

# WEST POINT CENTER FOR THE STUDY OF CIVIL-MILITARY OPERATIONS





Left: Astrid Colon-Moreno '15 meeting former Secretary of Defense Leon Panetta at the United States Institute of Peace. Right: Former Civil-Military Cooperation Centre of Excellence Director German Colonel Hans Juergen Kasselmann lecturing cadets.

## ➤ MISSION STATEMENT

To develop all West Point leaders so that they are prepared to employ an understanding of Civil-Military Operations (CMO) within the framework of the broad spectrum of challenges they will face in military service.

### CENTER FOR THE STUDY OF CIVIL-MILITARY OPERATIONS

Today's Army officers are increasingly called upon to accomplish a wide variety of missions in complex and uncertain environments. Regardless of the mission or location, military operations are rarely isolated efforts—but rather collaborative efforts that integrate the work of civilian organizations and require soldiers to work with a variety of actors to achieve mission success.

Civil-military operations (CMO)—the collaboration between military forces, government and non-government civilian organizations, and the civilian population—are integral to today's military operations. Whether combating insurgent, terrorist, and criminal activities or supporting the restoration of political, economic, and civil public works in the wake of war, CMO must be considered at the strategic, operational, and tactical levels.

Military leaders and officers have identified the need for both professional development and academic study in the area of civil-military operations based on lessons learned during operational deployments. Recent field experience, reduced force structure, and current CMO education focused at mid-career and senior levels validate the need for a more effective, integrated approach to CMO education for junior officers. These company-grade officers—lieutenants and captains—often engage with civilian populations, local leaders, non-government organizations, and other non-Department of Defense agencies on a daily basis. CMO education is therefore essential for cadet development.

## AN INTEGRAL PART OF THE WEST POINT EDUCATION

While West Point has incorporated civil-military operations in individual academic courses, ethics training, and cadet development opportunities, until now, the Academy has had no central hub from which these activities were coordinated. The Academy's Center for the Study of Civil-Military Operations was established to address this need. This new academic center is aimed at incorporating CMO education within the overall West Point Leadership Development System and providing a more integrated and robust approach to civil-military education at West Point.

"In the past decade, the Army has learned—and relearned—many important lessons about civil-military operations," says Lieutenant Colonel Andrew Lohman, Director of the Center for the Study of Civil-Military Operations and Program Director of the Geography Program. "West Point faculty and staff have done a tremendous job of bringing these lessons to cadets to better prepare them for the challenges they will face following graduation. This center will help formalize and institutionalize these lessons not only for cadets, but for rotating faculty who will soon return to the Army as field-grade officers after their teaching assignments."

As the entity that now coordinates all CMO related programs and activities, the Center for the Study of Civil-Military Operations offers cadets a range of opportunities, including cultural immersion opportunities/internships, guest lectures, and faculty-cadet research—all of which provides cadets access to leading CMO scholars and practitioners as well as firsthand experience with related agencies and organizations.

## OUT-OF-CLASSROOM OPPORTUNITIES

For instance, this year, the center developed a new cadet internship opportunity at the United States Institute for Peace (USIP). Cadet Astrid Colon-Moreno '15 helped develop a study mapping the USIP and Department of Defense's strategy and interactions. Colon-Moreno worked closely with ambassadors and senior administrators to investigate civil-military interactions within the USIP and to explore patterns of interagency cooperation between military and civilian organizations. She was then able to assess how the Department of Defense's interactions affect strategy, plans, and doctrine that support theater planning and national security.

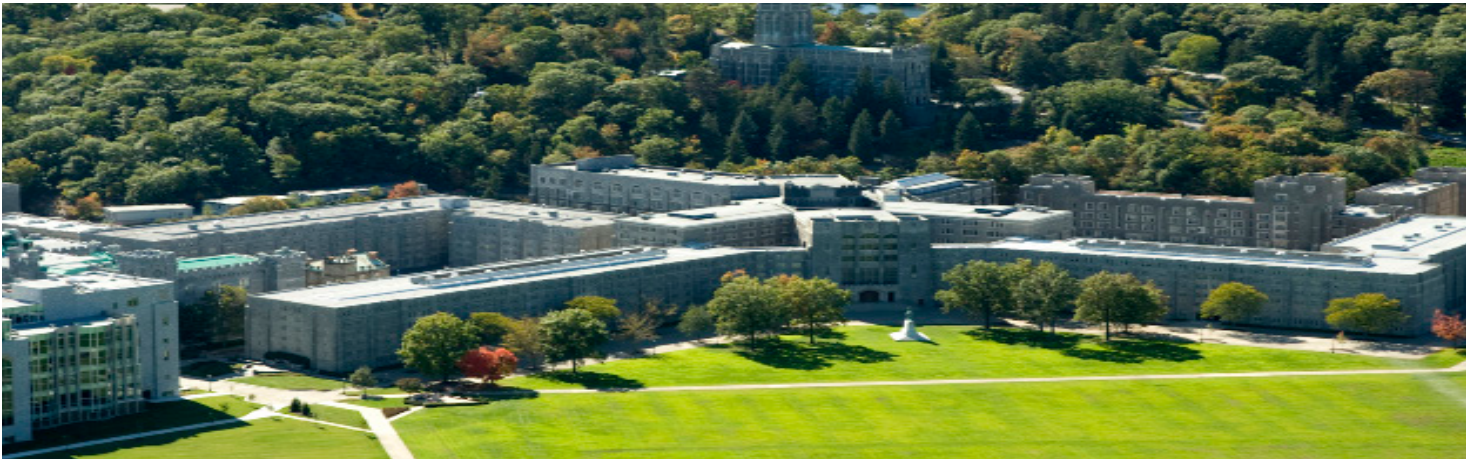
The center offers cadets immersion/internship opportunities at many other prestigious organizations and agencies as well, including the NATO Civil-Military Cooperation Center of Excellence/Netherlands, the Kasiisi Biogas Project-Uganda, the United States Army War College's Peace-Keeping and Stability Operations Institute, Partners for Democratic Change, the Naval Post Graduate School's Center for Civil Military Relations, and the University of Alaska Fairbanks' Polar Security Initiative, among many others.

