australia. Upon Army retirement in 2005, Lewis joined the Australian Public Service, serving as Australia's first National Security Adviser, then, Secretary of the Department of Defence, and most recently as Ambassador to Belgium, Luxembourg, the European Union and NATO.

The United States is a world-leading nation and, at some point in their careers, others will look to the US officers in the Army War College student body for leadership, he said in his remarks, reminding them to leverage the priceless opportunity here.

International Graduates: 1380
IF Alumni General Officers: 594
Hall of Fame Members: 48

... To offer an opportunity for senior military officers from allied and friendly countries to study, research and write about subjects of significance to the security interests of their own and allied nations (IF Program Objective)

Feb 11, 2014 – The War College formally named **Maj. Gen. Rafael Melara Rivera**, Chairman of the Joint Chiefs of Staff of the Armed Forces of El Salvador, as the 46th member of the International Fellows Hall of Fame, describing his year at Carlisle as the best of his life, and the Hall of Fame as an honor.

“Major General Melara has exemplified the tenets of the Army War College through his leadership of his nation’s armed forces and, in doing so, has greatly honored his alma mater,” said Col. John Burbank, director of the International Fellows Program. The Adjutant General of New Hampshire, Maj. Gen. William Reddel, presented a congratulatory letter from Governor Maggie Hassan, in recognition of the partnership between the New Hampshire National Guard and El Salvador since 2000.

Commissioned a field artillery officer in 1983 upon graduation from the Military Academy General Gerardo Barrios, Melara was selected for his current position based on the service of a military career that included command of El Salvador’s Special Forces Group, and deployment to Iraq in 2005 as deputy commander of the Cuscatlán Battalion, which earned distinction and recognition from the multinational commander.

Of the USAWC Class of 2007, 19 of Melara’s International Fellow classmates are general officers, with four already having been nominated for the Hall of Fame. Melara is the second general officer from his class to be inducted into the International Hall of Fame and the first member from El Salvador.

... To enrich the educational environment of the USAWC (IF Pgm Objective)

January 22, 2014 – **Lt. Gen. Noel Corballes, Commanding General of the Philippine Army**, was inducted into the International Fellows Hall of Fame after International Fellows Program director Col. John Burbank introduced the Class of 2014 to his career-long achievements.



Lt. Gen. Noel Corballes, Commanding General of the Philippine Army, addresses the leadership, students, faculty and staff following the ceremony to mark his membership in the Hall of Fame at the Army War College.

In his 33 years of Army service, Corballes has commanded multiple units, with numerous deployments in Mindanao. A graduate of the Philippine Military Academy’s MAPITAGAN Class of 1980, he commanded several Scout Ranger Companies, Task Group Panther-Alpha’s security operations, 2nd Scout Ranger Battalion, the Philippine Battalion for Peacekeeping supporting the UN mission in East Timor, several brigades and the 1st Scout Ranger Regiment within the 1st Infantry Division and, then, the division. He has been honored with five gold Cross Medals for gallantry in action in encounters with the enemy; the Distinguished Conduct Star awarded for combat, and distinction as the best maneuver battalion for the 2nd Scout Ranger Battalion under his command.

Prior to becoming the Army’s top leader, he served as Vice Chief of Staff of the Armed Forces, during which his leadership extended to the Armed Forces of Philippines’ disaster response operations during Typhoon Pablo in Dec. 2012.



India’s Gen. Bikram Singh greets 2004 USAWC Commandant retired Lt. Gen. David Huntoon who joined former colleagues, faculty and community friends to honor him. Chief of Army Staff of the Indian Army and Chairman of the Chiefs of Staff Committee of the Indian armed forces, Singh is a member of the USAWC International Fellows Hall of Fame.

... To improve the Fellow’s firsthand knowledge of US culture and institutions through study and travel in the United States (IF Pgm Objective)

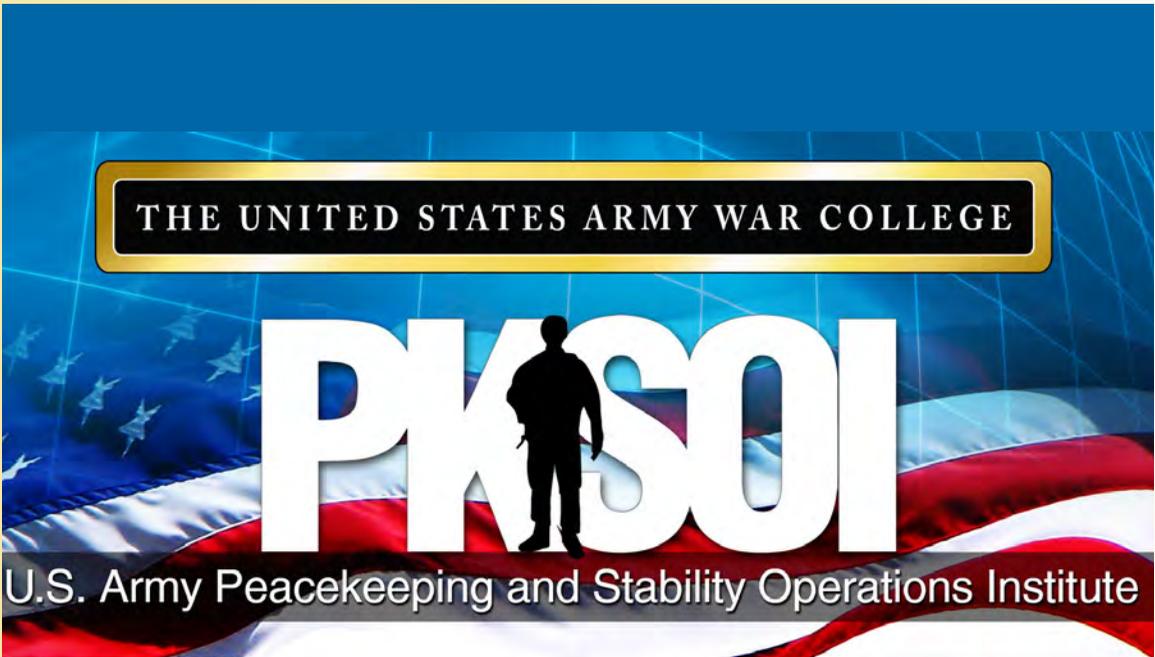
December 3, 2013 – **Gen. Bikram Singh** is the Chief of Army Staff of the Indian Army and Chairman of the Chiefs of Staff Committee of the Indian armed forces. On Dec. 3, he became a member of the International Fellows Hall of Fame.

After a review of the curriculum changes at the Army War College by Maj. Gen. Tony Cucolo, Singh spoke to the Hall of Fame audience

in Bliss Hall about lessons that endured from his experience as a member of the USAWC Class of 2004, and told the Class of 2014 that he would happily return to The War College for another opportunity to study here.

