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U.S. Army War College



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Fall 2012
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Military Family Month: Military spouse-volunteers join the Hurricane Sandy recovery effort

If you've got a job to do, ask a busy person or -- better yet -- a busy military spouse. How apt that Army War College student spouses would carve time out of the Month of the Military Family to contribute volunteer work to Hurricane Sandy victims in Far Rockaway, Queens.

Several dozen student spouses invested a day of dirty, difficult work on behalf of the easternmost residents of the Rockaway Peninsula in the New York borough. They left behind a host of inviting activities in Manhattan to donate hundreds of pounds of donated food, shovel sand, clear debris, scrub surfaces, and add their disaster-aid efforts to those of Team Rubicon.

The military veterans group that has been made famous by its disaster assistance efforts incorporated The War College volunteers into the big effort, armed them with Home Depot-donated gloves and respirators, and delegated them to move wheelbarrows full of tools to their assignments.

In two groups over many hours, the volunteers shoveled out a house that had been literally buried in sand while another group tackled a house for which the basement had been completely filled with surge waters.

"I've never seen a war but this was a mess," said volunteer **Erika Snyder**. "They shoveled sand off the porch because they couldn't even open doors into the homes. They were finding the owner's belongings in the sand."



Army War College Spouses team up to create volunteer impact in the Hurricane Sandy-affected Rockaways. Student spouses dedicated free time during the academic trip to New York City to lend hands to volunteer efforts helping homeowners recover from surge waters and sand in Greater New York City.

The homeowner's arrival created an emotional moment, said Snyder.

"These women were on their hands and knees. The more crowbars and hammers, the more they got into it -- ripping, using anything available, even a snowscraper, to take the muck from a window. She couldn't thank us enough," said Snyder. "Almost three weeks after the storm, and here she is with everything she owned dumped in the street."

It takes a volunteer to appreciate others' volunteer efforts.

Team Rubicon was great, coordinating groups from Lawrence, Kansas, and Houston, and across the United States, said Snyder.

"They're so young! They're wonderful people and they've been doing this all along, living in an unheated warehouse with two or three food wagons."

Taking part in the academic field trip to New York City, the spouses intended to learn alongside the colonels and lieutenant colonels of the class in small group visits to international missions to the United Nations, among others. When some NYC organizations curtailed visits, these spouses elected to leverage their volunteer spirit for Sandy victims. Yet another spouse-volunteer group sorted and distributed materials at the Goodwill in Queens.

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On the cover: Army War College students and Army Senior Leaders show the "before" and "after" of the colleges educational programs.



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War College Class of 2013 descends on Big Apple for insights from non-military leaders

by Carol Kerr and Thomas Zimmerman

The bustling streets of New York City were just a little busier Nov. 14-17 as the U.S. Army War College Class of 2013 descended on the city to learn more about contemporary domestic issues and how that can affect national security strategy and policy.

For the three-day academic visit, students split into 24 groups and met with organizations like the New York Times, Morgan Stanley, the Council of Foreign Relations, Associated Press and the New York City Fire Department to discuss strategic issues.

“This trip presents a tremendous chance for our students to meet national, international, federal, state and local leaders to discuss the challenges they face and provide different perspectives in strategic leadership,” said **George Teague**, acting director of the Department of National Security and Strategy. “You just couldn’t replicate that experience here at the War College.”

Teague said that the course comes at an appropriate time in the curriculum.

“It really builds and allows the students to synthesize the key concepts they have learned during the previous blocks on instruction,” said Teague. “They are able to speak with these leaders and see how they are able to use their creative and critical thinking skills to solve complex problems.”

During their visits, the students said they found leadership lessons in each unique opportunity for in-depth conversation with non-military people with significant leadership responsibilities.

“It was good to talk with other industry leaders and see how they do things,” said Army student **Lt. Col. Craig Merutka**. “It was interesting to see the parallels in long-term planning, change and adaptation.”

When War College students met with Associated Press’s top leaders, the commonalities of strategic planning and professional standards stood out.

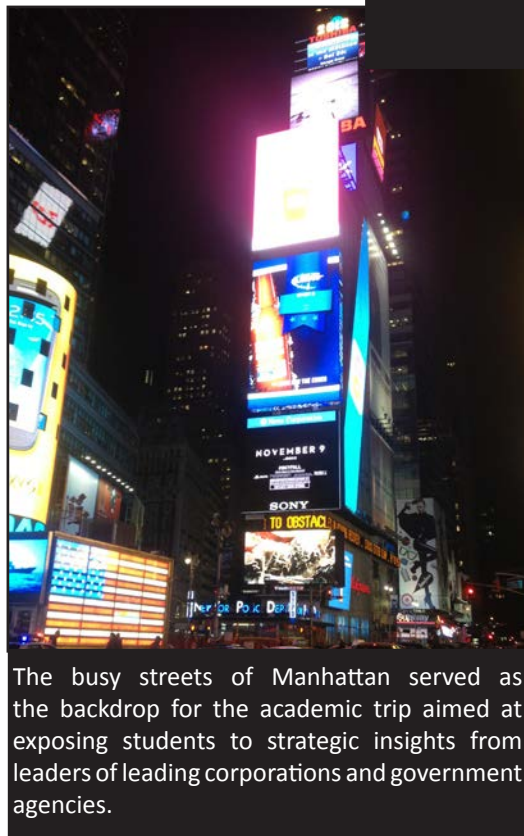
Army student **Lt. Col. Larry Fletcher** once worked as a journalist and noted the AP’s planning and initiatives to maintain standards of accuracy as they maintain relevance in a rapidly changing information environment.

“They no longer can count on their evening news and print media with the 24 hour news cycle. They had to move in with new technologies and new ways of doing business, or they too will find themselves fading away.”

The AP assessment of



Army War College students talk national and international issues with Dean Baquet, managing editor of the New York Times, during the academic trip to New York City.



The busy streets of Manhattan served as the backdrop for the academic trip aimed at exposing students to strategic insights from leaders of leading corporations and government agencies.

issues and new strategies matches discussions in class, said Fletcher. It’s an enduring issue to size up a changing environment and maintain the relevance of the Army, or Navy, especially in a post-war situation with demands for

with less, he said.

“I learned there’s a bureau of the AP in North Korea, which really surprised me ... definitely a move in the right direction,” said Army student **Lt. Col. Brett Clark**. “I think it ties directly to our studies at The War College, that it’s really all about relationship building -- no different for the AP or FOX News or anyone else.”

Several students drew insights from the challenges of budget management for New York City -- described by one student as a grand-scale budget for an entity that could be a foreign county in itself.

“Infrastructure management is part of what I do,” said Air Force student **Lt. Col. Monte Harner**, who commented the mayor’s representative’s insights about public reticence to decrease services. “It’s very difficult to cut back on infrastructure. There are those who think we should eliminate base housing, where people can live on the economy, but we have a tradition of providing services and it’s very difficult to cut back. Even though fiscally it may make the most sense, politically it may not be possible.”

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War College students explore, apply classical theories of war, strategy

by Thomas Zimmerman

After the introductory core course in Strategic Thinking, the Army War College Class of 2013 addressed the enduring questions of why war, and how, in the course considered the “bedrock” of the curriculum, the Theory of War & Strategy.

“The Army War College is dedicated to the study of the profession of arms, which necessitates an examination of war,” said **Frank Jones**, the course director. “It is our belief that the senior military officer or civilian national security specialist must be well grounded in the theory of war and strategy to be effective at the higher levels of the national security hierarchy.

“We are giving the students concepts and tools to help them not only understand the international system in which they operate, but also to provide advice on solving problems a nation confronts at the strategic level.”

A course highlight, **Gen. Martin Dempsey**, Chairman of the Joint Chiefs, spoke to the student body in Bliss Hall. He urged the students to take the opportunity of this academic year to learn, think, write, relax, and build relationships in preparation for future leadership challenges.

He spoke about strategic leadership, the challenges facing the military and urged them to apply the lessons they had learned and utilize the relationships formed here.

“Congratulations on being here,” he said. “The opportunity you have had to interact and develop trust with others here will be worthwhile. Thanks for what you do, and what you will do.”

The course builds on previous courses in The War College curriculum, according to Jones.

“One of the course objectives is to apply the strategic thinking skills that the students honed during the first course of the core curriculum, Strategic Thinking, to the theory of war and strategy, he said.

“For example, we expect that every day they are using their critical thinking skills as they read about such topics as limited war,



Gen. Martin Dempsey, Chairman of the Joint Chiefs, challenged The War College students to use this academic opportunity to prepare for the future international security environment.

air power or terrorism. Ethical reasoning is employed as the students grapple with the just war tradition and its influence on strategy formulation, they examine the connection between strategy and culture in all its dimensions, or how history illuminates our understanding of how conflicts end.”

Historical examples help students understand how classical theorists and strategists, and contemporary military leaders employed these same skills, according to Jones.

Thucydides’ History of the Peloponnesian War is a vehicle to understand basic concepts related to war, policy and strategy. The initial block of study introduces concepts of international relations theory such as realism and liberalism, and provides familiarity with other major ideas, including interests, values, anarchy, sovereignty, and power as well as tools for evaluating the international system. At the end of the block, students will have a basic familiarity with strategic theory and essential concepts from international relations theory.

The Nature of War and Strategic Considerations examines theories regarding the causes of war as well as detailed examinations of topics and concepts, such as ethics and international law, that might moderate the nature of war, enhance strategic possibilities, or constrain strategic options. Students consider the complex issues involved in conflict termination; examine what constitutes victory; and

explore the theoretical underpinnings of post-conflict state building. Through second block of TWS, students develop understanding of the nature of war and factors that influence that nature as well as the development and execution of strategy.

Theories of War and Strategy examine theories on how to employ military power both strategically and at the high operational level. Students examine the principal writings of Sun Tzu and Carl von Clausewitz. They study theories of military power in a variety of domains and forms of warfare using, in most cases, primary sources to expose the student to the theory. The course concludes with an examination of strategy required for meeting future threats and challenges. At the end of the block, students will be familiar with specific warfighting concepts and issues and be able to apply, analyze, and evaluate those concepts and issues as well as their applicability to past, current, and future military operations.

The course concludes with a Gettysburg Staff ride, which focuses on understanding how and why battles are fought as they are. To do this, one must understand the larger operational, strategic, and political context in which they occur.

“The staff ride attempts to bring history to life for the students and encourage a dialogue between the students as they view it through the lens of the shared combat experiences of the seminar,” said Jones.

AFRICOM commander shares strategic lessons with USAWC students



Gen. Carter Ham, Commander of U.S. Africa Command, speaks to Nigerian Fellow Col. Solomon Udounwa before talking to the U.S. Army War College Class of 2013 in Bliss Hall.

by Thomas Zimmerman

2011 in Africa was a year dominated by headlines of the Arab spring, regional conflicts, and an extremist organization stifling progress in Somalia.

Gen. Carter Ham, Commander of U.S. Africa Command, came back to the Army War College to talk about the progress being made there and the challenges still ahead.

Ham discussed the role of AFRICOM and how a secure and stable African continent was important to not only the region, but to the world. He said that the U.S. plays an important role in supporting these nations and helping them find African solutions to African problems.

The stand-up of African Command in 2006 demonstrates a U.S. commitment to the continent according to Ham.

"A safe, secure and stable Africa is in the best interest of the world," he said. "We are there to help strengthen the defense capability of our African partners and to contribute to regional security."

He also stressed the importance of collaboration and partnership in the region.

"These nations are committed to security and solving their problems along with their neighbors," he said. "But they are looking for partners, someone who will stand with them as they confront challenges. We can be that partner."

He pointed to a situation in Somalia as a perfect example of this in action.

"The African Union and surrounding countries wouldn't stand for the occupation of the capital and key ports of Somalia by al-Shabaab," he said. "They worked together to collectively dislodge them from these locations in an effort to bring more stability to the nation. What is present there now is hope."

Ham's experience with the African continent stretches all the way back to his days as a student at the Air War College when he visited South Africa, Botswana and other African countries.

"I'm beginning to understand just how much I don't know," he said. "When you think you understand the complexity and diversity of the continent, another layer is added."

He pointed out that six of the top 10

fastest growing economies are in Africa, has a population of more than one billion people and has both a strategic location and materials.

"Those facts alone help illustrate the increasing importance of Africa to not only the U.S., but the world as a whole," he said. Ham pointed out that nearly 40 percent of the European Union business community uses the East Coast of Africa as a primary shipping route.

"The U.S. and the world needs to care what happens in Africa."

The address by Ham was an opportunity for international officers from Africa to speak directly to the man in charge of U.S. military interests there.

"It's important for both the African nations and the United States to talk and help find creative solutions to the challenges facing Africa," said **Nigerian Fellow Col. Solomon Udounwa**. "We all want peace and stability and together we can work to make that a reality."

Senior Leader Seminar addresses next step in development of senior leaders



Gen. Ray Odierno, Chief of Staff of the Army, talks to participants in the recent Senior Leader Seminar at the Army War College. Executed by the Army War College's Center for Strategic Leadership and Development, the SLS educates and broadens senior leaders specifically selected to base on their current or future duty positions as advisors or staff officers for the nation's most senior strategic leaders.

by **Thomas Zimmerman**

Ninety-five Army colonels, command sergeant majors, inter-agency and DA GS-15s convened for the seminar at the Center for Strategic Leadership and Development at Carlisle Barracks to explore issues presented by Army leaders during the most recent iteration of this Army Leader Development initiative. Executed by the Army War College's CSLD, the SLS educates and broadens senior leaders specifically selected to base on their current or future duty positions as advisors or staff officers for the nation's most senior strategic leaders.

"The Senior Leader Seminar addresses a gap, recognized by the Army's strategic leadership, in the career-long development of senior leaders following their Senior Level College experience," said **Maj. Gen. Tony Cucolo**, Army War College Commandant. "Developed as a complement to the Army's Strategic Leader Development Program for general officers, the seminar provides an opportunity to gain knowledge, insights, skills, and abilities to successfully navigate the volatile, uncertain, complex and ambiguous terrain you are entering."

The Senior Leader Seminar is a one-week Army Senior Leader Development course that will enhance the education of select senior Army colonels (generally 23-26 years of service) and Department of the Army civilians (GS-15) who are either currently assigned to, or projected for assignment to, key positions as advisors and staff officers for general officers and senior civilian leaders.

The SLS offers an experience that is both broadening and educational, focused on increasing their preparation for service at the National level. Attendance is by invitation only; Senior Leader Development, HQDA, the Office of the Chief of Army Reserve and the National Guard Bureau, each identify their respective component colonel participants. The G3/5/7, HQDA identifies DA civilians through a competitive application process, while the Chief of Staff of the Army offers and invitation to departments within the interagency to send one of their select GS15 civilians. SLS 12-02 was also the first course to host six senior (three and four star) command sergeants major to round out the seminars.

"The Sergeant Major of the Army is studying ways and means to better prepare our most

senior Sergeant Majors for service as advisors to strategic leaders at the three and four star level," said **Al Bourque**, SLS director. "Working with the Sgt. Maj. Of the Army's office, SLS offered seats to these command sergeant majors so they could determine if an SLS type experience is the best way to meet their own strategic leader development gaps. Work with the SMA office continues, but it was agreed by all that their inclusion only further enriched the discussion and learning."

The Army leaders who addressed the group were candid about creating consensus for complex challenges. Sharing insights from positions of responsibility and experience were Army Chief of Staff **Gen. Ray Odierno**, US AFRICOM Commander **Gen. Carter Ham**, TRADOC Commander **Gen. Robert Cone**, FORSCOM Commander **Gen. David Rodriguez**, Third US Army/USARCENT Commander **Lt. Gen. Vince Brooks**, Special Assistant to the President and Deputy National Security Advisor to the President on Iraq and Afghanistan, **Lt. Gen. Doug Lute**, and the seminar was facilitated by retired **Lt. Gen. Dave Barno**.

DC-based Army War College Fellows meet for professional development session

by Phil Evans, Army War College Fellows office

The 33 Army War College Fellows assigned to Washington, D.C. area colleges and institutes met recently at the Army's Garand Room in the Pentagon to learn from several members of the Army's senior leadership and staff. In doing so, gained an appreciation of the Army that will serve them well in the coming months while serving as Fellows, and in the coming years as they continue their careers.

The DC Fellows are part of the 90 Army War College Fellows assigned in 45 programs across the country and overseas this year. The DC-based Fellows pursue educational experiences at diverse sites such as Georgetown and George Mason universities, Center for a New American Security, Center for Strategic and International Studies, Central Intelligence Agency, Department of Veterans Affairs, and government-funded agencies, such as the United States Institute for Peace.

The Fellows integrate with host institutions and learn from that experience throughout the year, enjoying educational opportunities that roughly approximate those provided to the resident war college students in this year's class, while also staying connected physically and virtually with the Army War College itself.

The Fellows also represent the Army and larger defense interests with organizations that might not otherwise have a direct connection. To support that mission, Army War College **Prof. Mike Pasquarett** developed the Pentagon briefing day to deepen the Fellows' understanding of

current initiatives and Army priorities.

Maj. Gen. Jeff Snow welcomed the Fellows with recommendations about professional development and inquiries into their

in that part of the world, as well as their insights about making the most of the unique Fellowship opportunity.

Staff of the Office of the Chief of Public Affairs invited the Fellows to coordinate their speaking engagements and provide feedback. They extended invitations for media skill-building sessions, and offered to assist Fellows and host institute guests to attend events that will increase awareness of the Army mission and interests.



Brig. Gen. Tom Cosentino, director of the Joint Staff J5- Middle East, discusses strategic issues with 33 Army War College Fellows during a recent visit to the Pentagon.

experiences to date with host institutes. The Army's G-3/5, or senior strategist, Snow is responsible for the administration of the Fellows' Program Policy from the Headquarters, Department of the Army perspective.

Brig. Gen. Bo Dyess, director of Force Development for the Army's G8, addressed the overall G8 mission and its responsibility for integrating Army funding, fielding, and equipping actions. He provided details about ensuring the Army's soldiers have all of the right equipment to do the jobs with which they are entrusted.

Lt. Gen. Keith Walker addressed future operations for the Army with the assembled Fellows. Director of the Army's Capabilities Integration Center, within the Training and Doctrine Command, he shared insights about advancing and testing ideas the link the future operating environment and how the Army might operate in the future.

Brig. Gen. Tom Cosentino and **Col. Bill Mooney**, both former Army War College Fellows now assigned to the Joint Staff J5 Plans Middle East Division, shared candid impressions of current and future events

Dr. Chris Rice, deputy director of the Chief of Staff of the Army's newly formed Strategic Studies Group, explained the SSG charter to "assist Gen. Odierno examine projects of strategic significance during the coming year, and the Fellows are welcome to provide additional expertise when available."

The Pentagon briefing day host, retired **Col. Randy Odom**, director of Outreach for the Secretary of the Army, gave the Fellows a quick tour of the Chief of Staff of the Army's office, pointing out the history of several of the artifacts present, such as the large world globe General George C. Marshall used during World War II. Considering many of the Fellows had never set foot in the Pentagon, this was a pretty rare treat.

"The Fellows are assigned at many organizations in Washington that we deal with, or might need to, in the future so it is always nice to make acquaintances early in their Fellowship year," said Odom. "It is also important that the Fellows know who to call here in the Pentagon when they need information and assistance, and that they recognize us as happy to help when needed."

Army 'all stars' share experiences, learn from War College students



Gen. Lloyd Austin, 1997 Army War College graduate and Vice Chief of Staff of the Army, speaks to the Army War College Class of 2013 in Bliss Hall as part of Army Leader Day.

by **Thomas Zimmerman**

Twenty-six Army “all stars,” including 13 Army War College graduates, came to the U.S. Army War College to share their experiences, insights on the current state of the Army and discuss the issues and challenges facing the military as part of Army Leader Day.

Gen. Lloyd Austin, 1997 Army War College graduate and Vice Chief of Staff of the Army, kicked off the day with a Bliss Hall talk with students, staff, faculty and the 25 state Adjutants General and deputies participating in the Adjutants General National Security Seminar.

During his remarks, Austin laid out the near, mid and long-term goals for the Army.

“We need to invest in our people, optimize our force and selectively modernize in order to meet the challenges of an increasingly disorganized world,” he said.

The War College is an important step for these future strategic leaders and advisors, said Austin.

“What you learn here is very important,” he said. “Take the time to learn about each other, especially our international partners. It will serve you well in the future.”

