

**JAMES E. GORDON, Ed.D**  
**Professor of Military Studies**  
**Department of Military Strategy, Planning and Operations**  
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Clearance: TSC SCI (SSBI Granted August 2010)

### **USAWC Experience**

Associate Professor, then Professor, currently an Associate Professor, U.S. Army War College, Department of Military Strategy, Planning and Operations. July 2004 - Present

#### **Course Director, Theater Strategy and Campaigning. (2011-Present)**

- Serves as a focal point at the U.S. Army War College (USAWC) for the body of knowledge associated with military operational art--the intermediate level of war between military strategy and tactics.
- Develop and instruct educational programs related to military operations for USAWC students.
- Control research on military operational art conducted by teaching faculty and students.
- Serve as an expert resource for advice and counsel to senior commanders, staff, and other governmental agencies on military strategy and operations.

#### **Professor of Theater Planning. (2004 – Present)**

- Teach courses related to military operational art to advance the general body of knowledge and theory associated with military operational art and the linkage of same to national policy goals and objectives.
- Develops and instructs educational programs related to military operations for USAWC students, providing linkage to national policy, goals and objectives.
- During the Strategic Thinking (ST) course, taught four courses, including the lessons thought to be the most difficult of the ST lessons.

#### **Course Director, Second Year Studies, Department of Distance Education 1999 - 2003.**

- Responsible for directing the Second Year Program for Studies for the USAWC Distance Education Program. Supervise the activities of six course authors, five contract faculty members, and two civilian staff members.
- Responsible for supervising the design and execution of six-distance education, graduate level courses.
- Develops lessons, conducts resident and distance education instruction, and evaluates and mentors students.

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**Director, Doctrine/Special Operations Forces Studies, Department of Distance Education, Course author course 10.** United States Army War College, Carlisle, PA 1998 - 1999.

- Researches, develops, writes/edits, teaches and oversees a graduate level course focusing on Military Support to Civil Authorities and Peace Keeping, in support of the mission goals and objectives of the USAWC.
- Responsible for the development, coordination and execution of the Second Resident Course.

**Director, Doctrine/Special Operations Forces Studies, Department of Distance Education, Course author course 7.** United States Army War College, Carlisle, PA 1996 to 1998.

- Researches, develops, writes and edits graduate level course on joint forces, service and joint force doctrine, and operational art in support of U.S. National interests.
- Responsible for the production and distribution of online courseware for approximately 350 students.

**Associate Professor, Department of Command, Leadership and Management,** Resident Class of 1998.

- Served as faculty instructor for course 1, Strategic Leadership and course 3, Joint Systems and Processes for sixteen executive learners.
- Facilitated seminar discussion, directed exercises and evaluated oral and written student presentations.

**Associate Professor, Department of Military Strategy, Plans and Operations,** Resident Class 1997.

- Served as faculty instructor for course 4, Implementing National Military Strategy.
- Facilitated seminar discussion, directed exercises and evaluated oral and written student presentations.

### **OTHER TEACHING EXPERIENCE/ACTIVITIES**

**JWASP elective seminar lead (2008-Present).**

- Facilitated student learning in one of the Department's most difficult and challenging electives.
- Focused and stimulated seminar discussions and dialog on course and lesson learning objectives, using history, contemporary issues and student experience to achieve higher levels of learning in warfighting.

**Project Advisor,** United States Army War College, Student Strategic Research Papers, (1996-Present).

**Faculty Instructor,** United States Army War College, (Elective) War Fighting Studies Program 1996-2001.

**Faculty Instructor,** United States Army War College, (Elective) Executive Public Speaking 1996-2001.

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**Faculty Instructor/Observer Controller**, United States Army War College, Strategic Crisis Exercise, SOUTHCOM Cell, Army Component Cell, 1997-2012.

**Secretary**, Free Speakers Club of Toastmasters International, U.S. Army War College, 1999-2000. Provided administrative support and accounting for the Executive Public Speaking Elective Course.