Commissioned in 1972, Singh served as an infantry officer, commando instructor, Army spokesman and historian, planner head of the Army’s ‘think tank,’ and director General Staff Duties at Army Headquarters. Command of several operational field formations; leadership with two UN missions in Central America; service as Deputy Force Commander in the Democratic Republic of Congo; and command of the Army Eastern Command led to his current position. ❖

THE UNITED STATES ARMY WAR COLLEGE



PKSOI

U.S. Army Peacekeeping and Stability Operations Institute

1993—2013

20 YEARS OF PKSOI



PKSOI: Marking 20 years of lessons and leadership in peacekeeping and stability operations

October 28, 2013 -- *The Army named PKSOI as the Lead Agent for the Army for peacekeeping and stability operations; the Army is Joint Proponent.* The Army decision reflects the USAWC organization's expert knowledge and its network of relationships throughout the DoD, inter-agency community, and international community.

PKSOI, known for its experience and expertise as advisors, educators, partners, collaborators, integrators and publishers, will take lead for the Army and DoD in collaborative development and integration of joint capabilities for peacekeeping operations and stability operations.

lington, Va. Sullivan established the institute 20 years ago. The celebration with former directors and friends from across the interagency community re-set expectations by exploring, "The Future of Peacekeeping and Stability and PKSOI's Role."

April 2014 -- *Col. Dan Pinnell became director of PKSOI* His predecessor Col. Jody Petery will serve as Chief of Staff for the Office of the Defense Representative-Pakistan. "Jody's leadership of PKSOI, and collaboration with our partners in the US government, the IGO and NGO communities, the UN and elsewhere has helped advance



International Fellows of the class of 2014 participate in the Army War College event to recognize the International Day of UN Peacekeepers, May 29. Brig. Indian Brig. Gen. Codanda Cariappa, right, represents his colleagues, all with peacekeeping mission experience, as he prepares to toll the bell for those who died in PK missions.

As proponent lead, PKSOI will leverage existing relationships to partner with key organizations of the P&SO communities – among them USMC Small War Center; Naval Post Graduate School's Center for Civil Military Relations and Peace Training Center; NDU's Center for Complex Operations; USUN; USMOG; U.S. Institute for Peace, Department of State; U.S. Agency for International Development; and numerous non-governmental organizations and think tanks.

November 25, 2013 -- *Former Chief of Staff of the Army Gen. Gordon Sullivan hosted the PKSOI 20th Anniversary Celebration* hosted at AUSA headquarters in Ar-

The Peace and Stability Journal offers monthly articles from practitioners and academic experts on peacekeeping and stability operations.

SOLLIMS is the premier lessons learned repository for P&SO: a password-enabled site, at www.pksoi.org

the quality and quantity of interaction and output among peacekeeping and stability operations experts and organizations around the world," said Pinnell.

The origins

"There are people out there who know very little about the United States other than an image of the Statue of Liberty, that if they're in trouble the US will come and help.

"That is both a burden and a blessing," said Sullivan at the anniversary of the Army's singular institute for doctrine, training and education in peacekeeping and stability operations.

Sullivan recalled Somalia, 21 years ago, when a Joint Force was in Somalia primarily for humanitarian assistance. We had to figure out what was needed to operate effectively in an alien environment, he said, and leverage the contributions of the United Nations and nongovernmental organizations – many of which had been in Somalia for quite some time. "The NGOs were a big 'a-ha!' to many of us. It became apparent ... that we had not fully prepared our-

selves for the challenges of Somalia, the complexities of the battlefield we found with humanitarian aid needs as well as some security needs,” said Sullivan.

“This was principally because, we didn’t know what we didn’t know about this brave new world.

Despite some significant and similar operations in Turkey, and in Iraq during the resettlement of the Kurds, we hadn’t codified what had been learned, he said. Although some of the U.S. military’s “real luminaries” were engaged in those

*“The Army was
in the game and
we were not a
reluctant dragon.”*

operations – John Shalikashvili, USMC Gen. Jones, Tony Zinni, and John Abizaid – “for some reason we didn’t capture a lot of what we learned in what was a huge humanitarian, stability situation.”

“I was the G3 in the Army when we invaded Panama,” said Sullivan. “That went off like clockwork -- 27 objectives, midnight ‘til daylight... Next day, somebody called and said, who’s going to feed the Panamanians? We wound up with that on our plate.

“The fact was, we had not prepared the troops as well as we should have for what was a major event.”

In another anecdote, Sullivan described how the Army approached its mission to create a camp for people with no homes in Florida City in the aftermath of Hurricane Andrew. “We didn’t quite have it in our brains what a camp what would look like. Believe it or not, we went back to Gen. Sherman’s memoirs ... for a sketch map of what the camps looked like when [he] set up camps after the San Francisco earthquake. So, you can find stuff in the history of the Army but it wasn’t readily apparent to everybody on the ground at the time.”

“It was apparent ... we had to legitimize this effort and institutionalize it: lessons learned, writing doctrine, conducting training, educating our leaders. And we needed to do something quickly as the world was changing ... and it’s going to change almost overnight going forward in my view.

“I believe ... that doctrine is the engine of change and we

really needed to start writing some doctrine about what we were doing in these far-away places,” he said. And that’s why PKI [the Peacekeeping Institute] was developed. I turned to Maj. Gen. Stoft, Maj. Gen. Cucolo’s predecessor [as USAWC commandant] and asked him to form a small organization.

“It was a brave new world and we had to get in the game,” said Sullivan. “The UN and the Washington community had to know that the Army was in the game and we were not a reluctant dragon.

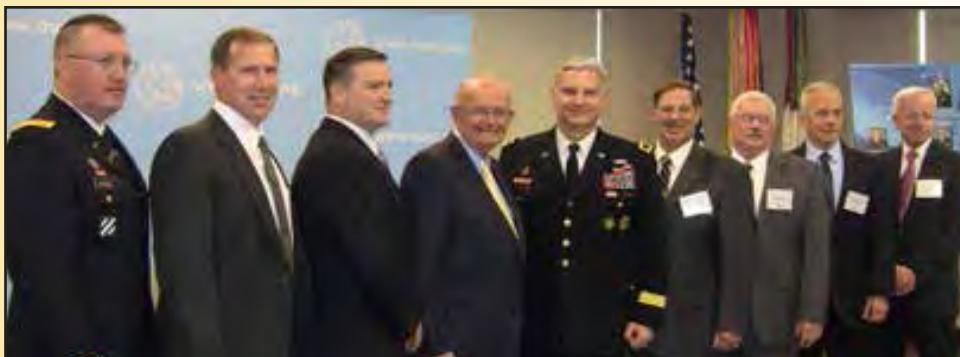
“Peacekeeping, stability ops, and humanitarian assistance was the issue then and it is the issue today.

“Panama, Hurricane Andrew, resettlement of the Kurds, Rwanda ‘94 ... The Balkans, Haiti multiple times, Afghanistan and Iraq: what have we learned? All of this has started to become codified in very important ways.”

The past 20 years ...

1994. Operation SUPPORT HOPE, Rwanda, After Action Review

1995. PKSOI hosted the first annual CJCS Peace Operations Seminar/Game for senior leaders from political and humanitarian relief communities whose conclusions were captured in the Unity of Effort in Complex Emergencies Executive Summary



Gathered with PKSOI founder and former Chief of Staff of the Army retired Gen. Gordon Sullivan, former directors celebrate 20 years of contributions to training and doctrine, from left: Col. Jody Petery, retired Col. Cliff Crofford, retired Col. John Agoglia, Sullivan, USAWC Commandant Maj. Gen. Tony Cucolo, retired Col. George Oliver, retired Col. Stephen Smith, retired Col. John Kardos, retired Col. Larry Forster.