Austin spoke at length about one of the major challenges the military faces, the visible and invisible wounds of more than a decade of war.

“What is most important are our Soldiers and their Families,” he said. “We must lead the effort in dealing not only with the physical wounds, but the invisible ones like traumatic brain injury as well. We have a duty to do everything we can.”

The War College students will play a key role, he said.

“You have to lead by example and we must

maintain their faith.”

He expressed confidence that the military leaders studying at The War College – Army, Air Force, Marine, Navy, Coast Guard and International – are up to the challenges the world will face.

“I am very optimistic about the future of America and the world just by looking around this room,” he said. “There is an incredible amount of talent in this group.”

“Having been to this event for three years while I was on the Army Staff, I know how valuable this experience is,” said **Maj. Gen. Tony Cucolo**, Army War College Commandant. “I know the students will take full advantage of this rich experience.”

Following the keynote address, the students moved to 24 seminar rooms for candid, in-depth discussions with a member of the Army Staff and the Secretariat.



Students talk in seminar with Maj. Gen. Harold Greene, Deputy for Acquisition and Systems Management, Office of the Assistant Secretary of the Army.



Army student Col. Stacy Babcock chats informally with Maj. Gen. Richard Stone, Deputy The Surgeon General (center) and Maj. Gen. Al Aycock, Director of Operations, ACSIM.

Army Leader Day is an integral part of the War College resident educational experience. It is a unique opportunity for many of the U.S. Army's senior leadership, military and civilian, to come to Carlisle and interact with the class. The event serves as the capstone for the Strategic Leadership block of instruction and provides students the tools to comprehend the unique aspects of leadership required at the strategic level, analyze the role of the strategic leader in evaluating the climate and culture of an organization, aligning these with the strategic vision, and then leading the organization through the change processes necessary to implement this alignment and comprehend the role of senior military leaders as stewards of the profession of arms.



Twelve Army War College graduates came back to their alma mater for Army Leader Day.

Senior Executive Service leaders advise, invite War College Civilian Students

by Carol Kerr

Civilian Students have been part of the Army War College for more than 20 years for a simple reason: it works – for the civilians, the military, and the School.

Since 2003, Civilian Student graduates of the senior service colleges are directly placed into senior civilian positions so as to maximize the Army’s return on investment and ensure civilian graduates use their senior level competencies across the Army, as is the case with military graduates.

To prepare current Civilian Students for imminent career choices, Senior Executive Service leaders participated in Civilian Career Day, Oct. 11-12. Here to speak about roles and opportunities for civilian strategic leaders were **Mr. Peter B. Bechtel**, director of Capabilities, Integration, Prioritization, and Analysis, Army G3/5/7; **Ms. Gwendolyn**

DeFilippi, Deputy Assistant Secretary of the Army for Force Management, Manpower and Resources; **Dr. Pam Raymer**, director of the Army Continuing Education System; **Mr. James T. Faust**, Assistant Deputy Chief of Staff, Intelligence/ Army G-2; **Mr. Byron J. Young**, executive director of the Army Contracting Command; **Mr. Richard A. Davis**, Army Cyber Command Deputy for Cyber Operations/Director of Operations; **Mr. Stacey K. Hirata**, chief of Installation Support Division, US Army Corps of Engineers.

“The Army War College education prepares civilians to be effective at the Service or

Agency level, and helps the Services build a bench for future senior executive service positions. Developmental positions after The War

a classroom introduces cross-fertilization of ideas, cultures and professions, according to **Dr. Robert Nye**, Deputy Provost.

“Our intent is to broaden thought of our military and interagency students,” said Nye. “They bring a minority voice to discussions that can bring to bear against group-think and majority voice.”

They add depth and understanding to their military counterparts about how large organizations run at the strategic level, noted Manta. “Civilians understand the management of large systems, given their experience and understanding of the processes and procedures – like resourcing, manning, training, budget, and programs needed to run complex organizations, working with diverse groups across multiple career fields in the federal government.”

In turn, the School is a broadening experience that enhances their own strategic leader skills, as well, such as strategic thinking and critical thinking,” she said.

Senior Civilians, in the grades of GS14 and 15, can apply for selection for an Army War College education through their organization’s civilian leader development program.

This year, 13 of 25 civilian students are Army Civilians. “We typically have about 10 from the Interagency Community: foreign service, intelligence community, homeland security, and Veteran Affairs,” said Manta.

(Counter clockwise from top) Richard A. Davis, Army Cyber Command Deputy for Cyber Operations/Director of Operations, Gwendolyn DeFilippi, Deputy Assistant Secretary of the Army for Force Management, Manpower and Resources, and Peter B. Bechtel, director of Capabilities, Integration, Prioritization, and Analysis, Army G3/5/7, were just three of the experts who came to speak and advise Army War College civilian students recently.



College have included directors of strategic planning, staff directors, deputy garrison command positions and directors at large installations, and policy makers at Service level.

“It’s a unique opportunity to interact with military counterparts in a collegial environment, and an opportunity to develop a deeper understanding of national security policy and strategy,” said **Julie Manta**, Associate Provost for Academic Programs and Senior Civilian Adviser here, speaking about the year of graduate studies at Carlisle.

Integrating civilian and military students in

Dubik brings experience to Army War College elective as Omar Bradley Chair

by *Thomas Zimmerman*

"The ability to participate in the education in the next generation of strategic leaders is what really attracted me to this opportunity at the Army War College," said **Retired Army Lt. Gen. James Dubik**, the current General Omar N. Bradley Chair in Strategic Leadership.

The Bradley Chair is shared by the Army War College, Dickinson College, and Penn State University's Dickinson School of Law and School of International Affairs.

"My experience so far has been great," said Dubik. "The classroom interaction between the students and the energy they have for the subject matter has been impressive."

As the Bradley Chair, Dubik participates in academic life at all three schools. Through classes, lectures, and participation in exercises and studies, he is expected to

deepen each school's curriculum, stimulate thinking and exchange with faculty, and enrich student experiences at each institution.

The three schools select the Bradley Chair to represent a range of communities, including business, military, politics and academia. Each field plays a critical role in guiding students' understanding of leadership, from the perspective of liberal arts and sciences at Dickinson, law and international affairs at Penn State, and in the environment of international security studies at the Army War College.

Dubik is currently teaching an Army War College elective, "Contemporary Challenges to Modern War Theory."

"We are using three texts on just war theory and a set of essays and articles about war since 9/11," he said. "These readings, plus the experience of the students, have made the

discussion pretty lively and deeply enriching for all."

Dubik said he hopes that The War College



Retired Army Lt. Gen. James Dubik is the current holder of the General Omar N. Bradley Chair in Strategic Leadership, shared by the Army War College, Dickinson College, and Penn State University's Dickinson School of Law and School of International Affairs.

students are able to take away an understating of the ethical dimension of war and an ability to reason through new, complex, and ambiguous problems.

"The realm of strategic leadership is the realm of ambiguity and the realm of persuasive force," he said. "The probability of success in strategic leadership will result from an ability to work and succeed under dynamic conditions of uncertainty. The probability of success will also go up if the strategic leader learns how to use the minds of those around him or her to understand problems and structure solutions."

"He is one of the Army's great intellectuals – a strategic thinker and innovator," said Army War College Deputy Provost **Col. Robert Nye**. "We can anticipate that he will contribute in powerful ways to the examination of leadership across the nation and globe."

His background makes Dubik a wise choice for all three schools, said Nye. Extensive experience in the international arena and in building security cooperation marked his nearly 40-year Army career. Before retiring from the Army, Dubik commanded I Corps during a deployment to Iraq, and Multinational Security Transition Command-Iraq, responsible for developing, organizing and training the Iraqi security ministers, Iraqi security forces, and the Iraqi police. He has been called on to provide advice at the highest level.

Dubik was commissioned an Infantry officer following graduation from Gannon University in 1971. He held leadership and command positions around the world. He commanded U.S. and Multinational forces in northern Haiti during Operation Uphold Democracy, was deputy commanding general for Task Force Eagle and Multinational Division North in Bosnia-Herzegovina during Operation Joint Forge, and commanded the 25th Infantry Division in Hawaii. Dubik also was an associate professor of Philosophy at the U.S. Military Academy at West Point.

He holds a bachelor's degree in Philosophy from Gannon University and a master's degree in Philosophy from Johns Hopkins University. Dubik completed the Advanced Operations Studies Fellowship at Ft. Leavenworth, Kan., and attended both Harvard University's John F. Kennedy School of Government executive program for national and international security and the National Security Leadership Course at The Maxwell School of Citizenship and Public Affairs at Syracuse University.

Dubik said that relationships like the one between the War College and Dickinson and the PSU Law School are very important.

"In an era where a very small percentage of the U.S. population serves in our military services, these kinds of program create a window into military serves for those less familiar with it."

Seminar enables National Guard leaders to learn more about The War College, Army issues

by Thomas Zimmerman

Twenty five senior National Guard leaders came to the Army War College recently to discuss strategic issues with USAWC faculty and talk face-to-face with USAWC students as part of the Adjutants General National Security Seminar.

Each year the USAWC offers an opportunity for the 54 state Adjutants General and Deputy Adjutants General to come to Carlisle Barracks for one week during the resident academic year. This year marked the largest class in the recent history of the program according to **Col. Oliver Norrell**, USAWC Army National Guard Advisor.

In addition to updates on national security issues, participants exchange ideas with the resident class on issues affecting the Army and provide USAWC students with insights regarding issues confronting the senior leadership of the National Guard. New this year was presentations by the Director of the Army National Guard and the Army National Guard G3.

Many of the officers have found the experience so beneficial they have attended

multiple times, according to Norrell.

“This program provides a great opportunity for the officers to gain an exposure to the views of our students who will be or advise the future leaders of our military,” he said. “In addition, the officers are able to share with our students the unique perspectives of our Army and Air National Guard leaders. They are able to share, face-to-face the issues and challenges they face from the state and local level to national level issues and policies.”

“I’ve really been able to gain some valuable insights on some of the challenges that the Guard is facing around the country and not just in my own state,” said **Brig. Gen. Harold Reed**, Chief of Staff for the Wyoming Air National Guard. He said that the question and answer sessions with the guest speakers and in the student seminar were especially helpful.

“We all – active Army or Guard and Reserve – have common issues and challenges,” he said. “In order for us to operate cohesively as a team, we need to share ideas.”

AGNSS can provide a greater understanding to the expert War College programs and

institutes.

“While they are here the attendees are able to learn more about programs like BSAP, DSC and the distance education program,” he said. “This was in addition to updates from PKSOI, CSLD and SSI. Although many of them are graduates of our programs or have previously been exposed to them, this opportunity can reinforce their understanding and appreciation of our mission and the benefits that our graduates derive.”

AGNSS fits perfectly into the mission of educates and develops leaders for service at the strategic level, said Norrell.

“We bring our students here to increase their knowledge and exposure to what may be a new and different way of viewing the military and the world in general,” he said. “By expanding their horizons and by creating opportunities for them to interact with senior leaders who may operate outside their realm of current knowledge and experience can significantly improve their knowledge and provide a deeper understanding of our national defense challenges and policies.”



Annually, the Army War College creates opportunity for learning and senior-level exchange for Adjutants General and Deputy Adjutants General in residence at the Army War College in Carlisle. In addition to updates on national security issues, participants exchange ideas with the resident class on issues affecting the Army and provide USAWC students with insights regarding issues confronting the senior leadership of the National Guard.

War College program brings together senior reserve officers for updates, discussion on strategic issues



The 45 senior Reserve Officers of the Army, Air Force, Marine Corps, Coast Guard Reserve and the Canadian Army Reserves were in residence in Carlisle for the Senior Reserve Component Officer Course. The October event included seminar discussion with students in the School of Strategic Landpower, and briefings from functional experts in the Peacekeeping and Stability Operations Institute, the Center for Strategic Leadership and Development, the Army Heritage and Education Center, and the War College's Senior Leader Resiliency Program.

by **Thomas Zimmerman**

Cyber security, an update on NATO, and a discussion of U.S. policy toward China were just a few of the topics for 45 senior Reserve officers at the recent Senior Reserve Component Officer Course at the U.S. Army War College.

"SRCOC has many benefits for the participants and the college," said **Col. Greg Martin**, Army Reserve Advisor to the Commandant, and coordinator of the event. "It allows the officers to share the strategic leadership lessons they have learned with our students in a seminar setting. It also helps make these leaders aware of the resources available here at the Army War College as they grapple with issues of national security."

This class included officers from the Army, Air Force, Marine Corps, and Coast Guard Reserves as well as an officer from the Canadian Army Reserves.

"This has been an extremely beneficial program for me, both personally and professionally," said **Navy Reserve Rear Admiral Charles Harr**. "Not only do we get a great opportunity to talk with fellow officers who share the same issues and challenges, but we also to see the strategic thought that goes on here at the Army War College."

Fall 2012

"It's not very often that we are able to sit down with experts in arenas like cyber warfare and issues that reach beyond the present conflicts," said **Brig. Gen. Jonathan Ives**. "This is an experience that you really can't put a price on."

One of the highlights of the week was a panel discussion moderated by **Dr. Jeff Groh**, professor of information and technology in warfare for the War College Distance Education Program, that focused on cyber security and warfare. The panel included **Lt. Gen. Rhett Hernandez**, U.S. Cyber Command, **Bob Butler**, Center for a New American Security, **Tim McKnight**, VP Information Security & CISO, Fidelity Investments, **Gary McAlum**, SVP & CSO, USAA and **Phil Reiting**, SVP & CISO, Sony.

During the panel discussion which was also made available to War College seminars, current and future challenges in the cyber domain were discussed including the infrastructure risks and the need to treat cyber space as an operational domain.

Another panel focused on U.S. policy options for China that featured David Lai, Strategic Studies Institute, **Aubrey Carlson**, China Desk, U.S. Department of State, retired Col. Larry Wortzel, U.S. China Commission and **Dr. Andrew Scobell**, RAND.

"We selected these panels because we realize that they are two of the most important issues at the national security level," said Martin.

The annual event includes in-seminar discussions with USAWC students, as well as briefings from key components of the college, such as the Peacekeeping and Stability Operations Institute, Center for Strategic Leadership, Senior Leader Resiliency and the Army Heritage and Education Center.

"There is no program like this in the entire Department of Defense that brings together general officer and flag officers together with students to interact and learn with and from each other," said Martin. "It's important for the students to meet with and learn from the people who are serving in or have served in the jobs they may assume later in their careers."

Guest speakers included **Sarwar A. Kashmeri**, a senior fellow with the Atlantic Council's Brent Scowcroft Center on International Security, **Maj. Gen. Jimmy Stewart**, Military Executive, Reserve Forces Policy Board and **Brig. Gen. Bryan Wampler**, commander, 78th Training Brigade (Operations), Fort Dix, N.J.

Center for Strategic Leadership and Development: Wargaming offers quick-turn quick-look examination of issues for Army

by Col James Markley, CSLD

As part of the Army War College reorganization, the Center for Strategic Leadership transformed in early September to become the Center for Strategic Leadership and Development and to take on a primary wargaming mission in its new Department of Landpower Concepts, Doctrine, and Wargaming.

DLCDW's primary mission is to support Army Senior Leadership with a "quick-turn" wargaming capability that will identify Army concerns and equities in the context of strategic-level national security issues facing the Army and military. Given the need for a quick-turn capability, the objective is to examine a different issue, which has the potential to impact the Army, approximately every six weeks, for a series of eight per year.

The first wargame, in mid-September, examined implications for the Army of ongoing events in Syria. Participants, including regional experts from across the USAWC faculty and International Fellows from the region examined three hypothetical outcomes of the Syrian conflict.

In early November the USAWC examined the growing presence of Al Qaida in the Islamic Maghreb in the ungoverned space in northern Mali. Planning for additional wargames is underway.

Following each wargame, a team of analysts will rapidly synthesize and analyze data from the event and summarize the implications for the Army in a short, readable document highlighting the Army's concerns and equities for the particular national security issue. The report will include recommendations to Army Senior Leadership, presented in a strategic context, which the Army can use for further evaluation and analysis. The War College's new wargaming capability, resident in CSLD, will allow the War College to assist the Army with anticipating potential Army equities in strategic issues that will have a near term

effect on the employment of landpower.

Based on the needs of the Army, CSLD will capitalize on the in-depth expertise of staff

created within DLCDW a powerful capability to design, develop, conduct, and analyze wargames on a variety of strategic issues.



A recent wargame at the Center for Strategic Leadership and Development examined the ongoing events in Syria and included regional experts from the Army War College faculty. The examination looked at three hypothetical outcomes of the Syrian conflict.

and faculty from across The War College and the experiences of our students, to include International Fellows who offer unique perspectives to the strategic-level national security issues facing the Army.

With the School's transition from the Strategic Decision Making Exercise of years past to a new series of experiential exercises, DLCDW will leverage the talents of the USAWC staff and faculty previously involved in the SDME. The War College's annual wargaming series will preserve longer-term modeling, simulation, and analysis, and wargaming capacity for the Army. By combining the unique skills of modeling and simulation experts, with scenario developers, operations research analysts, and doctrine and force structure experts, CSLD has

Dependent on the issue under examination, CSLD will include subject matter experts, as appropriate, from academia, think tanks, the media, the Departments of Defense and State, other government agencies, as well as non-governmental agencies and industry to aid in conducting a quality wargame.

CENTER for STRATEGIC LEADERSHIP and DEVELOPMENT
CSLD
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Strategic Studies Institute: The Promise and Pitfalls of Grand Strategy

What is “grand strategy,” and why is it seemingly so important and so difficult? This monograph by **Dr. Hal Brands** explores the concept of grand strategy as it has developed over the past several decades. It explains why the concept is so ubiquitous in discussions of present-day foreign policy, examines why American officials often find the formulation of a successful grand strategy to be such an exacting task, and explores the ways in which having a grand strategy can be both useful and problematic. It illustrates these points via an analysis of two key periods in modern American grand strategy—the Truman years at the outset of the Cold War, and the Nixon-Kissinger years in the late 1960s and 1970s—and provides several suggestions for how U.S. officials might approach the challenges of grand strategy in the 21st century.

Introduction

“Grand strategy” is very much in vogue these days. In the 2 decades since the end of the Cold War, politicians and pundits alike have consistently proclaimed the need for a new American grand strategy, and they have just as consistently flayed their opponents for failing to deliver one. Academics, journalists, and public figures have authored books and

articles advocating particular grand strategies; major publications like Newsweek, Time, The New York Times, and The Washington Post



carry pieces discussing the concept in one way or another. In 2008, the House Armed Services Committee even held hearings on the subject of “A New Grand Strategy for the United States.” “The United States,” one prominent author has proclaimed, “is a superpower in search of a strategy.”

But what exactly is “grand strategy?” Why is it so important and, it would seem, so elusive? Grand strategy, it turns out, is one of the most slippery and widely abused terms in the foreign policy lexicon. The concept is often invoked but less often defined, and those who do define the phrase do so in a variety of different, and often contradictory, ways. The result is that discussions of grand strategy are often confused or superficial. Too frequently, they muddle or obscure more than they

illuminate.

The purpose of this monograph is to provide a more precise understanding of the meaning, importance, and challenges of American grand strategy. The aim is not to recommend any particular grand strategy that the U.S. Government should follow, but rather to

illuminate the promise, perils, and limitations of grand strategy as an endeavor. To this end, the remainder of this monograph is divided into four sections. The first section offers a discussion of what grand strategy is, and why it is simultaneously so essential and so difficult to do. The second and third sections further flesh out these issues by revisiting the doing of grand strategy at key inflection points in the history of U.S. foreign policy: during the Harry Truman years in the late-1940s and early-1950s, and during the Richard Nixon/Gerald Ford/Henry Kissinger years between 1969 and 1977. The fourth section offers several basic suggestions for thinking about present-day grand strategy as an intellectual and geopolitical pursuit.

Read the entire publication at <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1121>

continued from page 3

“We all have a solid understanding of the military but I don’t have a specific understanding of the economic security of our institutions, and this visit to discuss NYC’s budget office put things into perspective,” said Navy student **Cmdr. Jonathan Still**, speaking about the Office of Budget and Management. “One thing I was impressed with was his candor about dealing with the cards you’re given. There will be challenges; there will be difficulty. But he was optimistic about the future and the U.S. role in the world, and about our economic institutions. His impression of Wall Street and US Banks was particularly strong.

