



Department of Military History

U.S. Army Command & General Staff College

Command & General Staff College
Command Brief
Fort Leavenworth, Kansas



Introduction to the U.S. Army Command and General Staff College

- Since its inception in 1881 as the School of Application for Infantry and Cavalry at Fort Leavenworth, Kansas, the Command and General Staff College (CGSC) has evolved to meet the educational and operational needs of the United States Army.
- CGSC today -- Joint, interagency, intergovernmental, and multinational.
- Since June 2015 -- a subordinate organization of Army University.
- CGSC's three schools offer fourteen academic programs:
 - The Command and General Staff School (CGSS) → resident /non-resident CGSOC
 - The School for Advanced Military Studies (SAMS) → AMSP, ASLSP, ASP3
 - The School of Command Preparation (SCP) → ten continuing education courses for future BN / BDE CDRS, CSMs, spouses, company-level CO/1SG teams, future DCGs.
- Other College programs: Graduate Degree Program, Scholars Program, Interagency Exchange, partnerships with U.S. universities, outreach in support of Army Service Component Commands (ASCCs).
- CGSC is accredited by: (a) the Joint Chiefs of Staff to provide JPME Phase I (and soon, JPME Phase II); (b) the Higher Learning Commission to grant a Master of Military Art and Science degree; and (c) HQs TRADOC to deliver Army PME.



CGSC Mission

The US Army Command and General Staff College educates, trains and develops leaders for Unified Land Operations in a Joint, interagency, intergovernmental, and multinational operational environment; and advances the art and science of the profession of arms in support of Army operational requirements.

CGSS Mission

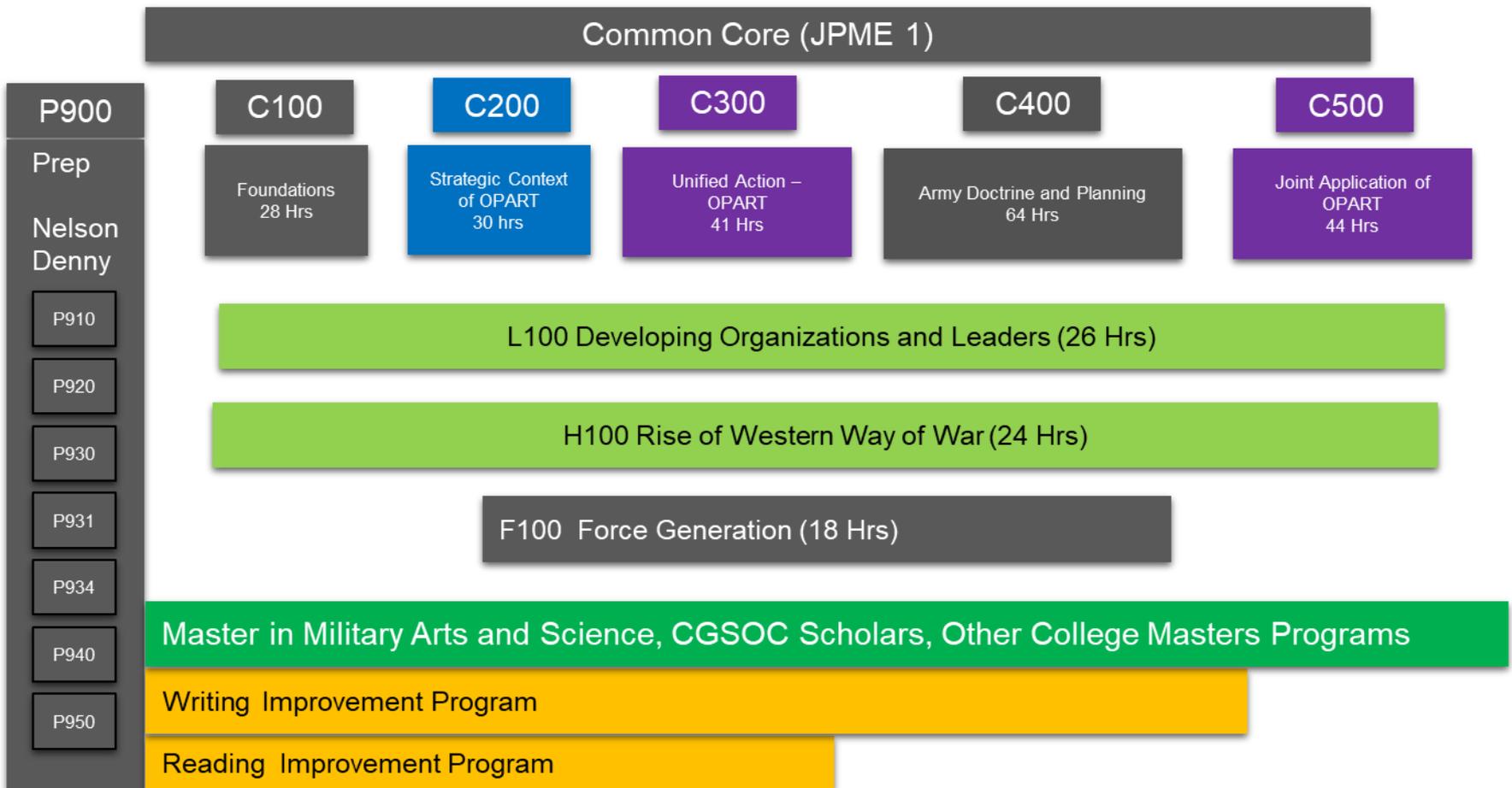
The mission of the Command and General Staff School is to educate and train field grade level leaders to be agile, innovative and adaptive leaders, who think critically, communicate effectively, can build teams, and lead organizations under mission command to conduct land operations in Unified Action while in complex and uncertain environments.

DMH Mission



Mission - The Department of Military History educates combined arms officers to be agile, innovative, and adaptive critical thinkers who can use history to inform judgment and decision making in the conduct of Unified Land Operations while in complex and uncertain environments.

CGSOC Core AY 19



AOC AY-19

Module I Train/Deploy

- CURRICULUM**
- Stage Setter
 - Historical Context
 - Tng Mgmt & Readiness
 - Sust Tng Readiness
 - MSN Analysis
 - Theater Prep (SPOE)
 - UTP COA Development
 - EAD/EAC Roles
 - Setting the Theater
 - Mvmt Planning
 - Deployment Planning
 - DIV Depl Ops
 - Complexity
 - Cmdr's Visualization
- Curriculum: 36 hours



- PRACTICUM**
- Tng MSN Analysis
 - UTP Development
 - Deployment Plan
- Practicum: 22 hours

- ASSESSMENTS**
- Analyze Higher Plan
 - Tng & Readiness Plan
 - DIV Challenges Point Paper
 - Deployment Brief
- (2 ½ Weeks)

Module II JRSOI

- CURRICULUM**
- Stage Setter
 - Intro to JRSOI
 - Power Projection #1
 - Decision Making
 - Staff Est. Tools
 - Mission Analysis
 - Theater Land Ops
 - Joint Reception & Staging
 - ULO in suppt of UA
 - Onward Mvmt
 - Integration
 - Leading MN Ops
 - Power Projection #2
- Curriculum: 29 hours



- PRACTICUM**
- DIV Mvmt Planning
 - DIV Movement Plan & Execution
- Practicum: 15 hours

- ASSESSMENTS**
- Staff Estimates
 - Movement Plan
 - Integrated Essay
 - FG Competency Observ.
- (1 ½ Weeks)

Module III Defense, Transition to Offense

- CURRICULUM**
- Stage Setter
 - Historical Context
 - DIV intel. org.
 - GEO/MAS/SIG/ HUMINT
 - Risk & Adaptability
 - IO Capabilities
 - Transition to Cmd
 - Targeting Process
 - AI/HIMAD, A/S mgmt.
 - CAS, SHORAD, A/S
 - Passage of lines & RIP
 - Counter Mobility / Surv
 - CPOF
 - Consolidation & Reorg
 - Developing Leaders
 - Simulations Train-up
- Curriculum: 40 hours

- PRACTICUM**
- Covering Force
 - Targeting
 - MA with MA Brief
 - COA Dev (MDMP)
 - COA Analysis Prep
 - Defense
- Practicum: 38 hours

- ASSESSMENTS**
- Staff Estimate
 - COA Statement & Sketch
 - Individual EXSUM
- (3.5 Weeks)

Module IV Offense

- CURRICULUM**
- Stage Setter
 - Ethics in War
 - Impact of sustained ops
 - Protection
 - RDSP with Stage setter
 - Wff Integration
 - 1973 War
 - Informed Initiative
 - Air-Land Battle
 - Trust
- Curriculum: 26 hours



- PRACTICUM**
- DIV Planning (MDMP)
 - DIV Preparation
 - DIV Execution
- Practicum: 56 hours

- ASSESSMENTS**
- Staff Estimate
 - Cmdr's Intent
 - Concept of Support
 - Wff Point Paper
 - Integrated Essay
 - FG Competency Observ.
- (5 Weeks)