1996. The Bosnia Herzegovina After Action Review I examined strategic implications of Operation JOINT ENDEAVOR, with focus on planning, preparation and early entry operations. B-H AAR II, in 1996, examined operations, transition and exit strategy, and redeployment of US forces.

1997. The CJCS Peace Operations Seminar/ Game’s executive report on **sustainable security and military support to civil operations** resulted from partnering with senior leaders of the US combatant commands, US military

services, Canada, United Kingdom, UN, OSD, DOS, Office of Foreign Disaster Assistance, Fund for Peace, Foundation for Election Systems, Washington Working Group on the International Criminal Court, and Carnegie Endowment for International Peace – indicative of an interagency, intergovernmental and multinational approach that is a leading characteristic of USAWC and PKSOI endeavors.

1998. Initiated by CJCS Gen. John Shalikashvili, the **CJCS Peace Operation Seminar** was a forum for education and training on political, military, and humanitarian issues relevant to peace operations.

1999. “Security Lifecycle in Peace Operations: Issues of transition and how we get there from here” captured the insights of PKI and Joint Staff/J8.

2000. “Military support to Rule of Law in peace operations” – addressed the security gaps between arrival of military forces, later arrival of international civilian police, and establishment of local police.

2001. The day after the fall of Kabul, the PKI hosted current and former US and UN officials with expert knowledge of **Afghanistan, humanitarian and military operations, and transitional political arrangements** – resulting in, “Political outcomes of coalition action in Afghanistan.”

2002. The Power of **information in peace operations** was crafted from the CJCS-directed seminar on information operations during complex contingencies.

2003. One year into Afghanistan operations, PKI studied **civil military operations Afghanistan**. Late in 2003, PKI was reorganized into the US Army Peacekeeping and Stability Operations Institute.

2004. The first **Rule of Law Conference** recommended changes to concepts and doctrine and contributed to the Phase II concluding report of the “Challenges to Peacekeeping: Into the 21st century project.”

2005. **Peace & Stability Education** was the first annual conference for educators of peacekeeping, stability and reconstruction operations.

2006. What are the ‘**spoilers**’ to viable peace? A roundtable series with the State Dept, National War College and

PKSOI, studied the players whose goals and actions counter US policy

2007. The **UN Peacekeeping Doctrine Workshop** supported UN efforts to develop doctrine for principles, core functions, and factors necessary for successful UN PK operations.

2008. The **Mass Atrocity Response Operations project**, a collaboration among Harvard’s Carr Center for Human Rights, PKSOI, and military planners, produced a series of planning tools for responding to genocide and mass atrocity.

2009. The **Challenges Forum Partnership** engaged with the UN doctrine project, created an interactive Challenges Forum website, and initiated workshops to develop operational level guidance.

2010. Addressing ‘**transitions**’ to **post-conflict** and **post-disaster** operations, PKSOI contributed a forum for collaboration among communities and organizations involved in transition activities.

2011. PKSOI co-hosted the annual **conference of the International Association of Peacekeeping Training Centres**, with 90 countries’ participants in residence at Carlisle, Nov. 14-18.

2012. The Mass Atrocity Prevention and Response Operations (**MAPRO**) **Policy Planning Handbook** provides guidelines for options, policies, plans, and application of all elements of national influence.

2013. the Peace and Stability Operations workshop created synergy across efforts for education, training, and exercise programs that prepare leaders and practitioners for complex peace, stability operations

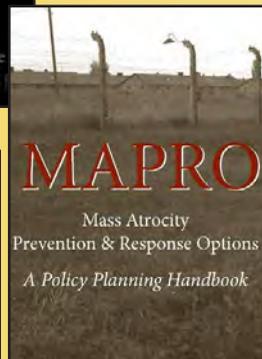
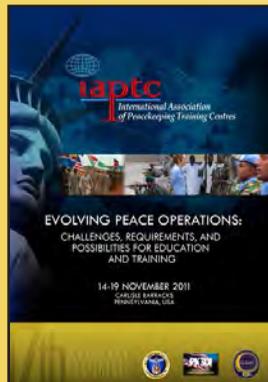
2014.

The future ...

PKSOI continues to fulfill Gen. Sullivan’s vision of doctrine, training and education for US forces across the geographic commands, and in conjunction with the United Nations and a host of US and international partners. Recent examples --

March 2014. PKSOI hosted peer organizations Center for Complex Operations

“Far too often, individuals believe their good intention alone are all that is required for success in resolving conflict and building peace.”



and Center for Civil-Military Relations in order to identify gaps, collaboration opportunities, and efficiencies in support of Geographic Combatant Commands.

Jan 2014. PKSOI, at the Joint Staff/ J7 Integration and Exercise Workshop, identified opportunities for USAWC to assist Geographic Combatant Commands with strategic problems beyond GCCs' immediate planning capacity.

uscencom

April 2014. Col. Mark Haseman and Tony Lieto supported USCENTCOM during its Regional Cooperation exercise planning conference with Tajikistan and Mongolian representatives as they prepared for deployment of forces into a peacekeeping environment.

usafricom

April 2014. Dwight Raymond supported the 2nd Brigade's Dagger University in preparation for that 1st ID Regionally Aligned Force for future training missions with US Army Africa.

April 2014: Col. Randy White supported USAFRICOM in planning events for Exercises Southern and Western Accord, both designed to train command and staff components about leveraging civil-military operations stability operations, and operational planning. PKSOI will participate in the exercises as mentors, trainers and/or observers.

Jan 2014. Bill Flavin and Germany's Lt. Col. Jurgen Prandtner participated in Challenges Forum Partner meeting, hosted by the German Mission in NYC at the United Nations, to determine the effectiveness of the Intervention Force in the Congo and its lessons for future UN missions.

useucom

Support to EUCOM's Saber Guardian Senior Leader Seminar.

un/ peacekeeping training centers

For OSD, PKSOI produces functional manuals for international peacekeeping and for deploying RAF and MN forces – recently, work on the UN SOF manual, and workshops to develop UN engineering, aviation, and logistics manuals.

The PKSOI "Peacekeeping Toolkit" will inventory national and global educational and training providers of peace operations education and training, their courses and a database of relevant training policy, guidelines and supporting doctrinal materials to assist the efficient use of resources.

pso doctrine

Colonel Jody Petery, Professors Bill Flavin and Ray Millen participated in OSD-Policy's monthly Peacekeeping Work-

ing Group, providing policy input to enable greater inclusion of US personnel/forces in support of UNPK.

us military training & education

April 2014. Dwight Raymond provided a presentation on the military role in atrocity prevention and response to students and faculty members as part of a week-long field trip for CGSCs genocide program.

PKSOI is contributing updated doctrinal tasks associated with PSO into the Army's Digital Training Management System (DTMS).



Dr. Jim Embrey shares his expertise with a wide range of military schools and units and, this year, in a tailored course on peace and security operations for ay 2014 International Fellows.