“The U.S. society is pessimistic today,” he noted. “No doubt we have challenges, but so does the rest of the world like China and the EU. Our part is not greater and our relevance

is secure.

During their visit to the New York Times, a group of students were able to learn more about the challenges of reporting news from around the world, leadership lessons and the factors that affect decisions of news reporting in a 24/7 news environment during the front page meeting that included the managing editors of the paper. Another meeting with Phil Corbett, the Times Standards Editor, shed light about ethical decision making and leadership challenges for a paper with a staff of more than 3,000.

“This was a great opportunity to talk with leaders of the New York Times to see how they deal with many of the same issues the government does – declining resources, personnel management and how to plan both near and long term,” said **Jennifer Jessup**,

who met with **Dean Baquet**, managing editor of the Times as part of her small group visit.

“The dialogue we were able to have on a first-hand basis with their senior staff was something you could never get without coming here in person,” said Marine Corps **Lt. Col. Gordon Miller**, who also visited the Times.

Another key aspect of the trip were the 64 visits to the United Nations Missions for the International Fellows in the class.

“It’s important for our students to see issues and challenges from a non-U.S. perspective,” said Teague. “By visiting these groups they are able to see what strategic challenges our UN partners are facing and also receive some direct feedback on U.S. policies. You can’t place a value on that experience.”



Carlisle Barracks introduces Fitness Campus



The new Indian Field Fitness Center is now open for business. Open Monday through Friday, 5 a.m. to 8:30 p.m., Saturday 7 a.m. to 5 p.m., Sundays 8 a.m. to 5 p.m., the latest phase of the USAWC Comprehensive Fitness Campus includes equipment such as treadmills, elliptical machines, and stationary cycles on the right side of the building; and various strength equipment such as barbells, dumbbells, and machines, on the left side as you enter.



The opening of the Indian Field Fitness Center at 119 Forbes Avenue, across from the Root Hall Gym, marks the first phase of expanded fitness opportunities for the Army War College and Carlisle Barracks community.

This phase of the USAWC Comprehensive Fitness Campus emphasizes traditional fitness, with equipment such as treadmills, elliptical machines, and stationary cycles on the right side of the building; and various strength equipment such as barbells, dumbbells, and machines, on the left side as you enter.

Hours are identical for Thorpe and Indian Field Fitness Centers: Monday through Friday, 5 a.m. to 8:30 p.m., Saturday 7 a.m. to 5 p.m., Sundays 8 a.m. to 5 p.m. [closed on Thanksgiving]

Women-only hours at Indian Field Fitness Center: Monday through Friday, 9-11 am, in a section of the Indian Field Fitness Center.

fitness, group exercise classes, as well as maintain space for treadmills, ellipticals, and indoor cycles.

Equipment deliveries throughout the month of November will transform Thorpe Hall with an improved area for free weights, as well as a dedicated cardiovascular machines area. The select equipment for this first floor cardio area will include 8 treadmills, 6 elliptical machines, 4 recumbent cycles, and 2 upright cycles.

Portions of Thorpe will be temporarily unavailable for use during equipment deliveries and renovations. The 3rd floor exercise room, 2nd floor track, and locker rooms will be available for use during this transition. The second floor exercise room and first floor will have limited access at various times.

Stay up-to-date on changes with MWR staff and posted signs. For more information about operations and hours at the Fitness Campus centers, contact Don Watkins,

Sports Director, at 717.245.4170.

Fitness Classes at the Jim Thorpe Fitness Center

- TRX BOOT Camp Workout
- TRX Ropes and Straps
- TRX Performance
- Basic Army Combatives Course
- Teen Combatives
- Piloxing
- Cardio Kickboxing
- Body Blast
- Zumba Toning
- Family Zumba
- Family Yoga
- Power Yoga
- Pilates
- Indoor Cycling
- Aikido
- Mother and Daughter "Quick Six" Self Defense Course

Leaders salute new Army Wellness Center

by Carol Kerr

He spoke of tremendous frustration as a physician when he could spend only a few moments counseling a patient and of his certainty that the Army Wellness Center team at Carlisle Barracks will play a major new role in guiding the everyday habits and choices that enhance health and prevent disease.

Maj. Gen. Richard Stone introduced a tone of urgency for the Army's focus on health when he shared his perspective as physician and Army leader at the official opening of the Army Wellness Center here. The U.S. Army Deputy Surgeon General, Stone joined leaders of the Army Medical Command, the Army War College, and IMCOM's Garrison at Carlisle Barracks in front of a Civil War-era building that's been transformed into a suite of rooms that are equally serene and technologically advanced in assessment and education tools.

"It is such an accomplishment to open this center which provides the tools to empower this community to prevent disease, improve health and, ultimately, quality of life," said **Col. Stephanie Wilcher**, commander of the Dunham Army Health Clinic. The clinic provides oversight to the AWC and creates links between the AWC and the clinic's healthcare providers.

We hear often about the cost of health care, she noted, saying, "We hear less about the human cost of disease -- the emotional trauma, physical discomfort, and individual financial burden. The human impact of disease is not unique to the person with the diagnosis. It affects their loved ones, their work family, and the community at large.

"Today, we begin to change the consequence of preventable disease through education and programs that focus on health," said Wilcher. "Pre-diabetes does not have to become diabetes. Obesity does not have to become cardiac disease.

"We can make a difference and save many the human burden of disease."

When we can help people make good decisions while shopping and cooking and in everyday habits, we will make a difference, said Stone.



Col. Bobby Towery, Army War College Deputy Commandant, outlines the connection between the Army Wellness Center mission and Army War College leader education.

The Carlisle Barracks center -- number 3 in the nation, and the first co-located with a Army Training and Doctrine Command school -- offers a holistic service comprising six core programs. In time, Soldiers, families and civilian team members will find the same set of core programs at 38 Army installations across the United States.

- Health assessment review: analysis of a person's health status, risk for disease, and ability to increase physical activity safely
- Physical fitness: using state-of-art equipment, physical fitness level is assessed and used to create an individualized exercise prescription
- Healthy nutrition: metabolic testing is used to synchronize the person's resting metabolic rate to provide tailored strategies for weight loss, gain or maintenance
- Stress management: education in biofeedback and stress relief techniques, positive coping skills and good sleep habits
- General wellness education: classes on topics such as healthy lifestyles, increased resiliency, and preventing chronic disease through health living habits and self-care
- Tobacco education: assessment of a person's readiness to change, discussion of options for becoming tobacco-free, and appropriate tobacco cessation education.

The AWC program is a U.S. Army Medical

Command Program overseen by the Army Public Health Command. **Mr. John Rasta**, PHC Deputy to the Commander, told the gathering at the formal opening that he'd argued initially to place the nation's third Army Wellness Center at a major troop center -- but came to understand that the Army War College community is exactly where the new AWC should be.

Col. Bobby Towery, deputy commandant of The War College, echoed the wisdom of exposing the U.S. military's leaders to what right looks like for the health of the force.

"They will learn the value of a system of health versus a healthcare system," said Towery about the senior officers studying at the Army's senior military educational institution.

Col. B.J. Constantine called himself a believer. Now an Army War College Fellow, he turned his belief into action as a brigade commander when he directed military unit members to seek Army Wellness Center health guidance. Encouragement and opportunity enticed 90 percent of his civilian team members to tap into the AWC assessment and assistance, at one of the few installations with an Army Wellness Center he said.

Referrals can be made to AWCs by medical providers or unit commanders. Self-referrals are welcomed and can be made by contacting the Army Wellness Center at Carlisle Barracks. To schedule an appointment, call 717.245.4004



Thousands experience blast from the past

by Tom Conning

German forces waited in trenches as automatic weapons and mortar fire echoed throughout the Pennsylvania countryside. These sounds meant the Allied forces were preparing for the invasion of North Africa during an educational re-enactment.

The Army Heritage and Education Center in Carlisle, Pa. hosted these activities, as well as a parachute demonstration, lectures by World War II veterans and other educational events during a living history event that took place.

This free public event educated the Army and the nation on the role of the soldier in the development and protection of the nation in an interactive way.

Re-enactor

Tom Kelly, a 90th Infantry Division Soldier, told visitors what it was like to be a mortarman. He wore World War II garb, described K-rations and talked to guests about other hardships World War II Soldiers faced.

“We come here so we can interact and talk about the war,” he said. “It’s usually the first thing we say. Do you want to put on a helmet and see how heavy this thing is? Do you want to see what the soldiers ate?”

Kelly said his unit tried this approach to make information more understandable for children.

Another option for the public to learn about the war was through interactions with World War II veterans who participated in lectures and meet and greets.

William Lentz

was a 22 year-old R.O.T.C. cadet when the United States entered World War II. Three years later as an Army first lieutenant in a field artillery unit, he was in the middle of the Battle of the Bulge.

Lentz enjoys telling people about his experiences, he said. One story involved him firing his artillery piece at the enemy.



A member of The Ranger Group parachute team conducts a parachute demonstration during The Army Heritage and Education Center's living history event.



World War II re-enactor Tom Kelly describes K-rations to children who were visiting The Army Heritage and Education Center's living history event, "Training for the North African Campaign". Photo by



World War II re-enactors talk to visitors about authentic weapons during event.

“I didn’t actually destroy the weapon, I destroyed the attitude of the German soldiers who were on the guns, who ran like hell,” he said. “It’s worthwhile for the public to come and see what war - - what it might have looked a little bit like.”

The weekend on the Army Heritage Trail might have looked a little bit like war for 3,250 visitors to the three-day event.

Learn more about public education programs and lectures at usahec.org.

New USAHEC exhibit 'deep dives' into Soldier experience

by **Lindsay Harlow**
Army Heritage and Education Center

The holidays provide an ideal time to visit the new Soldier Experience Exhibit at AHEC

The new Soldier Experience exhibit gives patrons a chance to honor Veterans by sharing their stories of military experiences, in peace and conflict, using interactive exhibits, pictures and interpretation.

View www.youtube.com/watch?v=41_Ovk9IU5k to see more.

Each element features personal items, clothing, photos and the words of individual Soldiers selected from six eras: Spanish-American War, World War I, World War II, Korea, Vietnam, Operations Iraqi Freedom and Enduring Freedom

Visitors can select a dog-tag scan card and follow a Soldier's story scanning the card at five different stations to learn additional information about the Soldier's experience.

AHEC will be closed Dec. 24-25 and 31, 2012 and January 1, 2013 but will be open during normally scheduled business hours otherwise.

The Soldiers Experience exhibit at the Army Heritage and Education Center is open Tuesday-Saturday from 9 a.m.-5 p.m. and Sunday 11 a.m.-5 p.m. A gift shop and the Cumberland Café are on site.

The 7,000-square foot gallery provides an

in-depth look at the history of the U.S. Army as seen through the eyes of Soldiers. Its

Visitors can:

- * Experience a simulated Army rifle range
- * Lift gear that today's Soldiers carry
- * Experience a bunker attack during a Korean War battle
- * Parachute into Normandy during D-Day
- * Obey orders from a drill sergeant during basic training



Visitors to the grand opening take a look at the World War II section of the new exhibit Nov. 9.



Scan your "dog tag" and learn the rest of the Soldier's story



Visitors can pose for a photo in current operations gear.

materials come from the extensive historical collection of USAHEC, which covers every period in the U.S. Army's history from the Spanish-American War through current operations.

USAHEC's collection of nearly 67,000 artifacts, 2 million photographs, and 11 million archival and library items, includes a broad spectrum of materials related to the service of individual Soldiers and constitutes nearly 10 percent of all artifacts within the U.S. Army Museum system.

In addition to the Army history timeline, the gallery features an electronic rifle range where visitors can test their marksmanship, a Normandy parachute simulator, a Korean War bunker featuring sounds of war, and "Stories from the Heart," a feature film.

Throughout the exhibit there are opportunities to compare the size and weight of different types of weapons and body armor, as well as opportunities to take pictures in current combat gear.

The gallery features interactive components and immersive displays that highlight some of the best Soldiers' stories found in the Heritage Center's historical collections. The exhibit encompasses the

Army's history from the Spanish-American War through current operations featuring Soldiers' stories at home, abroad, during combat and in support.

For more information visit

<http://www.carlisle.army.mil/AHEC/>



149-year-old battle provides strategic insights to modern dilemmas



Prof. Boone Bartholomees talks to Seminar 6 students on Seminary Ridge during a staff ride to Gettysburg, Pa. *Photo by Tom Conning.*

by Tom Conning

Insurgents set fire to Carlisle Barracks, then fled to rejoin rebel forces for a battle still significant to The War College student-leaders 149 years later.

Army War College students found new insights about the political/strategic context of the Gettysburg Campaign of the Civil War during staff rides at the battlefield.

Prof. Leonard Fullenkamp urged the students to see the political significance to military activity.

“See the battlefield through the prism of the 21st century,” said the War College historian.

Prof. Boone Bartholomees, who led the Seminar 6 staff ride at the battlefield, spoke of the enduring nature of war.

“The underlying logic of war -- the fact that it’s fought for political reasons and it has these various characteristics that are part of its very nature -- is just as easy to see here as it would be in Afghanistan,” said Bartholomees. “They will see people handling the same kind of problems, maybe at a different scale, with a different technology.”

Army student **Col. Fred Dummar** pointed to the unique perspective The War College gives to study of Gettysburg. He visited Gettysburg as a captain 17 years ago to study the tactics, but had not then considered the overall strategy for the Confederate invasion.

“It fits in nicely because you start to see how senior commanders are thinking and interacting with political leaders which, I think, is more appropriate to The War College mission” said Dummar. “One of the most interesting things to me is the interactions of both senior commanders with the president[s] -- both how they interpreted what the political objectives were, and how that influenced their actions.”

Fullenkamp described the political objectives behind the Union and Confederate governments prior to the staff ride during a lecture held in Bliss Hall. Students were able to view portions of the movie *Gettysburg* to familiarize them with the Gettysburg



Seminar 6 students examine Civil War era bullets, aka “Minie Balls”. *Photo by Tom Conning.*

campaign.

The staff ride is part of the students’ core course, *Theory of War and Strategy*, which focuses on understanding how and why battles are fought as they are. To do this, one must understand the larger operational, strategic, and political context in which they occur, said course director Prof. Frank Jones.

“The staff ride attempts to bring history to life for the students and encourage a dialogue between the students as they view it through the lens of the shared combat experiences of the seminar,” said Jones.

'Carlisle vs. Army' players remembered after 100 years

By Joseph Cress, *The Carlisle Sentinel* (used with permission)

A cold wind blew across the West Point gridiron during a game remembered more for its celebrities than its hype as a grudge match.

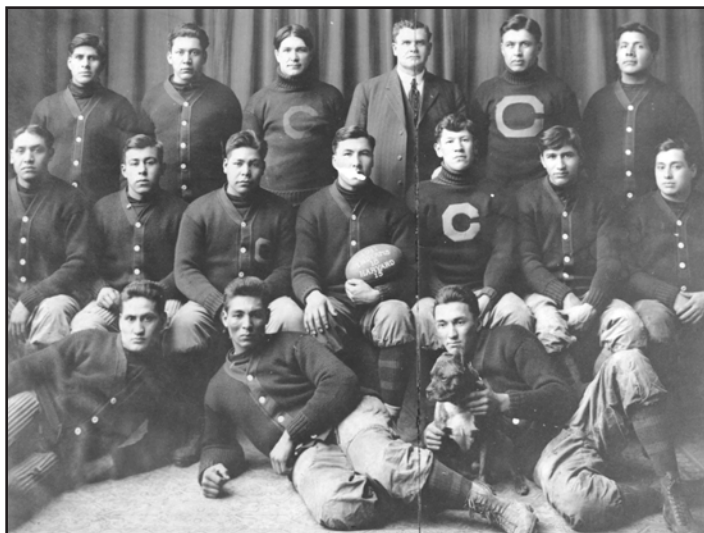
On one side stood a small but determined squad of Carlisle Indian School players with a reputation for speed and deceptive game play.

Their chief weapon was **Jim Thorpe**, who only months before won Olympic gold in the pentathlon and decathlon at the Stockholm games and was dubbed "the world's greatest athlete" by the king of Sweden.

Waiting across the field was a relatively unknown Army cadet who, decades later, became the Supreme Allied Commander in Europe and the 34th U.S. President. His name was **Dwight David Eisenhower**.

"It was a made for Hollywood thing," said **Tom Benjey** of Carlisle, explaining the significance of a game that took place 100 years ago.

"Thorpe had already made First Team All-American," Benjey said. "It was clear he was heading for another All-American. It was obvious to all the experts Thorpe was the best player to ever step onto the field. Many still think he was the best player who ever played the game."



The powerhouse Army football team was dealt a defeat by the Jim Thorpe-led Carlisle Indians in a historic game more than 100 years ago. Many members of the team can be seen in this photo of the 1911 team.

Today, the history of the Carlisle Indian Industrial School is honored in the National Landmark campus at the center of Carlisle Barracks. The Indian School photo collection of almost 1,000 rare photos is preserved by the Army Heritage and Education Center and are shared online at <http://www.ahco.army.mil/site/index.jsp>



Dwight Eisenhower, then a cadet, led the Army team.



Jim Thorpe was one of the most well-known members of the Carlisle team.

by **Thomas Benjey**

Jim Thorpe, Dwight Eisenhower, Glenn "Pop" Warner, Omar Bradley are iconic names associated with athletic, military and leadership excellence. One hundred years ago, before their histories could be imagined, they met in a hard-fought football game between two highly-ranked teams on The Plain at West Point.

"The Cadets of West Point took the field on November 9, 1912, aiming to avenge their 1905 loss to Carlisle Indian School in the two schools' only previous battle," according to prominent author **Thomas Benjey**, who has published extensively about Indian School football.

Newspaper accounts after the game never considered its outcome in doubt, but those looking only at the scoreboard, at least for the first half, may have thought otherwise, according to Benjey. "The Indians bested the Cadets for most of the first half but didn't score due to errant forward passes in the end zone. The turning point of the second quarter came when Carlisle fullback Stencil "Possum" Powell was expelled from the game for punching Army quarterback Vern "Nig" Prichard. The 27-yard penalty combined with Powell's ejection dampened the Indians' spirits. Army then moved the ball forward the remaining 27 yards with fullback Geoffrey Keyes pushing the ball across the goal line. Prichard missed the kick after the touchdown."

Momentum shifted in the Indians' favor on the kickoff opening the second half when All-America tackle and team captain Leland Devore jumped on Joe Guyon, who had been getting the better of him all day, getting himself thrown out of the game, according to Benjey. "Army defensive backs Dwight Eisenhower and Charles Benedict knocked each other out of the game for the rest of the quarter in a failed attempt to sideline Thorpe. The Indians scored 27 unanswered points to lick Army worse than any opponent had beaten them in many years."



Unique Army War College ‘stand down’ studies suicides at policy, strategy level

by Carol Kerr

While Army organizations across the globe ‘stood down’ from normal activities, the Army War College heightened the normal student activities – interactive learning, strategic thinking, and senior leader problem-solving -- as a distinctly War College approach to address the vexing problem of Army suicides.

“Our students will soon bring their strategic thinking skills, that they learned in the first two weeks of this academic year, to bear on the complex and complicated issue of suicide prevention,” said Commandant **Maj. Gen. Tony Cucolo**, addressing the full military community as he set the tone for stand down day.

Working within their academic seminars, students leveraged their varied experiences and the information from assigned readings through the filter of their strategic thinking skills to lend their insights and recommendations to this truly vexing problem.

The students then shared their findings and recommendations by VTC with Vice Chief of Staff of the Army **Gen. Lloyd Austin**, demonstrating the contribution of The War College as a strategic ‘think factory’ for the Army and the nation.

The student experience reached beyond dialogue; they engaged the problem as their own. The outcome of their analysis will reach beyond the students’ brief-outs to the Army’s vice chief of staff; it triggered students’ decisions to tackle a series of strategic research projects to further explore the problem, the policies, and the cultural issues.

Dr. Tom Williams will guide the students’ projects to further develop the initial insights of the Stand-Down critical thinking exercise. Director of The War College’s Senior Leader Development and Resiliency Program, he developed the exercise and the students’ assigned readings to address several questions, e.g., What policy, practice, or resource allocation needs

changed to achieved policies and/or regulations that need revised/ instituted or in conflict to move initiative forward?

