

US Army War College
Class of 2013 Spouses
Commandant's Welcome

MG Tony Cucolo

10 AUG 2012

Congratulations to you and your spouses for this prestigious assignment!

You are a select group...you represent the very best of your service and peers, and you are here because your nation needs your spouse's exceptional skills at the highest levels of the armed forces and government.

This probably also means a continued demand on you – for patience, understanding and even greater sense of endurance – in that next assignment.

Words fail us in properly describing the degree of pride and the amount of respect we have for your perseverance to this point and your continued selfless service to our (and your) nation

Just what is it we do here?

- Our Mission: “The US Army War College educates and develops leaders for service at the strategic level while advancing knowledge in the global application of Landpower.”
- Our primary purpose is to produce graduates who are skilled critical thinkers and complex problem solvers...please support your spouse’s educational pursuits. There will be reading to be done...papers to be written...pressures of graduate education.
- It is also our duty here to serve as a “Think Factory” for Commanders and Civilian Leaders at the strategic level worldwide and routinely engage in discourse and debate on ground forces’ role in achieving national security objectives.
 - Army senior leadership sees Carlisle Barracks as a growing center of strategic thought. Expect a steady flow of very interesting guest speakers, senior leaders from our armed forces and the armed forces of other nations to pass through these gates. We will make every effort to offer you opportunities to hear from them.
- And...we are different than all the other Senior Level Colleges.

And your class is different...here are some differences between you and the Class of 2012, in case you were “briefed” by former student spouses:

- You are larger than the Class of ‘12...in fact, you are the largest class to ever attend The War College.
- You have the largest number of International Fellows of any Class, ever (and anywhere else) -- 71.
- Your spouses will take a comprehensive exam near the end of the course. Previous classes have not.
- You are in your seminars “for life” ...we are not scrambling seminars mid-year.
- You are the first class to have US Army War College Fellows as part of your seminars.

AY13 Fellowship Platforms / Locations

Stanford - Hoover (1)
Stanford - CISAC (2)

Syracuse - Maxwell (1)

Carnegie Mellon (1)

Columbia - NYC (1)

Denver - Korb (1)


Old Dominion (1)

UNC Chapel Hill USASOC (3)
UNC Chapel Hill JSOC (3)

Univ of Texas - Austin (11)
Texas A&M - Scowcroft (3)

OCONUS

- Center for High Defense Studies, Rome, Italy (1)
- Institute for Advanced Armament Studies, Paris, France (1)
- George C. Marshall Center, Garmisch, Germany (2)
- Asia-Pacific Center for Security Studies (1)
- Queens University, Kingston, Canada (1)
- NATO Defense College (1)**



METRO BOSTON

- Harvard - JFK School of Government (9)
- Harvard - Management/Leadership (1)
- MIT (1)
- MIT Logistics (1)
- MIT - Lincoln Labs (1)**
- Tufts (5)
- Yale (1)**

NATIONAL CAPITAL REGION

- Atlantic Council (1)
- CNAS (1)
- CSIS (2)
- CIA (4)
- DEA (1)
- OSD Corporate Fellows (3)
- George Mason - Chaplains (3)
- Georgetown (1)
- Institute for Defense Analyses (1)
- Institute of World Politics (2)
- Joint Center Political & Econ Studies (1)
- NSA-Intelligence Community (2)**
- Near East South Asia (1)
- Dir, National Intelligence (2)
- Army Environmental Policy Inst (2)
- Dept. of Health & Human Services (2)
- Dept. of Justice (1)
- Dept. of Veterans Affairs (1)
- Institute of Peace (1)
- Washington Institute Near East Policy (1)

Naval Postgraduate School (1)
Naval Postgraduate School (2)

AY13 Slating:

Active:	69
ARNG:	15
USAR:	<u>6</u>
Total:	90

AY12 Adds: Yale, Syracuse NATO, NSA MIT	AY14 Adds: Singapore Duke Israel
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- Now, some well-meaning and out-of-touch “old guy” ...maybe even a spouse at another senior level college...will tell you some version of the following:
 - No one fails at the US Army War College.
 - This is the time for everyone to work on their golf game and lower your handicap.
 - A year at the Army War College is actually a never-ending fraternity/sorority party for people on athletic scholarships.

