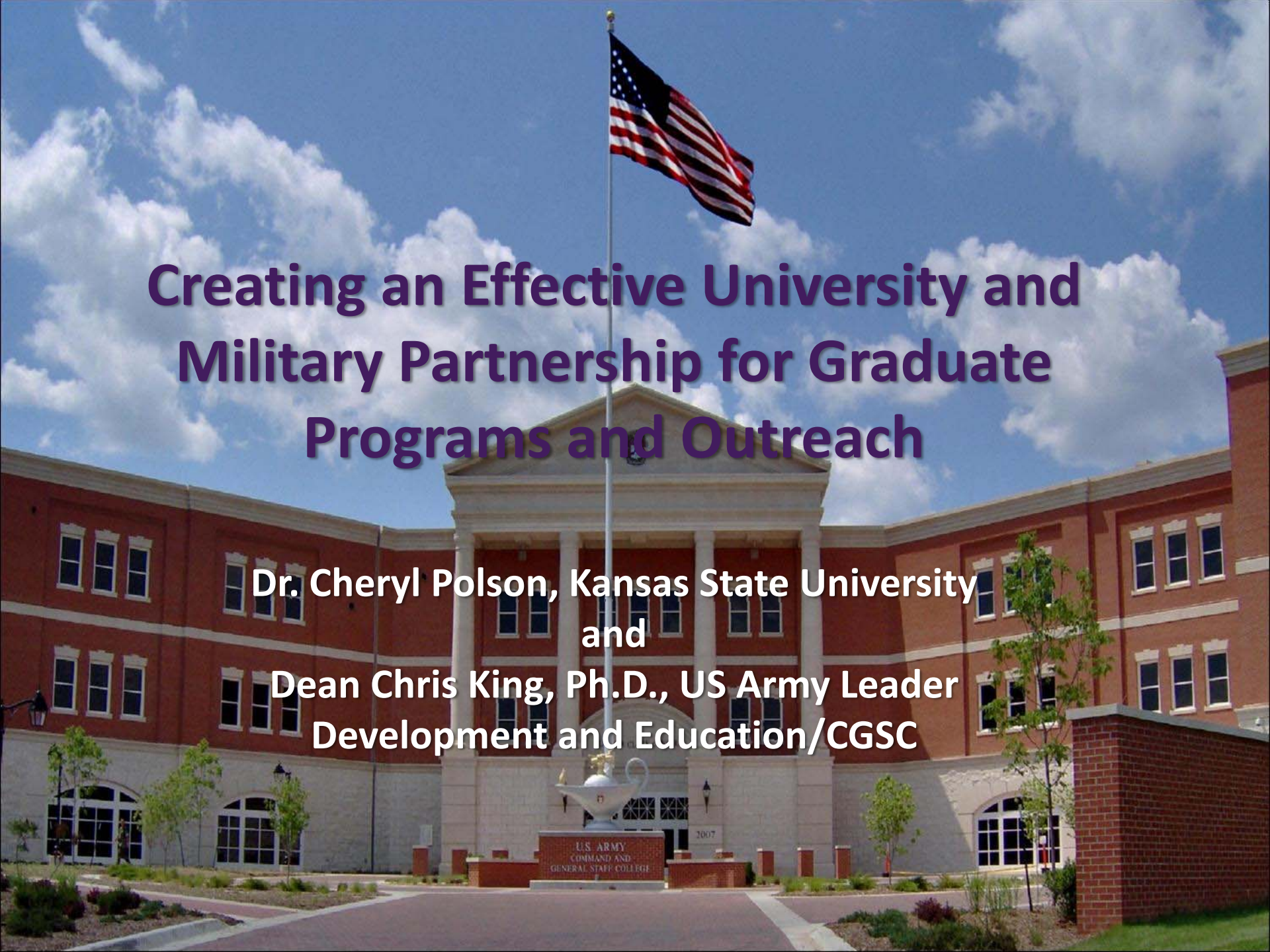




Creating an Effective University and Military Partnership for Graduate Programs and Outreach

**Dr. Cheryl Polson, Kansas State University
and**

**Dean Chris King, Ph.D., US Army Leader
Development and Education/CGSC**

Things to think about ?