Briefing points to Austin probed the nuances of problem definition ARFORGEN process results in disengagement of leaders. Human interactions is required to understand the problem and solve the problem. Suicide is seen as a rational and acceptable option to the person contemplating suicide. Soldiers often lack experience with health interpersonal relationships; they often lack life/coping/ conflict resolution skills; they may have never experienced a competitive, merit-based environment. HIPAA limits knowledge of the problem, and patient-provider contact is limited after the care in office setting. The US Army places too much emphasis on detection processes which are mechanistic, formal, ineffective and easily manipulated. The Army has become more insular and individual-rights focused, removing opportunities for the interactions which provide informal opportunities for surveillance and outlet.

Recommendations shared with the Vice Chief of Staff of the Army emphasized both quantity and quality of leader engagement with Soldiers, informal Soldier interactions, and institutional investment in building Soldiers’ life skills and resiliency:

- Stabilize entire unit for 180 days post deployment. Invasive leadership needs to be reinvigorated (there is no stigma with leaders engaging soldiers both on and off duty, to include off-post housing; deemphasize institutional detection methods.
- Practice intervention skills (don’t just read or talk about them)
- Increase human engagement programs, e.g., Payday activities, monthly counseling, PT, social events, group events, leader checks, and roommates
- As part of the Army campaign: emphasize the individual’s role and

responsibility to seek help, begin in the generating force schools, change bullet 3 of the Warrior Ethos to, “I will never quit on my comrades and myself”

- Greater life-skills and resiliency training earlier on in career; follow-on training during career to help leaders to deal effectively with subordinates
- Greater emphasis on team- and cohesion-building within organizations, starting with initial entry training and continuing throughout Soldier development
- Institute more Soldier, Family, and marriage retreats/bonding opportunities
- Capitalize on social media to interact with a generation that increasingly relies on that medium.

The community started the stand down day with a “Shoulder to Shoulder” run to express the social bonding that strengthens mental and physical resiliency, engaging in a common activity with a shared purpose. A health fair identified resources that are available on post and within the local community. And, Leader-Led discussions in every organizations to increase awareness for how to prevent suicide and increase the resiliency within our Army to reduce the risk.

“Our training ... going on throughout the community ... is designed to help us look each other in the eye and really establish that connection of concern that demonstrates we are truly looking out for each other,” said Cucolo.

“In truth, as members of the profession of Arms, looking out for each other on the battlefield is a naturally accepted responsibility that we not only embrace but we take great pride in. As the battlefield of post-deployment stress and issues continue to mount on the home front, we need that same approach of never leaving our battle-buddy.”



Israeli National Defense College leaders visit with experts in School of Strategic Landpower

by Thomas Zimmerman

Leadership from the Israeli National Defense College came to the Army War College to meet with leaders in the School of Strategic Landpower and discuss leadership, educating leaders in national security and strategy and the challenges of cyberspace.

“We have graduates from here so we know of the excellence of the curriculum and faculty,” said **Israeli Maj. Gen. Yossif Baidatz**, Commandant of the INDC. “We wanted to come here to learn more about and explore different techniques of leader education, especially in the area of national security and strategy.”

Both schools can learn from each other he said.

“It’s important for schools like ours to talk and see how we educate leaders,” he said. “The challenges that our militaries face are similar in many instances and by sharing ideas and techniques, we can all be more successful.”



Maj. Gen. Yossif Baidatz, Commandant of the Israeli National Defense College, talks with Col. Richard Lacquement, Dean of the School of Strategic Landpower, during a visit to the Army War College.

The group also met with leaders at the National Defense University as part of their Near East South Asia Center for Strategic Studies program. The INDC is working to complement the writing of an Israeli

National Security Strategy by creating the forum for educating the critical strategic thinkers across various government agencies so they are intellectually equipped to lead Israel in the 21st Century.

Class of 2011 dedicates plaque

War College alumni travelled from around the country, including South Dakota, Michigan and Delaware, to attend the Class of 2011 plaque dedication ceremony. The ceremony took place in Bliss Hall’s foyer.

Maj. Gen. Tony Cucolo, War College Commandant, told the audience why The War College doesn’t post graduates’ names online.

“I see the plaque as a physical manifestation of commitment-- commitment by the institution and commitment by individuals,” he said.

“As you look at your plaque take its place next to the others, you really need to take pride of being part of an elite group of professionals who are committed to

the defense of the nation. Congratulations to the class of 2011,” he said.

Lt. Col. Shawn Harris, vice-president of the resident class and **Col. Ron Czmowski**, president of the distance class spoke on behalf of their 2011 classmates.

“Take time with your family, get your SRP done before Christmas and win Jim Thorpe,” said Harris to the current students at the ceremony. “For the class of 2013, this will be the best year of your military career. Enjoy your time here.”



Maj. Gen. Tony Cucolo, Army War College Commandant, Lt. Col. Shawn Harris, vice-president of the resident class and Col. Ron Czmowski, president of the distance class unveil The War College class of 2011’s plaque in Bliss Hall. Photo by Megan Clugh.

Col. John Howard, a graduate from New Zealand and **Col. James Learmont**, of the United Kingdom joined their 2011 classmates for the dedication.



Boeing CEO shares leadership lessons from industry

“For an organization to sustain itself over the long term, there has to be the right culture and there has to be the right ethics. The strategy can be wrong for awhile and can adjust; the products you make can be a little off and you fix them; but the price of having your ethics wrong or having your culture wrong can often be much higher.”

“... I spend time creating agreement, buy-in, and definition of what we want, the attributes of our leaders-to-be, what culture we want. We write it down, we talk about it, we debate it In the end, we’re measuring people against something they created This is a long process; this is not arbitrary. This is a web we all design, and this is a company we all want.”

“Situational awareness of multiple constituencies is critically important and, since you cannot satisfy everyone, you can be sensitive as you pursue what you think is right. You still have the courage to make up your own mind.

How you sell it, how you get buy in, all comes from situational awareness ...

you will be rewarded for doing the right thing, culturally, ethically and business-wise.”

--W. James McNerney



W. James McNerney, Chairman of the Board, President and CEO of The Boeing Company, shares lessons in strategic leadership required to ‘turn’ a large, complex organization. His lecture was made possible by the Army war College Foundation, which honored McNerney with its first Turning Point Strategic Leadership award.

The Army War College turned to a corporate leader to discuss with the student body the Strategic Leadership skills and understanding needed to recognize when large organizations falter and, then, to create turning point opportunities and work them hard, against the odds.

Forbes Magazine’s Loren Thompson described an “eight-year crusade by Chairman

and CEO **Jim McNerney** to meld the fractured operation he inherited into a truly integrated enterprise” – a senior leader challenge with lessons for the students here.

In a special ‘Turning Point’ lecture to The War College class, McNerney underscored the values that must guide a strategic leader and, in doing so, demonstrated the truths of the Strategic Leadership course.

“Ethics, culture, strategy: the best companies get them all right, but the two most important for the long term are ethics and culture.”
-McNerney



International Fellows explore West Point academics



Colombian Fellow Col. Juna Pablo Forero and Chilean Fellow Lt. Col. Jean-Pierre Iribarra speak with the Colombian Cadet at the U.S. Military Academy.

by Col. John Burbank

International Fellows Program

The International Fellows of the Army War College turned their own learning experience into an opportunity to mentor cadets at West Point.

International Fellows studying this year at the War College visited the U.S. Military Academy at West Point, N.Y. to learn about the academy's premier educational program as they toured the Army's oldest and most historic installation.

The Fellows concluded that the most interesting portion of the daylong program was an open-forum discussion between the War College officers from 67 nations and 80 USMA Cadets. Among these cadets were some of the more than 80 foreign Cadets attending the U.S. Military Academy. The War College Fellows were able to provide their views on military life and professionalism as they shared tips learned from long and successful careers that might assist the Cadets as they



Lt. Gen. David Huntoon, Superintendent of the U.S. Military Academy, meets Indian Brig. Gen. Shasank Upasani, Army War College International Fellow, during their recent visit.

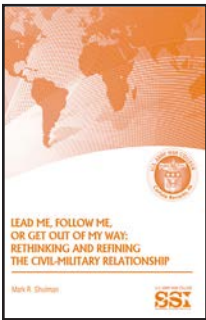
begin their own military careers.

Highlights of the USMA program included a welcome and orientation from **Lt. Gen. David Huntoon**, superintendent of the U.S.

Military Academy; a tour of the academy; and a briefing from the Military Academy's Combating Terrorism Center.



Check out these USAWC publications



Lead me, follow me, or get out of my way: Rethinking and refining the civil-military relationship

by Mark Shulman

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1124>

This monograph explains why robust civil-military relations matter and discusses how they are evolving. This monograph goes on to examine briefly the evolving great power politics, the effects new technologies have on long-standing distinctions and borders, and the relative rise of non-state actors including al Qaeda—three sets of exogenous factors that inevitably drive changes in the civil-military relationship. In the end, this monograph points to a more ambitious enterprise: a complete reexamination of the relationship between force and society.

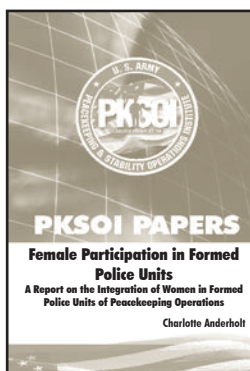
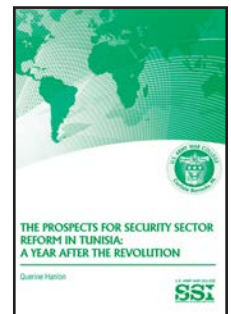


The Prospects for security sector reform in Tunisia: A year after the revolution

by Dr. Querine Hanlon

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1118>

In the year since the revolution, Tunisia has achieved what no other Arab Spring country has managed: peaceful transition to democratic rule through national elections widely viewed to be free and fair. The legacy of the previous regime, however, remains. Dr. Querine Hanlon assesses the prospects for Security Sector Reform (SSR) in Tunisia and concludes that Tunisia's new government faces major challenges dismantling and reorienting the mandate and institutional culture of Tunisia's labyrinth of security institutions. Serious SSR will be critical for building trust in the new governments and its security institutions and essential if Tunisia's transition to democratic rule is to succeed in the long term.



Female participation in formed police units

<http://pkoi.army.mil/PKM/publications/papers/paperreview.cfm?paperID=27>

his report examines the obstacles that continue to hamper the integration of women into Formed Police Units (FPUs) of Peacekeeping Operations in accordance with the principles of United Nations (UN) Resolution 1325. To address this topic the study:

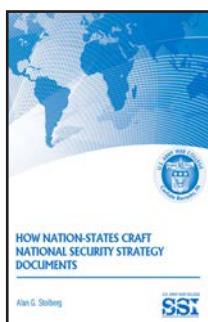
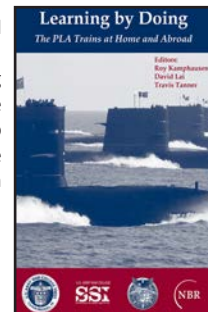
- Briefly establishes the emerging importance of police units to peacekeeping operations
- Outlines the key principles of UN Resolution 1325
- Discusses the need for diversity, especially gender diversity, in police units
- Discusses the core obstacles to integrating women into police units
- Offers accounts of the major UN peacekeeping missions that utilized Formed Police Units (FPUs) or their predecessor organizations
- Concludes with summary recommendations for improving the integration of women



Learning by Doing: The PLA Trains at Home and Abroad

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1135>

To better understand the PLA's ability to employ its developing capabilities in a variety of potential scenarios, this year's workshop examined how the PLA learns by doing, specifically through its exercises and noncombat operations at home and overseas, and through key logistical and theoretical developments. Key findings are: 1) recent PLAN exercises and operations point to an increasing interest in developing expeditionary naval capabilities and a presence in distant seas, suggesting that a move beyond the current "near seas" focus is both possible and an extension of existing efforts; 2) PLA ground force exercises—rather than aiming to intimidate others by demonstrating the ability to project power beyond China's borders—focus on moving military power within China, both to defend China's borders and perhaps as a prelude to military restructuring in which smaller but more mobile formations could replace larger and more static ones; 3) through its participation in international military exercises as well as peacekeeping operations and humanitarian aid and disaster relief missions, the PLA is gaining greater capabilities to deploy outside of China's borders for a variety of missions; and, 4) PLA operations are increasingly supported by a modern, civilian-integrated military logistics network, though a lack of overseas bases continues to limit the effectiveness of this network as it pertains to overseas power projection capabilities.



How Nation-States Craft National Security Strategy Documents

By Dr. Alan Stolberg

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1128>

Recent years have witnessed the emergence of a spectrum of comprehensive national security strategy-related documents that have been created, in part, to institutionalize the existence of national-level direction for a variety of national security issues and to do this at the unclassified level for the public audience of those democratic nations, as well as in some cases, for external audiences. The intent of this monograph is to explore the actual processes that nation states employ to craft their national security strategy-related documents. The focus is specifically oriented on how to perform such analysis for the development of national security strategies (NSS). For each of the case studies in question, this monograph will address the oversight, strategic context, national interests and domestic political considerations, facts, and assumptions used to frame strategy development, objectives and measures of effectiveness, ways and means, risk assessment, the identification of a formal feedback mechanism, and who

within the government had the final approval authority for the document. Five countries and their national strategy documents were selected

for assessment: Australia, Brazil, South Africa, the United Kingdom (UK), and the United States. For each case, at least one national strategy document was evaluated per country and more than one department or ministry from the government's executive branch participated in each nation's document drafting process.

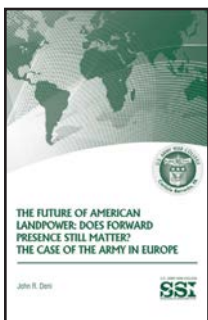
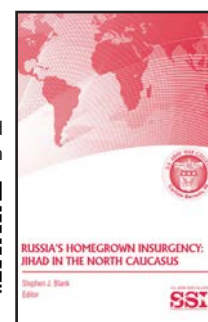


Russia's Homegrown Insurgency: Jihad in the North Caucasus

By Dr. Stephen Blank

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1116>

The three papers offered in this monograph provide a detailed analysis of the insurgency and counterinsurgency campaigns being conducted by Islamist rebels against Russia in the North Caucasus. This conflict is Russia's primary security threat, but it has barely registered on Western minds and is hardly reported in the West as well. To overcome this neglect, these three papers go into great detail concerning the nature of the Islamist challenge, the Russian response, and the implications of this conflict. This monograph, in keeping with SSI's objectives, provides a basis for dialogue among U.S., European, and Russian experts concerning insurgency and counterinsurgency, which will certainly prove useful to all of these nations, since they will continue to be challenged by such wars well into the future. It is important for us to learn from the insurgency in the North Caucasus, because the issues raised by this conflict will not easily go away, even for the United States as it leaves Afghanistan.



The Future of American Landpower: Does Forward Presence Still Matter? The Case of the Army in Europe

By Dr. John Deni

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1130>

In this monograph, Dr. John R. Deni explores the utility of forward presence in Europe, placing the recent decisions—and, in particular, the arguments against forward presence—in the context of a decades-long tradition on the part of many political leaders, scholars, and others to mistakenly tie the forward-basing of U.S. forces to more equal defense burden sharing across the entire North Atlantic alliance.

In assessing whether and how forward presence still matters in terms of protecting U.S. interests and achieving U.S. objectives, Dr. Deni bridges the gap between academics and practitioners by grounding his analysis in political science theory while illuminating how forward-basing yields direct, tangible benefits in terms of military operational interoperability. Moreover, Dr. Deni's monograph forms a critical datapoint in the ongoing dialogue regarding the future of American Landpower, particular in this age of austerity.





All-Star leadership tap War College historian for Antietam staff ride

From the Chairman's Mess at the Pentagon to the Civil War battlefield of Antietam, **Dr. Christian Keller**, professor of history, offered The War College perspective during a staff ride for the Chairman of the Joint Chiefs, the Joint Chiefs, and the Combatant Commanders.

Enroute from the Pentagon to the battlefield, Keller provided a strategic and high operational overview and analysis of the 1862 Antietam Campaign and the events that led to it.

The staff ride began at the battlefield's second stand for **Gen. Martin Dempsey**, whose morning meeting with the President and CENTCOM commander meant that he and **Gen. James Mattis** joined the discussion in progress.

The tactical portion of the staff ride was led by National Park Ranger **Keith Snyder**. Keller concluded discussion at each stand with remarks that connected the finite tactical events with the greater strategic context, such as the disaffection of the northern Irish community with the Union war effort after the slaughter of the Irish Brigade at the Sunken Road and the issuance of the Emancipation Proclamation.

"Being of Irish descent and having never heard this before, the Chairman elicited great interest in this portion of the staff ride," said Keller.

At the final stand of the ride, Antietam National Cemetery, Keller synthesized the tactical, operational, and strategic levels of war exhibited in the Antietam Campaign with remarks about the enduring strategic and grand-strategic effects of Lee's repulse.

"The failure by the Confederate Army to attain most of their objectives coupled with Lincoln's immediate issuance of the Emancipation Proclamation signaled the advent of both a second Union war aim and a new strategic way—the enlistment of African-American soldiers—that led to ultimate Federal victory in the Civil War," said Keller.

Keller stressed the strategic contingency that rested upon the command relationships in both armies during the campaign and asked the principals to think about the new, "hard war" that followed in the wake of Antietam.

Throughout, the nation's senior Defense leaders were challenged to connect the history of 1862 with contemporary strategic issues facing senior strategic leaders today, said Keller.

As the staff ride ended, all participants headed to the Mumma Barn in the center of the battlefield where the principals adjourned for a 2.5 hour strategic seminar. The participants departed Antietam with a bibliography for further reading.

What's New @ USAWC

U.N. publishes Infantry Manual with PKSOI support

The United Nations released the United Nations Infantry Battalion Manual, a practical guide for commanders and their staffs, in peacekeeping operations, Sept. 12. The US Army War College's PKSOI supported the publication with subject matter expertise.

This United Nations member-approved manual assists battalion commanders in the reorientation of their unit from a national military entity into an integral part of a unified UN peacekeeping force and establishes a baseline for troop contributing countries.

<http://pksoi.army.mil/PKM/publications/relatedpubs/documents/UN%20Infantry%20Battalion%20Manual.Vol.I.pdf>

<http://pksoi.army.mil/PKM/publications/relatedpubs/documents/UN%20Infantry%20Battalion%20Manual%20.Vol.II.pdf>

Former graduate talks about South Asian security



U.S. Army War College graduate, **Indian Army Gen. (Ret.) VK Singh** (left) visits with Professor **Doug Lovelace**, SSI Director, after he gave a lecture on South Asian security on Nov. 20, 2012. *Photo by Tom Conning.*

In the news...

Brig. Gen. Carol Eggert, an instructor in the Department of Military Strategy, Planning, and Operations, is congratulated by Maj. Gen. Wesley Craig, Adjutant general Pennsylvania National Guard, after her promotion. Eggert will serve as an assistant adjutant general at the Pennsylvania National Guard's Joint Force Headquarters.

USAWC grad **Col. Clement S. Coward Jr.** assumes command of 11th Air Defense Artillery Brigade ow.ly/ds3Ca

USAWC grad **Lewis Irwin** promoted to brigadier general ow.ly/ds2UI

USAWC grad **Virginia Carlton** highlighted ow.ly/df12Q

Former USAWC fellow **Colonel Paul Owen** assumes engineer command <http://ow.ly/dLv6e>

USAWC alum **Janson Durr Boyles** earns his first star <http://ow.ly/dLusW>

Military Family Month: Military spouse-volunteers join the Hurricane Sandy recovery effort

If you've got a job to do, ask a busy person or -- better yet -- a busy military spouse. How apt that Army War College student spouses would carve time out of the Month of the Military Family to contribute volunteer work to Hurricane Sandy victims in Far Rockaway, Queens.

Several dozen student spouses invested a day of dirty, difficult work on behalf of the easternmost residents of the Rockaway Peninsula in the New York borough. They left behind a host of inviting activities in Manhattan to donate hundreds of pounds of donated food, shovel sand, clear debris, scrub surfaces, and add their disaster-aid efforts to those of Team Rubicon.

The military veterans group that has been made famous by its disaster assistance efforts incorporated The War College volunteers into the big effort, armed them with Home Depot-donated gloves and respirators, and delegated them to move wheelbarrows full of tools to their assignments.

In two groups over many hours, the volunteers shoveled out a house that had been literally buried in sand while another group tackled a house for which the basement had been completely filled with surge waters.

