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USAWC Public Affairs staff report

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Amb. Gerald Scott, U.S. Senior Advisor to the United Nations for Africa, discussed the U.N. and how functions as an organization where nations come seeking to address diplomatic issues and challenges, during the United Nations Forum as part of the New York City Academic Field Trip Nov. 18.

Nov. 21, 2011 -- New York City has long been considered a gateway to the world for the United States so it was only appropriate that the 368-member U.S. Army War College Class of 2012 traveled there to learn first hand about national, international, economic, diplomatic issues during an academic field trip Nov. 16-19.

For the three-day academic visit, students split into 30 groups and met with organizations like Time Inc, Patriarch Partners, CBS, Forbes, the New York Police Department, Federal Emergency Management Agency and Department of Human Services to discuss strategic issues. About a quarter of the visits were associated with economic and financial organizations.

“All of the visits I went in lead to very candid and interesting discussion on leadership and how the economy is affecting everyone,” said **Lt. Col. Ric Javier**, who visited Patriarch Partners, a private equity firm. “Everyone has to adapt to this new way of operating and there are lessons and new ways of doing business that we all can learn from.”

“One of the benefits of coming to a city like New York City is that you can gain experience from vastly different opportunities in the same day,” said **Lt. Col. Michelle Ryan**, who visited Time Inc and

Patriarch Partners. “Where else can you meet with leaders of media, business, economic and international organizations so easily?”

Every student was also exposed to the diplomat's perspective of the United Nations, and visited at least one nation's mission to the UN, hosted by the International Fellows in the class.

“The experience with the UN is a close encounter with the diplomatic community and an appreciation for the UN can factor into different jobs,” said **Dr. Jim Helis**, chairman of the Department of National Security and Strategy. “I hope they take away an appreciation for contemporary domestic issues and can fit that into their thinking of National Strategy so they have a better appreciation of the role of the UN and our allies' views,” he said.

“This trip as well as the whole entire Army War College experience is a very valuable opportunity for a chance to see how different nations look and attempt to solve very complex problems,” said **Pakistan Brig. Sani Farhat Abbas**. “Many lessons you can only learn by talking to people face-to-face. There is a great value in gathering a variety of perspectives on leadership and management.”

USAWC students learn about New York Times support to war coverage and foreign reporting during their visit. Students split into 30 groups and met with organizations like Time Inc, Patriarch Partners, CBS, Forbes, the New York Police Department, Federal Emergency Management Agency and Department of Human Services to discuss strategic issues. About a quarter of the visits were associated with economic and financial organizations.



“The visit to the Moroccan embassy was very eye opening,” said Ryan. “I had no idea how much of a role that Morocco played in stability and avoiding conflict in Africa. They are very engaged in peacekeeping operations and seeing how they operated was very valuable.”

Amb. Gerald Scott, U.S. Senior Advisor to the United Nations for Africa, discussed the U.N. and how functions as an organization where nations come seeking to address diplomatic issues and challenges.

While the U.N. may not be a perfect solution according to Scott, it still is the best system in place and an important organization to facilitate an exchange of ideas between nations to resolve conflict. It is a place

where diplomacy is allowed to occur – that confidential and candid exchange of dialogue between diplomats working to communicate in the best interests of their respective nations.

“One of the jobs of a diplomat is to maintain the dialogue,” said Scott. “The U.N. is as real of a choice as we get and it is incumbent on us to make it work in the best way that we can.”



USAWC students learn about the changing nature of news coverage and how social media and new technologies have altered the landscape during a visit to Time Inc.

Army Reserve student **Lt. Col. Alan Schrews** said, “Diplomacy is very complicated and it’s never going to be perfect.” “It is important to manage expectations.”

As part of his discussion, Scott, a career diplomat with many years of distinguished international service, discussed the challenges of being a member of the U.N. to include obligations the United States incurs as a prominent member of the organization.

The discussion set the stage for upcoming consulate visits later in the day. Small groups of students accompanied international fellows on visits to several consulates located throughout New York City to discuss the international system as it related to pertinent issues from each respective nation.

Army civilian student **Maureen Riggs**, who works for IMCOM in family programs, used this forum as a primer for her consulate visit later in the day.

“I am interested to hear about what the U.N. wants to do regarding the safety of their homeland as it relates to families,” she said. “It is important we are there to support countries related to family safety.”

Student **Lt. Col. Carey Wagen** said, “He provided a wealth of information on the United Nations and international process while bringing a historical perspective that was relevant to today.”