John Melkon, the center's Outreach Coordinator, sees these types of opportunities as critical to the center's mission: "Cadet Colon-Moreno's internship was a cogent example of the kinds of practical educational opportunities that the center hopes to provide for cadets. It is a great story of a cadet working with a federal government organization, in conjunction with inter-agency staff at all levels, through an internship developed by West Point faculty that supports the Academy's priorities and reflects great credit on the Army's contribution to the world at large."

Additionally, the center is developing a year-round lecture series that would bring respected academics, practitioners, and thought leaders, as well as recent graduates and junior officers to West Point to speak to cadets on CMO. These lectures, which would be incorporated into relevant courses from various disciplines, would provide cadets insight to the many different aspects of CMO, whether it be diplomacy, security, or humanitarian assistance. In incorporating these lectures into multiple academic courses and disciplines, the

center will also play a key role in advancing the overall cadet curriculum. In addition, the center organizes an annual Student Workshop for Civil-Military Operations. This workshop seeks to advance student learning within the realm of CMO while offering opportunities to develop and strengthen ties to a more diverse community of learning and practice. More than 150 cadets, students of civilian institutions, academics and practitioners met to discuss Humanitarian Assistance and Disaster Response in the inaugural workshop. According to a recent graduate, 2 LT Tommy Daniel '14, his experiences with the CSCMO was "one of the best things I came across at West Point, hands down. I am light years ahead of my peers in terms of winning the 'human train'.

Though still relatively new, the Center for the Study of Civil-Military Operations has garnered the attention and support of John P. DeBlasio '89, who recently gave a lead gift to formally establish the center and provide it the resources needed to develop and implement its broad range of programming. "As a career Civil Affairs Officer I witnessed first-hand how unprepared we were as an Army to engage with local populations and achieve military objectives in a non-kinetic fashion," says DeBlasio. "My goal with establishing the center is to ensure the US Army, through the leadership of the United States Military Academy, permanently inculcates the application of 'smart power' as a core ethos." West Point's Center for the Study of Civil-Military Operations seeks to become an informational hub not only for West Point, but for all service academies, the Army, and the nation. Cadets and faculty alike will collect and synthesize knowledge to better develop and prepare cadets while advancing the overall study of CMO. This center will therefore contribute to transformational change in the way that the U.S. government achieves its national security objectives while simultaneously developing cadets into leaders who are better able to understand and employ the myriad of components in civil-military operations.



**FUNDING & RECOGNITION OPPORTUNITIES**

Center Endowment .....	\$12 million
Center Naming .....	\$5 million
Academy Scholars Endowment Naming (20 Scholars) .....	\$3.5 million/\$150,000 annual
Individual Cadet Endowment .....	\$175,000 (international)/\$100,000 (domestic)
Domestic Internships (annual) .....	\$35,000 (10 cadets plus Faculty Escort)/\$3,500 (1 cadet)
International Internships (annual) .....	\$120,000 (20 cadets plus Faculty Escorts)/\$6,000 (1 cadet)
Student Workshop on CMO Endowment Naming ( <i>reserved</i> ) .....	\$1 million/\$40,000 annual
Research Fellow Endowment Naming .....	\$1.5 million
Guest Lecture Series (20 speakers per year) Named Endowment .....	\$800,000/\$30,000 annual
CMO Scholars Named Endowment .....	\$700,000/\$25,000 annual
Alternative Spring Break Named Endowment .....	\$500,000/\$20,000 annual
CSCMO Professionals Workshop Named Endowment .....	\$500,000/\$20,000 annual
CSCMO Website Named Endowment .....	\$200,000/\$7,500 annual
CSCMO Cadet Club Named Endowment .....	\$100,000/\$4,000 annual

MARGIN OF EXCELLENCE



Megan Dill | West Point Association of Graduates  
 698 Mills Road, West Point, NY 10996  
 Phone 845.446.1551 | Fax 845.446.1693  
[WestPointAOG.org](http://WestPointAOG.org)