Dr. Jim Embrey with PKSOI's Stability Sector experts, developed a tailored Stability Operations elective for USAWC's International Fellows, ranging from UN PK modules; Concepts, Principles and Challenges of PSO; review and International Fellow critique of PKSOI's PSO training in support UN PK missions

George Mason University hosted in March the Peacekeeping and Stabil-

ity Operations Workshop, in Arlington, VA, exploring "Developing Effective Partnerships Through Innovative Educational and Training Efforts". Learn more in the P&SO Journal at www.pksoi.army.mil. ❖

Parameters, Spring 2014: Unleash Central South Asia's economic potential, underpin Pakistan's role as gateway to region

"A window of opportunity may be opening for the United States to put in place a new set of counterterrorism measures with Pakistan, coupled with badly needed visibility on future financial assistance to the country, if the US Congress buys into a confidence-building approach. This new approach requires nesting Afghanistan's transition, US counterterrorism policies, the intra-Afghan peace process, and endorsement by coalition states and other allies...."

"Such a historically great ally [as Pakistan] should be recognized as indispensable in the effort to promote peace and stability in South and Central Asia"

"Pakistan's changing counterterrorism strategy" is authored by Michael Spangler, US State Dept.'s Senior Foreign Service and the DoS Visiting Fellow at the USAWC Peacekeeping and Stability Operations Institute.

Find Parameters online at
<http://www.strategicstudiesinstitute.army.mil/pubs/parameters/>

Report Excerpts: Afghanistan Futures Wargame

United States Army War College Strategic Wargaming Series



The Afghanistan Futures Wargame conducted by the Army War College 14-15 January 2014 brought together specialists with expertise on Afghanistan, China, India, Iran and Pakistan, international relations and national security affairs from academia, government and private think-tanks to consider U.S. policy options for Afghanistan beyond 2014. Game designers divided the panel into two groups to elicit expert knowledge to inform policy makers regarding factors and considerations the experts deemed significant for policy formulation. One group was weighted in favor of Practitioners; the other group was weighted in favor of Theorists.

Wargame Conclusions assumed reasonably open and fair presidential election results; and conclusion of a Bilateral Security Agreement that allows a residual U.S. military presence after 2014 --

- U.S. budgetary reductions, anticipated reductions in

military force structure and increased emphasis on East Asia in overall U.S. national security policy are significant limitations on U.S. policy options for Afghanistan and the surrounding region.

- The United States has relatively limited national interests in Afghanistan going forward.
- o The nexus of Pakistan's nuclear arsenal, the presence of Central and other violent extremist organizations, or VEOs, and threats to the internal stability of both Afghanistan and Pakistan significantly heightens the importance of this region to the United States over what it would be were any of these elements missing.
- o The stability of Pakistan and Afghanistan are inextricably interlinked; policies that attempt to address one without addressing the other are likely to fail.

- o Unless specific direct linkages between regional stability and an extant threat to the U.S. Homeland can be established, regional stability in regions non-contiguous to the United States such as South Asia should be considered a Favorable World Order interest, not a Defense of Homeland interest and as such should not be considered survival or vital interests.
- The interests of other stakeholders in the future of Afghanistan provide potential opportunities for cooperation and also reveal sources of potential friction that could generate future conflict if ignored.
- 10,000 would be the minimal Army force level for necessary theater setting and enabling capabilities in post-2014 Afghanistan and that number excludes forces to execute Security Cooperation/Security Assistance (SC/SA) and Train, Advise and Assist (TAA) missions.

Other Actors' Interests

The interests of other stakeholders in the future of Afghanistan provide potential opportunities for cooperation and also reveal sources of potential friction that could generate future conflict if ignored. Increased prosperity within Afghanistan and across the broader region was the most widely shared common interest with the least opposition. Although it was not explicitly identified as an interest for every participant during the discussion of interests, both groups viewed increased prosperity as a universal interest across the region during the subsequent discussion of policy options. Almost all of the state actors and both international organizations were considered to have a common interest in keeping their countries (or member states) safe and secure from terrorism. The two outliers that the participants did not identify as sharing this interest are Iran and Pakistan. Both have histories of using terrorist groups as proxies against their adversaries, yet both suffer from attacks by groups that they label as terrorists and go to considerable efforts to protect themselves from terrorist acts. Mitigation of narcotics trafficking was also a widely shared interest with only the Afghan Taliban among the stakeholders considered not identified as sharing this interest. As opium trafficking is a major source of revenue for the Taliban, they are unlikely to support policies aimed at advancing this interest. These widely shared common interests provide potential opportunities for cooperation and could be a basis for advancing U.S. interests within a multilateral framework.

Afghan internal stability and security and regional stability were also identified as national interests for most of the stake-holding countries although both groups identified significant nuances and differences in what they believed each country would view as acceptable security or stability and noted that in some instances what would be acceptable to one country might well be unacceptable to another;

thereby creating a situation in which the satisfaction of one's country's interest would be perceived by the other country as deleterious to its interests. Such differences appear most likely between India and Pakistan, and Pakistan and Afghanistan. Other interests identified were shared by only a few stakeholders or not at all. Furthermore, interests such as maintaining or increasing influence were viewed in a competitive, sometimes zero-sum framework and thus are sources of potential friction that could generate future conflict if ignored.

Observations on Other Stakeholders

Significant differences emerged over whether Al Qaeda, or AQ, would seek to regain a safe haven in Afghanistan following U.S. withdrawal. While some supported this view, others held that safe haven in Afghanistan may be not so important because AQ has other options such as Yemen, Somalia, Iraq, Syria or North Africa and others believe that Afghanistan remains important to AQ only because of the U.S. presence there and that once the U.S. forces are gone it will not seek to return to Afghanistan.

Because the participants held that after 2014 Pakistan will be a higher priority effort to the United States than Afghanistan, they identified Pakistani national interests not directly connected to Afghanistan in addition to those connected to it. The central tenet of Pakistan's national security elites is that India is an existential threat to Pakistani security. All other national security issues, including the relationship with Afghanistan and internal security challenges, are viewed through the lens of Pakistan's relationship with India, the most important aspect of which is Pakistan's conventional military inferiority. Another significant point regarding Pakistan is that some participants asserted that U.S. withdrawal from Afghanistan would be perceived by Pakistan as in its national interest. This assertion appears to be based on dual assumptions that the United States and Pakistan compete for influence in Afghanistan and that competition for influence is a zero-sum game.

Russia and the Central Asian States, or CAS, were seen as sharing the perception that Afghanistan is a source of narcotics trade and extremism affecting regional stability. For Russia this concern is focused on the Caucasus and for the CAS manifests as concern about the 'bleed-over of Afghan instability.

In discussing the interests of Saudi Arabia and the other Gulf States, participants identified Saudi concern over its ability to influence U.S. policy in areas about which it cares as a key driver of Saudi policy toward Afghanistan and South Asia more generally. They believed that the Saudis perceive their influence on the United States is declining because of development of U.S. domestic energy resources that reduces U.S. dependence on imported oil.

Considerations for the Development of Policy Options

Although the structure of the wargame forced the participants to consider U.S. and other actors' national interests in Afghanistan, it was apparent that the participants readily accepted the need to consider, What is at stake for whom? as the foundation for any viable policy option. In addition, both groups adopted multilateral approaches that addressed the future of Afghanistan within the context of a coherent policy toward the broader region. Based on overarching concern about the security or potential employment of Pakistan's nuclear arsenal, both groups considered Pakistan a higher priority effort than Afghanistan going forward. They distinguished between long-term, steady-state policies and appropriate policies for a transitional period that would evolve from the existing Afghanistan-centric, military-centric policy to a regional Pakistan-centric policy with a more balanced application of all elements of national power. These approaches acknowledged U.S. budgetary reductions, anticipated reductions in military force structure and increased emphasis on East Asia in overall U.S. national security policy as significant constraints on U.S. policy options for Afghanistan.