Module V Transition from Offense

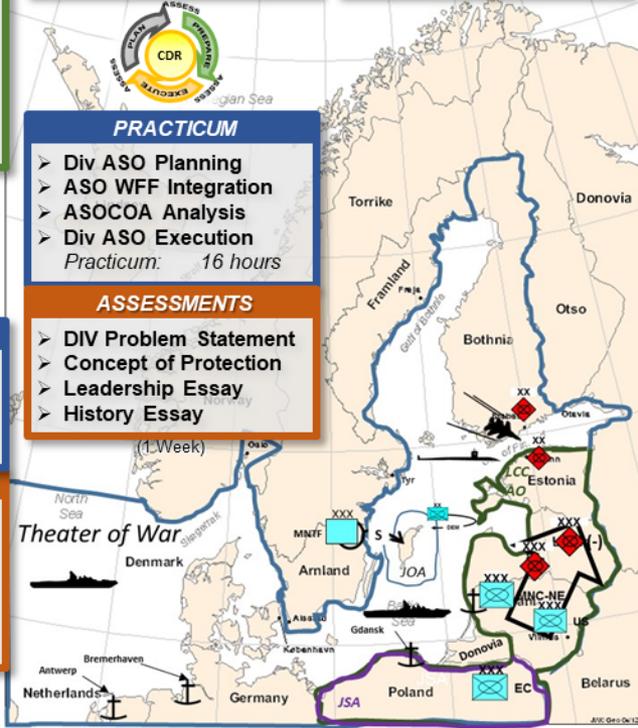
- CURRICULUM**
- Stage Setter
 - Historical Context
 - DIV in ASO (ADM)
- Curriculum: 6 hours

- PRACTICUM**
- Div ASO Planning
 - ASO WFF Integration
 - ASOCOA Analysis
 - Div ASO Execution
- Practicum: 16 hours

- ASSESSMENTS**
- DIV Problem Statement
 - Concept of Protection
 - Leadership Essay
 - History Essay

X200 Comp Exam

- PRACTICUM**
- Tactical Problem
 - Written Solution
 - Oral Defense
 - Reflection Paper



Military History in CGSOC

Core/H100
Rise of the
Western Way of War

AOC
The American Way of War

HISTORY CURRICULUM

Equips students with historical insights
for critically analyzing
present and future military practices



Electives
Analyze Military
History in depth



Core/H100: Rise of the Western Way of War

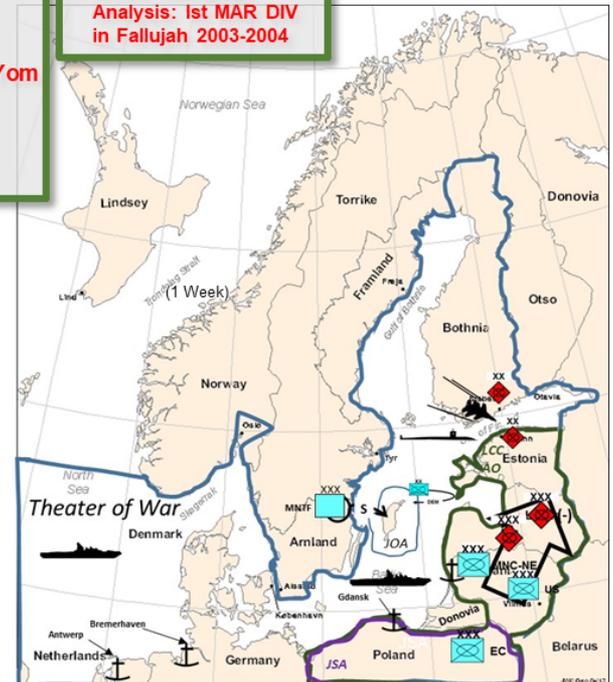
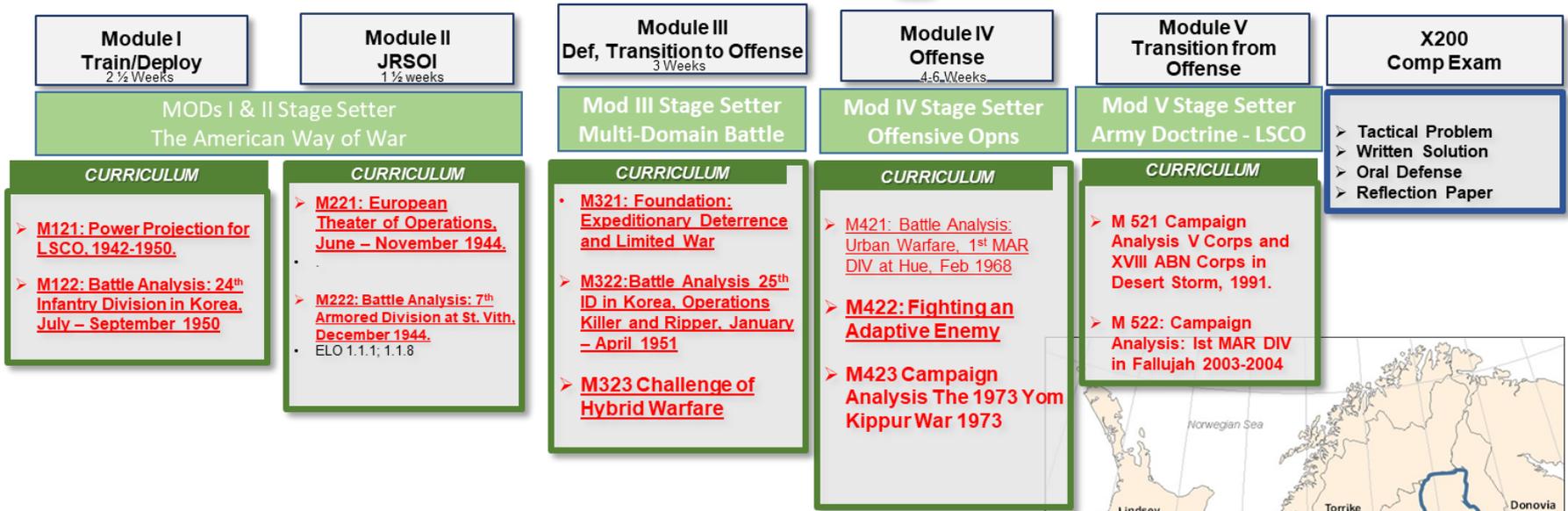
- H101: War, Society, and the Structure of Military Revolutions
- H102: State Armies and Limited War in Early-Modern Europe
- H103: A Nation in Arms: Napoleon
- H104: Imperial Overextension
- H105: Explaining the Revolution - Clausewitz
- H106: Explaining the Revolution - Jomini
- H107: The Brain of a Modern Army
- H108: World War I - Train Wreck of Revolutions
- H109: World War I - The Birth of Combined Arms Warfare
- H110: Blitzkrieg
- H111: The Limits of Blitzkrieg
- H112: The Emergence of Multi-Domain Operations: Air Power Theory
- H113: The Chinese Way of War: An Alternative to Large Scale Combat Operations



TLO: Analyze the causes, consequences, and contexts of revolutionary change in modern warfare.

**All lessons – 2 hours
(26 hours total)**

Military History Integration-- AOC Redesign AY-19



TLOs supported:

AOC-1 Conduct the Operations Process

AOC-2 Explain the Commander's Role in Unified Land Operations

AOC-3 Analyze Leader Development and Organizational Readiness Processes

AOC-4 Incorporate Effective Communication Skills (ALL)

Military History in AOC

- M121: Power Projection for LSCO, 1942-1950.
- M122: Battle Analysis (BA): 24 ID in Korea, JUL-SEP 1950
- M221: European Theater, JUN-NOV 1944
- M222: BA: 7th AD at St. Vith
- M321: Expeditionary Deterrence & Limited War
- M322: BA: 25th ID in Korea (Opns KILLER & RIPPER)
- M323: Challenge of Hybrid Warfare
- M421: BA: Dense Urban Warfare: 1 MAR DIV at Hue
- M422: Fighting an Adaptive Enemy
- M423: Campaign Analysis (CA): 1973 Yom Kippur War
- M521: CA: V Corps and XVIII Corps in Desert Storm
- M522: CA: 1 MAR DIV in Fallujah, 2003-2004.



**All lessons – 2 hours
(24 hours total)**



Military History in CGSC

Terminal Learning Objective: Analyze historical context to inform professional military judgment.

Applying History to the Profession of Arms

- Assigned Readings
- Classroom Discussion
- Writing
- Battle & Campaign Analyses