**Assistant Professor of Military Science**, Morgan State University, Baltimore, Maryland, 1980-1983. Provided instruction to junior cadets in basic military skills and prepared senior cadets for entry into the active duty military.

### **MILITARY ASSIGNMENT HISTORY**

**Chief, Operational Plans**, Office of the Deputy Chief of Staff for Operations 1994-1995

- Developed Long Range Strategic Plans for contingencies throughout NATO and Europe) US Army Europe and 7<sup>th</sup> Army, Heidelberg, Germany

**Battalion Commander** 1992-1994

- Maintained 58 main battle tanks and 126 other pieces of equipment
- Ensured the safety and welfare of approximately 600 soldiers and their families 1st Infantry Division Schweinfurt, Germany

**Brigade Executive Officer** 1990-1992

- Managed the logistics and administration of an organization consisting of 3000 personnel and the equipment comprised of tanks and Bradley fighting vehicles with accompanying equipment 5<sup>th</sup> Mechanized Division Ft. Polk, Louisiana

**Chief of Joint Readiness, Inspector General** 1987-1990

- Planned, coordinated, organized and executed inspections using 28 augmentees to enhance the overall readiness of six organizations comprised of 30-300 personnel.) US Atlantic Command, Norfolk, VA

**US Army Officer/Soldier** Before 1987

- Served in diverse positions of continually increasing responsibility as an armor officer and specialist in personnel programs management in the US and Germany

### **CIVILIAN EDUCATION**

Doctorate in Higher Education Administration Ed. D., George Washington University, Washington, D.C. (May 2005)

National Security Management Course Graduate, Maxwell School of Citizenship and Public Affairs at Syracuse University (May 2006)

Master of Science in Human Resources-Personnel Management, Golden Gate University, San Francisco, CA (December 1990)

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Bachelor of Arts, Sociology, Central State University, Wilberforce Ohio (June 1973)

### **MILITARY EDUCATION**

Graduate, United States Army War College, Carlisle Barracks, Pennsylvania (June 1996)

Graduate, Armed Forces Staff College

Graduate of various formal military schools

### **HONORS**

**Madigan Award for Excellence in Scholarship May 2015**

Held USAWC John J. Pershing, Chair of Military Planning and Operations 2008-2011

Selected for Tenure at the United States Army War College in October 1999-2003.

Selected as the Outstanding Military Science Instructor for the Year at Morgan State University 1983.

Distinguished Military Graduate, Central State University

### **COMMITTEES**

**United States Army War College Faculty Member.** Screening Panel for SSI Professor of Latin American Studies, 2014.

**United States Army War College Faculty Member.** Served on the curriculum Committee, Accreditation Committee and Strategic Crisis Exercise Committee/Interagency Working Group, Middle States Accreditation Sub-Group, Experiential Learning Work Group (a committee of faculty members assessing the relevance of and requirements for experiential learning in the Resident and Distance Education Programs).

**United States Army War College, Distance Education Department Faculty Member.** Lead curriculum design committee, responsible for the development, content and direction of the Distance Education Program curriculum for a three-year period.

**United States Army War College, Distance Education Department Faculty Member.** Served as a facilitator and recorder for the Distance Education Department curriculum development process over a two-day period, this revised the entire DDE curriculum. The curriculum was projected to be effective for a five-year period.

**United States Army War College, Strategists Program Committee.** The committee was charged to comment on whether a "Strategist Program" was needed; if so, to provide recommendations on how such a program could be implemented. In this

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latter case the committee was asked to consider both a program that would be concentrated in the elective period, but not to exclude considerations of a long-term plan that would address changes if needed in the core curriculum.