Earlier in the trip, students met with executives and leaders from several corporations and representatives from city government agencies to discuss strategic leadership as part of their year-long resident academic program.

“The New York City academic trip is an integral part of the Army War College resident educational experience and accomplishes several learning objectives,” said Helis. “It is a unique opportunity to expose students to large and complex public and private enterprises with the objective of examining local, national, regional and international issues within the dynamic urban environment of America's premier city and the world's financial capital.”



International Fellows leverages the UN forum with US government official to explore the power and limitations of the diplomatic element of power.

Seeing the lessons in action and how to apply them in their own careers is one of the focal points of the trip.

“The learning occurs there in New York, but part of the experience also occurs here when they share their experiences with the rest of their seminars. We really want them to take advantage of what strategic opportunities there are out there and capitalize on the opportunity to speak with civilian leaders on behalf of the military,” said Helis.

“The visits and panels were outstanding and relevant to what we are studying,” said student **Lt. Col. Rod Garfield**.

“The visit to Time was very valuable for me to see how different and influential the American media is,” said **Nigerian Col. Charles Ofoche**. “The relationships in this country between the military and the media are very different.” He shared personal experiences during the visit about how publications like Time and Fortune magazine have in his nation.

“We don’t have equivalent of those in my country, so it’s very important to get a sense of what else is going on in the world from these types of respected publications,” he said.

The trip was a valuable series of opportunities to educate herself, said student spouse **Stephanie Canfield**.

"I liked learning through different perspectives -- and, to see how the military is perceived by others," she said. "Bob Woodruff was great," she said about the ABC visit, "It was good to compare the ABC media perspectives at ABC with that of advertiser Young and Rubicam and how they use the media and look at the military as a brand."

"The U.S. Attorney's Office was exciting, with a young group of attorneys who were fired up," said student spouse **Kim Slocum**. "Although we went well over our time, no one minded. Later, the FBI was interesting in revealing the way they think and plan differently than they did before 9/11.

"Anybody can do the NYC tour but this is an incredible opportunity," said student spouse **Lisa Parmeter**.

"I used to work in Manhattan and wouldn't miss this opportunity to be invited into these organizations and meet the top leadership," said Parmeter, about participating in the small group visit to the New York Times and the Greater New York office of the American Red Cross.

"I was surprised that we did get such a special opportunity to meet with the organizations' leadership. It was like being a fly on the wall," she said, and generated interesting comparisons, like the foreign news budget at the New York Times and the Red Cross, fighting for every dime.

"As a spouse, I'm getting the vibe of who we are as a group (of officers and spouses) who will work at a higher level in the future," said Parmeter. "The trip is an incredible opportunity for spouses because often we are thrust into leadership roles. Whether the press wants to interview a spouse or others look to us for guidance, this was an opportunity to get a broader perspective and further our understanding of what leaders deal with and what may be in our future."

"This trip explores the question, how do you deal with those with different backgrounds," said Parmeter.

Students start the New York City trip with the expectation of exposure to strategic leaders of major corporations and agencies. They are often surprised at the depth and scope of learning. You don't know what you don't know, said one student about confronting new strategic realities.

Student Marine **Lt. Col. Boyd Miller's** group witnessed a series of court cases at the King's County Supreme Court, followed by an introduction to Phoenix House work with alcohol and drug addiction. "It was a powerful experience for military leaders to see the agencies working with veterans who find help through the courts and intervention."

Being in the nation's financial capital provided a prime opportunity for discussions for the students about the economics element of national power.

"It was extremely valuable to get a world-class perspective on economic power as it relates to the world," said **Rob Nye**, deputy dean of the College. "Our experience at Deutsche Asset Management included a focused discussion about the bonds market and a briefing by one of the partners who spoke at the strategic level."

"One partner was named recently to be the foreign policy advisor for Mitt Romney," said Nye. "We received insights from him about the interconnection of economic vitality, foreign policy and politics."

An urban affairs panel on the trips final day provided some insights to how a city the size of New York City handles challenges like terrorism, transportation and emergency management from guest speakers **Joseph Bruno**, Office of Emergency Management Commissioner and FDNY Commissioner **Salvatore Cassano**.

Bruno and Cassano discussed the challenges of a city that hoists 50 million visitors a year, transports 7.5 million per day using public transit, has a GDP of 1.3 trillion and less than 50 percent of it inhabitant own cars and is a constant target for terrorism.

"It's truly impressive to see how much change has occurred in New York City since 9/11," said **Marine Corps Lt. Col. Curtis Mason**. "The way the different agencies share information, work together and use technology is something the military can definitely take and apply to our operations."