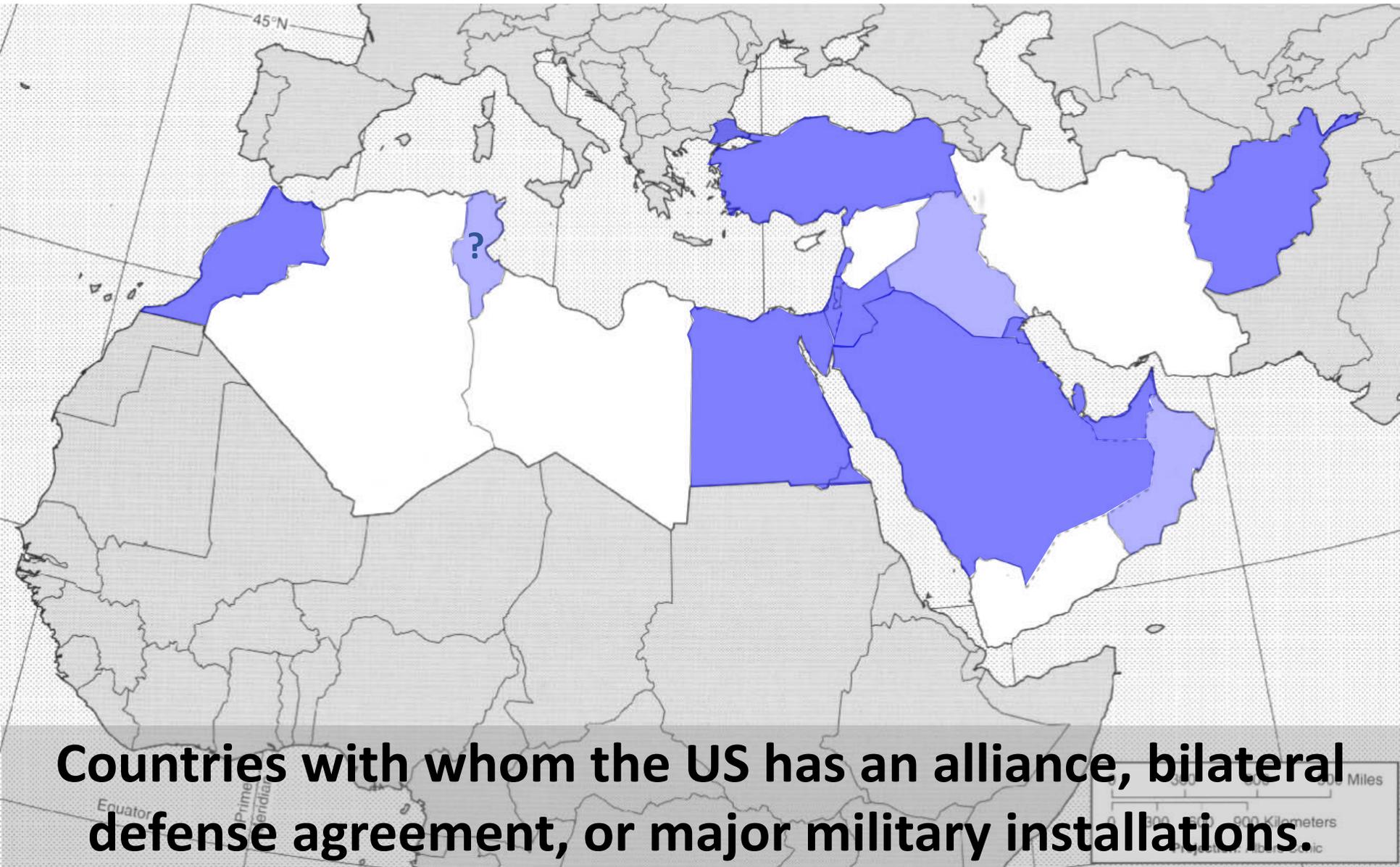
World War II Scars the Middle East

All opinions and suppositions expressed are entirely those of the presenter and in no way reflect the positions, opinions, or policies of the United States Government or any of its entities.

Presentations

- 26 Mar WWII Comes to the Middle East
- 8 May The US Meets the Middle East in WWII
- 18 Sep WWII Scars the Middle East
- 12 Nov The Making of an Enemy:
Understanding Middle East Extremists

US “Protectorates” – 1939 to 2019



Countries with whom the US has an alliance, bilateral defense agreement, or major military installations.

Oil



Zionism (Religion)



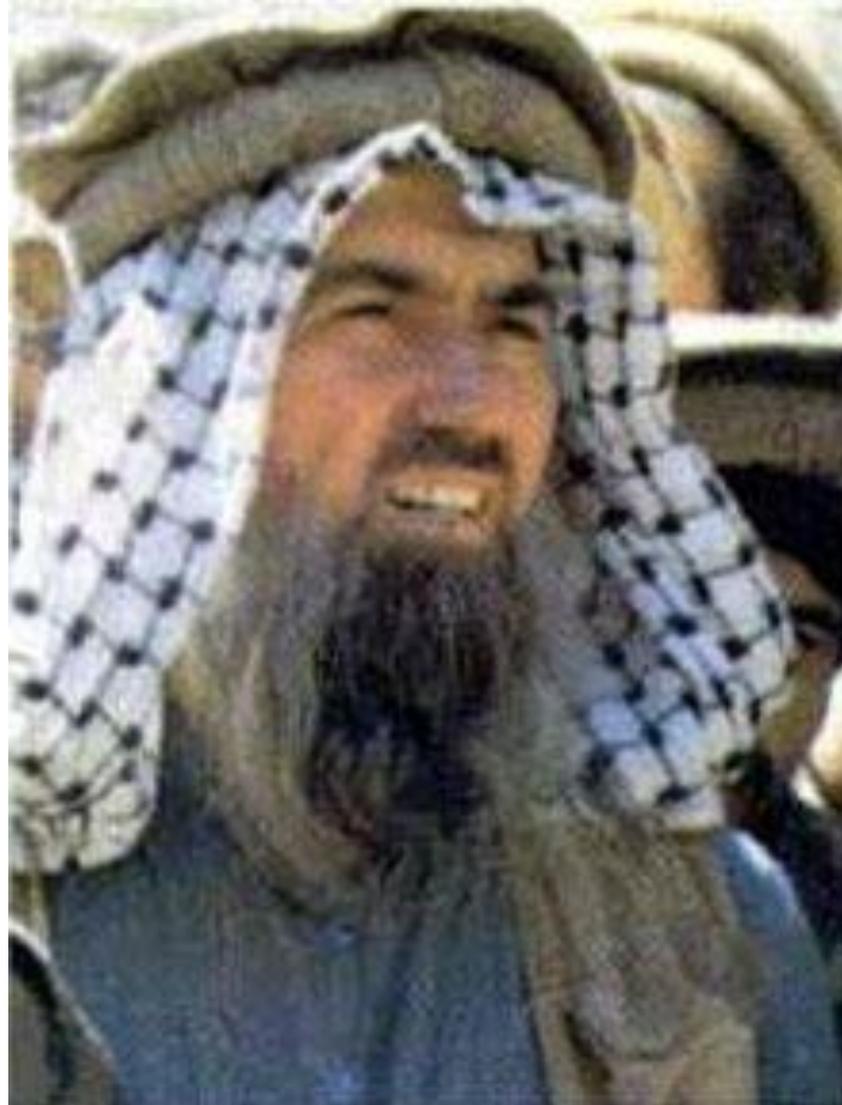
Why is the U.S. in the Middle East?



(Non-State Actors) Terrorism

Abdullah Yusuf Azzam

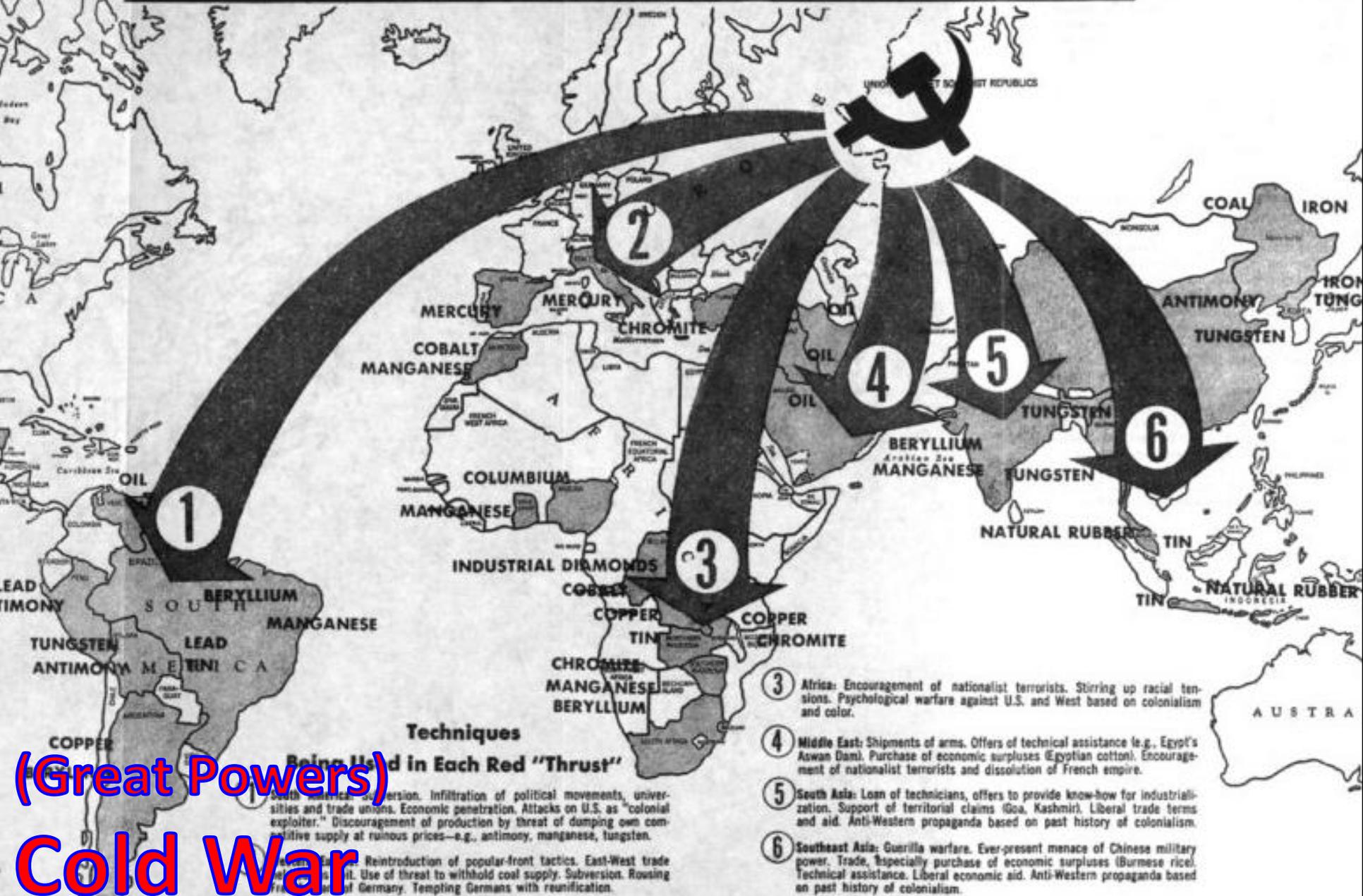
(1941-1989)



What were the Middle East scars from WWII?

