

## USAWC Commandant Sends #15--Alignment of Values, Words and Deeds

By Maj. Gen. Steve Maranian 25 January 2021



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Teammates,

In early October 2020, I announced formation of a Tiger Team to review items currently displayed on Carlisle Barracks (CBks), to propose a command policy for displays, and to make recommendations about displays that could be interpreted as being inconsistent with the values and ideals of the U.S. Army and U.S. Army War College (USAWC).

The team included representation from all USAWC organizations: historians, political scientists, faculty, students, staff, civilian and military and had as a target completion of their tasks by the end of December 2020. Due both to the magnitude of the task and the need for in depth discussion about a number of items, the team lead asked for, and I granted a one month extension to complete their work.

As a result of a deliberative review of paintings, posters, photos, statues and other art, the team recommended a coherent policy to align what we display with the Army and Army War College values and with educational principles. This morning I approved this display policy and accompanying Carlisle Barracks Regulation for the U.S. Army War College and for our host installation, Carlisle Barracks - both are attached for your convenience. These two documents will be available on our web page today and will be promulgated through normal distribution .

**Bottom Line: USAWC and CBks displays will reflect the educational principles, ideals, values and standards the institution represents, and will honor those who embody those principles and values in service to the United States.**

As an Army institution and an educational institution, we are responsible to live our values – and to clearly signal those values. The display policy will guide the creation of a new set of display choices. By accident of geography and by tradition, our walls have for many years displayed artwork that disproportionately over-represent the Civil War among U.S. conflicts. As we move forward, we will use both original paintings and educational displays to create a coherent, balanced representation of current and historical U.S. military responsibilities aligned with national security studies.

- Because we value duty and selfless service, we choose to display art depicting military action and history, but we will not choose to display art that honors or glorifies those who took up arms against the United States of America.
- Because we educate military leaders about the consequences of national security decision-making, we choose to display selected works of art that illuminate the hardship, sacrifice and loss that are associated with armed conflict.
- Because we are committed to the values of civility, respect and dignity, we choose to restructure all displays related to the Carlisle Indian Industrial School (CIIS) to ensure a holistic set of references and images that respect the dignity and experience of the Native American students from the CIIS era.
- Because we value the spirit of student bodies and others who have given art as gifts to the College, we will continue to respectfully manage all art regardless of whether it is currently displayed.
- Because we believe that displays, monuments, and other objects that honor or commemorate hatred or intolerance are incompatible with Army Values, as always, these will not be displayed at Carlisle Barracks.

This summer, then Defense Secretary Mark. T. Esper issued guidance to the force on the display of flags at DoD facilities, intended, to improve the morale, cohesion, and readiness of the force in defense of the nation. “Flags are powerful symbols, particularly in the military community for

whom flags embody common mission, common histories, and the special, timeless bond of warriors,” he wrote in his memo, adding, “The flags we fly must accord with the military imperatives of good order and discipline, treating all our people with dignity and respect, and rejecting divisive symbols.”

Carlisle Barracks has been in compliance with the DoD flag policy. Now, thanks to the tremendous work of the Tiger Team and the USAWC and CBPA leadership, our actions related to symbols and displays will also address the spirit of the policy as we ensure that all we display accords with good order and discipline, treats all with dignity and respect, and rejects divisive symbols.

We will begin immediately to effect these changes in all USAWC buildings. The USAWC G3 will issue clear and in some cases specific guidance on how to proceed. Please coordinate all action with the G3 after reading the policy, the accompanying CBPA Regulation, and the G3’s forthcoming implementation instructions.

Thank you all for your continued service to our Nation, our Armed Forces, and our Service Members/Civilians and their Families.

VR,

MG Stephen J. Maranian

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