"I've never seen a war but this was a mess," said volunteer **Erika Snyder**. "They shoveled sand off the porch because they couldn't even open doors into the homes. They were finding the owner's belongings in the sand."



Army War College Spouses team up to create volunteer impact in the Hurricane Sandy-affected Rockaways. Student spouses dedicated free time during the academic trip to New York City to lend hands to volunteer efforts helping homeowners recover from surge waters and sand in Greater New York City.

The homeowner's arrival created an emotional moment, said Snyder.

"These women were on their hands and knees. The more crowbars and hammers, the more they got into it -- ripping, using anything available, even a snowscraper, to take the muck from a window. She couldn't thank us enough," said Snyder. "Almost three weeks after the storm, and here she is with everything she owned dumped in the street."

It takes a volunteer to appreciate others' volunteer efforts.

Team Rubicon was great, coordinating groups from Lawrence, Kansas, and Houston, and across the United States, said Snyder.

"They're so young! They're wonderful people and they've been doing this all along, living in an unheated warehouse with two or three food wagons."

Taking part in the academic field trip to New York City, the spouses intended to learn alongside the colonels and lieutenant colonels of the class in small group visits to international missions to the United Nations, among others. When some NYC organizations curtailed visits, these spouses elected to leverage their volunteer spirit for Sandy victims. Yet another spouse-volunteer group sorted and distributed materials at the Goodwill in Queens.

Fall What's Inside:

- Gen. Dempsey shares leadership lessons page 4
- Army War College Fellows engage Army leaders page 7
- Army "all-stars" descend on War College page 8
- CSLD wargames tackles complex topics page 14
- New exhibit debuts at AHEC page 19

On the cover: Army War College students and Army Senior Leaders show the "before" and "after" of the colleges educational programs.



The Army War College Community Torch is an authorized publication for members of the Department of Defense. Contents of the Torch are not necessarily the official views of, or endorsed by, the U.S. Government, or the Department of the Army.

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War College Class of 2013 descends on Big Apple for insights from non-military leaders

by Carol Kerr and Thomas Zimmerman

The bustling streets of New York City were just a little busier Nov. 14-17 as the U.S. Army War College Class of 2013 descended on the city to learn more about contemporary domestic issues and how that can affect national security strategy and policy.

For the three-day academic visit, students split into 24 groups and met with organizations like the New York Times, Morgan Stanley, the Council of Foreign Relations, Associated Press and the New York City Fire Department to discuss strategic issues.

“This trip presents a tremendous chance for our students to meet national, international, federal, state and local leaders to discuss the challenges they face and provide different perspectives in strategic leadership,” said **George Teague**, acting director of the Department of National Security and Strategy. “You just couldn’t replicate that experience here at the War College.”

Teague said that the course comes at an appropriate time in the curriculum.

“It really builds and allows the students to synthesize the key concepts they have learned during the previous blocks on instruction,” said Teague. “They are able to speak with these leaders and see how they are able to use their creative and critical thinking skills to solve complex problems.”

During their visits, the students said they found leadership lessons in each unique opportunity for in-depth conversation with non-military people with significant leadership responsibilities.

“It was good to talk with other industry leaders and see how they do things,” said Army student **Lt. Col. Craig Merutka**. “It was interesting to see the parallels in long-term planning, change and adaptation.”

When War College students met with Associated Press’s top leaders, the commonalities of strategic planning and professional standards stood out.

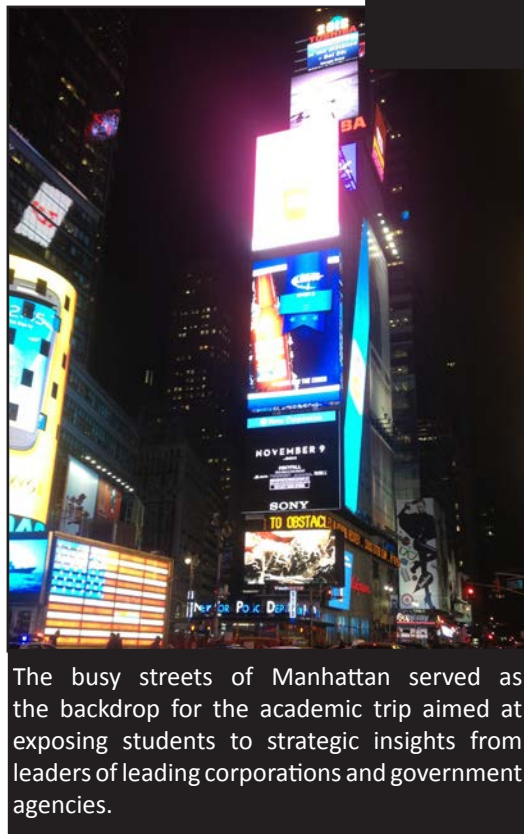
Army student **Lt. Col. Larry Fletcher** once worked as a journalist and noted the AP’s planning and initiatives to maintain standards of accuracy as they maintain relevance in a rapidly changing information environment.

“They no longer can count on their evening news and print media with the 24 hour news cycle. They had to move in with new technologies and new ways of doing business, or they too will find themselves fading away.

The AP assessment of



Army War College students talk national and international issues with Dean Baquet, managing editor of the New York Times, during the academic trip to New York City.



The busy streets of Manhattan served as the backdrop for the academic trip aimed at exposing students to strategic insights from leaders of leading corporations and government agencies.

issues and new strategies matches discussions in class, said Fletcher. It’s an enduring issue to size up a changing environment and maintain the relevance of the Army, or Navy, especially in a post-war situation with demands for

with less, he said.

“I learned there’s a bureau of the AP in North Korea, which really surprised me ... definitely a move in the right direction,” said Army student **Lt. Col. Brett Clark**. “I think it ties directly to our studies at The War College, that it’s really all about relationship building -- no different for the AP or FOX News or anyone else.”

Several students drew insights from the challenges of budget management for New York City -- described by one student as a grand-scale budget for an entity that could be a foreign county in itself.

“Infrastructure management is part of what I do,” said Air Force student **Lt. Col. Monte Harner**, who commented the mayor’s representative’s insights about public reticence to decrease services. “It’s very difficult to cut back on infrastructure. There are those who think we should eliminate base housing, where people can live on the economy, but we have a tradition of providing services and it’s very difficult to cut back. Even though fiscally it may make the most sense, politically it may not be possible.”

continued on page 15

War College students explore, apply classical theories of war, strategy

by Thomas Zimmerman

After the introductory core course in Strategic Thinking, the Army War College Class of 2013 addressed the enduring questions of why war, and how, in the course considered the “bedrock” of the curriculum, the Theory of War & Strategy.

“The Army War College is dedicated to the study of the profession of arms, which necessitates an examination of war,” said **Frank Jones**, the course director. “It is our belief that the senior military officer or civilian national security specialist must be well grounded in the theory of war and strategy to be effective at the higher levels of the national security hierarchy.

“We are giving the students concepts and tools to help them not only understand the international system in which they operate, but also to provide advice on solving problems a nation confronts at the strategic level.”

A course highlight, **Gen. Martin Dempsey**, Chairman of the Joint Chiefs, spoke to the student body in Bliss Hall. He urged the students to take the opportunity of this academic year to learn, think, write, relax, and build relationships in preparation for future leadership challenges.

He spoke about strategic leadership, the challenges facing the military and urged them to apply the lessons they had learned and utilize the relationships formed here.

“Congratulations on being here,” he said. “The opportunity you have had to interact and develop trust with others here will be worthwhile. Thanks for what you do, and what you will do.”

The course builds on previous courses in The War College curriculum, according to Jones.

“One of the course objectives is to apply the strategic thinking skills that the students honed during the first course of the core curriculum, Strategic Thinking, to the theory of war and strategy, he said.

“For example, we expect that every day they are using their critical thinking skills as they read about such topics as limited war,



Gen. Martin Dempsey, Chairman of the Joint Chiefs, challenged The War College students to use this academic opportunity to prepare for the future international security environment.

air power or terrorism. Ethical reasoning is employed as the students grapple with the just war tradition and its influence on strategy formulation, they examine the connection between strategy and culture in all its dimensions, or how history illuminates our understanding of how conflicts end.”

Historical examples help students understand how classical theorists and strategists, and contemporary military leaders employed these same skills, according to Jones.

Thucydides’ History of the Peloponnesian War is a vehicle to understand basic concepts related to war, policy and strategy. The initial block of study introduces concepts of international relations theory such as realism and liberalism, and provides familiarity with other major ideas, including interests, values, anarchy, sovereignty, and power as well as tools for evaluating the international system. At the end of the block, students will have a basic familiarity with strategic theory and essential concepts from international relations theory.

The Nature of War and Strategic Considerations examines theories regarding the causes of war as well as detailed examinations of topics and concepts, such as ethics and international law, that might moderate the nature of war, enhance strategic possibilities, or constrain strategic options. Students consider the complex issues involved in conflict termination; examine what constitutes victory; and

explore the theoretical underpinnings of post-conflict state building. Through second block of TWS, students develop understanding of the nature of war and factors that influence that nature as well as the development and execution of strategy.

Theories of War and Strategy examine theories on how to employ military power both strategically and at the high operational level. Students examine the principal writings of Sun Tzu and Carl von Clausewitz. They study theories of military power in a variety of domains and forms of warfare using, in most cases, primary sources to expose the student to the theory. The course concludes with an examination of strategy required for meeting future threats and challenges. At the end of the block, students will be familiar with specific warfighting concepts and issues and be able to apply, analyze, and evaluate those concepts and issues as well as their applicability to past, current, and future military operations.

The course concludes with a Gettysburg Staff ride, which focuses on understanding how and why battles are fought as they are. To do this, one must understand the larger operational, strategic, and political context in which they occur.

“The staff ride attempts to bring history to life for the students and encourage a dialogue between the students as they view it through the lens of the shared combat experiences of the seminar,” said Jones.

AFRICOM commander shares strategic lessons with USAWC students



Gen. Carter Ham, Commander of U.S. Africa Command, speaks to Nigerian Fellow Col. Solomon Udounwa before talking to the U.S. Army War College Class of 2013 in Bliss Hall.

by Thomas Zimmerman

2011 in Africa was a year dominated by headlines of the Arab spring, regional conflicts, and an extremist organization stifling progress in Somalia.

Gen. Carter Ham, Commander of U.S. Africa Command, came back to the Army War College to talk about the progress being made there and the challenges still ahead.

Ham discussed the role of AFRICOM and how a secure and stable African continent was important to not only the region, but to the world. He said that the U.S. plays an important role in supporting these nations and helping them find African solutions to African problems.

The stand-up of African Command in 2006 demonstrates a U.S. commitment to the continent according to Ham.

“A safe, secure and stable Africa is in the best interest of the world,” he said. “We are there to help strengthen the defense capability of our African partners and to contribute to regional security.”

He also stressed the importance of collaboration and partnership in the region.

“These nations are committed to security and solving their problems along with their neighbors,” he said. “But they are looking for partners, someone who will stand with them as they confront challenges. We can be that partner.”

He pointed to a situation in Somalia as a perfect example of this in action.

“The African Union and surrounding countries wouldn’t stand for the occupation of the capital and key ports of Somalia by al-Shabaab,” he said. “They worked together to collectively dislodge them from these locations in an effort to bring more stability to the nation. What is present there now is hope.”

Ham’s experience with the African continent stretches all the way back to his days as a student at the Air War College when he visited South Africa, Botswana and other African countries.

“I’m beginning to understand just how much I don’t know,” he said. “When you think you understand the complexity and diversity of the continent, another layer is added.”

He pointed out that six of the top 10

fastest growing economies are in Africa, has a population of more than one billion people and has both a strategic location and materials.

“Those facts alone help illustrate the increasing importance of Africa to not only the U.S., but the world as a whole,” he said. Ham pointed out that nearly 40 percent of the European Union business community uses the East Coast of Africa as a primary shipping route.

“The U.S. and the world needs to care what happens in Africa.”

The address by Ham was an opportunity for international officers from Africa to speak directly to the man in charge of U.S. military interests there.

“It’s important for both the African nations and the United States to talk and help find creative solutions to the challenges facing Africa,” said **Nigerian Fellow Col. Solomon Udounwa**. “We all want peace and stability and together we can work to make that a reality.”

Senior Leader Seminar addresses next step in development of senior leaders



Gen. Ray Odierno, Chief of Staff of the Army, talks to participants in the recent Senior Leader Seminar at the Army War College. Executed by the Army War College's Center for Strategic Leadership and Development, the SLS educates and broadens senior leaders specifically selected to base on their current or future duty positions as advisors or staff officers for the nation's most senior strategic leaders.

by **Thomas Zimmerman**

Ninety-five Army colonels, command sergeant majors, inter-agency and DA GS-15s convened for the seminar at the Center for Strategic Leadership and Development at Carlisle Barracks to explore issues presented by Army leaders during the most recent iteration of this Army Leader Development initiative. Executed by the Army War College's CSLD, the SLS educates and broadens senior leaders specifically selected to base on their current or future duty positions as advisors or staff officers for the nation's most senior strategic leaders.

"The Senior Leader Seminar addresses a gap, recognized by the Army's strategic leadership, in the career-long development of senior leaders following their Senior Level College experience," said **Maj. Gen. Tony Cucolo**, Army War College Commandant. "Developed as a complement to the Army's Strategic Leader Development Program for general officers, the seminar provides an opportunity to gain knowledge, insights, skills, and abilities to successfully navigate the volatile, uncertain, complex and ambiguous terrain you are entering."

The Senior Leader Seminar is a one-week Army Senior Leader Development course that will enhance the education of select senior Army colonels (generally 23-26 years of service) and Department of the Army civilians (GS-15) who are either currently assigned to, or projected for assignment to, key positions as advisors and staff officers for general officers and senior civilian leaders.

The SLS offers an experience that is both broadening and educational, focused on increasing their preparation for service at the National level. Attendance is by invitation only; Senior Leader Development, HQDA, the Office of the Chief of Army Reserve and the National Guard Bureau, each identify their respective component colonel participants. The G3/5/7, HQDA identifies DA civilians through a competitive application process, while the Chief of Staff of the Army offers and invitation to departments within the interagency to send one of their select GS15 civilians. SLS 12-02 was also the first course to host six senior (three and four star) command sergeants major to round out the seminars.

"The Sergeant Major of the Army is studying ways and means to better prepare our most

senior Sergeant Majors for service as advisors to strategic leaders at the three and four star level," said **Al Bourque**, SLS director. "Working with the Sgt. Maj. Of the Army's office, SLS offered seats to these command sergeant majors so they could determine if an SLS type experience is the best way to meet their own strategic leader development gaps. Work with the SMA office continues, but it was agreed by all that their inclusion only further enriched the discussion and learning."

The Army leaders who addressed the group were candid about creating consensus for complex challenges. Sharing insights from positions of responsibility and experience were Army Chief of Staff **Gen. Ray Odierno**, US AFRICOM Commander **Gen. Carter Ham**, TRADOC Commander **Gen. Robert Cone**, FORSCOM Commander **Gen. David Rodriguez**, Third US Army/USARCENT Commander **Lt. Gen. Vince Brooks**, Special Assistant to the President and Deputy National Security Advisor to the President on Iraq and Afghanistan, **Lt. Gen. Doug Lute**, and the seminar was facilitated by retired **Lt. Gen. Dave Barno**.

DC-based Army War College Fellows meet for professional development session

by Phil Evans, Army War College Fellows office

The 33 Army War College Fellows assigned to Washington, D.C. area colleges and institutes met recently at the Army's Garand Room in the Pentagon to learn from several members of the Army's senior leadership and staff. In doing so, gained an appreciation of the Army that will serve them well in the coming months while serving as Fellows, and in the coming years as they continue their careers.

The DC Fellows are part of the 90 Army War College Fellows assigned in 45 programs across the country and overseas this year. The DC-based Fellows pursue educational experiences at diverse sites such as Georgetown and George Mason universities, Center for a New American Security, Center for Strategic and International Studies, Central Intelligence Agency, Department of Veterans Affairs, and government-funded agencies, such as the United States Institute for Peace.

The Fellows integrate with host institutions and learn from that experience throughout the year, enjoying educational opportunities that roughly approximate those provided to the resident war college students in this year's class, while also staying connected physically and virtually with the Army War College itself.

The Fellows also represent the Army and larger defense interests with organizations that might not otherwise have a direct connection. To support that mission, Army War College **Prof. Mike Pasquarett** developed the Pentagon briefing day to deepen the Fellows' understanding of

current initiatives and Army priorities.

Maj. Gen. Jeff Snow welcomed the Fellows with recommendations about professional development and inquiries into their

in that part of the world, as well as their insights about making the most of the unique Fellowship opportunity.

Staff of the Office of the Chief of Public Affairs invited the Fellows to coordinate their speaking engagements and provide feedback. They extended invitations for media skill-building sessions, and offered to assist Fellows and host institute guests to attend events that will increase awareness of the Army mission and interests.



Brig. Gen. Tom Cosentino, director of the Joint Staff J5- Middle East, discusses strategic issues with 33 Army War College Fellows during a recent visit to the Pentagon.

experiences to date with host institutes. The Army's G-3/5, or senior strategist, Snow is responsible for the administration of the Fellows' Program Policy from the Headquarters, Department of the Army perspective.

Brig. Gen. Bo Dyess, director of Force Development for the Army's G8, addressed the overall G8 mission and its responsibility for integrating Army funding, fielding, and equipping actions. He provided details about ensuring the Army's soldiers have all of the right equipment to do the jobs with which they are entrusted.

Lt. Gen. Keith Walker addressed future operations for the Army with the assembled Fellows. Director of the Army's Capabilities Integration Center, within the Training and Doctrine Command, he shared insights about advancing and testing ideas the link the future operating environment and how the Army might operate in the future.

Brig. Gen. Tom Cosentino and **Col. Bill Mooney**, both former Army War College Fellows now assigned to the Joint Staff J5 Plans Middle East Division, shared candid impressions of current and future events

Dr. Chris Rice, deputy director of the Chief of Staff of the Army's newly formed Strategic Studies Group, explained the SSG charter to "assist Gen. Odierno examine projects of strategic significance during the coming year, and the Fellows are welcome to provide additional expertise when available."

The Pentagon briefing day host, retired **Col. Randy Odom**, director of Outreach for the Secretary of the Army, gave the Fellows a quick tour of the Chief of Staff of the Army's office, pointing out the history of several of the artifacts present, such as the large world globe General George C. Marshall used during World War II. Considering many of the Fellows had never set foot in the Pentagon, this was a pretty rare treat.

"The Fellows are assigned at many organizations in Washington that we deal with, or might need to, in the future so it is always nice to make acquaintances early in their Fellowship year," said Odom. "It is also important that the Fellows know who to call here in the Pentagon when they need information and assistance, and that they recognize us as happy to help when needed."

Army 'all stars' share experiences, learn from War College students



Gen. Lloyd Austin, 1997 Army War College graduate and Vice Chief of Staff of the Army, speaks to the Army War College Class of 2013 in Bliss Hall as part of Army Leader Day.

by **Thomas Zimmerman**

Twenty-six Army “all stars,” including 13 Army War College graduates, came to the U.S. Army War College to share their experiences, insights on the current state of the Army and discuss the issues and challenges facing the military as part of Army Leader Day.

Gen. Lloyd Austin, 1997 Army War College graduate and Vice Chief of Staff of the Army, kicked off the day with a Bliss Hall talk with students, staff, faculty and the 25 state Adjutants General and deputies participating in the Adjutants General National Security Seminar.

During his remarks, Austin laid out the near, mid and long-term goals for the Army.

“We need to invest in our people, optimize our force and selectively modernize in order to meet the challenges of an increasingly disorganized world,” he said.

The War College is an important step for these future strategic leaders and advisors, said Austin.

“What you learn here is very important,” he said. “Take the time to learn about each other, especially our international partners. It will serve you well in the future.”

Austin spoke at length about one of the major challenges the military faces, the visible and invisible wounds of more than a decade of war.

“What is most important are our Soldiers and their Families,” he said. “We must lead the effort in dealing not only with the physical wounds, but the invisible ones like traumatic brain injury as well. We have a duty to do everything we can.”

The War College students will play a key role, he said.

“You have to lead by example and we must

maintain their faith.”

He expressed confidence that the military leaders studying at The War College – Army, Air Force, Marine, Navy, Coast Guard and International – are up to the challenges the world will face.