- US a major player – didn't know the region
- Global economic transformation – coal to oil – region is economically increasingly important
- UK exhausted – British Empire dying
- Different perspectives – locals v. great powers
- Domestic populations expected change and benefits following the global cataclysm
- Arab-Israeli Strife

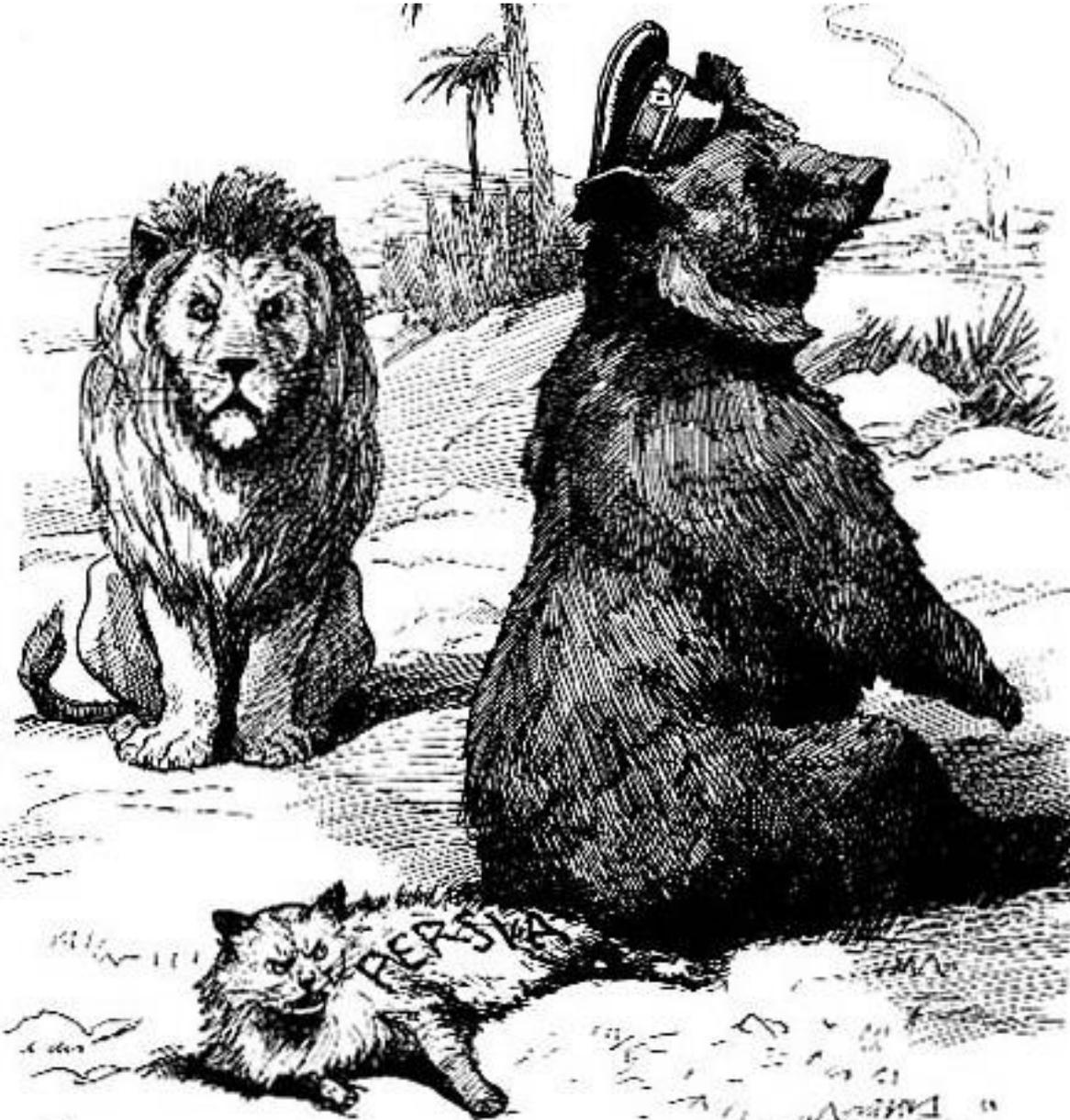
How Communists Menace Vital Materials



(Great Powers)
Cold War

A cartoon from the English satirical magazine *Punch, or The London Charivari* (13 Dec 1911).

The Great Game



As Between Friends

(British Lion to Russian Bear)

'If we hadn't such a thorough understanding I might almost be tempted to ask what you're doing there with our little playfellow.'

Persian Corridor

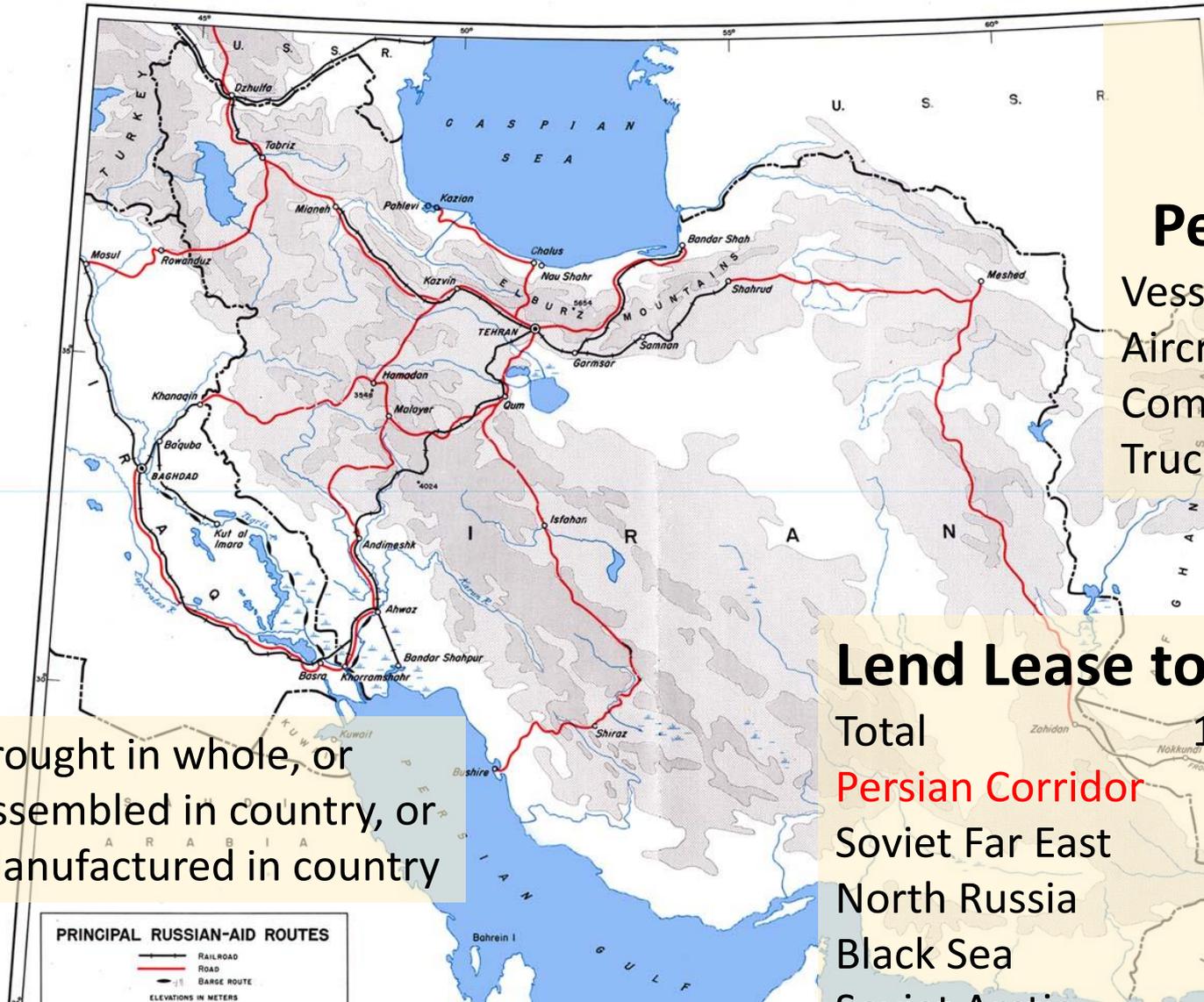
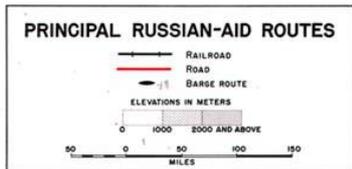
Stuff to USSR through the Persian Corridor

Vessels	646
Aircraft	39,645
Combat Vehicles	70,407
Trucks	873,846

Lend Lease to USSR (long tons)

Total	17,499,861	
Persian Corridor	4,159,117	23.8%
Soviet Far East	8,243,397	47.1%
North Russia	3,964,231	22.7%
Black Sea	680,723	3.9%
Soviet Arctic	452,393	2.5%