My thoughts on comments like these follow.

- For your spouse, this is not a civilian university, it is a professional military school and the terminal, pinnacle level of their professional military education; it is truly an academic scholarship.
- As such, there are standards and requirements, and your spouse can fail here. There are academic warnings and the possibility of a probationary period, but if someone fails to meet the required standards -- or is guilty of some misconduct -- I will dismiss them from the course and take any and all other appropriate actions.
- It take real academic work to earn our diploma and/or Masters Degree. Your spouse will have to read, research, reflect, engage in discourse, and write well to be successful here.
 - But...your OPTEMPO won't be even close to what you all were experiencing in your last operational unit or staff.
 - This *is* a year to focus on improving yourselves and focus on your Family because of the better tempo and what is known as the Carlisle Experience...we are organized and equipped for your personal and Family “reset and regeneration” – please take advantage of all of it and get some sense of balance back in your life.
- Oh, and those folks who tell you we are on that “never-ending party and athletic scholarship” are merely insecure in their own athletic ability and jealous of your situation.

- Some Things I Want You to Know About:
 - New leadership, possible changes through the year
 - The housing situation
 - The Gym
 - The Library
 - The Army Heritage and Education Center
 - The New York City trip
 - This evening
 - Our Military Family Program

- Some things I'd like you to think about:
 - Your International Fellow classmates and Families
 - Your professional Civilian classmates and Families
 - Spouses of your seminar's Fellows
 - Why there is the wartime tradition of having a Seminar 21
 - Customs and traditions of the service at an "outpost"
 - You and your opportunities – some unique to Carlisle (e.g., FLAGS, Conversation and Culture, Meet with Ginger)
 - Seminar Spouse Representative

Seminar Spouse Representative (SSR)

- One of twenty-five Army War College spouse representatives who form the Student Spouse Representative Group for the academic year.
- The primary responsibility is representing and informing the (roughly) seventeen-to-twenty spouse peers in your seminar for the academic year.
 - These spouse peers are spouses of the various military members including our International Fellows , our interagency civilian professionals, and Army War College Fellows all assigned to the same seminar (small group).
- They accomplish this by:
 - Attending the monthly Community Leader Information Forum (CLIF) meetings and acting as liaison between Seminar Spouses and Carlisle Barracks leadership.
 - Helping pass information between Carlisle Barracks leadership and Seminar Spouses.
 - Keeping an accurate contact roster of phone and email addresses for all Seminar Spouses and pass any changes to the Family Readiness Support Assistant (or designated representative).
- You know the key to a success: having a representative who is willing to serve, exhibits good organizational skills, has an outgoing personality and knows how to delegate.

***BUT* -- they are not necessarily the “social” leader of the Seminar Spouses!**

Communications and information flow is key to a successful and fruitful year.