The Practitioners group was particularly concerned that the United States needed a carefully crafted narrative for the transition period to counter what they believed to be an inevitable AQ/Taliban narrative that US/ISAF military withdrawal represents their victory and strategic defeat for the United States and its partners. The counter- or pre-emptive message must be: we are reducing our support to Afghanistan because it is succeeding and needs less support. Both groups explicitly considered and—although a few participants disagreed—rejected sunk costs as a justification for significant future investment of U.S. resources into Afghanistan and assert that past investment in Afghanistan is a poor rationale for future policy. Finally, both groups consider conflicting interests among the stakeholders as sources and potential triggers for future conflict and they consider converging interests as bases for future cooperation with other stakeholders. Recognition of the breadth of potentially converging interests among multiple stakeholders led the Theorists to adopt a multilateral regional approach as their preferred option.

Risk Assessment

The Practitioners identified risks associated with the option of Transitioning to a New Normal, in which the mili-

tary is in the background and the diplomats are in the foreground. Other stakeholders pursuing their own interests that are incompatible with U.S. interests could undermine success. The perception that the Government of the Islamic Republic of Afghanistan has only limited legitimacy could also undermine success. Within Afghanistan power could devolve from the central government to regional warlords. A viable Afghan government could evolve into one that does not support U.S. interests in the region. If U.S. policy fails, terrorist groups could reemerge, instability could spread to Central Asia, threatening trade access and energy supplies for Europe, the United States and NATO could lose credibility, access and influence, and extremism and narcotics trafficking could expand. These direct effects would increase the risk to the U.S. homeland of terrorist attacks by VEOs; a breakdown of central government in Afghanistan leading to civil war would increase the risk of violence spreading across borders into other parts of the region, generate a new flood of Afghan refugees and increase the cost to the United States if it has to reengage. There was significant concern that a breakdown in Afghanistan would fuel greater instability in Pakistan, increasing the risk of a loss of control of Pakistan's weapons of mass destruction and that some of those WMD could fall into the terrorists' hands.

To mitigate these risks, this group recommended creating new partnerships with other actors with vested interest (e.g., Iran, Taliban), continuing conditions based International funding, an orderly phased transition, re-invigorated diplomacy to address unresolved historical issues between Afghanistan and Pakistan, confidence building measures between them, conclude the BSA, maintaining CT and intelligence cooperation, and persistent and consistent engagement to broaden and deepen relationships.

The Theorists identified risks associated with adoption of its option of Multilateral Regional Economic Development: Uncertainty over the stability of Pakistan and Afghanistan, limited U.S. domestic political support for a high level of engagement in the region, the multi-lateral approach may allow other major powers to increase their influence, the international community may not step up to support the effort, Asian economic growth may stagnate, undermining economic development, and the underlying premise that economic prosperity may significantly mitigate risks may be wrong. ❖

The full Afghanistan Futures wargame summary, and others: <http://public.carlisle.army.mil/sites/Landpower/SitePages/WarGames.aspx>.

Report Excerpt: Iraqi Futures Wargame

United States Army War College Strategic Wargaming Series

On 6-7 November 2013, the U.S. Army War College Center for Strategic Leadership and Development conducted an unclassified tabletop exercise to develop insights into how the combatant commander and the Army can use the military instrument of power, in conjunction with other instruments of national power, in a whole of government effort to help Iraq to be a sovereign, stable, and self-reliant country, and deny support and safe haven to terrorists.

Iraq is a fragile state and becoming more fragile daily. The causes of this instability are mostly internal and ultimately will have to be solved by the Iraqi people, by and for themselves. Until they do so, the United States and other concerned parties will have to remain engaged and actively assist where they can in order to deescalate the current level of violence, prevent a new cycle of escalating violence, and shape the environment to allow the Iraqi people time to solve their problems. That said, external factors aggravate Iraq's problems and cannot be ignored. Iran has significant interests at stake in Iraq and cannot be excluded from efforts to improve security and governance or fully reintegrate Iraq into the region.

Two sets of findings appear to account for the participants' overall pessimistic view of Iraq's future: factors internal to Iraq that are feeding political alienation, especially among the Sunni Arab population; and regional dynamics that contribute to internal instability in Iraq.

The achievement of U.S. policy objectives regarding Iraq will not necessarily result in an Iraq that is pro-U.S. The U.S. relationship with Iraq must be addressed within the broader strategy addressing the whole region. It should take into account the interests of all regional actors, including Iran and other U.S. adversaries. Recommendation: Establish a forum similar to the Organization for Security and Cooperation in Europe, or OSCE, to address regional security issues.

Factors Internal to Iraq

Effects on Security: Increasing political alienation, especially among Sunni Arabs, has led to renewed support for Al Qaida in Iraq (AQI) and other violent extremist organizations (VEOs).

- The inability or unwillingness of the Shi'a dominated government to include all elements of the population is the key factor driving political violence.
- AQI activities, especially attacks on Shi'a targets, contribute to the internal unrest and are leading Iraq toward civil war.
- The central government's inability to control Iraq's border and provide adequate internal security provides conditions in which these VEOs can operate freely.
- Bombings and other political violence and resulting casualties have increased sharply and the government response, which often appears to Sunni Arabs to unduly

target them, not only has failed to quell the violence, it sometimes has exacerbated the conditions causing the violence.

- Iraq is showing signs of civil war if not already there.

Effects on U.S. Goals for Iraq: The Iraqi government is widely perceived as not just, as not equally representing all Iraqis and as not accountable for its actions.

- Major underlying root causes are spreading and deepening political alienation and institutional inadequacies.
- Lack of a fair rule of law framework continues to undermine progress towards a democratic country that is, "just, representative, and accountable."
- Lack of a Hydrocarbon Law with an agreed formula for distributing revenues to the regions and provinces impedes effective development of large areas, fosters the sense that Sunnis [and Kurds] do not share government benefits to the same extent as Shi'a Arabs and feeds the spread and depth of political alienation.

Regional Dynamics

Conditions and events in Iraq both affect and are affected by other conditions and events in the broader region; this is especially true of the growing VEO threat in Iraq and the ongoing civil war in Syria.

- Instability in region has taken on a new, more troubling form. In the past instability was manifested as interstate conflict, such as the Arab-Israeli wars, or violent overthrow of governments, especially those friendly to the United States. Now, systemic instability is appearing—many states in the region are inherently unstable because they currently do not, and some cannot, meet the security or other basic needs of their populations, and the people are increasingly dissatisfied and willing to act against their governments.
- Most of the U.S. desiderata regarding Iraq—"sovereign, stable, self-reliant, and fully responsible; denies support and safe haven to terrorists; integrated into the community of nations; [with] worldwide ties through trade and commerce; [and that] contributes to peace and security of the region"—are more about how the United States sees Iraq fitting into and interacting with the region and the world than how Iraq fares internally.
- A destabilizing regional environment exacerbates tensions in an already tense area and acts as an accelerator to Iraq's declining internal security. Any destabilization elsewhere in the region will quickly add to Iraq's internal problems.
- The region contributes to Iraq's instability more than Iraq contributes to instability elsewhere in the region. ❖

Read the full Iraqi Futures wargame summary at <http://public.carlisle.army.mil/sites/Landpower/SitePages/WarGames.aspx>.