Brought in whole, or
Assembled in country, or
Manufactured in country





Iranian Politics



Aug 1941

USSR and UK invade Iran

16 Sep 1941

Overthrow of the Shah

Shah Mohamed Reza Pahlavi

Sep 1943

Declared war on Germany

Signed Declaration by United Nations

28 Nov-1 Dec 1943

Hosted Tehran Conference

2 Mar 1946

Britain withdraws from Iran

May 1946

USSR withdraws from Iran

1951

Oil Nationalization Voted

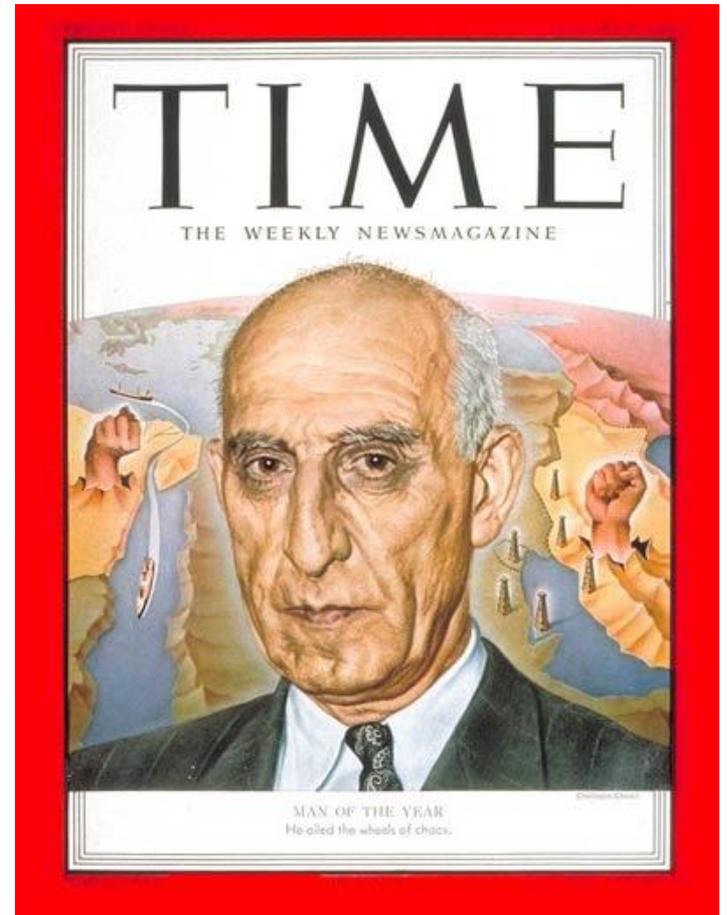
1952-1953

Operation Ajax: Remove Mohamed Mosaddegh

Mohammad Mosaddegh

There is a reason for Iranian anger and CIA paranoia.

The first US experience in toppling a national government with the CIA.



Oil

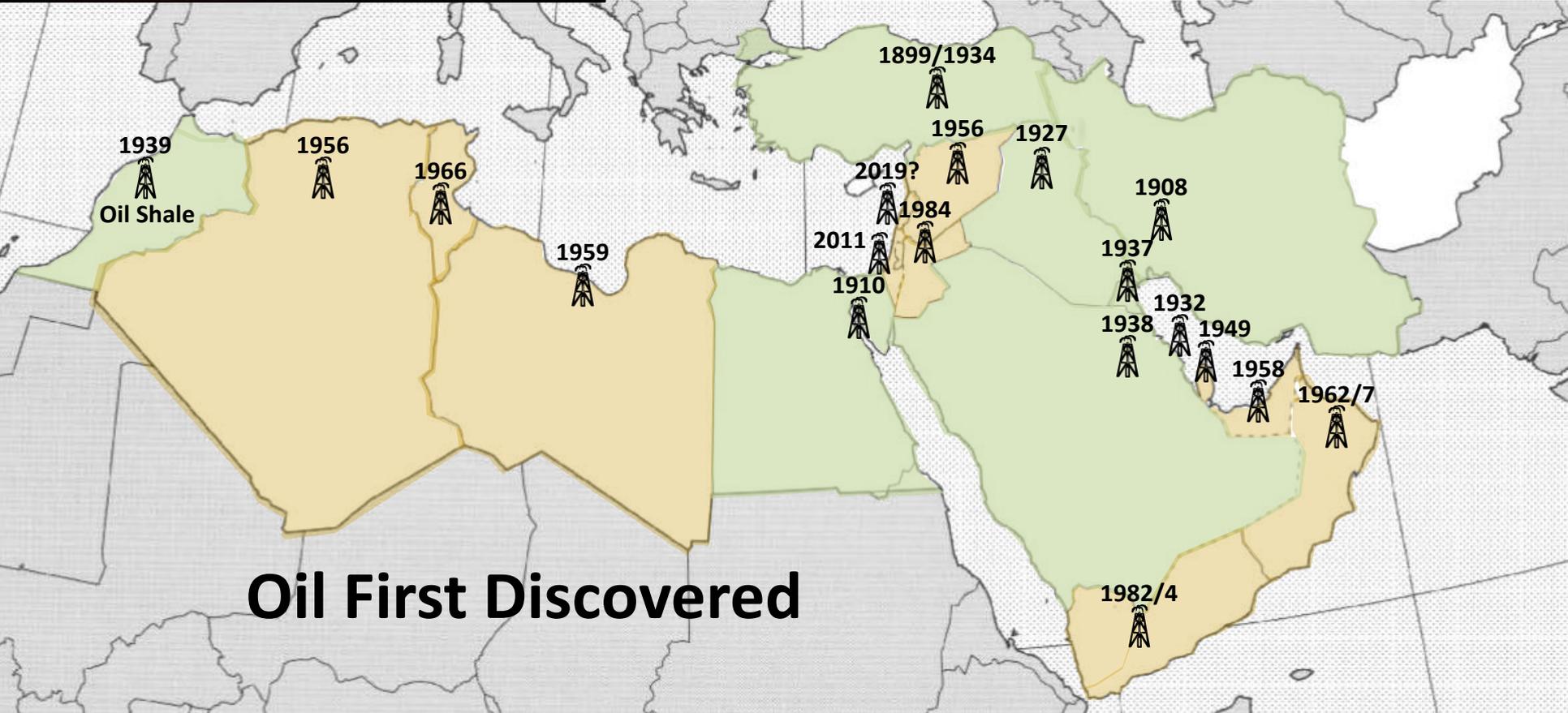




Oil

Major Oil News

- 1908 – First commercially viable production
- 1910 – First production outside Mesopotamia
- 1927 – Largest oil field of the time discovered
- 1938 – Oil discovered in Saudi Arabia
- 1948 – **Saudi Ghawar oil field discovered**

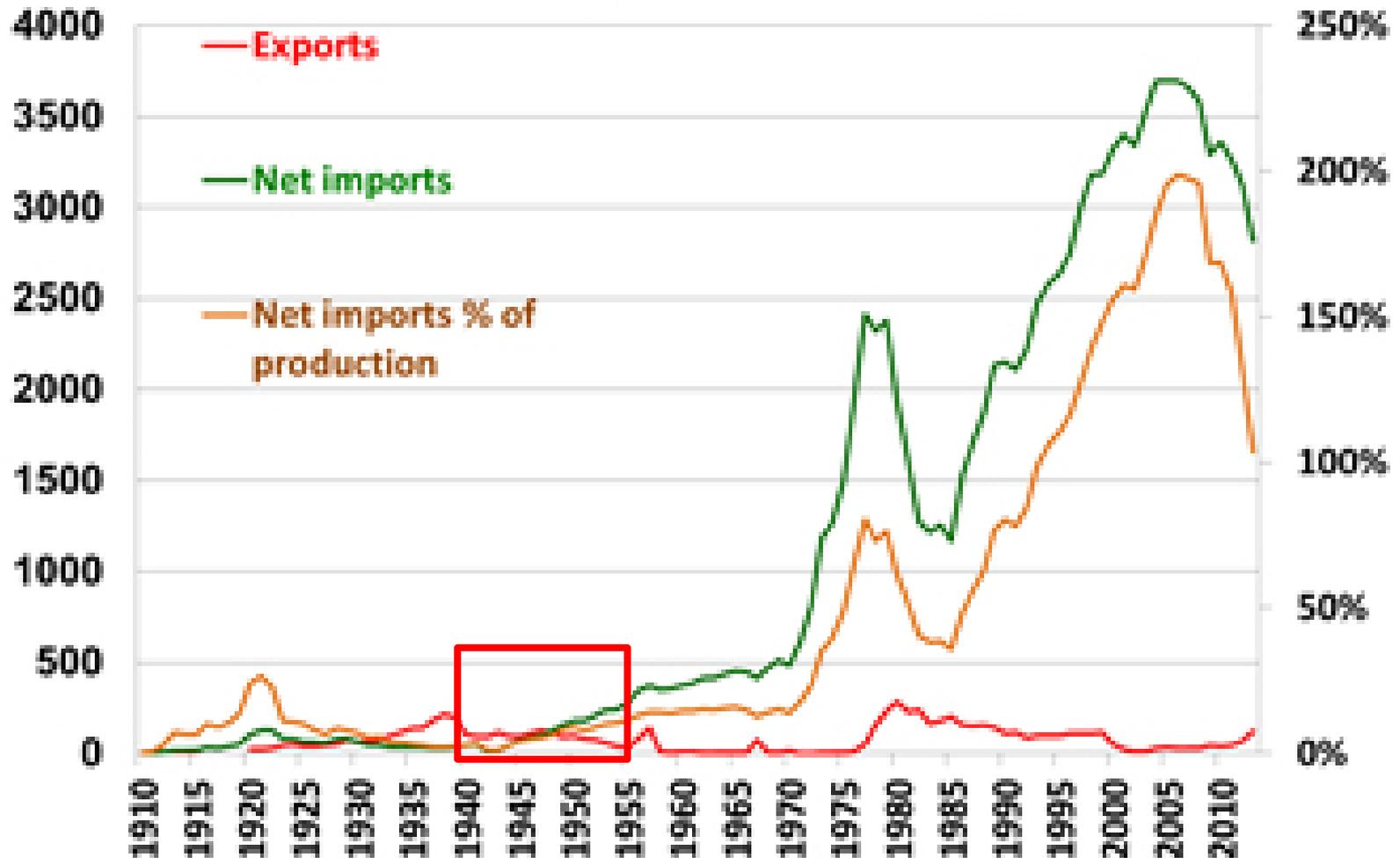


Production

Country	1940 (bpy)	2016 (bpy)	Country
USA	1,263,437,747	4,380,000,000	USA
USSR	205,434,783	4,088,000,000	Russia
Venezuela	189,823,123	3,818,159,150	Saudi Arabia
Iran	72,116,601	1,624,803,340	Iraq
Indonesia	54,914,032	1,456,698,940	Iran
Mexico	46,489,130	1,452,937,250	China
Romania	39,869,565	1,336,883,310	Canada
Columbia	25,150,198	1,133,718,105	UAE
Iraq	23,780,632	1,067,196,125	Kuwait
Argentina	19,858,696	918,142,535	Brazil
Trinidad	19,671,937	831,092,955	Venezuela
Peru	12,284,585	798,210,105	Mexico
Burma	7,525,692	729,958,025	Nigeria
Canada	7,484,190	645,909,475	Angola
Egypt	6,425,889	601,510,875	Norway

The diagram illustrates the evolution of oil production from 1940 to 2016. It features two columns of data, one for 1940 and one for 2016, with arrows indicating the transition of production leadership. Red arrows point from the 1940 column to the 2016 column, showing the shift from the USA and USSR to Saudi Arabia, Iraq, and Iran. Green arrows point from the 1940 column to the 2016 column, highlighting the significant growth in production for the USA, Russia, and Saudi Arabia.