“I am very optimistic about the future of America and the world just by looking around this room,” he said. “There is an incredible amount of talent in this group.”

“Having been to this event for three years while I was on the Army Staff, I know how valuable this experience is,” said **Maj. Gen. Tony Cucolo**, Army War College Commandant. “I know the students will take full advantage of this rich experience.”

Following the keynote address, the students moved to 24 seminar rooms for candid, in-depth discussions with a member of the Army Staff and the Secretariat.



Students talk in seminar with Maj. Gen. Harold Greene, Deputy for Acquisition and Systems Management, Office of the Assistant Secretary of the Army.



Army student Col. Stacy Babcock chats informally with Maj. Gen. Richard Stone, Deputy The Surgeon General (center) and Maj. Gen. Al Aycock, Director of Operations, ACSIM.

Army Leader Day is an integral part of the War College resident educational experience. It is a unique opportunity for many of the U.S. Army's senior leadership, military and civilian, to come to Carlisle and interact with the class. The event serves as the capstone for the Strategic Leadership block of instruction and provides students the tools to comprehend the unique aspects of leadership required at the strategic level, analyze the role of the strategic leader in evaluating the climate and culture of an organization, aligning these with the strategic vision, and then leading the organization through the change processes necessary to implement this alignment and comprehend the role of senior military leaders as stewards of the profession of arms.



Twelve Army War College graduates came back to their alma mater for Army Leader Day.

Senior Executive Service leaders advise, invite War College Civilian Students

by Carol Kerr

Civilian Students have been part of the Army War College for more than 20 years for a simple reason: it works – for the civilians, the military, and the School.

Since 2003, Civilian Student graduates of the senior service colleges are directly placed into senior civilian positions so as to maximize the Army's return on investment and ensure civilian graduates use their senior level competencies across the Army, as is the case with military graduates.

To prepare current Civilian Students for imminent career choices, Senior Executive Service leaders participated in Civilian Career Day, Oct. 11-12. Here to speak about roles and opportunities for civilian strategic leaders were **Mr. Peter B. Bechtel**, director of Capabilities, Integration, Prioritization, and Analysis, Army G3/5/7; **Ms. Gwendolyn**

DeFilippi, Deputy Assistant Secretary of the Army for Force Management, Manpower and Resources; **Dr. Pam Raymer**, director of the Army Continuing Education System; **Mr. James T. Faust**, Assistant Deputy Chief of Staff, Intelligence/ Army G-2; **Mr. Byron J. Young**, executive director of the Army Contracting Command; **Mr. Richard A. Davis**, Army Cyber Command Deputy for Cyber Operations/Director of Operations; **Mr. Stacey K. Hirata**, chief of Installation Support Division, US Army Corps of Engineers.

"The Army War College education prepares civilians to be effective at the Service or

Agency level, and helps the Services build a bench for future senior executive service positions. Developmental positions after The War

a classroom introduces cross-fertilization of ideas, cultures and professions, according to **Dr. Robert Nye**, Deputy Provost.

"Our intent is to broaden thought of our military and interagency students," said Nye. "They bring a minority voice to discussions that can bring to bear against group-think and majority voice."

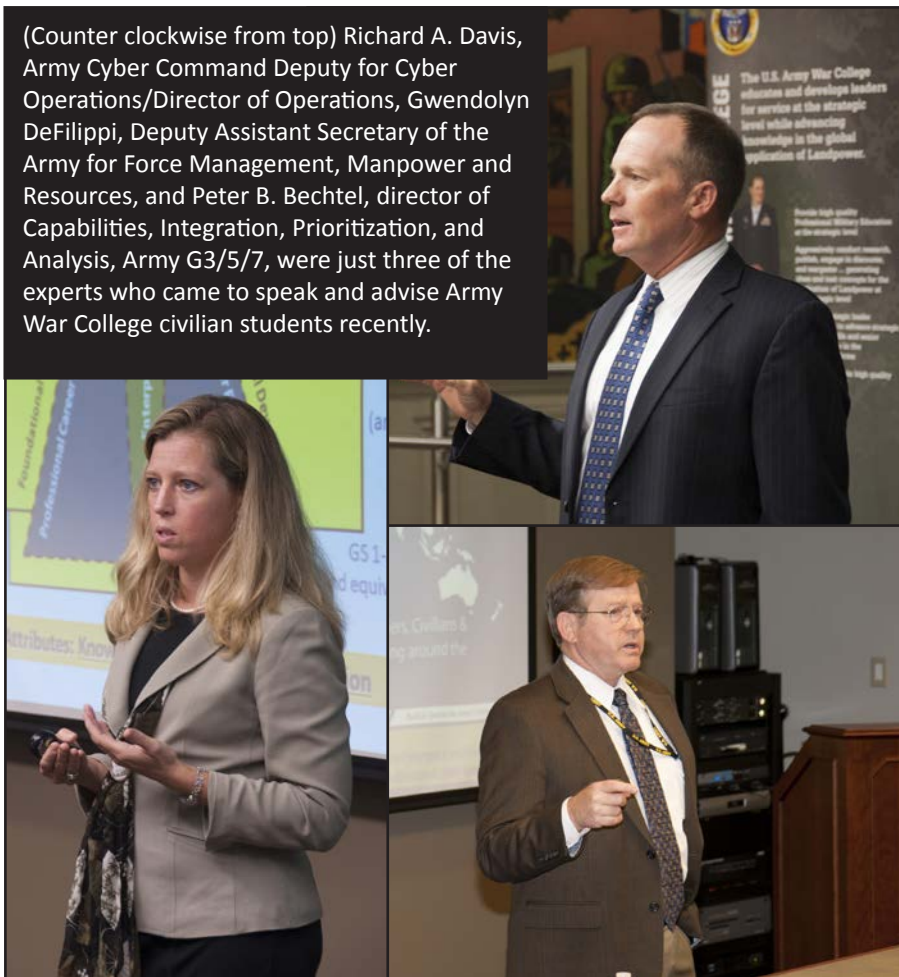
They add depth and understanding to their military counterparts about how large organizations run at the strategic level, noted Manta. "Civilians understand the management of large systems, given their experience and understanding of the processes and procedures – like resourcing, manning, training, budget, and programs needed to run complex organizations, working with diverse groups across multiple career fields in the federal government."

In turn, the School is a broadening experience that enhances their own strategic leader skills, as well, such as strategic thinking and critical thinking," she said.

Senior Civilians, in the grades of GS14 and 15, can apply for selection for an Army War College education through their organization's civilian leader development program.

This year, 13 of 25 civilian students are Army Civilians. "We typically have about 10 from the Interagency Community: foreign service, intelligence community, homeland security, and Veteran Affairs," said Manta.

(Counter clockwise from top) Richard A. Davis, Army Cyber Command Deputy for Cyber Operations/Director of Operations, Gwendolyn DeFilippi, Deputy Assistant Secretary of the Army for Force Management, Manpower and Resources, and Peter B. Bechtel, director of Capabilities, Integration, Prioritization, and Analysis, Army G3/5/7, were just three of the experts who came to speak and advise Army War College civilian students recently.



College have included directors of strategic planning, staff directors, deputy garrison command positions and directors at large installations, and policy makers at Service level.

"It's a unique opportunity to interact with military counterparts in a collegial environment, and an opportunity to develop a deeper understanding of national security policy and strategy," said **Julie Manta**, Associate Provost for Academic Programs and Senior Civilian Adviser here, speaking about the year of graduate studies at Carlisle.

Integrating civilian and military students in

Dubik brings experience to Army War College elective as Omar Bradley Chair

by *Thomas Zimmerman*

"The ability to participate in the education in the next generation of strategic leaders is what really attracted me to this opportunity at the Army War College," said **Retired Army Lt. Gen. James Dubik**, the current General Omar N. Bradley Chair in Strategic Leadership.

The Bradley Chair is shared by the Army War College, Dickinson College, and Penn State University's Dickinson School of Law and School of International Affairs.

"My experience so far has been great," said Dubik. "The classroom interaction between the students and the energy they have for the subject matter has been impressive."

As the Bradley Chair, Dubik participates in academic life at all three schools. Through classes, lectures, and participation in exercises and studies, he is expected to

deepen each school's curriculum, stimulate thinking and exchange with faculty, and enrich student experiences at each institution.

The three schools select the Bradley Chair to represent a range of communities, including business, military, politics and academia. Each field plays a critical role in guiding students' understanding of leadership, from the perspective of liberal arts and sciences at Dickinson, law and international affairs at Penn State, and in the environment of international security studies at the Army War College.

Dubik is currently teaching an Army War College elective, "Contemporary Challenges to Modern War Theory."

"We are using three texts on just war theory and a set of essays and articles about war since 9/11," he said. "These readings, plus the experience of the students, have made the

discussion pretty lively and deeply enriching for all."

Dubik said he hopes that The War College



Retired Army Lt. Gen. James Dubik is the current holder of the General Omar N. Bradley Chair in Strategic Leadership, shared by the Army War College, Dickinson College, and Penn State University's Dickinson School of Law and School of International Affairs.

students are able to take away an understating of the ethical dimension of war and an ability to reason through new, complex, and ambiguous problems.

"The realm of strategic leadership is the realm of ambiguity and the realm of persuasive force," he said. "The probability of success in strategic leadership will result from an ability to work and succeed under dynamic conditions of uncertainty. The probability of success will also go up if the strategic leader learns how to use the minds of those around him or her to understand problems and structure solutions."

"He is one of the Army's great intellectuals – a strategic thinker and innovator," said Army War College Deputy Provost **Col. Robert Nye**. "We can anticipate that he will contribute in powerful ways to the examination of leadership across the nation and globe."

His background makes Dubik a wise choice for all three schools, said Nye. Extensive experience in the international arena and in building security cooperation marked his nearly 40-year Army career. Before retiring from the Army, Dubik commanded I Corps during a deployment to Iraq, and Multinational Security Transition Command-Iraq, responsible for developing, organizing and training the Iraqi security ministers, Iraqi security forces, and the Iraqi police. He has been called on to provide advice at the highest level.

Dubik was commissioned an Infantry officer following graduation from Gannon University in 1971. He held leadership and command positions around the world. He commanded U.S. and Multinational forces in northern Haiti during Operation Uphold Democracy, was deputy commanding general for Task Force Eagle and Multinational Division North in Bosnia-Herzegovina during Operation Joint Forge, and commanded the 25th Infantry Division in Hawaii. Dubik also was an associate professor of Philosophy at the U.S. Military Academy at West Point.

He holds a bachelor's degree in Philosophy from Gannon University and a master's degree in Philosophy from Johns Hopkins University. Dubik completed the Advanced Operations Studies Fellowship at Ft. Leavenworth, Kan., and attended both Harvard University's John F. Kennedy School of Government executive program for national and international security and the National Security Leadership Course at The Maxwell School of Citizenship and Public Affairs at Syracuse University.

Dubik said that relationships like the one between the War College and Dickinson and the PSU Law School are very important.

"In an era where a very small percentage of the U.S. population serves in our military services, these kinds of program create a window into military serves for those less familiar with it."

Seminar enables National Guard leaders to learn more about The War College, Army issues

by Thomas Zimmerman

Twenty five senior National Guard leaders came to the Army War College recently to discuss strategic issues with USAWC faculty and talk face-to-face with USAWC students as part of the Adjutants General National Security Seminar.

Each year the USAWC offers an opportunity for the 54 state Adjutants General and Deputy Adjutants General to come to Carlisle Barracks for one week during the resident academic year. This year marked the largest class in the recent history of the program according to **Col. Oliver Norrell**, USAWC Army National Guard Advisor.

In addition to updates on national security issues, participants exchange ideas with the resident class on issues affecting the Army and provide USAWC students with insights regarding issues confronting the senior leadership of the National Guard. New this year was presentations by the Director of the Army National Guard and the Army National Guard G3.

Many of the officers have found the experience so beneficial they have attended

multiple times, according to Norrell.

“This program provides a great opportunity for the officers to gain an exposure to the views of our students who will be or advise the future leaders of our military,” he said. “In addition, the officers are able to share with our students the unique perspectives of our Army and Air National Guard leaders. They are able to share, face-to-face the issues and challenges they face from the state and local level to national level issues and policies.”

“I’ve really been able to gain some valuable insights on some of the challenges that the Guard is facing around the country and not just in my own state,” said **Brig. Gen. Harold Reed**, Chief of Staff for the Wyoming Air National Guard. He said that the question and answer sessions with the guest speakers and in the student seminar were especially helpful.

“We all – active Army or Guard and Reserve – have common issues and challenges,” he said. “In order for us to operate cohesively as a team, we need to share ideas.”

AGNSS can provide a greater understanding to the expert War College programs and

institutes.

“While they are here the attendees are able to learn more about programs like BSAP, DSC and the distance education program,” he said. “This was in addition to updates from PKSOI, CSLD and SSI. Although many of them are graduates of our programs or have previously been exposed to them, this opportunity can reinforce their understanding and appreciation of our mission and the benefits that our graduates derive.”

AGNSS fits perfectly into the mission of educates and develops leaders for service at the strategic level, said Norrell.

“We bring our students here to increase their knowledge and exposure to what may be a new and different way of viewing the military and the world in general,” he said. “By expanding their horizons and by creating opportunities for them to interact with senior leaders who may operate outside their realm of current knowledge and experience can significantly improve their knowledge and provide a deeper understanding of our national defense challenges and policies.”



Annually, the Army War College creates opportunity for learning and senior-level exchange for Adjutants General and Deputy Adjutants General in residence at the Army War College in Carlisle. In addition to updates on national security issues, participants exchange ideas with the resident class on issues affecting the Army and provide USAWC students with insights regarding issues confronting the senior leadership of the National Guard.

War College program brings together senior reserve officers for updates, discussion on strategic issues



The 45 senior Reserve Officers of the Army, Air Force, Marine Corps, Coast Guard Reserve and the Canadian Army Reserves were in residence in Carlisle for the Senior Reserve Component Officer Course. The October event included seminar discussion with students in the School of Strategic Landpower, and briefings from functional experts in the Peacekeeping and Stability Operations Institute, the Center for Strategic Leadership and Development, the Army Heritage and Education Center, and the War College's Senior Leader Resiliency Program.

by **Thomas Zimmerman**

Cyber security, an update on NATO, and a discussion of U.S. policy toward China were just a few of the topics for 45 senior Reserve officers at the recent Senior Reserve Component Officer Course at the U.S. Army War College.

"SRCOC has many benefits for the participants and the college," said **Col. Greg Martin**, Army Reserve Advisor to the Commandant, and coordinator of the event. "It allows the officers to share the strategic leadership lessons they have learned with our students in a seminar setting. It also helps make these leaders aware of the resources available here at the Army War College as they grapple with issues of national security."

This class included officers from the Army, Air Force, Marine Corps, and Coast Guard Reserves as well as an officer from the Canadian Army Reserves.

"This has been an extremely beneficial program for me, both personally and professionally," said **Navy Reserve Rear Admiral Charles Harr**. "Not only do we get a great opportunity to talk with fellow officers who share the same issues and challenges, but we also to see the strategic thought that goes on here at the Army War College."

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"It's not very often that we are able to sit down with experts in arenas like cyber warfare and issues that reach beyond the present conflicts," said **Brig. Gen. Jonathan Ives**. "This is an experience that you really can't put a price on."

One of the highlights of the week was a panel discussion moderated by **Dr. Jeff Groh**, professor of information and technology in warfare for the War College Distance Education Program, that focused on cyber security and warfare. The panel included **Lt. Gen. Rhett Hernandez**, U.S. Cyber Command, **Bob Butler**, Center for a New American Security, **Tim McKnight**, VP Information Security & CISO, Fidelity Investments, **Gary McAlum**, SVP & CSO, USAA and **Phil Reiting**, SVP & CISO, Sony.

During the panel discussion which was also made available to War College seminars, current and future challenges in the cyber domain were discussed including the infrastructure risks and the need to treat cyber space as an operational domain.

Another panel focused on U.S. policy options for China that featured David Lai, Strategic Studies Institute, **Aubrey Carlson**, China Desk, U.S. Department of State, retired Col. Larry Wortzel, U.S. China Commission and **Dr. Andrew Scobell**, RAND.

"We selected these panels because we realize that they are two of the most important issues at the national security level," said Martin.

The annual event includes in-seminar discussions with USAWC students, as well as briefings from key components of the college, such as the Peacekeeping and Stability Operations Institute, Center for Strategic Leadership, Senior Leader Resiliency and the Army Heritage and Education Center.

"There is no program like this in the entire Department of Defense that brings together general officer and flag officers together with students to interact and learn with and from each other," said Martin. "It's important for the students to meet with and learn from the people who are serving in or have served in the jobs they may assume later in their careers."

Guest speakers included **Sarwar A. Kashmeri**, a senior fellow with the Atlantic Council's Brent Scowcroft Center on International Security, **Maj. Gen. Jimmy Stewart**, Military Executive, Reserve Forces Policy Board and **Brig. Gen. Bryan Wampler**, commander, 78th Training Brigade (Operations), Fort Dix, N.J.

Center for Strategic Leadership and Development: Wargaming offers quick-turn quick-look examination of issues for Army

by Col James Markley, CSLD

As part of the Army War College reorganization, the Center for Strategic Leadership transformed in early September to become the Center for Strategic Leadership and Development and to take on a primary wargaming mission in its new Department of Landpower Concepts, Doctrine, and Wargaming.

DLCDW's primary mission is to support Army Senior Leadership with a "quick-turn" wargaming capability that will identify Army concerns and equities in the context of strategic-level national security issues facing the Army and military. Given the need for a quick-turn capability, the objective is to examine a different issue, which has the potential to impact the Army, approximately every six weeks, for a series of eight per year.

The first wargame, in mid-September, examined implications for the Army of ongoing events in Syria. Participants, including regional experts from across the USAWC faculty and International Fellows from the region examined three hypothetical outcomes of the Syrian conflict.

In early November the USAWC examined the growing presence of Al Qaida in the Islamic Maghreb in the ungoverned space in northern Mali. Planning for additional wargames is underway.

Following each wargame, a team of analysts will rapidly synthesize and analyze data from the event and summarize the implications for the Army in a short, readable document highlighting the Army's concerns and equities for the particular national security issue. The report will include recommendations to Army Senior Leadership, presented in a strategic context, which the Army can use for further evaluation and analysis. The War College's new wargaming capability, resident in CSLD, will allow the War College to assist the Army with anticipating potential Army equities in strategic issues that will have a near term

effect on the employment of landpower.

Based on the needs of the Army, CSLD will capitalize on the in-depth expertise of staff

created within DLCDW a powerful capability to design, develop, conduct, and analyze wargames on a variety of strategic issues.



A recent wargame at the Center for Strategic Leadership and Development examined the ongoing events in Syria and included regional experts from the Army War College faculty. The examination looked at three hypothetical outcomes of the Syrian conflict.

and faculty from across The War College and the experiences of our students, to include International Fellows who offer unique perspectives to the strategic-level national security issues facing the Army.

With the School's transition from the Strategic Decision Making Exercise of years past to a new series of experiential exercises, DLCDW will leverage the talents of the USAWC staff and faculty previously involved in the SDME. The War College's annual wargaming series will preserve longer-term modeling, simulation, and analysis, and wargaming capacity for the Army. By combining the unique skills of modeling and simulation experts, with scenario developers, operations research analysts, and doctrine and force structure experts, CSLD has

Dependent on the issue under examination, CSLD will include subject matter experts, as appropriate, from academia, think tanks, the media, the Departments of Defense and State, other government agencies, as well as non-governmental agencies and industry to aid in conducting a quality wargame.

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Strategic Studies Institute: The Promise and Pitfalls of Grand Strategy

What is “grand strategy,” and why is it seemingly so important and so difficult? This monograph by **Dr. Hal Brands** explores the concept of grand strategy as it has developed over the past several decades. It explains why the concept is so ubiquitous in discussions of present-day foreign policy, examines why American officials often find the formulation of a successful grand strategy to be such an exacting task, and explores the ways in which having a grand strategy can be both useful and problematic. It illustrates these points via an analysis of two key periods in modern American grand strategy—the Truman years at the outset of the Cold War, and the Nixon-Kissinger years in the late 1960s and 1970s—and provides several suggestions for how U.S. officials might approach the challenges of grand strategy in the 21st century.