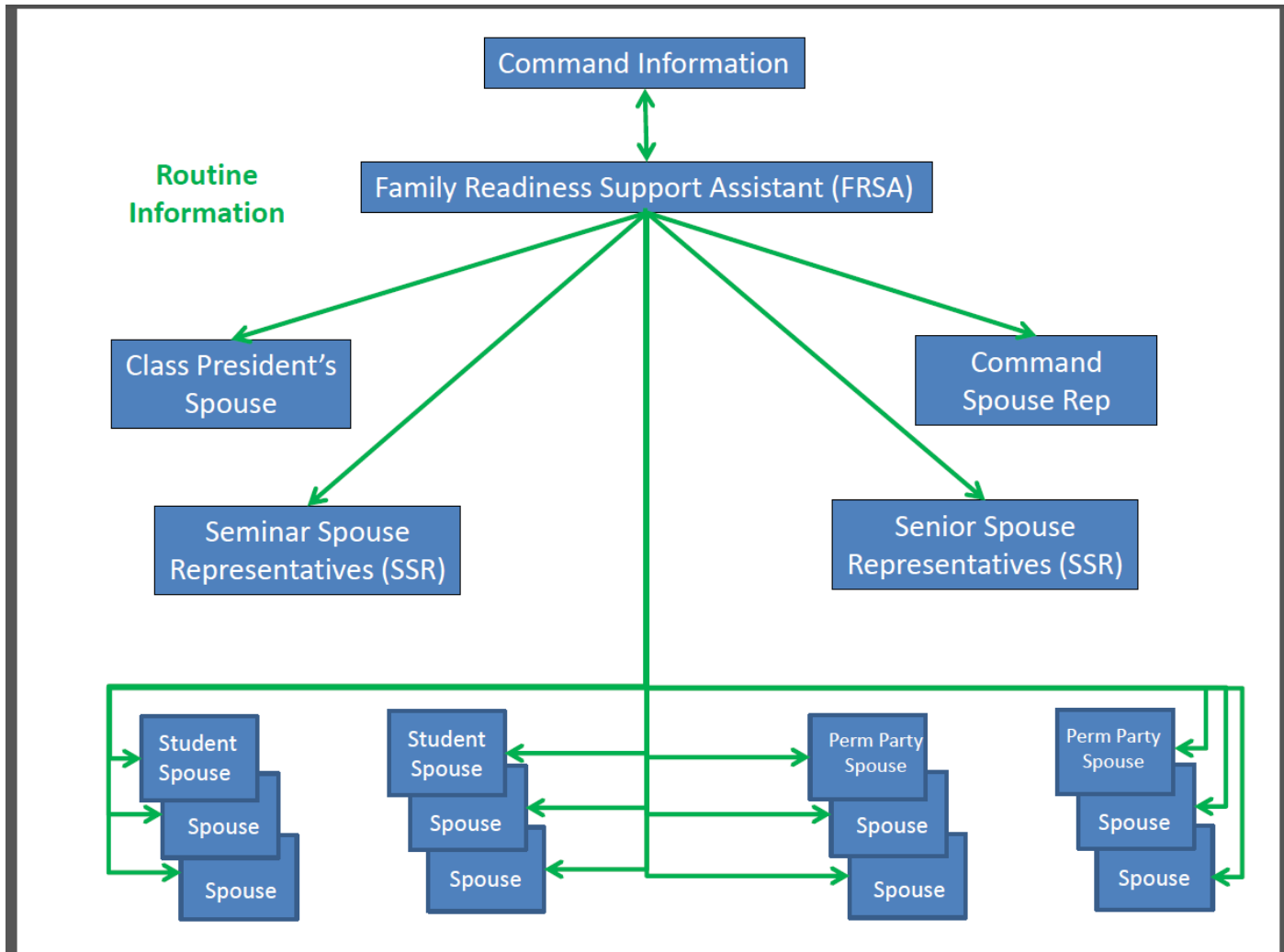
It is also critical for life, health and safety as well as keeping all informed...for example, the passing of Command Information.

Plenty of sources for and ways to find/receive information – Bobby Towery will show you some in detail.

Seminar Spouse reps also help with passing command information...from info gained at a monthly Community Leader Information Forum or info sent from our FRSA or designated rep via contact tree...

SSRs – Command Information Flow

“Routine” – FRSA Primary Transmission



Seminar Spouse Representative Selection Process

- 10 August Commandant's Spouse Brief
- 13 August Spouses that are interested in becoming the SSR for the Seminar inform their spouse (your Student) who in turns informs the Seminar Leader of their interest
- 13-16 August Seminar Leaders meet/interview volunteers as necessary and make a selection for Seminar Spouse Representative *
- 16 August Names and e-mail addresses of all Seminar Spouse Representatives are turned in to the Class President
- 17 August The Commandant sends a formal letter acknowledging their selection

**Please tell those selected they are invited to the Class Leadership Welcome Reception at Quarters 1 on 20 August*

Closer

Something I Told Your Spouses:

Take a moment in the next four weeks to reconsider why – the *real* reason -- you accepted this challenge; and be honest with yourself...I strongly recommend you redefine “success” in your life -- right now...adapt or modify your reason you came to The War College...and draw your energy for and make the most of this year from that refocus.