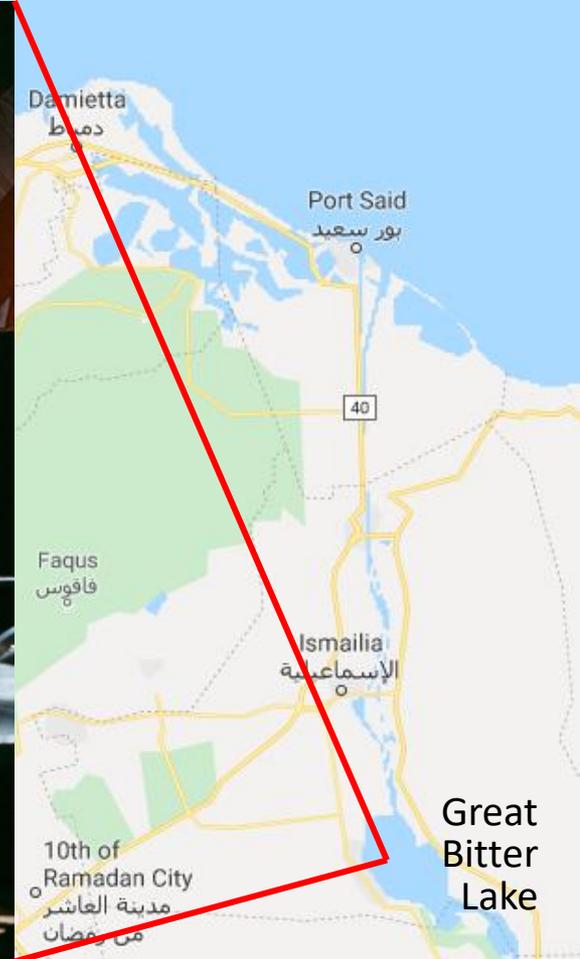
U.S. Annual Petroleum Exports and Net Imports



Why was Oil so Important?

- Almost all naval vessels oil powered by 1945
- Europe changes from coal to oil powered electricity
- Political leaders promised better life as a result of WWII
- Manufacturing booms
- I have one word – Plastics!
- Personal automobiles are everywhere

14 February 1945 – USS Quincy



Zionism (Religion)



Zionism

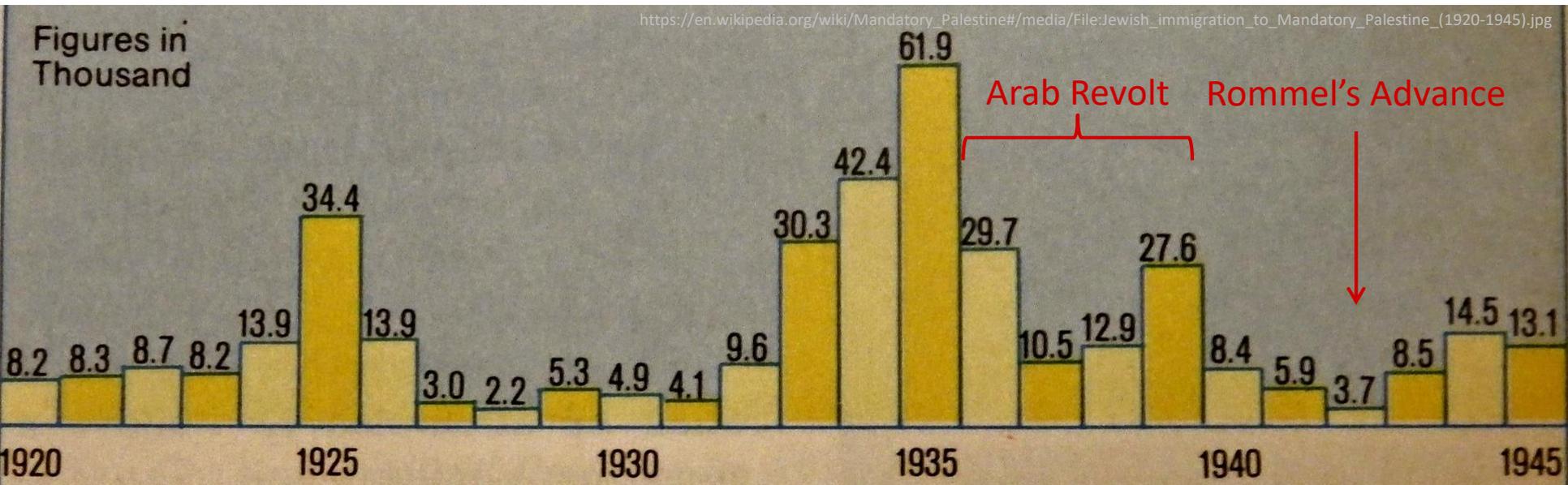


World Zionist Organization	1897	Theodor Herzl
Jewish Agency	1908/29	Chaim Weizmann
	1935	David Ben-Gurion

Aliyah

1 st Aliyah (1882-1903)	4 th Aliyah (1924-1929)
2 nd Aliyah (1904-1914)	5 th Aliyah (1929-1939)
3 rd Aliyah (1919-1923)	Aliyah Bet: Illegal immigration (1933-1948)

Jewish immigration to Mandatory Palestine



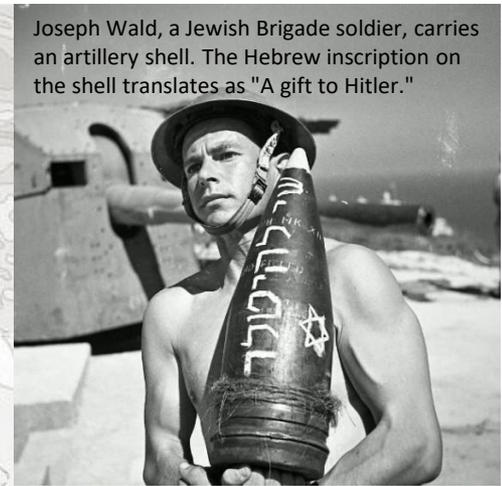
Jewish Brigade

- Volunteers in Royal Army Service Corps and Pioneer Corps (Companies 601 to 609), and other auxiliary units
- Palestine Regiment formed August 1942
- Jewish Brigade formed September 1944
- Former members include 2 IDF chiefs of staff, one IAF chief of staff, developer of the Merkava Tank, and the co-founder of Norwegian and founder of Carnival cruise lines.