Introduction

“Grand strategy” is very much in vogue these days. In the 2 decades since the end of the Cold War, politicians and pundits alike have consistently proclaimed the need for a new American grand strategy, and they have just as consistently flayed their opponents for failing to deliver one. Academics, journalists, and public figures have authored books and

articles advocating particular grand strategies; major publications like Newsweek, Time, The New York Times, and The Washington Post



carry pieces discussing the concept in one way or another. In 2008, the House Armed Services Committee even held hearings on the subject of “A New Grand Strategy for the United States.” “The United States,” one prominent author has proclaimed, “is a superpower in search of a strategy.”

But what exactly is “grand strategy?” Why is it so important and, it would seem, so elusive? Grand strategy, it turns out, is one of the most slippery and widely abused terms in the foreign policy lexicon. The concept is often invoked but less often defined, and those who do define the phrase do so in a variety of different, and often contradictory, ways. The result is that discussions of grand strategy are often confused or superficial. Too frequently, they muddle or obscure more than they

illuminate.

The purpose of this monograph is to provide a more precise understanding of the meaning, importance, and challenges of American grand strategy. The aim is not to recommend any particular grand strategy that the U.S. Government should follow, but rather to

illuminate the promise, perils, and limitations of grand strategy as an endeavor. To this end, the remainder of this monograph is divided into four sections. The first section offers a discussion of what grand strategy is, and why it is simultaneously so essential and so difficult to do. The second and third sections further flesh out these issues by revisiting the doing of grand strategy at key inflection points in the history of U.S. foreign policy: during the Harry Truman years in the late-1940s and early-1950s, and during the Richard Nixon/Gerald Ford/Henry Kissinger years between 1969 and 1977. The fourth section offers several basic suggestions for thinking about present-day grand strategy as an intellectual and geopolitical pursuit.

Read the entire publication at <http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1121>

continued from page 3

“We all have a solid understanding of the military but I don’t have a specific understanding of the economic security of our institutions, and this visit to discuss NYC’s budget office put things into perspective,” said Navy student **Cmdr. Jonathan Still**, speaking about the Office of Budget and Management. “One thing I was impressed with was his candor about dealing with the cards you’re given. There will be challenges; there will be difficulty. But he was optimistic about the future and the U.S. role in the world, and about our economic institutions. His impression of Wall Street and US Banks was particularly strong.

“The U.S. society is pessimistic today,” he noted. “No doubt we have challenges, but so does the rest of the world like China and the EU. Our part is not greater and our relevance

is secure.

During their visit to the New York Times, a group of students were able to learn more about the challenges of reporting news from around the world, leadership lessons and the factors that affect decisions of news reporting in a 24/7 news environment during the front page meeting that included the managing editors of the paper. Another meeting with Phil Corbett, the Times Standards Editor, shed light about ethical decision making and leadership challenges for a paper with a staff of more than 3,000.

“This was a great opportunity to talk with leaders of the New York Times to see how they deal with many of the same issues the government does – declining resources, personnel management and how to plan both near and long term,” said **Jennifer Jessup**,

who met with **Dean Baquet**, managing editor of the Times as part of her small group visit.

“The dialogue we were able to have on a first-hand basis with their senior staff was something you could never get without coming here in person,” said Marine Corps **Lt. Col. Gordon Miller**, who also visited the Times.

Another key aspect of the trip were the 64 visits to the United Nations Missions for the International Fellows in the class.

“It’s important for our students to see issues and challenges from a non-U.S. perspective,” said Teague. “By visiting these groups they are able to see what strategic challenges our UN partners are facing and also receive some direct feedback on U.S. policies. You can’t place a value on that experience.”



Carlisle Barracks introduces Fitness Campus



The new Indian Field Fitness Center is now open for business. Open Monday through Friday, 5 a.m. to 8:30 p.m., Saturday 7 a.m. to 5 p.m., Sundays 8 a.m. to 5 p.m., the latest phase of the USAWC Comprehensive Fitness Campus includes equipment such as treadmills, elliptical machines, and stationary cycles on the right side of the building; and various strength equipment such as barbells, dumbbells, and machines, on the left side as you enter.



The opening of the Indian Field Fitness Center at 119 Forbes Avenue, across from the Root Hall Gym, marks the first phase of expanded fitness opportunities for the Army War College and Carlisle Barracks community.

This phase of the USAWC Comprehensive Fitness Campus emphasizes traditional fitness, with equipment such as treadmills, elliptical machines, and stationary cycles on the right side of the building; and various strength equipment such as barbells, dumbbells, and machines, on the left side as you enter.

Hours are identical for Thorpe and Indian Field Fitness Centers: Monday through Friday, 5 a.m. to 8:30 p.m., Saturday 7 a.m. to 5 p.m., Sundays 8 a.m. to 5 p.m. [closed on Thanksgiving]

Women-only hours at Indian Field Fitness Center: Monday through Friday, 9-11 am, in a section of the Indian Field Fitness Center.

fitness, group exercise classes, as well as maintain space for treadmills, ellipticals, and indoor cycles.

Equipment deliveries throughout the month of November will transform Thorpe Hall with an improved area for free weights, as well as a dedicated cardiovascular machines area. The select equipment for this first floor cardio area will include 8 treadmills, 6 elliptical machines, 4 recumbent cycles, and 2 upright cycles.

Portions of Thorpe will be temporarily unavailable for use during equipment deliveries and renovations. The 3rd floor exercise room, 2nd floor track, and locker rooms will be available for use during this transition. The second floor exercise room and first floor will have limited access at various times.

Stay up-to-date on changes with MWR staff and posted signs. For more information about operations and hours at the Fitness Campus centers, contact Don Watkins,

Sports Director, at 717.245.4170.

Fitness Classes at the Jim Thorpe Fitness Center

- TRX BOOT Camp Workout
- TRX Ropes and Straps
- TRX Performance
- Basic Army Combatives Course
- Teen Combatives
- Piloxing
- Cardio Kickboxing
- Body Blast
- Zumba Toning
- Family Zumba
- Family Yoga
- Power Yoga
- Pilates
- Indoor Cycling
- Aikido
- Mother and Daughter "Quick Six" Self Defense Course

Leaders salute new Army Wellness Center

by Carol Kerr

He spoke of tremendous frustration as a physician when he could spend only a few moments counseling a patient and of his certainty that the Army Wellness Center team at Carlisle Barracks will play a major new role in guiding the everyday habits and choices that enhance health and prevent disease.

Maj. Gen. Richard Stone introduced a tone of urgency for the Army's focus on health when he shared his perspective as physician and Army leader at the official opening of the Army Wellness Center here. The U.S. Army Deputy Surgeon General, Stone joined leaders of the Army Medical Command, the Army War College, and IMCOM's Garrison at Carlisle Barracks in front of a Civil War-era building that's been transformed into a suite of rooms that are equally serene and technologically advanced in assessment and education tools.

"It is such an accomplishment to open this center which provides the tools to empower this community to prevent disease, improve health and, ultimately, quality of life," said **Col. Stephanie Wilcher**, commander of the Dunham Army Health Clinic. The clinic provides oversight to the AWC and creates links between the AWC and the clinic's healthcare providers.

We hear often about the cost of health care, she noted, saying, "We hear less about the human cost of disease -- the emotional trauma, physical discomfort, and individual financial burden. The human impact of disease is not unique to the person with the diagnosis. It affects their loved ones, their work family, and the community at large.

"Today, we begin to change the consequence of preventable disease through education and programs that focus on health," said Wilcher. "Pre-diabetes does not have to become diabetes. Obesity does not have to become cardiac disease.

"We can make a difference and save many the human burden of disease."

When we can help people make good decisions while shopping and cooking and in everyday habits, we will make a difference, said Stone.



Col. Bobby Towery, Army War College Deputy Commandant, outlines the connection between the Army Wellness Center mission and Army War College leader education.

The Carlisle Barracks center -- number 3 in the nation, and the first co-located with a Army Training and Doctrine Command school -- offers a holistic service comprising six core programs. In time, Soldiers, families and civilian team members will find the same set of core programs at 38 Army installations across the United States.

- Health assessment review: analysis of a person's health status, risk for disease, and ability to increase physical activity safely
- Physical fitness: using state-of-art equipment, physical fitness level is assessed and used to create an individualized exercise prescription
- Healthy nutrition: metabolic testing is used to synchronize the person's resting metabolic rate to provide tailored strategies for weight loss, gain or maintenance
- Stress management: education in biofeedback and stress relief techniques, positive coping skills and good sleep habits
- General wellness education: classes on topics such as healthy lifestyles, increased resiliency, and preventing chronic disease through health living habits and self-care
- Tobacco education: assessment of a person's readiness to change, discussion of options for becoming tobacco-free, and appropriate tobacco cessation education.

The AWC program is a U.S. Army Medical

Command Program overseen by the Army Public Health Command. **Mr. John Rasta**, PHC Deputy to the Commander, told the gathering at the formal opening that he'd argued initially to place the nation's third Army Wellness Center at a major troop center -- but came to understand that the Army War College community is exactly where the new AWC should be.

Col. Bobby Towery, deputy commandant of The War College, echoed the wisdom of exposing the U.S. military's leaders to what right looks like for the health of the force.

"They will learn the value of a system of health versus a healthcare system," said Towery about the senior officers studying at the Army's senior military educational institution.

Col. B.J. Constantine called himself a believer. Now an Army War College Fellow, he turned his belief into action as a brigade commander when he directed military unit members to seek Army Wellness Center health guidance. Encouragement and opportunity enticed 90 percent of his civilian team members to tap into the AWC assessment and assistance, at one of the few installations with an Army Wellness Center he said.

Referrals can be made to AWCs by medical providers or unit commanders. Self-referrals are welcomed and can be made by contacting the Army Wellness Center at Carlisle Barracks. To schedule an appointment, call 717.245.4004



Thousands experience blast from the past

by Tom Conning

German forces waited in trenches as automatic weapons and mortar fire echoed throughout the Pennsylvania countryside. These sounds meant the Allied forces were preparing for the invasion of North Africa during an educational re-enactment.

The Army Heritage and Education Center in Carlisle, Pa. hosted these activities, as well as a parachute demonstration, lectures by World War II veterans and other educational events during a living history event that took place.

This free public event educated the Army and the nation on the role of the soldier in the development and protection of the nation in an interactive way.

Re-enactor **Tom Kelly**, a 90th Infantry Division Soldier, told visitors what it was like to be a mortarman. He wore World War II garb, described K-rations and talked to guests about other hardships World War II Soldiers faced.

“We come here so we can interact and talk about the war,” he said. “It’s usually the first thing we say. Do you want to put on a helmet and see how heavy this thing is? Do you want to see what the soldiers ate?”

Kelly said his unit tried this approach to make information more understandable for children.

Another option for the public to learn about the war was through interactions with World War II veterans who participated in lectures and meet and greets.

William Lentz was a 22 year-old R.O.T.C. cadet when the United States entered World War II. Three years later as an Army first lieutenant in a field artillery unit, he was in the middle of the Battle of the Bulge.

Lentz enjoys telling people about his experiences, he said. One story involved him firing his artillery piece at the enemy.



A member of The Ranger Group parachute team conducts a parachute demonstration during The Army Heritage and Education Center’s living history event.



World War II re-enactor Tom Kelly describes K-rations to children who were visiting The Army Heritage and Education Center’s living history event, “Training for the North African Campaign”. *Photo by*



World War II re-enactors talk to visitors about authentic weapons during event.

“I didn’t actually destroy the weapon, I destroyed the attitude of the German soldiers who were on the guns, who ran like hell,” he said. “It’s worthwhile for the public to come and see what war - - what it might have looked a little bit like.”

The weekend on the Army Heritage Trail might have looked a little bit like war for 3,250 visitors to the three-day event.

Learn more about public education programs and lectures at usahec.org.

New USAHEC exhibit 'deep dives' into Soldier experience

by **Lindsay Harlow**
Army Heritage and Education Center

The holidays provide an ideal time to visit the new Soldier Experience Exhibit at AHEC

The new Soldier Experience exhibit gives patrons a chance to honor Veterans by sharing their stories of military experiences, in peace and conflict, using interactive exhibits, pictures and interpretation.

View www.youtube.com/watch?v=41_Ovk9IU5k to see more.

Each element features personal items, clothing, photos and the words of individual Soldiers selected from six eras: Spanish-American War, World War I, World War II, Korea, Vietnam, Operations Iraqi Freedom and Enduring Freedom

Visitors can select a dog-tag scan card and follow a Soldier's story scanning the card at five different stations to learn additional information about the Soldier's experience.

AHEC will be closed Dec. 24-25 and 31, 2012 and January 1, 2013 but will be open during normally scheduled business hours otherwise.

The Soldiers Experience exhibit at the Army Heritage and Education Center is open Tuesday-Saturday from 9 a.m.-5 p.m. and Sunday 11 a.m.-5 p.m. A gift shop and the Cumberland Café are on site.

The 7,000-square foot gallery provides an

in-depth look at the history of the U.S. Army as seen through the eyes of Soldiers. Its

Visitors can:

- * Experience a simulated Army rifle range
- * Lift gear that today's Soldiers carry
- * Experience a bunker attack during a Korean War battle
- * Parachute into Normandy during D-Day
- * Obey orders from a drill sergeant during basic training



Visitors to the grand opening take a look at the World War II section of the new exhibit Nov. 9.



Scan your "dog tag" and learn the rest of the Soldier's story



Visitors can pose for a photo in current operations gear.

materials come from the extensive historical collection of USAHEC, which covers every period in the U.S. Army's history from the Spanish-American War through current operations.

USAHEC's collection of nearly 67,000 artifacts, 2 million photographs, and 11 million archival and library items, includes a broad spectrum of materials related to the service of individual Soldiers and constitutes nearly 10 percent of all artifacts within the U.S. Army Museum system.

In addition to the Army history timeline, the gallery features an electronic rifle range where visitors can test their marksmanship, a Normandy parachute simulator, a Korean War bunker featuring sounds of war, and "Stories from the Heart," a feature film.

Throughout the exhibit there are opportunities to compare the size and weight of different types of weapons and body armor, as well as opportunities to take pictures in current combat gear.

The gallery features interactive components and immersive displays that highlight some of the best Soldiers' stories found in the Heritage Center's historical collections. The exhibit encompasses the

Army's history from the Spanish-American War through current operations featuring Soldiers' stories at home, abroad, during combat and in support.

For more information visit
<http://www.carlisle.army.mil/AHEC/>

149-year-old battle provides strategic insights to modern dilemmas



Prof. Boone Bartholomees talks to Seminar 6 students on Seminary Ridge during a staff ride to Gettysburg, Pa. *Photo by Tom Conning.*

by Tom Conning

Insurgents set fire to Carlisle Barracks, then fled to rejoin rebel forces for a battle still significant to The War College student-leaders 149 years later.

Army War College students found new insights about the political/strategic context of the Gettysburg Campaign of the Civil War during staff rides at the battlefield.

Prof. Leonard Fullenkamp urged the students to see the political significance to military activity.

“See the battlefield through the prism of the 21st century,” said the War College historian.

Prof. Boone Bartholomees, who led the Seminar 6 staff ride at the battlefield, spoke of the enduring nature of war.

“The underlying logic of war -- the fact that it’s fought for political reasons and it has these various characteristics that are part of its very nature -- is just as easy to see here as it would be in Afghanistan,” said Bartholomees. “They will see people handling the same kind of problems, maybe at a different scale, with a different technology.”

Army student **Col. Fred Dummar** pointed to the unique perspective The War College gives to study of Gettysburg. He visited Gettysburg as a captain 17 years ago to study the tactics, but had not then considered the overall strategy for the Confederate invasion.

“It fits in nicely because you start to see how senior commanders are thinking and interacting with political leaders which, I think, is more appropriate to The War College mission” said Dummar. “One of the most interesting things to me is the interactions of both senior commanders with the president[s] -- both how they interpreted what the political objectives were, and how that influenced their actions.”

Fullenkamp described the political objectives behind the Union and Confederate governments prior to the staff ride during a lecture held in Bliss Hall. Students were able to view portions of the movie *Gettysburg* to familiarize them with the Gettysburg



Seminar 6 students examine Civil War era bullets, aka “Minie Balls”. *Photo by Tom Conning.*

campaign.

The staff ride is part of the students’ core course, *Theory of War and Strategy*, which focuses on understanding how and why battles are fought as they are. To do this, one must understand the larger operational, strategic, and political context in which they occur, said course director Prof. Frank Jones.

“The staff ride attempts to bring history to life for the students and encourage a dialogue between the students as they view it through the lens of the shared combat experiences of the seminar,” said Jones.

'Carlisle vs. Army' players remembered after 100 years

By Joseph Cress, *The Carlisle Sentinel* (used with permission)

A cold wind blew across the West Point gridiron during a game remembered more for its celebrities than its hype as a grudge match.

On one side stood a small but determined squad of Carlisle Indian School players with a reputation for speed and deceptive game play.

Their chief weapon was **Jim Thorpe**, who only months before won Olympic gold in the pentathlon and decathlon at the Stockholm games and was dubbed "the world's greatest athlete" by the king of Sweden.

Waiting across the field was a relatively unknown Army cadet who, decades later, became the Supreme Allied Commander in Europe and the 34th U.S. President. His name was **Dwight David Eisenhower**.

"It was a made for Hollywood thing," said **Tom Benjey** of Carlisle, explaining the significance of a game that took place 100 years ago.

"Thorpe had already made First Team All-American," Benjey said. "It was clear he was heading for another All-American. It was obvious to all the experts Thorpe was the best player to ever step onto the field. Many still think he was the best player who ever played the game."



The powerhouse Army football team was dealt a defeat by the Jim Thorpe-led Carlisle Indians in a historic game more than 100 years ago. Many members of the team can be seen in this photo of the 1911 team.

Today, the history of the Carlisle Indian Industrial School is honored in the National Landmark campus at the center of Carlisle Barracks. The Indian School photo collection of almost 1,000 rare photos is preserved by the Army Heritage and Education Center and are shared online at <http://www.ahco.army.mil/site/index.jsp>



Dwight Eisenhower, then a cadet, led the Army team.



Jim Thorpe was one of the most well-known members of the Carlisle team.

by **Thomas Benjey**

Jim Thorpe, Dwight Eisenhower, Glenn "Pop" Warner, Omar Bradley are iconic names associated with athletic, military and leadership excellence. One hundred years ago, before their histories could be imagined, they met in a hard-fought football game between two highly-ranked teams on The Plain at West Point.

"The Cadets of West Point took the field on November 9, 1912, aiming to avenge their 1905 loss to Carlisle Indian School in the two schools' only previous battle," according to prominent author **Thomas Benjey**, who has published extensively about Indian School football.

Newspaper accounts after the game never considered its outcome in doubt, but those looking only at the scoreboard, at least for the first half, may have thought otherwise, according to Benjey. "The Indians bested the Cadets for most of the first half but didn't score due to errant forward passes in the end zone. The turning point of the second quarter came when Carlisle fullback Stencil "Possum" Powell was expelled from the game for punching Army quarterback Vern "Nig" Prichard. The 27-yard penalty combined with Powell's ejection dampened the Indians' spirits. Army then moved the ball forward the remaining 27 yards with fullback Geoffrey Keyes pushing the ball across the goal line. Prichard missed the kick after the touchdown."

Momentum shifted in the Indians' favor on the kickoff opening the second half when All-America tackle and team captain Leland Devore jumped on Joe Guyon, who had been getting the better of him all day, getting himself thrown out of the game, according to Benjey. "Army defensive backs Dwight Eisenhower and Charles Benedict knocked each other out of the game for the rest of the quarter in a failed attempt to sideline Thorpe. The Indians scored 27 unanswered points to lick Army worse than any opponent had beaten them in many years."



Unique Army War College ‘stand down’ studies suicides at policy, strategy level

by Carol Kerr

While Army organizations across the globe ‘stood down’ from normal activities, the Army War College heightened the normal student activities – interactive learning, strategic thinking, and senior leader problem-solving -- as a distinctly War College approach to address the vexing problem of Army suicides.

“Our students will soon bring their strategic thinking skills, that they learned in the first two weeks of this academic year, to bear on the complex and complicated issue of suicide prevention,” said Commandant **Maj. Gen. Tony Cucolo**, addressing the full military community as he set the tone for stand down day.

Working within their academic seminars, students leveraged their varied experiences and the information from assigned readings through the filter of their strategic thinking skills to lend their insights and recommendations to this truly vexing problem.