Don't waste the year.

And if you remember
nothing else I have said
today...

**As far as the Commandant is concerned,
your priorities for the War College are:**

- 1) Take care of yourself and your Family**
- 2) Support your spouse's educational
experience**
- 3) Make the most of your Carlisle Experience**

...I learned this from a great lady.

Ginger

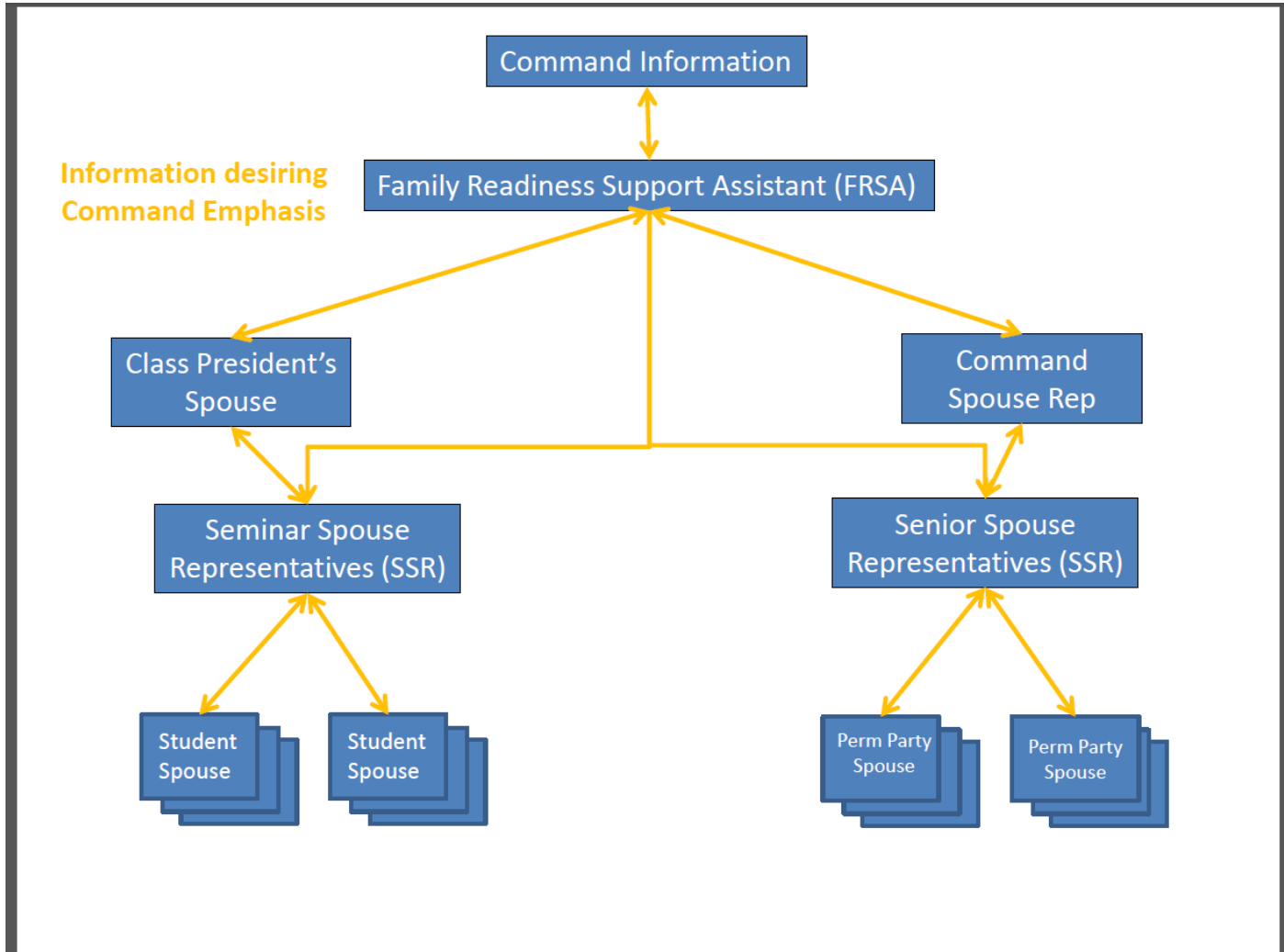
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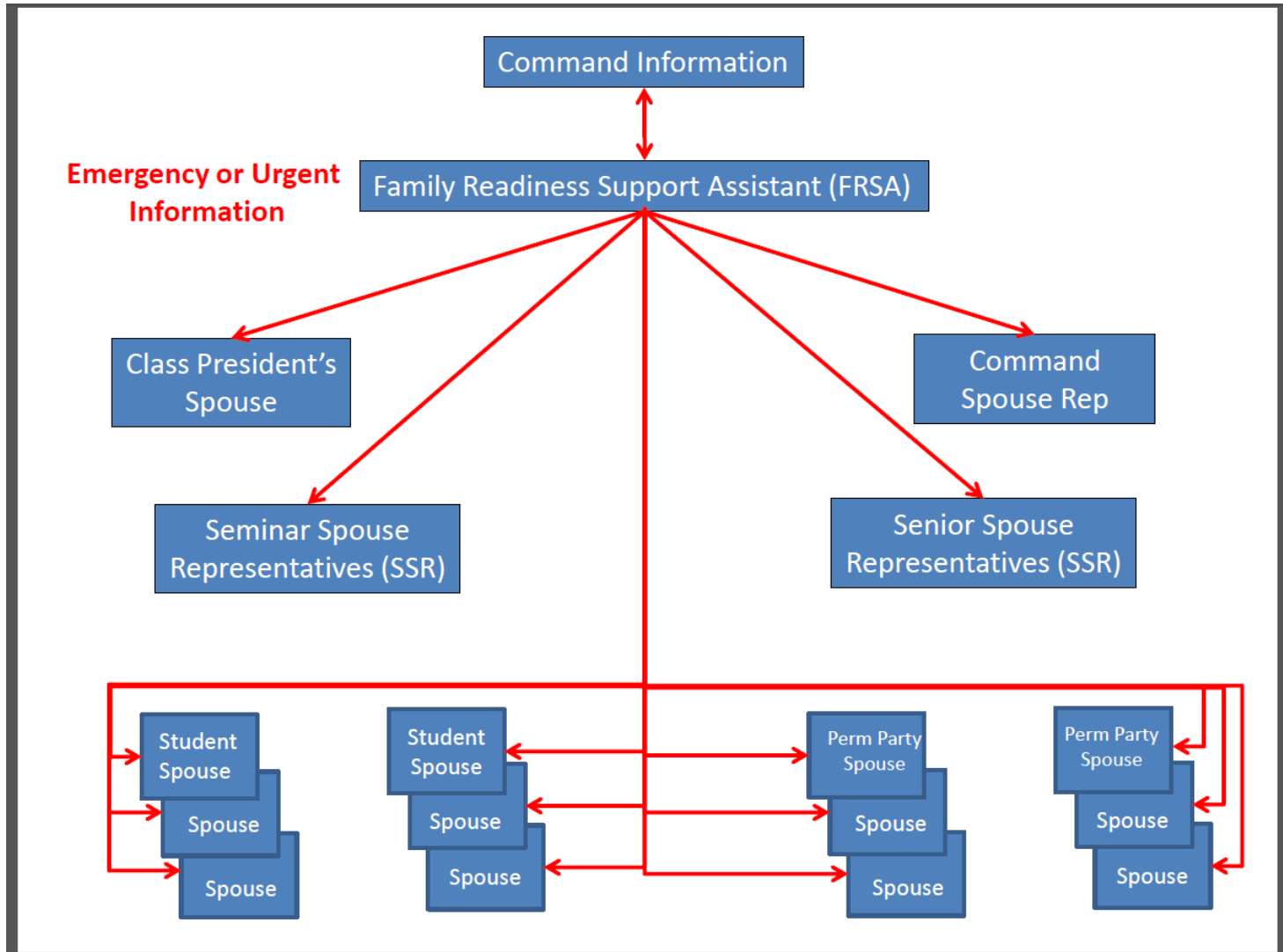
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SSRs – Command Information Flow