Wargame Report Excerpts: Implications of Events in Ukraine for the US Army United States Army War College Strategic Wargaming Series



To develop implications for the U.S. Army about ongoing events in Ukraine, the Army War college conducted a wargame, April 28-19, 2014, with participation by subject matter experts from the Army War College faculty, U.S. students and International Fellows from Europe, and other scholars from academia and think tanks. The unclassified strategic tabletop exercise considered several scenarios for Ukraine so as to determine Russia's likely actions, subsequent reactions by other stakeholders, and counter-responses by the Russians to those reactions.

Key Findings.

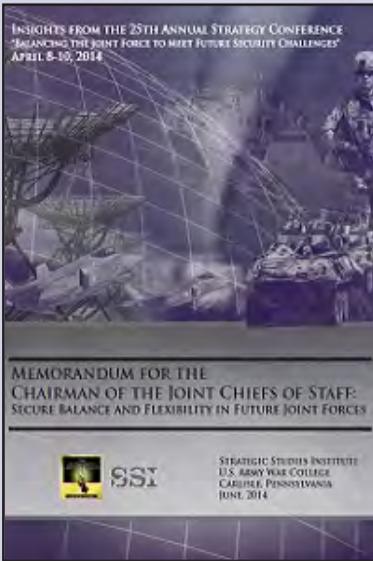
The crisis in Ukraine has evolved from a domestic political dispute into a confrontation between Russia and the United States and its NATO partners over the political order in Europe.

Understanding the Russian perspective will be critical to crisis resolution. Russian objectives regarding Ukraine almost certainly include these: signaling to the West that

NATO and European Union expansion eastward is over and that Russia will not tolerate any further accessions to either NATO or the EU of any additional former Soviet Union states; maintaining its naval facilities on the Black Sea; and having a government in Kiev that is politically oriented toward Moscow, not NATO, and remains economically tied to Russia, not the European Union.

Russian objectives regarding Ukraine may include dominating or controlling the 'near abroad.' If so, its aggression toward Ukraine is likely to continue and may expand toward other neighbors. Because of his control over Russia, Putin has a much greater impact on the country's behavior than governments that are more accountable to the public. Putin's perspective and personality are major factors in the Ukraine crisis. He appears to be motivated by fear -- of NATO/Western penetration of the near abroad, seeing the Black Sea as becoming a "NATO lake", by honor --restoration of Russian pride and influence, and by the interests identified above. He views relations with the West as a zero-sum game, in which a gain for one side entails a corre-

Ukraine continued on page 35



MEMORANDUM FOR the Chairman of the Joints Chiefs of Staff: Secure balance and flexibility in future Joint Forces

The 25th Annual U.S. Army War College Strategy Conference, “Balancing the Joint Force to meet future security challenges,” occurred against the backdrop of a complicated decision-making environment. It sought to establish a context for future military decision-making based on two foundational questions: What are the most important military demands facing US/ partner forces through the next decade? And, How should they think about confronting them? Nate Freier authors an 8-page summary of the conference, published Jun 2014. <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1226>

Ukraine continued from page 34

sponding loss for the other; and he values personal relationships with other world leaders built on trust and mutual respect. Considering these factors, Putin is likely to stop only when he has achieved his strategic objectives or when the costs become too high.

Rotational forces are likely to be seen by Russia as less provocative than forward-stationed forces; Western provision of significant weapons capabilities represents an enduring and unacceptable threat to Russia.

Future U.S. actions should focus on reassurance of NATO allies more than deterrence of Russia. Each of our NATO allies and regional partners will tend to request the same capabilities in all scenarios but will want greater quantities of those capabilities in response to circumstances they see as more threatening. Reassuring our allies without provoking Russia to be more aggressive will require a careful balance. Actions taken by NATO as a whole are likely to be more effective than U.S. actions taken alone, but NATO consensus may not be achievable quickly enough to be responsive. Even when tensions between the West and Russia over Ukraine abate, there will be a continuing requirement to reassure NATO allies of U.S. commitment to European security.

Europe has been and will remain predominantly a land theater; therefore, the Army as the Nation's primary provider of Landpower can expect to provide a very large portion of U.S. military support used to reassure NATO allies and deter Russia.

Recommendations

- Evaluate potential U.S. actions through Russian eyes: Do not mirror-image U.S. thought processes.
- Find the right mix of flexible deterrent options, or FDOs, sufficient to reassure our NATO partners and deter Russia without provoking Russia to continue its aggressive behavior.

- Use NATO as a hub for requests for support and multi-lateral coordination.
- In addition to responding to allies' requests, the U.S. Army should consider --
 - o Demonstrating restraint in providing weapons capabilities that the Ukrainians are not prepared to employ, or capabilities to allies and partners that Russia perceives as a provocation to act aggressively
 - o Increasing availability of PME seats for Eastern European NATO and Partnership-for-Peace countries;
 - o Increasing the use of USAREUR's, and FORSCOM's, Digital Liaison Detachments with our NATO allies;
 - o Aligning a U.S. Corps HQ to NATO for Article V contingency planning;
 - o Allowing selected Regionally Aligned Forces (RAF) rotations to count as combat-training-center credit, e.g., such as a BCT-sized NATO Response Force;
 - o Assisting partner nations to develop niche specialties such as the water purification specialty of Lithuania;
 - o Providing USAREUR HQs with increased capability and capacity for security cooperation, such as a larger Security Cooperation Division with more foreign area officers;
 - o Assignment of a Civil Affairs Battalion to USAREUR;
 - o PCS assignment of an officer-NCO heavy “security cooperation” unit to provide more responsive capability than from rotational RAF elements to support TDY teams for in-country training missions; and
 - o Pre-positioning battalion-sized mission- and unit-tailored equipment sets in lower risk countries, e.g., Poland and Romania.

The full report is available at www.carlisle.army.mil ❖

USAWC Fellows find 90 distinct paths to broadening, developmental studies

Phil Evans, USAWC Fellows Program

What's in a year for a U.S. Army War College Fellow studying at hosting institutions across the country and abroad? The details differ across the many programs, but each Fellow will research and write, leverage host institution assets for academic courses or developmental experiences, and engage in outreach on behalf of the Army and the Army War College.

USAWC Fellows created a short strategy paper for a late fall submission, and a research project due for War College assessment in March. Their work is intended to inform and empower an interested audience that includes members of the Army Staff and other parties concerned with defense and security matters.

What are USAWC Fellows writing about? Broad categories of their work include –

- Total Force employment, roles, and missions
- Strategic Leadership and the human domain
- Regional Engagement ... Regional Aligned Forces
- Strategic Landpower
- Global Engagement
- National Security Strategy
- Functional topics, e.g. information operations, logistics management, cyber issues, special operations.