The students then shared their findings and recommendations by VTC with Vice Chief of Staff of the Army **Gen. Lloyd Austin**, demonstrating the contribution of The War College as a strategic ‘think factory’ for the Army and the nation.

The student experience reached beyond dialogue; they engaged the problem as their own. The outcome of their analysis will reach beyond the students’ brief-outs to the Army’s vice chief of staff; it triggered students’ decisions to tackle a series of strategic research projects to further explore the problem, the policies, and the cultural issues.

Dr. Tom Williams will guide the students’ projects to further develop the initial insights of the Stand-Down critical thinking exercise. Director of The War College’s Senior Leader Development and Resiliency Program, he developed the exercise and the students’ assigned readings to address several questions, e.g., What policy, practice, or resource allocation needs

changed to achieved policies and/or regulations that need revised/ instituted or in conflict to move initiative forward?

Briefing points to Austin probed the nuances of problem definition ARFORGEN process results in disengagement of leaders. Human interactions is required to understand the problem and solve the problem. Suicide is seen as a rational and acceptable option to the person contemplating suicide. Soldiers often lack experience with health interpersonal relationships; they often lack life/coping/ conflict resolution skills; they may have never experienced a competitive, merit-based environment. HIPAA limits knowledge of the problem, and patient-provider contact is limited after the care in office setting. The US Army places too much emphasis on detection processes which are mechanistic, formal, ineffective and easily manipulated. The Army has become more insular and individual-rights focused, removing opportunities for the interactions which provide informal opportunities for surveillance and outlet.

Recommendations shared with the Vice Chief of Staff of the Army emphasized both quantity and quality of leader engagement with Soldiers, informal Soldier interactions, and institutional investment in building Soldiers’ life skills and resiliency:

- Stabilize entire unit for 180 days post deployment. Invasive leadership needs to be reinvigorated (there is no stigma with leaders engaging soldiers both on and off duty, to include off-post housing; deemphasize institutional detection methods.
- Practice intervention skills (don’t just read or talk about them)
- Increase human engagement programs, e.g., Payday activities, monthly counseling, PT, social events, group events, leader checks, and roommates
- As part of the Army campaign: emphasize the individual’s role and

responsibility to seek help, begin in the generating force schools, change bullet 3 of the Warrior Ethos to, “I will never quit on my comrades and myself”

- Greater life-skills and resiliency training earlier on in career; follow-on training during career to help leaders to deal effectively with subordinates
- Greater emphasis on team- and cohesion-building within organizations, starting with initial entry training and continuing throughout Soldier development
- Institute more Soldier, Family, and marriage retreats/bonding opportunities
- Capitalize on social media to interact with a generation that increasingly relies on that medium.

The community started the stand down day with a “Shoulder to Shoulder” run to express the social bonding that strengthens mental and physical resiliency, engaging in a common activity with a shared purpose. A health fair identified resources that are available on post and within the local community. And, Leader-Led discussions in every organizations to increase awareness for how to prevent suicide and increase the resiliency within our Army to reduce the risk.

“Our training ... going on throughout the community ... is designed to help us look each other in the eye and really establish that connection of concern that demonstrates we are truly looking out for each other,” said Cucolo.

“In truth, as members of the profession of Arms, looking out for each other on the battlefield is a naturally accepted responsibility that we not only embrace but we take great pride in. As the battlefield of post-deployment stress and issues continue to mount on the home front, we need that same approach of never leaving our battle-buddy.”



Israeli National Defense College leaders visit with experts in School of Strategic Landpower

by Thomas Zimmerman

Leadership from the Israeli National Defense College came to the Army War College to meet with leaders in the School of Strategic Landpower and discuss leadership, educating leaders in national security and strategy and the challenges of cyberspace.

“We have graduates from here so we know of the excellence of the curriculum and faculty,” said **Israeli Maj. Gen. Yossif Baidatz**, Commandant of the INDC. “We wanted to come here to learn more about and explore different techniques of leader education, especially in the area of national security and strategy.”

Both schools can learn from each other he said.

“It’s important for schools like ours to talk and see how we educate leaders,” he said. “The challenges that our militaries face are similar in many instances and by sharing ideas and techniques, we can all be more successful.”



Maj. Gen. Yossif Baidatz, Commandant of the Israeli National Defense College, talks with Col. Richard Lacquement, Dean of the School of Strategic Landpower, during a visit to the Army War College.

The group also met with leaders at the National Defense University as part of their Near East South Asia Center for Strategic Studies program. The INDC is working to complement the writing of an Israeli

National Security Strategy by creating the forum for educating the critical strategic thinkers across various government agencies so they are intellectually equipped to lead Israel in the 21st Century.

Class of 2011 dedicates plaque

War College alumni travelled from around the country, including South Dakota, Michigan and Delaware, to attend the Class of 2011 plaque dedication ceremony. The ceremony took place in Bliss Hall’s foyer.

Maj. Gen. Tony Cucolo, War College Commandant, told the audience why The War College doesn’t post graduates’ names online.

“I see the plaque as a physical manifestation of commitment-- commitment by the institution and commitment by individuals,” he said.

“As you look at your plaque take its place next to the others, you really need to take pride of being part of an elite group of professionals who are committed to

the defense of the nation. Congratulations to the class of 2011,” he said.

Lt. Col. Shawn Harris, vice-president of the resident class and **Col. Ron Czmowski**, president of the distance class spoke on behalf of their 2011 classmates.

“Take time with your family, get your SRP done before Christmas and win Jim Thorpe,” said Harris to the current students at the ceremony. “For the class of 2013, this will be the best year of your military career. Enjoy your time here.”



Maj. Gen. Tony Cucolo, Army War College Commandant, Lt. Col. Shawn Harris, vice-president of the resident class and Col. Ron Czmowski, president of the distance class unveil The War College class of 2011’s plaque in Bliss Hall. Photo by Megan Clugh.

Col. John Howard, a graduate from New Zealand and **Col. James Learmont**, of the United Kingdom joined their 2011 classmates for the dedication.



Boeing CEO shares leadership lessons from industry

“For an organization to sustain itself over the long term, there has to be the right culture and there has to be the right ethics. The strategy can be wrong for awhile and can adjust; the products you make can be a little off and you fix them; but the price of having your ethics wrong or having your culture wrong can often be much higher.”

“... I spend time creating agreement, buy-in, and definition of what we want, the attributes of our leaders-to-be, what culture we want. We write it down, we talk about it, we debate it In the end, we’re measuring people against something they created This is a long process; this is not arbitrary. This is a web we all design, and this is a company we all want.”

“Situational awareness of multiple constituencies is critically important and, since you cannot satisfy everyone, you can be sensitive as you pursue what you think is right. You still have the courage to make up your own mind.

How you sell it, how you get buy in, all comes from situational awareness ...

you will be rewarded for doing the right thing, culturally, ethically and business-wise.”

--W. James McNerney



W. James McNerney, Chairman of the Board, President and CEO of The Boeing Company, shares lessons in strategic leadership required to ‘turn’ a large, complex organization. His lecture was made possible by the Army war College Foundation, which honored McNerney with its first Turning Point Strategic Leadership award.

The Army War College turned to a corporate leader to discuss with the student body the Strategic Leadership skills and understanding needed to recognize when large organizations falter and, then, to create turning point opportunities and work them hard, against the odds.

Forbes Magazine’s Loren Thompson described an “eight-year crusade by Chairman

and CEO **Jim McNerney** to meld the fractured operation he inherited into a truly integrated enterprise” – a senior leader challenge with lessons for the students here.

In a special ‘Turning Point’ lecture to The War College class, McNerney underscored the values that must guide a strategic leader and, in doing so, demonstrated the truths of the Strategic Leadership course.

“Ethics, culture, strategy: the best companies get them all right, but the two most important for the long term are ethics and culture.”
-McNerney



International Fellows explore West Point academics



Colombian Fellow Col. Juna Pablo Forero and Chilean Fellow Lt. Col. Jean-Pierre Iribarra speak with the Colombian Cadet at the U.S. Military Academy.

by Col. John Burbank

International Fellows Program

The International Fellows of the Army War College turned their own learning experience into an opportunity to mentor cadets at West Point.

International Fellows studying this year at the War College visited the U.S. Military Academy at West Point, N.Y. to learn about the academy's premier educational program as they toured the Army's oldest and most historic installation.

The Fellows concluded that the most interesting portion of the daylong program was an open-forum discussion between the War College officers from 67 nations and 80 USMA Cadets. Among these cadets were some of the more than 80 foreign Cadets attending the U.S. Military Academy. The War College Fellows were able to provide their views on military life and professionalism as they shared tips learned from long and successful careers that might assist the Cadets as they



Lt. Gen. David Huntoon, Superintendent of the U.S. Military Academy, meets Indian Brig. Gen. Shasank Upasani, Army War College International Fellow, during their recent visit.

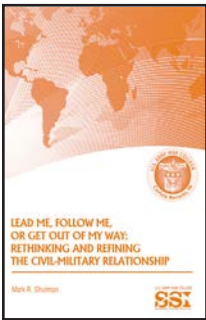
begin their own military careers.

Highlights of the USMA program included a welcome and orientation from **Lt. Gen. David Huntoon**, superintendent of the U.S.

Military Academy; a tour of the academy; and a briefing from the Military Academy's Combating Terrorism Center.



Check out these USAWC publications



Lead me, follow me, or get out of my way: Rethinking and refining the civil-military relationship

by Mark Shulman

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1124>

This monograph explains why robust civil-military relations matter and discusses how they are evolving. This monograph goes on to examine briefly the evolving great power politics, the effects new technologies have on long-standing distinctions and borders, and the relative rise of non-state actors including al Qaeda—three sets of exogenous factors that inevitably drive changes in the civil-military relationship. In the end, this monograph points to a more ambitious enterprise: a complete reexamination of the relationship between force and society.

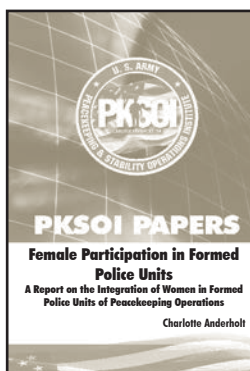
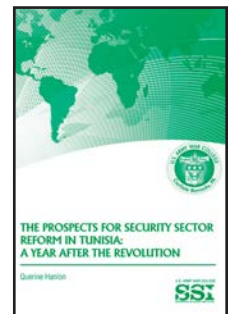


The Prospects for security sector reform in Tunisia: A year after the revolution

by Dr. Querine Hanlon

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1118>

In the year since the revolution, Tunisia has achieved what no other Arab Spring country has managed: peaceful transition to democratic rule through national elections widely viewed to be free and fair. The legacy of the previous regime, however, remains. Dr. Querine Hanlon assesses the prospects for Security Sector Reform (SSR) in Tunisia and concludes that Tunisia's new government faces major challenges dismantling and reorienting the mandate and institutional culture of Tunisia's labyrinth of security institutions. Serious SSR will be critical for building trust in the new governments and its security institutions and essential if Tunisia's transition to democratic rule is to succeed in the long term.



Female participation in formed police units

<http://pkoi.army.mil/PKM/publications/papers/paperreview.cfm?paperID=27>

his report examines the obstacles that continue to hamper the integration of women into Formed Police Units (FPUs) of Peacekeeping Operations in accordance with the principles of United Nations (UN) Resolution 1325. To address this topic the study:

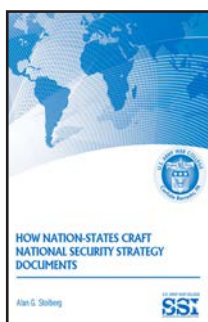
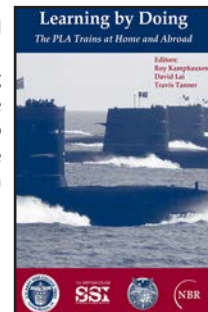
- Briefly establishes the emerging importance of police units to peacekeeping operations
- Outlines the key principles of UN Resolution 1325
- Discusses the need for diversity, especially gender diversity, in police units
- Discusses the core obstacles to integrating women into police units
- Offers accounts of the major UN peacekeeping missions that utilized Formed Police Units (FPUs) or their predecessor organizations
- Concludes with summary recommendations for improving the integration of women



Learning by Doing: The PLA Trains at Home and Abroad

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1135>

To better understand the PLA's ability to employ its developing capabilities in a variety of potential scenarios, this year's workshop examined how the PLA learns by doing, specifically through its exercises and noncombat operations at home and overseas, and through key logistical and theoretical developments. Key findings are: 1) recent PLAN exercises and operations point to an increasing interest in developing expeditionary naval capabilities and a presence in distant seas, suggesting that a move beyond the current "near seas" focus is both possible and an extension of existing efforts; 2) PLA ground force exercises—rather than aiming to intimidate others by demonstrating the ability to project power beyond China's borders—focus on moving military power within China, both to defend China's borders and perhaps as a prelude to military restructuring in which smaller but more mobile formations could replace larger and more static ones; 3) through its participation in international military exercises as well as peacekeeping operations and humanitarian aid and disaster relief missions, the PLA is gaining greater capabilities to deploy outside of China's borders for a variety of missions; and, 4) PLA operations are increasingly supported by a modern, civilian-integrated military logistics network, though a lack of overseas bases continues to limit the effectiveness of this network as it pertains to overseas power projection capabilities.



How Nation-States Craft National Security Strategy Documents

By Dr. Alan Stolberg

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1128>

Recent years have witnessed the emergence of a spectrum of comprehensive national security strategy-related documents that have been created, in part, to institutionalize the existence of national-level direction for a variety of national security issues and to do this at the unclassified level for the public audience of those democratic nations, as well as in some cases, for external audiences. The intent of this monograph is to explore the actual processes that nation states employ to craft their national security strategy-related documents. The focus is specifically oriented on how to perform such analysis for the development of national security strategies (NSS). For each of the case studies in question, this monograph will address the oversight, strategic context, national interests and domestic political considerations, facts, and assumptions used to frame strategy development, objectives and measures of effectiveness, ways and means, risk assessment, the identification of a formal feedback mechanism, and who

within the government had the final approval authority for the document. Five countries and their national strategy documents were selected

for assessment: Australia, Brazil, South Africa, the United Kingdom (UK), and the United States. For each case, at least one national strategy document was evaluated per country and more than one department or ministry from the government's executive branch participated in each nation's document drafting process.

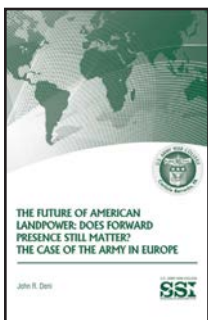
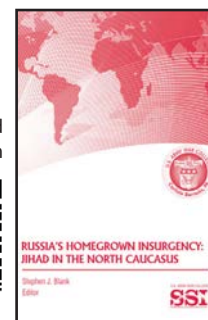


Russia's Homegrown Insurgency: Jihad in the North Caucasus

By Dr. Stephen Blank

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1116>

The three papers offered in this monograph provide a detailed analysis of the insurgency and counterinsurgency campaigns being conducted by Islamist rebels against Russia in the North Caucasus. This conflict is Russia's primary security threat, but it has barely registered on Western minds and is hardly reported in the West as well. To overcome this neglect, these three papers go into great detail concerning the nature of the Islamist challenge, the Russian response, and the implications of this conflict. This monograph, in keeping with SSI's objectives, provides a basis for dialogue among U.S., European, and Russian experts concerning insurgency and counterinsurgency, which will certainly prove useful to all of these nations, since they will continue to be challenged by such wars well into the future. It is important for us to learn from the insurgency in the North Caucasus, because the issues raised by this conflict will not easily go away, even for the United States as it leaves Afghanistan.



The Future of American Landpower: Does Forward Presence Still Matter? The Case of the Army in Europe

By Dr. John Deni

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=1130>

In this monograph, Dr. John R. Deni explores the utility of forward presence in Europe, placing the recent decisions—and, in particular, the arguments against forward presence—in the context of a decades-long tradition on the part of many political leaders, scholars, and others to mistakenly tie the forward-basing of U.S. forces to more equal defense burden sharing across the entire North Atlantic alliance.

In assessing whether and how forward presence still matters in terms of protecting U.S. interests and achieving U.S. objectives, Dr. Deni bridges the gap between academics and practitioners by grounding his analysis in political science theory while illuminating how forward-basing yields direct, tangible benefits in terms of military operational interoperability. Moreover, Dr. Deni's monograph forms a critical datapoint in the ongoing dialogue regarding the future of American Landpower, particular in this age of austerity.





All-Star leadership tap War College historian for Antietam staff ride

From the Chairman's Mess at the Pentagon to the Civil War battlefield of Antietam, **Dr. Christian Keller**, professor of history, offered The War College perspective during a staff ride for the Chairman of the Joint Chiefs, the Joint Chiefs, and the Combatant Commanders.

Enroute from the Pentagon to the battlefield, Keller provided a strategic and high operational overview and analysis of the 1862 Antietam Campaign and the events that led to it.

The staff ride began at the battlefield's second stand for **Gen. Martin Dempsey**, whose morning meeting with the President and CENTCOM commander meant that he and **Gen. James Mattis** joined the discussion in progress.

The tactical portion of the staff ride was led by National Park Ranger **Keith Snyder**. Keller concluded discussion at each stand with remarks that connected the finite tactical events with the greater strategic context, such as the disaffection of the northern Irish community with the Union war effort after the slaughter of the Irish Brigade at the Sunken Road and the issuance of the Emancipation Proclamation.

"Being of Irish descent and having never heard this before, the Chairman elicited great interest in this portion of the staff ride," said Keller.

At the final stand of the ride, Antietam National Cemetery, Keller synthesized the tactical, operational, and strategic levels of war exhibited in the Antietam Campaign with remarks about the enduring strategic and grand-strategic effects of Lee's repulse.

"The failure by the Confederate Army to attain most of their objectives coupled with Lincoln's immediate issuance of the Emancipation Proclamation signaled the advent of both a second Union war aim and a new strategic way—the enlistment of African-American soldiers—that led to ultimate Federal victory in the Civil War," said Keller.

Keller stressed the strategic contingency that rested upon the command relationships in both armies during the campaign and asked the principals to think about the new, "hard war" that followed in the wake of Antietam.

Throughout, the nation's senior Defense leaders were challenged to connect the history of 1862 with contemporary strategic issues facing senior strategic leaders today, said Keller.

As the staff ride ended, all participants headed to the Mumma Barn in the center of the battlefield where the principals adjourned for a 2.5 hour strategic seminar. The participants departed Antietam with a bibliography for further reading.

What's New @ USAWC

U.N. publishes Infantry Manual with PKSOI support

The United Nations released the United Nations Infantry Battalion Manual, a practical guide for commanders and their staffs, in peacekeeping operations, Sept. 12. The US Army War College's PKSOI supported the publication with subject matter expertise.

This United Nations member-approved manual assists battalion commanders in the reorientation of their unit from a national military entity into an integral part of a unified UN peacekeeping force and establishes a baseline for troop contributing countries.

<http://pksoi.army.mil/PKM/publications/relatedpubs/documents/UN%20Infantry%20Battalion%20Manual.Vol.I.pdf>

<http://pksoi.army.mil/PKM/publications/relatedpubs/documents/UN%20Infantry%20Battalion%20Manual%20.Vol.II.pdf>

Former graduate talks about South Asian security



U.S. Army War College graduate, **Indian Army Gen. (Ret.) VK Singh** (left) visits with Professor **Doug Lovelace**, SSI Director, after he gave a lecture on South Asian security on Nov. 20, 2012. *Photo by Tom Conning.*

In the news...

Brig. Gen. Carol Eggert, an instructor in the Department of Military Strategy, Planning, and Operations, is congratulated by Maj. Gen. Wesley Craig, Adjutant general Pennsylvania National Guard, after her promotion. Eggert will serve as an assistant adjutant general at the Pennsylvania National Guard's Joint Force Headquarters.

USAWC grad **Col. Clement S. Coward Jr.** assumes command of 11th Air Defense Artillery Brigade ow.ly/ds3Ca

USAWC grad **Lewis Irwin** promoted to brigadier general ow.ly/ds2UI

USAWC grad **Virginia Carlton** highlighted ow.ly/df12Q

Former USAWC fellow **Colonel Paul Owen** assumes engineer command <http://ow.ly/dLv6e>

USAWC alum **Janson Durr Boyles** earns his first star <http://ow.ly/dLusW>