“Info with Command Emphasis” – Two Way; SSR Involved



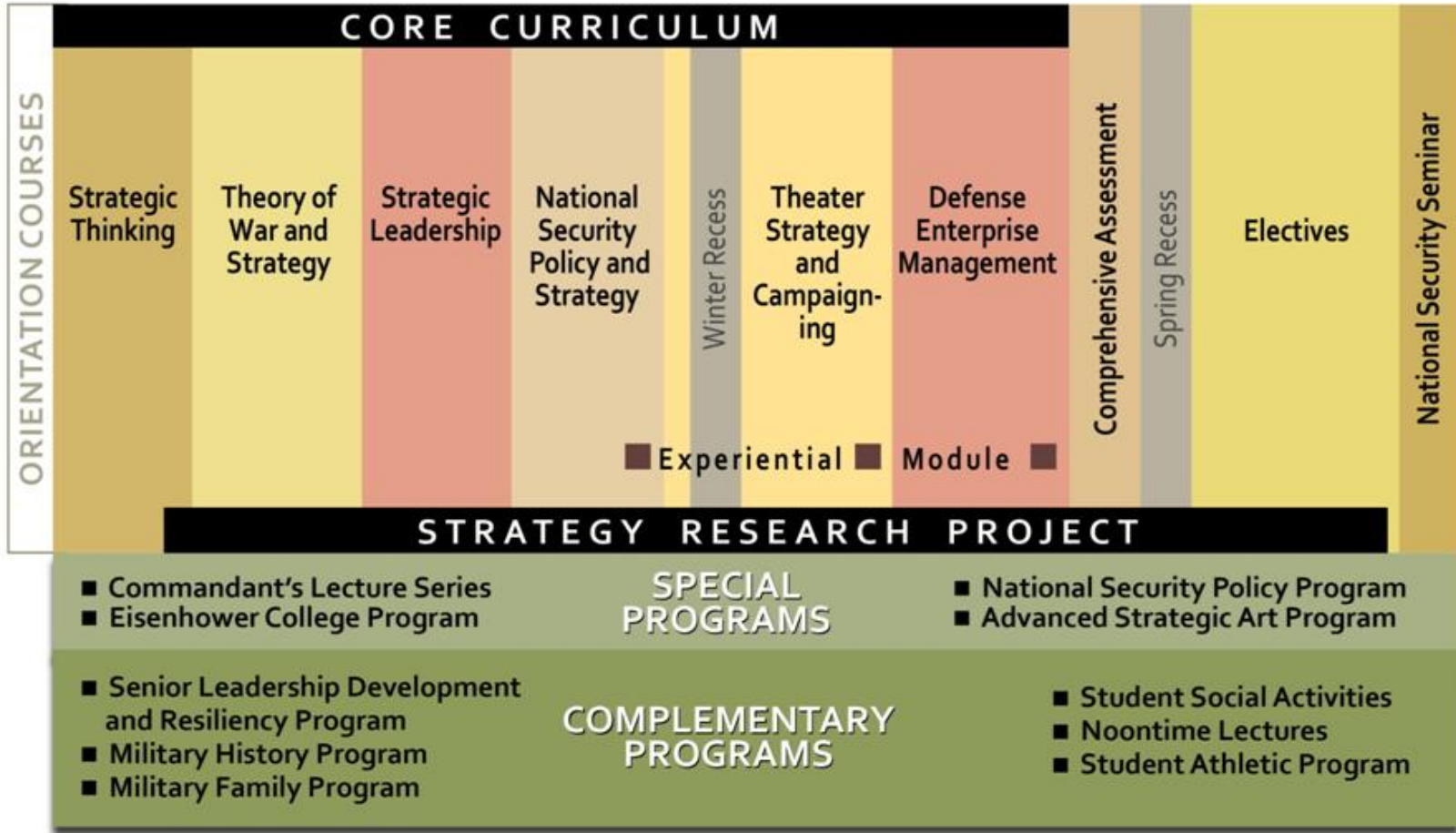
SSRs – Command Information Flow (Emergency or Urgent)