## PUBLICATIONS

**Co-Author**, William G. Pierce, Harry A Tomlin, Robert C. Coon, James E. Gordon, and Michael A. Marra, entitled "Defense Strategic Guidance: Thoughtful Choices and Security Cooperation." <http://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-74/jfq-74.pdf>

**Co-Author**, Jim Gordon and Mike Marra entitled "America - The Arsenal of Sovereignty." Argument is that U.S. foreign military sales, executed under careful oversight of the various departments and agencies of our government, contribute to security and stability while advantaging U.S. industry. The article appeared in GlobalSecurity.org at <http://www.globalsecurity.org/military/library/report/2014/index.html>

**Co-Author**, Jim Gordon and Mike Marra entitled "America - The Arsenal of Sovereignty." Argument is that U.S. foreign military sales, executed under careful oversight of the various departments and agencies of our government, contribute to security and stability while advantaging U.S. industry. The article appeared in Defense Institute of Security Assistance Management at <http://www.disamjournal.org/Print.aspx?id=1348>

**Co-Author**, "Defense Strategic Guidance, Thoughtful Choices and Security Cooperation," Submitted to Joint Force Quarterly in March 2013. This article proposes a methodology to help combatant command planners make "thoughtful choices" on where and how to conduct security cooperation.

**Co-Author**, "Campaign Planning Handbook," The United States Army War College, Department Military Strategy, Planning and Operations, 2004-present.

**Author**, "Processes, Techniques and Procedures, The United States Army War College Distance Education Faculty Uses To Develop Curricula for Online Education," describes the effectiveness of online teaching strategies used by Department of Distance Education at the United States Army War College to transform executive learners into strategic leaders. May 2005

**Author**, "Executive Learners," paper presented at an Education Conference Co-Sponsored by the Distance Learning Coordinating Committee (DLCC 2003) of the Military Education Coordination Council and the United States Army War College.

**Author**, Gordon, James E. (1996), "Influences in the making of Black Strategic Leaders," United States Army War College, Strategic Research Paper.

**Author**, Directive and Lesson Book, "Joint Forces and Doctrine," Course 7, Department of Distance Education, Class of 1998, U.S. Army War College, Carlisle, Pennsylvania. Includes 3 lessons, 215 pages.

Lesson 1: Introduction to Campaign Planning

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Lesson 2: Fundamentals of Campaign Planning

Lesson 3: Strategic Estimate

**Editor**, North African Campaign Planning Exercise, Part I, Carlisle, Pennsylvania, U.S. Army War College, August 1997, 64 pages.

**Editor**, North African Campaign Planning Exercise, Part II, Carlisle, Pennsylvania, U.S. Army War College, August 1997, 25 pages.

**Editor**, North African Campaign Planning Exercise, Part IV, Carlisle, Pennsylvania, U.S. Army War College, August 1997, 39 pages.

**Author**, Directive and Lesson Book, "Military Operations Other Than War," Course 10, Department of Distance Education, Class of 1999, U.S. Army War College, Carlisle, Pennsylvania. Includes 3 lessons, 388 pages.

Lesson 1: Military Operations Other Than War

Lesson 2: MOOTW Historical Case Study – Trieste

Lesson 3: North African Campaign Planning Exercise – Military Operations Other Than war

**Co-Author**, "Campaign Planning and Operational Art Reference Book," Department of Distance Education, Class of 2003, U.S. Army War College, Carlisle, Pennsylvania.

**Co-Author**, "Campaign Planning and Operational Art Reference Book," Department of Distance Education, Class of 2004, U.S. Army War College, Carlisle, Pennsylvania.

**Editor**, North African Campaign Exercise, Part I, Carlisle, Pennsylvania, U.S. Army War College, May 2003, 63 pages.

## LECTURES

Guest panel member for the Responsible Command Graduate Seminar on July 2015

Presented and moderated a session on "A Soldier's Story" as part of the Campaign Analysis Film Series, during Black History Month 16 February 2010

Presented lectures on "Prostate Cancer" during academic years 08-10 to AWC students

Speech to Borough of Carlisle on "Leadership", August 2004

"Overview of Second Year and Faculty Introduction," presented for the Department of Distance Education resident class, 21 June 2002.