- Which organization has the most leaders in the USA?
- Where did they get these leaders?
- How does this organization develop its leaders?
- A HINT – Consider the leader shown



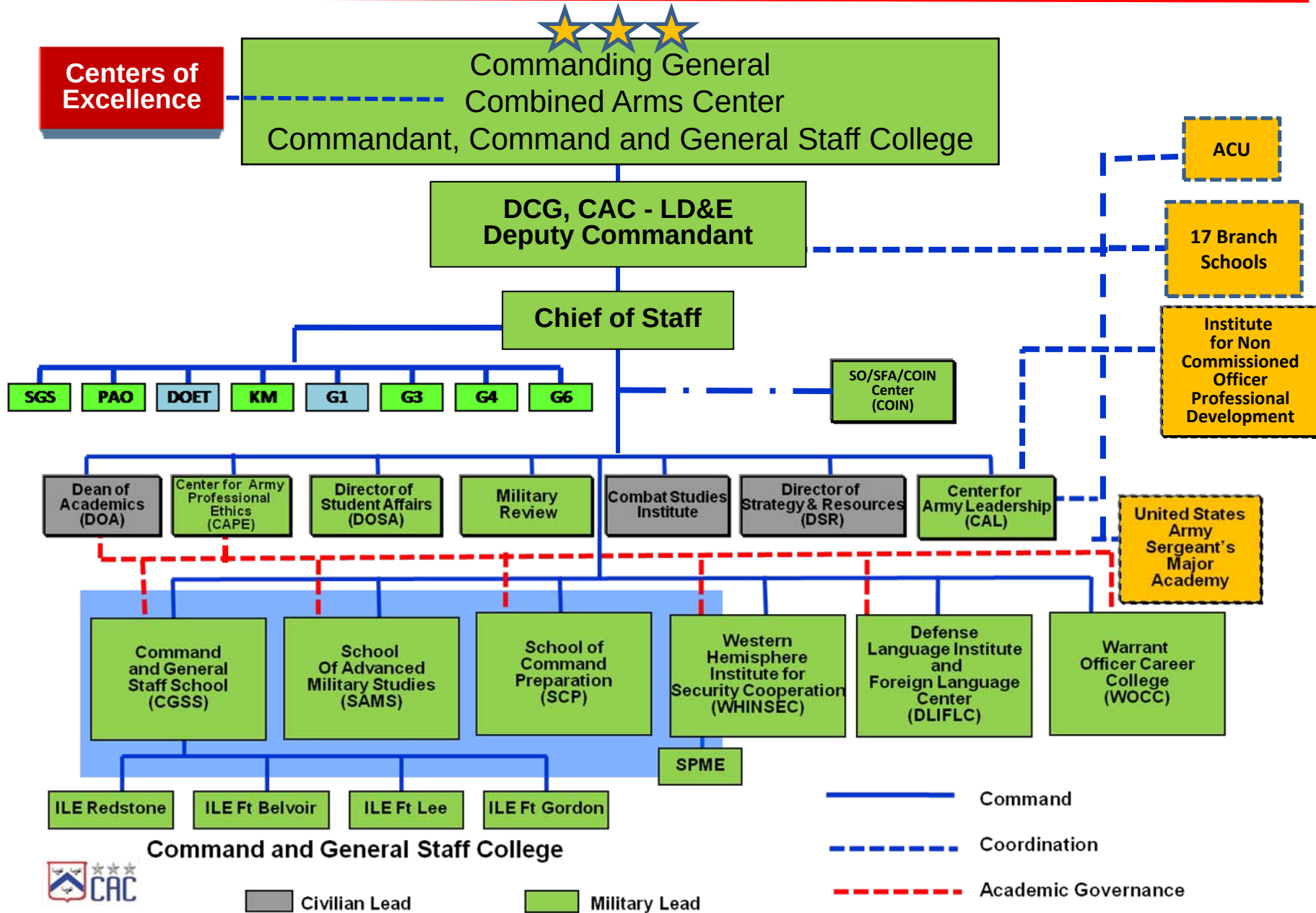
Commanded all allied forces in Northern Iraq
Commanded 25th Division in Iraq
Commandant of Cadets at West Point
Masters Degree from KSU in Systems Engineering



Who We Are

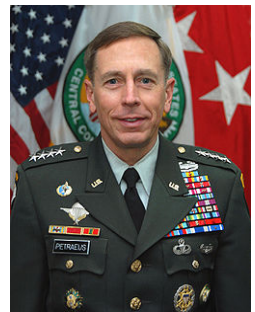
- US Army Command and General Staff College and Center for Leader Development and Education for the Army
- Provide Training and Education to 10,000s of soldiers per year