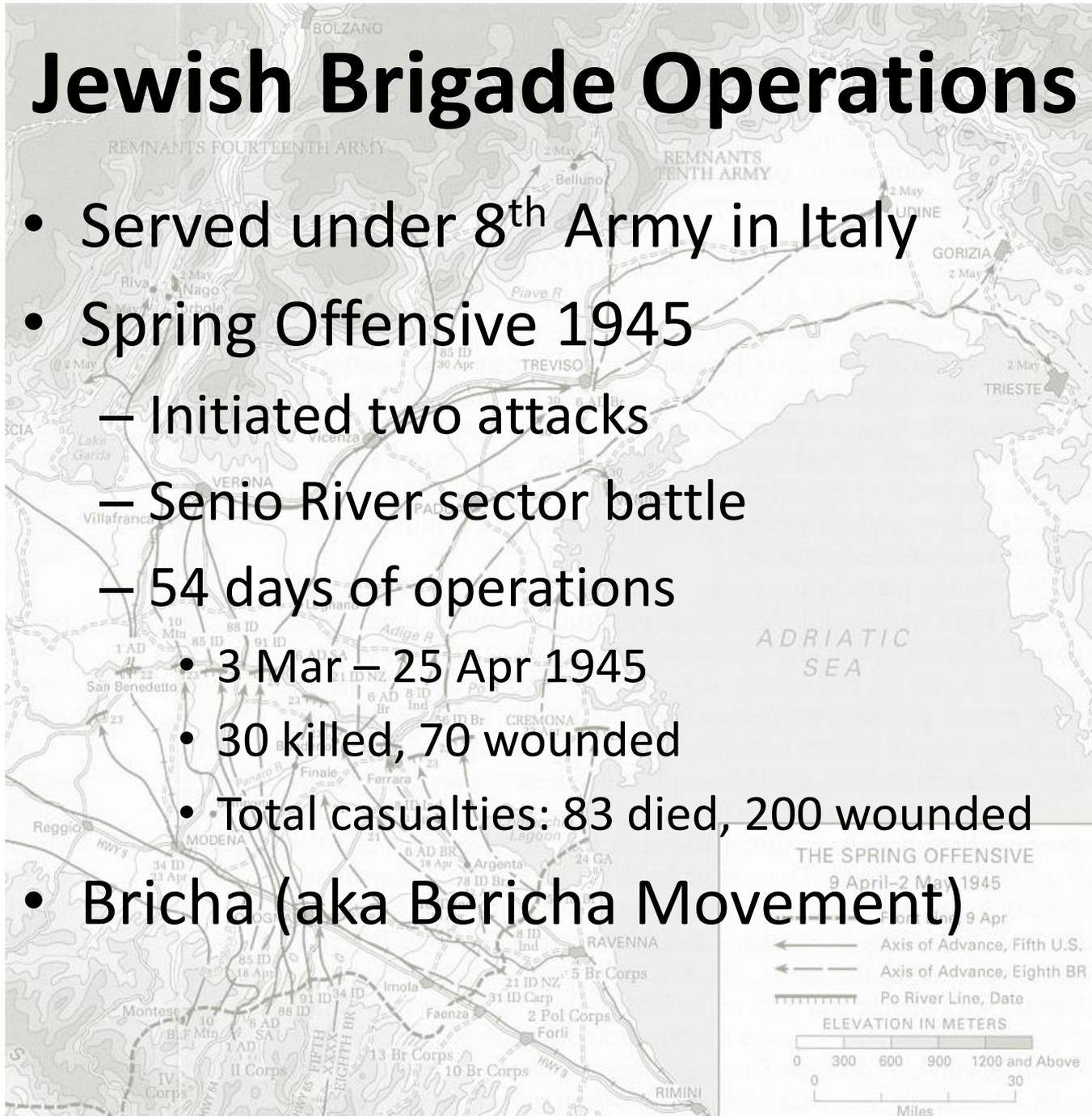
Jewish Brigade Operations

- Served under 8th Army in Italy
- Spring Offensive 1945
 - Initiated two attacks
 - Senio River sector battle
 - 54 days of operations
 - 3 Mar – 25 Apr 1945
 - 30 killed, 70 wounded
 - Total casualties: 83 died, 200 wounded
- Bricha (aka Bericha Movement)

Joseph Wald, a Jewish Brigade soldier, carries an artillery shell. The Hebrew inscription on the shell translates as "A gift to Hitler."



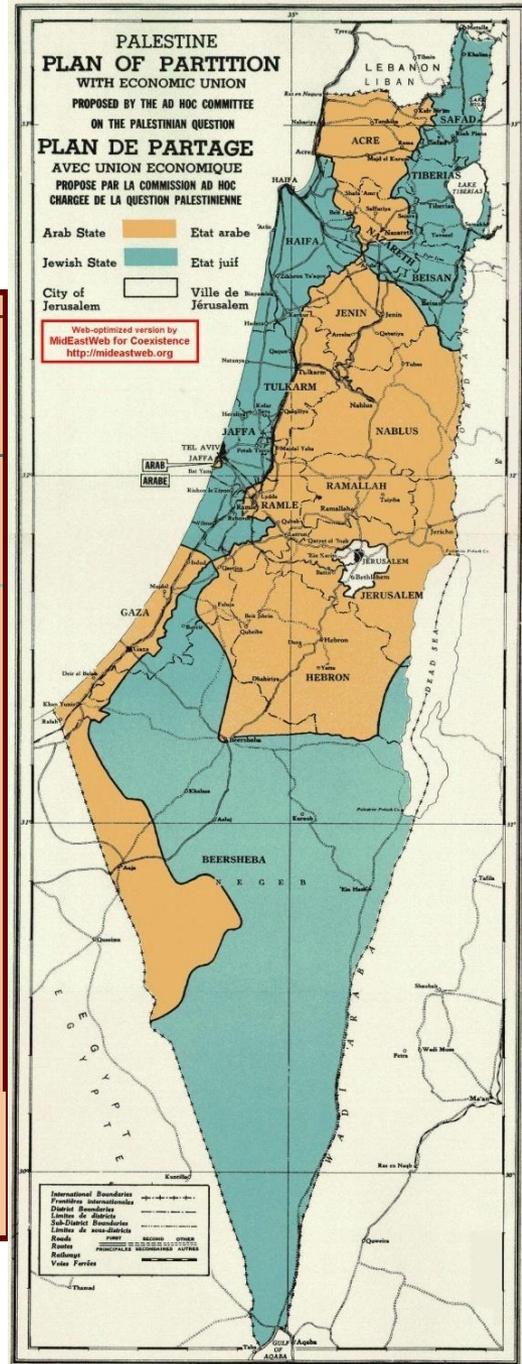
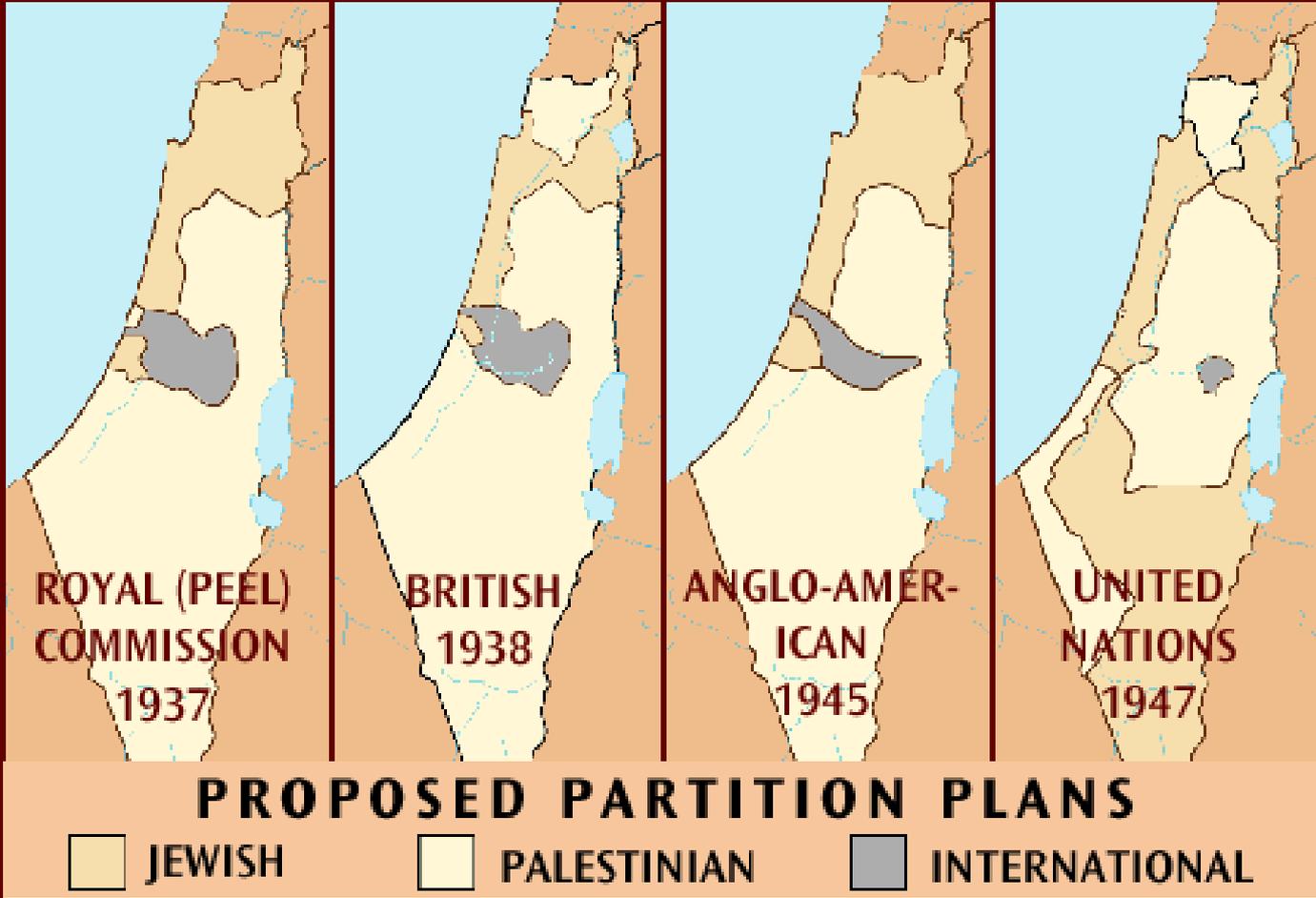
Men of the Jewish Brigade ride on a Churchill tank in North Italy, 14 March 1945