Your Year



SCHOOL OF STRATEGIC LANDPOWER AY 2013



Vision for the US Army War College and Carlisle Barracks

- An outpost of pride and military tradition, the envy of others, where the Profession of Arms lives -- and thrives -- through attitude, habit and practice of all who enter the gates;
- A cohesive group of Staff, Faculty, Garrison and student teammates who live their lives and execute their duties in the reflexive discipline of The Warrior Ethos and who are dedicated to produce or become the next generation of strategic leaders for our Nation;
- Who are supported by well-informed and fiercely independent Families, visibly proud to be a part of The War College and associated with Carlisle Barracks, who know how to take care of themselves and each other – and are committed to do so;
- An educational institution focused on its students and dedicated to Landpower's role in national security; ready to challenge assumptions and conventional wisdom; ready for any mission from fellow Soldiers; and in the war of ideas -- always looking for a fight.

Tony Cucolo
Major General, US Army
49th Commandant

- **Take a moment in the next four weeks to reconsider *why* – the *real* reason -- you accepted this challenge; and be honest with yourself...I strongly recommend you redefine “success” in your life -- right now...adapt or modify your reason you came to The War College...and draw your energy for and make the most of this year from that refocus.**
- **We need you to be a critical-thinking adviser and generator of options for solutions to complex problems at the strategic level. This requires an open mind, a willingness to venture far outside your comfort zone, and a willingness to challenge conventional wisdom and all assumptions. Practice all of that here.**
- **There is a reason we make you study the writings of dead guys.**
 - You must be strategically literate to be taken seriously at the strategic level
 - Many of these concepts are timeless
 - As you read and discuss history, theory and practice, always seek a parallel in the current global situation
- **Remember -- this is education and not training. You are in seminars for experiential learning...and that is also a great place to practice the kind of leadership required at the strategic level.**
 - Refine your senior leader communication skills; master the emotionless argument
 - Practice proficient peer leadership -- and commit to taking care of your peers
- **Effective leadership at the strategic level requires true moral courage. Are you tough enough?**

Seminar Chairperson

Responsibilities

- Provide Positive Leadership
- Information flow and provide feedback
- Accountability of seminar group members
- Maintain appropriate decorum by seminar members during lectures and in seminar
- Appoint committee members for class activities
- Represent seminar group at meetings
- Serve as seminar POC for USAWC admin matters
- *Identify a Seminar Spouse Representative (SSR)*

Barely 15 % of this class will return to the operational force after graduation.

More than 85% of will be heading to key and critical duties at the strategic level or in duties where they will be dealing directly with issues of strategic impact.

Expectations of your spouse's performance in their next assignment are incredibly high.

I believe all of our students can be better-armed for their next series of assignments, better-armed to contribute at the strategic level...

Consider this year a long workout at the "strategic gym." We want your spouse to improve their form; find where they are strong or weak; and have you and your Family depart stronger than you arrived.

First Meeting for the Seminar Spouse Representatives: Community Leader Information Forum (CLIF)

- **Frequency: Monthly**
- **Date of Next Meeting:** Thursday, 6 September 2012
- **TIME:** 1000-1200
- **LOCATION:** Visitors & Education Center, Army Heritage & Education Center
- No RSVP is necessary; but all seminars should be represented

You are all individuals and you are all at a very important station in your lives and your careers...

There is NO problem or issue you will face that Ginger and I have not faced in some way, shape, or form in the last 33 years – particularly the last 15.

I am available any time, day or night, to talk to you about *anything* at all...it is what General Officers do.