CAC – Leader Development & Education



Famous Graduates – CGSC

- GEN George C. Marshall - 1908
- GEN Douglas M. MacArthur – 1908
- GEN George S. Patton – 1924
- GEN Dwight D. Eisenhower – 1926
- GEN Colin L. Powell – 1968
- GEN David H. Petraeus- 1983



28 current or former heads of state from other Nations

Goals for the presentation

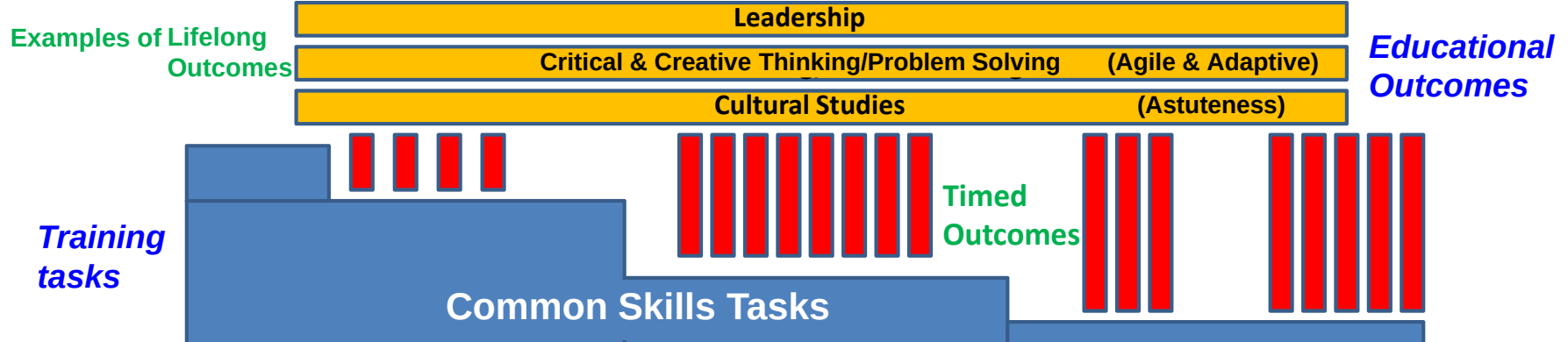
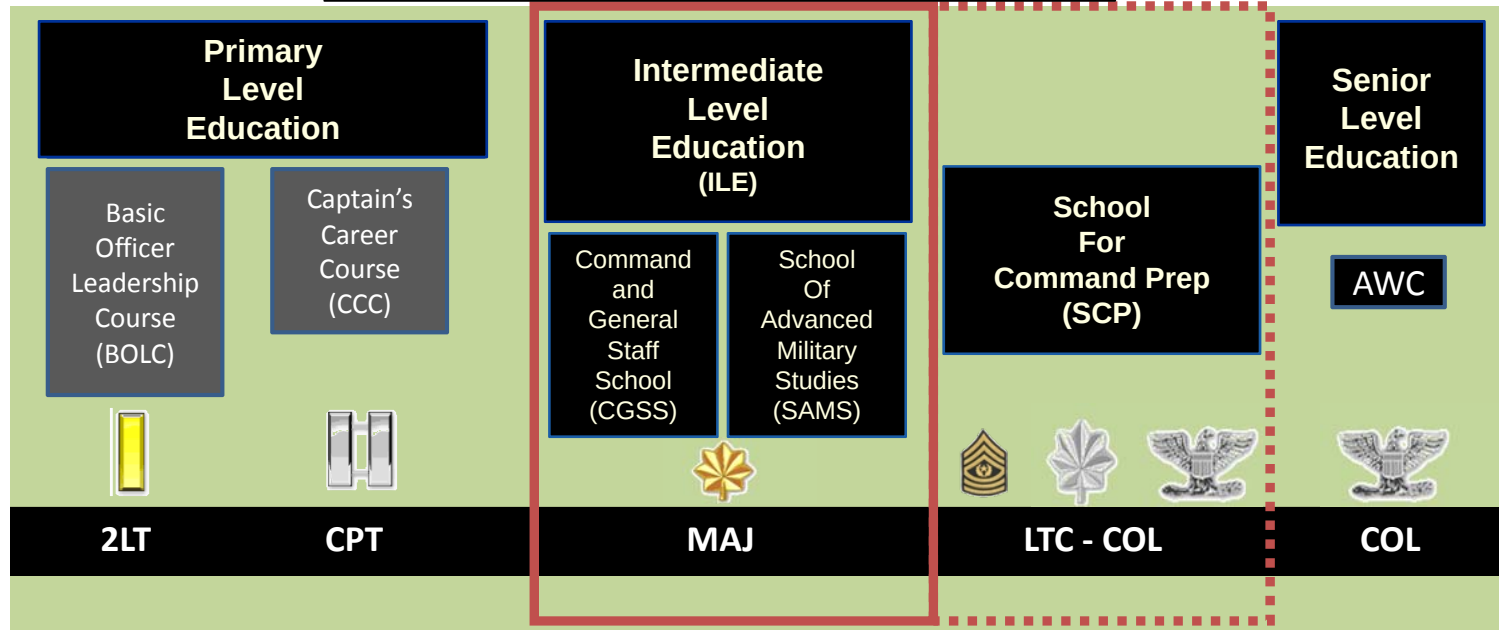
- Understand the goals of professional military education (different than education support to service members and their families)
- Understand that military organizations are weird, but so are universities
- Appreciate the power of cooperation- a WIN-WIN relationship
- Case studies in building partnerships