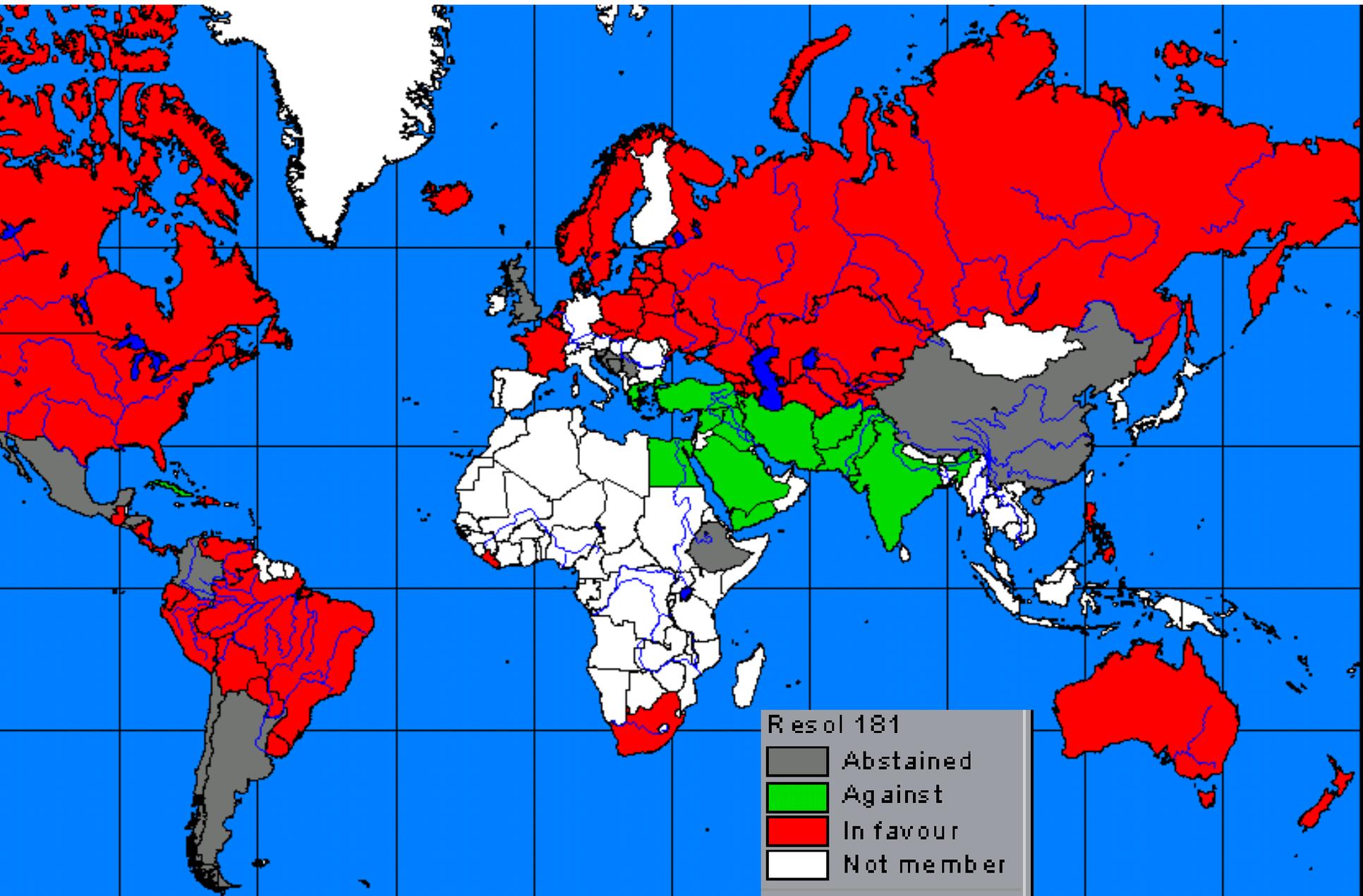
The Holocaust



Partition Plans



The UN Vote on Partition



US Recognition of Israel

If you can't come to town,
please telephone 4 6 0 7

Lighting, Heating, Cooking, Refrigeration

CARL MARX
3 PRINCESS MARY AVE., JERUSALEM

THE PALESTINE POST

JERUSALEM
SUNDAY, MAY 14, 1948

THE PALESTINE POST
THE SUBSCRIPTION DEPARTMENT
HAS RETURNED TO THE PALESTINE POST
OFFICE, HANOVER STREET,
JERUSALEM, TEL. 4232.

PRICE: 25 MILLS
VOL. XXIII, No. 674

STATE OF ISRAEL IS BORN

The first independent Jewish State in 19 centuries was born in Tel Aviv as the British Mandate over Palestine came to an end at midnight on Friday, and it immediately subjected to the test of fire. As "Medinat Yisrael" (State of Israel) was proclaimed, the battle for Jerusalem raged, with most of the city falling to the Jews. At the same time, President Truman announced that the United States would accord recognition to the new State. A few hours later, Palestine was invaded by Moslem armies from the south, east and north, and Tel Aviv was raided from the air. On Friday the United Nations Special Assembly adjourned after adopting a resolution to appoint a mediator but without taking any action on the Partition Resolution of November 29.

Yesterday the battle for the Jerusalem-Tel Aviv road was still under way, and two Arab villages were taken. In the north, Acre town was captured, and the Jewish Army consolidated its positions in Western Galilee.

Most Crowded Hours in Palestine's History

Between Thursday night and this morning Palestine went through what by all standards must be among the most crowded hours in its history.

For the Jewish population there was the anguish over the fate of the few hundred Hagana men and women in the West Bank bloc of settlements near Hebron. Their surrender to a fully equipped superior foreign force desperately in need of a victory, was a foregone conclusion. What could not be known, with no communications since Thursday morning, was whether and to what extent the Red Cross and the "Trust" Committee would secure civilized conditions for prisoners and wounded, and proper respect for the dead. Doubts on some of these anxious questions have now been resolved.

On Friday afternoon, from Tel Aviv, came the expected announcement of the Jewish State, and its official naming as such, "Medinat Yisrael"—State of Israel, with the swearing in of the first Council of Government.

The proclamation of the State was made at midnight, coinciding with the sailing from Haifa of Britain's last High Commissioner. Within the hour, President Truman announced in Washington that the Government of the United States had decided to give de jure recognition to the Jewish State, with

Jews Take Over Security Zones

The battle for Jerusalem, which began when the British forces withdrew on Friday morning, continued all day Friday and yesterday. The practice of small-arm fire and negotiation was still in effect as the battle raged nearly hour after hour.

Repeated reports of Jewish forces entering the city, little damage was caused. In the second attack two hours later, the airport to the north of the city was bombed, and an Air France plane parked shortly before midday, but the raid was launched shortly before midday, and the planes were driven off without causing any damage.

Two settlements in the Negev had also been attacked from the air, the radio reported.

Egyptian Air Force Spitfires Bomb Tel Aviv; One Shot Down

A country-wide blackout was ordered by Air Field Production Headquarters in Tel Aviv.

Mr. David Ben Gurion, the Prime Minister, broadcast from Tel Aviv that the Egyptian Spitfires had been shot down by the Jewish forces.

Mr. Ben Gurion said that the Spitfires were shot down by the Jewish forces in the north of Tel Aviv.

Mr. Ben Gurion said that the Spitfires were shot down by the Jewish forces in the north of Tel Aviv.

U.S. Recognizes Jewish State

WASHINGTON, Sunday.—The United States announced today that it would recognize the Jewish State.

The U.S. is also considering giving the arms embargo but it is not known whether to Palestine only or the entire Middle East, and the establishment of diplomatic relations with the Jewish Provisional Government.

The White House press secretary, Mr. Charles Ross, told correspondents today that reaction so far to the recognition had been overwhelmingly favorable. He said the step had been discussed with Mr. Marshall and Mr. Lovett before action was taken, and it had their complete support.

Mr. Ross said that the President had decided several days ago to grant American people

Proclamation by Head of Government

The creation of "Medinat Yisrael," the State of Israel, was proclaimed at midnight on Friday by Mr. David Ben Gurion, until then Chairman of the Jewish Agency Executive and now head of the state's Provisional Council of Government.

The first act of the Council of Government, as announced by its head, was to abolish all legislation of the 1939 White Paper of the Mandatory Power, particularly the Ordinance and Orders relating to immigration and land transfer.

In the declaration of independence, Mr. Ben Gurion called on the Arabs of Palestine to restore peace, asserting their full civic rights and full representation in all governmental organs of the state.

Mr. Ben Gurion professed the declaration with a review of the historic connection of Jews of Israel and of their efforts to reach, which were rewarded through the generosity of their dispersal until the Nazi holocaust proved over the urgency of the need for a Jewish State.

The British Proclamation of 1917, confirmed by the League of Nations, had given explicit international recognition to the Jewish people.

14 May 1948

2 Columns Cross Southern Border

By WALTER COLLINS
L.F. Correspondent
CAIRO, Saturday.—A com-

Etzion Settlers Taken P.O.W.

Fighting in the Etzion bloc continued throughout Friday, after Etzion fell.

Special Assembly Adjourns

PLATTSBURGH, Md., Sunday.—The Special U.N. Assembly, called four weeks ago to discuss the U.S. propo-



Harry S. Truman

George C. Marshall



3 November 1948



(Non-State Actors)
Terrorism

The Four Waves of Modern Terrorism

David C. Rapoport (2004)

1. 1870s-1910s Anarchists
2. 1920s-1960s Nationalist
3. 1960s-1990s New Left/Marxist
4. 1970s-2020s Religious

Salafi-Jihadi-Takfiri Ideology, Evolution of

Law

The Sack

Nation

Oil

Franchise

Freelance



Legend

- Thinker (Sunni, Shia) [Green box]
- School of Thought [Dark Green box]
- Doer [White box]
- Organization (non-state, state) [Yellow box]
- Event (violent, oil) [Red box]
- Prison (was, violent death) [Red box with cross]
- Most Critical [Blue border]

Sayyid Qutb

(1906-1966)

Key Dates

9 Oct 1906	Born
1939-1954	Ministry of Education
1948-1950	Studied in US
1954-1964	Imprisoned
1964-1965	Released
1965-1966	Re-imprisoned
29 Aug 1966	Executed



Notable Works

“The America that I Have Seen” (1950)

In the Shade of the Qur'an (1951-1965) – في ظلال القرآن

Milestones (1964) – معالم في الطريق

Conclusion

- Transformation of global economy to oil
- Reshaped Western view of a Jewish state
- Non-state actors are THE actors in Palestine
- WWII ends the Great Power struggle in Europe
 - that struggle moves to the Middle East

Major Themes

- Ever changing Middle East
- Changing imperial influence
- Challenge and Response

Presentations

- 26 Mar WWII Comes to the Middle East
- 8 May The US Meets the Middle East in WWII
- 18 Sep WWII Scars the Middle East
- 12 Nov The Making of an Enemy:
Understanding Middle East Extremists

Contact Information

Brian L. Steed

www.narrativespace.net

www.narrative-strategies.com

brian.l.steed.civ@mail.mil

narrativespace.net@gmail.com

<https://www.linkedin.com/in/brian-l-steed/>

