

Army War College Fellowships promote learning, outreach value for Army

by Phil Evans, U.S. Army War College Fellows Program

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Maj. Gen. Tony Cucolo, War College commandant, visited the Fellows in the Boston area and met with Fellows program administrators, and senior academic program leads.

The 90 officers serving as U.S. Army War College Fellows spend their academic year in residence at a variety of institutions spanning universities, industry, think tanks, government-funded organizations, and government agencies. In their capacity as Fellows, they are expected to benefit from an education in environments not normally available to Army officers, assist the Army by virtue of research and publication, and help tell the Army story. They do all of this while remaining plugged in to the parallel-running resident class.

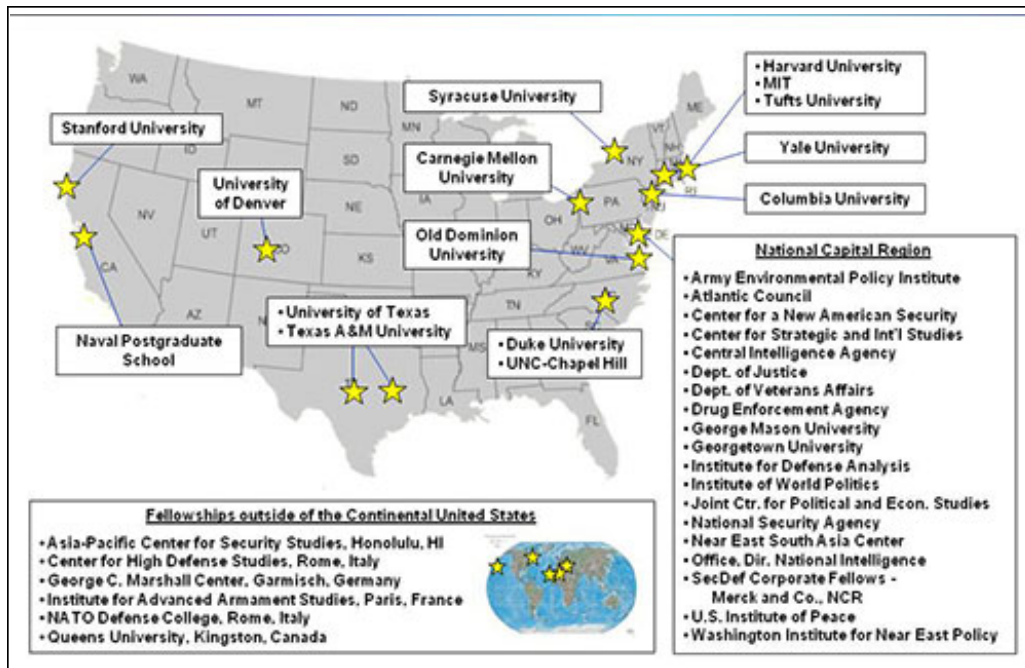
While senior leader education can come in many forms, those Fellows who are in an academic environment receive the benefit of formal instruction at any of the 22 universities in which they are assigned. There are multiple programs presented to the Fellows within the universities. At Harvard, for example, the 10 Fellows are either enrolled in the John F. Kennedy School of Government or in a separate Management and Leadership Program. At Stanford University the three Fellows assigned are enrolled either at the Center for International Security and Cooperation, or the Hoover Institution.

In most cases, the Fellows can take courses outside their “primary” schools or programs, often with the encouragement of their faculty hosts, allowing them to gain a great breadth of experience.

At MIT, three Fellows are involved in separate programs. The program attended by Col. Kirk Dorr keys

on national security studies. Col. Dan Rickleff is concentrating on supply chain logistics serving the military at the highest levels. Col. Dave Pendall is aligned with a program based not on MIT's main campus but at Lincoln Laboratory, west of Boston, where he deals with new and emerging defense-related technologies.

In general, the Fellows assigned to universities audit graduate-level courses. This is by formal agreement between the Army and the various institutions. In reality, most Fellows are routinely asked to provide the benefit of their previous military lessons in the classroom, whether by their professors or their fellow students. Select Fellows also serve formally and meaningfully as course co-presenters, assistant instructors, and seminar leaders at internationally-attended institutions. For example, Col. Greg Brady and Col. George Thiebes at the George C. Marshall Center, Col. Pete Don at the Asia Pacific Center, and Col. Jody Nelson at Queens University all engaged in academic instruction in the fall of 2012.



Education does not only come as a result of classroom attendance. The two Fellows in corporate Fellowships this year are learning at close hand how large private organizations are led and operate. Lt. Col. Bill Canaley, assigned at NCR Corporation, has had the

opportunity to view technology strategy and financial roll-up discussions at the senior-most level, and even accompanied NCR leaders for a global manufacturing operations strategy meeting held at a key manufacturing plant in Manaus, Brazil.

Col. Wayne Green, at Merck and Company, assisted his company in the preparation and execution of a leadership event at Merck's global headquarters, has attended CEO-level meetings, and has also had the opportunity to travel to other sites to compare business lessons learned, such as at Pratt and Whitney. Importantly, both officers have also have taken advantage of multiple outreach opportunities to spread the Army message in formal and informal presentations with their hosts.

On the subject of outreach, the Fellows present information at a large number of venues either at their hosting institutions or in the larger geographic area.

Col. Chris Croft, at Columbia University, is in an ideal large market area to deliver the Army message, and has, to groups as disparate as Avalon Marketing Group, the Learning Forum, the NYPD, and of course at Columbia University itself, whether in his particular school or with other resident programs.

Not all outreach events are conducted in brick and mortar settings.

Col. Bill Carty, with the assistance of several other Army and other government Fellows assigned to the Fletcher School at Tufts University, expanded on the base course Evolution and Strategy within his curriculum. He led a voluntary Saturday staff ride to the Lexington and Concord battlefield sites for an audience of 38 appreciative professors and students, with lessons focused on senior-level decision-making, the meaning of vital interests, and the impact of tactical events at the operational and strategic levels.

The Fellows are also charged with creating articles of strategic import for publication in a wide variety of media, and for producing a research project that will assist the Army and wider defense community. Normally, the Fellows' research advisor is a leader, academic or otherwise, at the hosting institution. This year, Gen. Ray Odierno, the Chief of Staff of the Army, has also aligned three and four star Army generals with the Fellows, with the goal of giving the Fellows a senior Army mentor to bounce ideas off of, potentially resulting in projects that most closely fit the needs of the current and future Army. This is a work in progress, with the Fellows meeting with their senior Army mentors in person, via VTC, and through other electronic means. Odierno himself is serving as the senior Army mentor for six Fellows.

Another initiative this year, led by Maj. Gen. Tony Cucolo, War College Commandant, has been to create a much closer alignment between the Fellows with the U.S. Army War College throughout the academic year, leading to a greater association by all parties of the others' offerings and possibilities. As a result, the Fellows attended an expanded orientation at the beginning of the academic year, embedded in the resident seminars, and formed an earliest relationship with the faculty instructor teams. The Fellows have also been presented with a variety of references to assist their development as professional Army officers and future senior leaders, to include electronic access to presentations made to the class at Carlisle Barracks and the same information references that the resident students receive. The Fellows also receive daily information about Army concerns and developments from the Fellows Program office.

This is not by any means a one way street: Fellows in such far flung locations as Boston, New York, Washington, D.C., Germany, and Hawaii have all assisted as hosts or coordinator for U.S. Army War College groups in their assigned locales. They have performed similar missions for the Army senior

leadership.

The U.S. Army War College Fellows continue to learn while positively influencing those around them in their assigned Fellowship locations. They provide great value to the current and future Army.

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