Presented and submitted for publication a paper entitled, "Executive Learners" at an Education Conference Co-Sponsored by the Distance Learning Coordinating Committee (DLCC 2003) of the Military Education Coordination Council and the United States Army War College.

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Graduation speaker for the Armor Officer Basic Course, October 2002

“Leadership Among Active Duty Military Officers,” presented for Doctoral Cohort Executive Leadership Series, George Washington University, Ashburn Campus, June 2002.

## OTHER ACTIVITIES

Developed and executed a two week curriculum for a USCYBERCOM academic initiative in July of 2015

Developed and executed a two week curriculum for a USCYBERCOM academic initiative in July of 2014.

Served in the capacity of the **DMSPO Department Chairman** in his absence, notably during a period of transition within the college, while simultaneously performing duties as course director for TSC. Additionally, anticipate that I will provide continuity for the Department as the Department Chair and next senior person retires from the department in 2013.

**Conducted resident instruction** for the Strategic Thinking Course, NYC trip, and the Strategic Decision Making Exercise.

**Departmental representative for the Professor Army War College Program.** For two years, actively sought talented officers to seek their doctoral degrees and become a part of USAWC faculty, primarily in a teaching role.

**Departmental representative for the Electives Program** (2004-2011). Served as the Department’s electives committee coordinator and ensured the faculty had the requisite knowledge to revise their curriculum to meet the demands of the USAWC elective program in both terms. Additionally, ensured DMSPO electives were vetted and coordinated while providing an opportunity for students to pursue in-depth knowledge of subjects and pursued interests.

**Unified Command Field Study** (February 2009) Served as a small group facilitator during the trip for International Fellows. The International Fellows visited various commands and organizations including: the Pentagon, 1<sup>st</sup> Army Division West, US Northern Command (USNORTHCOM) and North American Aerospace Defense Command (NORAD), the Asia-Pacific Center for Security Studies (APCSS), the Joint POW/MIA Accounting Command, US Pacific Command (USPACOM), US Special Operations Command (USSOCOM), US Central Command (USCENTCOM), the 45<sup>th</sup> Space Wing, the US Army Corps of Engineers South Atlantic District, US Southern Command (USSOUTHCOM), the University of Miami Center for Hemispheric Policy Program, the Joint Interagency Task Force – South (JIATF-S), the US Coast Guard Sector Key West, the US Navy Fleet Forces Command, the US Air Force Air Combat Command (ACC), US Joint Forces Command (USJFCOM), NATO’s Allied Command Transformation (ACT), and the US Marine Corps Forces Command (MARFORCOM).

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**Adviser of the MG Charles C. Rogers chapter of The ROCKS:** An organization dedicated to mentorship, scholarship and outreach. I have provided mentorship and guidance to members since 2004 and will do the same for subsequent classes. Some of the activities have included: the Scholarship Program, where two scholarships were presented to qualified college and high school youths, gratis consulting for Hope Station's Strategic Plan and outreach to Historically Black Colleges /Universities, project share and other community related outreach opportunities.

**USAWC chairman for the annual Strategic Landpower essay contest.** Responsible for evaluating and selecting essays related to the strategic use of Landpower. 2004-2005

### **COMMUNITY ACTIVITIES**

Church volunteer as a worship leader and speaker on special occasions.

Habitat for Humanity Home volunteered in rebuilding a home in Carlisle.

Tae Kwon Do Instructor at Carlisle Barracks

### **ORGANIZATIONAL MEMBERSHIPS**

Military Officer's Association of America

Alumni Association (Life Member) of the U.S. Army War College

National (Life member) and Carlisle Chapters of The ROCKS, Incorporated

Member of Alumni Association at Central State University

Member of George Washington University Alumni Association

Member of George Washington University Black Alumni Association

### **SPECIAL QUALIFICATIONS**

Competent Toastmaster

Certified Facilitator

5<sup>th</sup> Degree Black Belt in Tae Kwon Do (Carlisle Barracks volunteer instructor since 1997)