Fellows enjoy a wide range of assets for their research, using host institution holdings, the research assets of the USAWC Library (including the historical archives



Army War College Fellows Lt. Col. Michael D. Smith, Lt. Col. Bradford Davis, and Col. Timothy D. Brown were honored for scholastic achievement at the 2014 Graduation Ceremony. Smith, at Tufts University, was awarded the Lewin Cyber-Terrorism Technology Writing Award for "Defending the Digital Dollar Domain: Why Sharing is Caring." Davis pursued a fellowship at George Mason U. and placed 1st in the Chairman of the Joint Chiefs of Staff National Defense and Military Strategy Essay Competition for, "Opportunities in Understanding China's Approach to the Senkaku/Diaoyu Islands." Harvard Fellow A Brown placed 3rd in the CJCS National Defense and Military Strategy Essay Competition for, "RAF Enhanced: A New Concept for Whole of Government Solutions."

recently merged into the Library) and interviews with

direct sources. Necessary research trips are funded variously by The War College, hosting institutions, and the senior Army mentors and their commands. The Fellows are also ably assisted by advisors at their Fellowships, faculty mentors from the War College, and their general officer-level senior Army mentors. .

Fellowships are broadening experiences that offer unique learning opportunities, and relationships with leading national academics. The Fellows at 23 separate universities have taken courses that are unique to their schools and have been identified by the Army as valued for future service as strategic leaders.

Col. J.B. Becker is studying supply chain logistics with strategic applications at MIT, with coursework in Supply Chain Leadership; Case Studies in Logistics; Global Supply Chain Management; and Humanitarian Logistics. He joined 28 business professionals in a four-day MIT seminar on supply chain management, Driving Strategic Advantage Managing Dynamics and Innovating the Future" and was selected to lead a combined group of 30 students from the four MIT SCM programs to Winchester, Ct., to tour the Walgreens Distribution Center. His coursework took him to Panama, as well, to examine the expansion of the Panama Canal, including the northern and southern canal entrances/ports, and consider the implications for worldwide container shipping. Two other Fellows studying in MIT's supply chain management program at MIT are **Col. Deacon Maddox** and **Lt. Col. Mark Colvis**.

MIT also offers two other programs: Security Studies, the focus discipline for **Col. Jayson Gilberti**; and the Lincoln Lab Emerging Technology Program, in which **Lt. Col. Deborah Ellis** is working. Gilberti's studies involve national security and strategy and key geo-strategic issues, but all of the MIT Fellows have the latitude to study outside of their concentrations. For example, in

addition to her technical discipline, Ellis is also taking two courses selected to round out her education as a future senior strategic leader: Great Power Military Intervention: Causes, Conduct and Consequences of Military Intervention in Internal Conflicts - Cases from the Post-Cold War World; and Introduction to International Development Planning.

Colonels Joe Ryan and Rodney Lightfoot at **Columbia University** are studying leadership, ethics, and organization behavior and ethics at Teacher's College, while auditing relevant courses at the School of International and Public Affairs: Research Methods in Social Psychology; Group Dynamics: A Systems Perspective; Research Workgroup in Social-Organizational Psychology: Psychology of Managerial and Leadership Competence and Multi-rater Feedback; Leadership and Supervision; Instrument Design and Validation; Research Workgroup in Social-Organizational Psychology: Social-Organizational Psychology Colloquium; Executive Coaching; Intelligence Operations; Terrorism and Counter-Terrorism.

Col. Tracy Roou, a senior military fellow at Stanford University's Center for International Security and Cooperation, is researching security cooperation with challenging governments. Her research brought her to meet with former Secretary of Defense Donald Rumsfeld to discuss military cooperation as a tool of foreign and defense policy. "Our session covered many areas, but mostly focused on the former Soviet Union and U.S. military cooperation in that region. In the context of foreign policy with challenging governments, Rumsfeld said: 'Linking U.S. diplomacy and the military – even when powers will try to pull them apart – is very important,'" Roou said in an interview with Stanford News. Roou's follow-on assignment is the Office of the Secretary of Defense for Policy.

Not all of the Fellows are university-assigned. **Lt. Col. Larry Dugan**, currently serving as a Secretary of De-

fense Corporate Fellow with the consulting firm McKinsey and Company, spends weeks at a time as a member of tailored problem-solving teams addressing public and private sector clients. The lessons he is learning from the exposure to multiple corporate environments is being shared appropriately. By the end of the year, he and his two Army peers and joint service counterparts in the program will have briefed the OSD, Joint Staff, and Service leadership on two occasions with lessons learned from their respective Fellowships in terms of overall direction, human resource administration, budgeting, operations, and research and development.

USAWC Fellows and CSA Senior Army Fellows have brokered and helped host numerous visits to their institutions by

the Army's senior leadership. The Fellows supported separate presentations by Army Chief of Staff **Gen. Raymond Odierno** at **Tufts, Harvard, and Stanford University**, and at the Center for Strategic and International Studies. **Col. Tom Nelson** at Stanford assisted his host institution project

advisor, **Dr. William Perry**, on a significant project as Perry and Retired **Gen. John Abizaid** co-directed a panel assessing the current QDR. Col. Randy Bagwell at ODNI is assisting Director James Clapper with a holistic review of the national security clearance process.

USAWC Fellows have also actively helped in the conduct of several **International Strategic Crisis Negotiation Exercises** at their universities. These simulations, jointly run by teams from the U.S. Army War College's Center for Strategic Leader Development, host academics, and the Fellows themselves, are very popular. The learning audience predominately consists of graduate students studying international relations, government, and national security strategy and policy. This year, the exercises have already been conducted at **Georgetown, Duke** (in conjunction with UNC-Chapel Hill), the **University of Texas**, and at **Texas A&M** (which was conducted with both sets of Fellows from Austin and College Station), and Syracuse. Next year should see the University of Denver and Columbia University host their first iterations of the negotiation exercises. ❖



Col. Tracy Roou, USAWC Fellow at Stanford, met with former Secretary of Defense Donald Rumsfeld while researching the role of military cooperation in dealing with nuanced, complex policy and security issues.



Col. Mike Copenhaver (right), USAWC Fellow at the University of North Carolina's Triangle Institute for Security Studies, speaks to graduate students of International Relations during the International Strategic Crisis Negotiation Exercise sponsored by the Army War College at TISS.

Take a military historian, add 43 years, & there's a story to be told AHEC's Dr. Richard Sommers delivers one more history lesson



Dr. Richard Sommers (left) receives congratulations from retired Gen. Gordon Sullivan. "He's awesome," said Marine student Lt. Col. Paul Noyes to sum up Sommers' contributions this year as a seminar historian. "He's the smartest historian – no armchair quarterback. He's one to present history in the context of the time that it was happening and evaluate decisions in the context they occurred. I have learned more about history from Dr. Sommers than anyone I've ever known."

How do you take the measure of a man who counts among his contributions several generations of military leaders? His legacy, at retirement from the Army Heritage and Education Center, included renowned authors, general officers, and thousands who have been influenced by his analytical skills.

There to celebrate **Dr. Richard Sommers'** more than 43 years in service to the US government and to history were students, former students, fellow historians and colleagues who filled the Letort View Community Center, January 9.

"If history is treasure, you are a masterful treasure hunter," said Commandant Maj. Gen. Tony Cucolo before bestowing his retirement award, identifying him as one of the nation's leading Civil War scholars.