Army Education and Training

- Army Leader Development Strategy- November 2009
 - Leader development is the intersection of education, training and experience.
 - Outcomes based approach to develop strategic leaders
 - Sequential and progressive building of leaders over a career
 - Adaptive and agile thinkers
 - ★ – Broaden our Officers and our Army
- Army Learning Concept 2015 (Jan 2011)
 - Professional schools -
 - Adult, outcomes based education model
 - Facilitated- Socratic teaching
 - Experiential learning
 - Learning is continual and progressive
 - Leverage new science and technology in learning

Officer Professional Development Model

Officer Education and Training Continuum



Army Goals

- Effective and efficient ways to educate the force
- Degree and continuing education programs
- Areas of Interest = Leadership Development Outcomes

- ★ – Leadership -theory and art
- ★ – Critical reasoning/decision making
- ★ – Culture and language
 - Planning
- ★ – Health and resiliency
- ★ – Logistics
- ★ – Strategic communications

★ Significant civilian school support



Voluntary Education vs Professional Military Education

46,186 Degrees/Diplomas/Certificates Earned*

3,486 Master's Degrees

20 Doctorates

376,759 Services Members Received Tuition Assistance*

828,000+ Courses Taken by Military Members (UG/Grad)*

536 K-State Master's Graduates—20 Years, 1 Academic Program

*2009 Voluntary Education Report



History of K-State-Ft. Leavenworth Partnership

- 1989 Cooperative Degree Programs
- 1991 CGSC Faculty Development Program
- 1998 On Post Voluntary Ed. Program—Signed MOU with Garrison Commander
- 2002 History Dept. Signs MOU with CGSC—Doctorate Offered via VTC
- 2005 Adult Education Doctoral Cohort Degree Program
- 2006 Master's Degree in Security Studies
- 2007 Doctoral Degree in Security Studies
- 2008 K-State/CGSC Co-Sponsored Regional Homeland Security Needs Analysis
- 2010 CGSC Foundation-Dept. of Ed. Funding—Homeland Security Graduate Certificate
- 2010 Brigade Spouse Course—School for Command Preparation

2005 - 2011 Over \$7 million for congressionally supported DoD Programs



Institutional Structures that Promote Creative Military Partnerships

- Central Administrators Long Term Commitment
- Designate and Empower Campus Liaison
- Internal Institution Partners Selected Wisely
- Remove or Mitigate Institutional Barriers



Successful Military Partnerships

Critical Components

- Understand, Recognize and Respect Military Culture and Protocol
- Build Relationships—Not Just Programs
- Be an Active Participant in Military Community
- Develop Your Institutional Brand

Critical Components (Continued)

- Create Shared Vision & Goals
- Understand Programs Will Change and Evolve Over Time
- Position Program Assessment as a High Priority

From the Voices of K-State Learners

What Do You Think Creates an Effective Partnership?

- Equity Between Participants and Recognized Mutual Benefit
- Understanding the Military Audience
- Reaching Out to Show Military Learners Are Valued

From the Voices of K-State Learners

What Has Been Important to You?

- Getting a Degree from a Nationally Recognized Institution
- Flexibility Without Compromising Integrity
- Quality Instruction
- Support







- The Army has a wide range of educational support needs that represent opportunities for educational institutions.
- Graduate schools have a wide range of capabilities that support the mission and goals of military services and personnel.
- Great value results from civilian and military students participating together in graduate programs.