"Forty-three-plus years is a good, long time," admitted Sommers. "Good not just for me but for so many others." He scanned the room to see students of both current and past Army War College classes. To retired Gen. Gordon Sullivan, he said, "I cherish the memories when you were a student here in the class of 1978 when we'd get together and analyze generalship at Gettysburg and the Civil War and other wars ... and in our contacts over

all these years."

"Let us follow the approach that we commend to our students at the Army War College as they analyze generalship at the beachhead at Anzio, at the siege of Petersburg, the bombardment of Fort McHenry.

"To us the events of 70 or 250 years ago seem in the dim distance past," he said. "But to Gen. Lucas, Gen Lee, Gen. Smith, and Adm. Cochrane -- 1944 or 1864 or 1814 was not the past. That was their present. They did not know what the future would hold. Through their actions in all the volatility, uncertainty, chaos and ambiguity of war ... they strove to make events turn to advantage.

"They thereby made their future which is now woven into the fabric of time which links us to them."

And so it was for all who worked at the original Military History Institute when the old archives took up two rooms in "stately old Upton Hall" before moving to Ridgway Hall where the collection has grown into what is now known as the Army Heritage and Education Center, he said.

Sommers spoke of the extension and expansion, not just of the physical plant but of the AHEC holdings: surveys of veterans of World War I and the armed conflicts that followed, Civil War holdings enriched by the Military Order of the Loyal Legion of the United States and the Harrisburg Civil War Roundtable collections, the great body of Civil War photos, memoirs from Gen. Ridgway to Gen. Casey to the 400-plus boxes of Gen. Sullivan's papers – making AHEC the foremost repository anywhere in the world on American military history, said Sommers.

"And yet we must never fail to ask the overriding question that every historian asks: Why? Why do we collect all these things ... double and redouble our stacks ... expand our physical plants?"

"It is you. It is all around us in this room," he said. "We do these things to serve you: You, the students and faculty of the Army War College for whom we can provide a historical foundation as the

historian continued on page 39

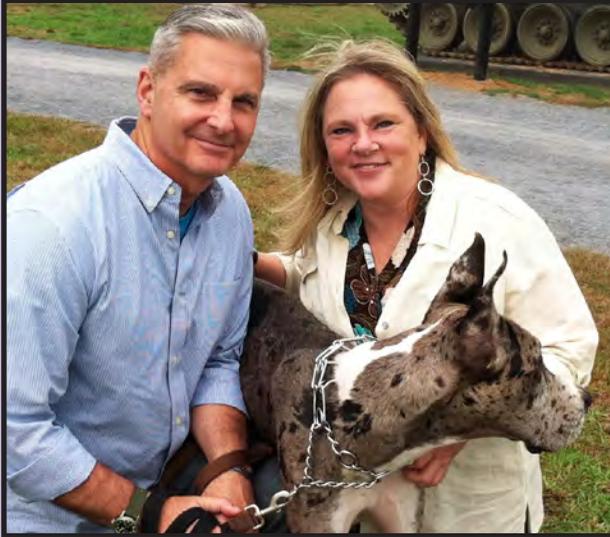
49th Commandant says farewell

This column is my passing of the Torch (literally) to my successor, **MG Bill Rapp**, and my final opportunity to put words on paper in this publication.

I can think of no finer place to close out my 35 years of uniformed duty, and I am humbled and honored to be able to quietly exit the service from the U.S. Army War College. This little patch of 500 acres is the way you think an Army post should be. Listening to the first bugle call at dawn and taps at 2300; watching military and civilian professionals moving about their day with purpose, civility and the utmost of military courtesy; seeing children riding bikes, families

walking dogs, moms and dads at the bus stops with their children; swapping stories with an appreciative retiree at the Commissary or the pharmacy: 257-year-old Carlisle Barracks is the closest thing we have to a Normal Rockwell portrait of a modern Army post. By striving to be such an outpost of pride and military tradition, we remind all those passing through of the true strength of a volunteer armed force in a democracy -- its people.

Though these past two years have been crowded with challenges faced and significant changes put into play, there is only one I will mention in this final column. On 19 December 2013, the Secretary of the Army signed a very brief, scarcely two-line General Order. It was the last General Order signed that year and it



Maj. Gen. Tony and Ginger Allen Cucolo

placed the United States Army War College under the Chief of Staff of the Army as a Direct Reporting Unit. For those who may not be aware, The War College had reported to the Chief from 1901 until 2003,

when it became a sub-element of the Training and Doctrine Command. For skeptics, our relationship to TRADOC has never been stronger or closer; "leaving" TRADOC is not why I mention this General Order. I cite it here to highlight the decision to return this perishable national treasure of professional military education and leader development to its proper position for greatest direct impact and effect on the Army, on national security dialogue in general, and on strategic leader development in the armed forces and across the interagency

community. Returning the Army War College - the Army's center of strategic thought - to a direct link with the Army's strategic leadership is a victory for the service. Perhaps more importantly, GO 90-2013 sends a message to the force about what is valued in times of scarce resources in a volatile and uncertain world: investment in our human capital through leader development and education.

For Ginger and me, it is the honor of our professional lives to have passed through here and been a part of something so special and so impactful. I hope to continue my association with you all.

Strength and Wisdom!

Tony Cucolo

MG, US Army 49th Commandant

historian continued from page 38

future strategic leaders of our Army ... You, the professional historians, some of whom were already renowned when you first came here and others who studied as undergrads and are now recognized as scholars in your own right ... You, the Civil War buffs and the re-enactors who love history for its own sake .. You, the veterans who come to study the history that you helped to make ... You, the public who want to know more about the history of our great nation.

"We serve the Army by serving the American people," said Sommers. "Over all these decades my greatest satisfaction is to see the great increase in usage by the Army War College, by the Army, by the Armed Forces, by scholars, and by the general public.

"You have come here today to thank me for whatever help I may have given. I am deeply touched - but I am the one to thank you for having given me the opportunity to contribute." ❖

Upcoming Events

JUN 15-27	Distance Education Class of 2015 First Resident Course
JUN 20	International Fellows (79) report for Class of 2015 orientation
JUL 14 – 24	Distance Education Class of 2014 Second Resident Course
JUL 25	Distance Class of 2014 Graduation, Parade Field with speaker Maj. Gen. Timothy J. Kadavy, Special Assistant to the Vice Chief, National Guard Bureau
JUL 27– AUG 29	Company Grade Strategic Broadening Program
JUL 28- AUG 8	Orientation for USAWC Fellows (91)
AUG 8	Resident Class of 2015 Convocation, 8 a.m., Bliss Hall Class of 2015 Opening Ceremony, 1600 , Indian Field
AUG 27	Maj. Gen. Matar Al Balushi, Oman, Army Chief, to be inducted into the International Fellows Hall of Fame
SEP 11	9/11/2001 Commemoration , 8 a.m. , Root Hall
SEP 16-17	Class of 2015 National Security Staff Ride I, Gettysburg Battlefield
SEP 29	STRATEGIC STUDIES INSTITUTE 60th BIRTHDAY
OCT 1st week	Gen. Othmar Commenda, Austria, Army Chief, to be inducted into the International Fellows Hall of Fame
DEC 8 (T)	US ARMY WAR COLLEGE 110th BIRTHDAY

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