

**Kansas State University's Adult Education's Program Engaged Partnership
with the U.S. Army Command and General Staff College**

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North Central Region

Section 1: Significance of the Outreach/Engagement Process

1.1 Abstract

Kansas State University's Adult Education Program in the Department of Educational Leadership has had a mutually beneficial partnership with the U.S. Army Command and General Staff College (CGSC) at Fort Leavenworth since 1987. Over the past 25 years, the partnership has expanded from its initial emphasis on enhancing CGSC's faculty development into a multi-faceted engagement across a wide range of collaborative endeavors. Through the partnership between K-State and CGSC, over 600 military officers have earned a master's degree in adult education. Ten have earned doctorates and 17 more are working toward this goal through a recently developed on-post doctoral program. K-State's adult education faculty has also led and supported other noteworthy ongoing programs. The week-long Brigade Command Team Spouse Program prepares attendees for their future informal leadership roles as brigade commander spouses. The K-State funded Teaching Scholars Program augments the CGSC faculty development program by providing prominent education experts to address CGSC faculty identified needs. Additionally, K-State faculty and CGSC doctoral graduates and students have built long-lasting, professional relationships through their engagement in joint research projects, co-authoring journal articles and co-presenting at national conferences. K-State has also indirectly influenced the reformation of Army educational policy toward learner-centric instruction in support of the *U.S. Army Learning Concept for 2015*. In 2012, the adult education program plans to launch an Army funded online graduate certificate in adult learning for the Army trainers and curriculum developers. Clearly, the K-State and CGSC joint engagement exemplifies the spirit of an innovative and sustained university-community partnership.

Section 2: Relationship and Reciprocity Between University and Community

For over 25 years, Kansas State University has maintained a flexible, responsive approach to meeting the educational needs of the U.S. Army's Command and General Staff College (CGSC). During this time, the partnership has evolved and been sustained through changing military funding sources, newly identified education needs, and leadership changes.

What originally began as an education program focused on CGSC students transitioned within a year to focus on faculty development due to major Department of Defense budget cuts. A reduced commitment to faculty development by new CGSC leadership coupled with dramatic military cuts led adult education program initiatives to re-focus on meeting educational needs of the CGSC student. Most recently, Army leadership recognized that training and curriculum developers were lacking the academic preparation necessary to redesign curriculum and instruction to meet the requirements of the *U.S. Army Learning Concept 2015 (ALC 2015)* and requested K-State's adult education faculty develop a graduate certificate program for Army training and curriculum developers. In response, the faculty designed a 15 credit online graduate certificate in adult learning. Changes in leadership have sometimes led to decreased program support in some areas and program expansion in others.

Through all these challenges and changes, the K-State adult education and CGSC partnership has remained flexible, reciprocal, trusting, and mutually beneficial.

One non-credit program, the Brigade Spouse Command Team course, exemplifies the reciprocity of our relationship with CGSC. The course, developed at the request of the CGSC Deputy Commandant, began with a needs analysis conducted with senior military spouses. A K-State interdisciplinary team built a curriculum integrating critical military-related components and speakers. Ongoing course evaluations have ensured both engagement partners' learning outcomes

continue to be met. The strength of the KSU / CGSC partnership has been recognized by outside observers. A 2011 Higher Learning Commission (HLC) Ft. Leavenworth site visit observed, “this partnership is long standing and works well.” A recent Military Voluntary Education Review (MIVER) commented that: “The Kansas State University faculty members teaching at Ft. Leavenworth are commended for their overall concern and focus on relating to adult, military learners in a way that enhances the educational experience for their students at Ft. Leavenworth.”

Indeed, this partnership has been institutionalized by designating liaisons from CGSC and K-State’s adult education program. These liaisons meet regularly with each other, faculty and students to ensure existing educational programs meet both institutions’ goals. This engagement has been sustained through various grants and contracts received from the Department of Army and the Department of Defense (DoD) and support from our university leadership.

Section 3: Impacts

Our partnership has had a significantly positive impact on CGSC and the military community by furthering the education of CGSC members and by contributing to the body of knowledge relating to military adult education. Over 600 Army and other service officers have received their masters degree in adult education, 10 faculty at CGSC have earned their doctorates while another 17 are working toward this goal, and an average of 15-20 spouses complete the week-long Command Brigade Team Spouse Program every month. At least 98% of our CGSC students are retained through graduation.

Despite the challenges of completing the CGSC curriculum during the day and attending graduate school at night our students excel. Since 2008, four adult education master’s graduates have been selected as distinguished honor CGSC graduates and two were selected as the Outstanding Graduate Student award winners by K-State’s College of Education. One of our

doctoral graduates was selected as the 2010 CGSC Instructor of the Year. Additionally, a master's graduate not only won this award, but also earned the Training and Doctrine Command (TRADOC) National Army Instructor of the Year award. Many of our students have gone on to serve in key leadership positions with many currently serving as Colonels and one recently promoted to General. These senior officers are responsible for developing Army policy and are thus serving as catalysts for innovation in Army education policy.

The K-State/CGSC partnership also extends beyond providing coursework and graduate degrees. In 2005 the K-State adult education program created the Teaching Scholars program geared toward the continuing professional development of CGSC faculty who have extensive content area expertise, but limited teaching expertise. Program faculty worked collaboratively with CGSC Faculty and Staff Development Division to identify lecturers whose expertise could address identified professional development needs. In addition to identifying two K-State adult education faculty as Teaching Scholars, program faculty selected Robert Keagan (Harvard University), Barbara Walvoord (Notre Dame) and Rosemary Caffarella (Cornell University) as noted teaching scholars for this program.

Lengthy and repeated troop deployments, coupled with increased pressures on the soldiers' families at home have elevated the demands on Brigade spouses who assume critical informal leadership roles and responsibilities. In 2010, the Army leadership asked K-State to assist in developing an educational program that would prepare these spouses for their vital roles as Brigade Command leadership team members. The result is the multidisciplinary Brigade Command Team Spouse Development Program which is offered in conjunction with CGSC's School for Command Preparation. In October 2010 the American Association of Adult and Continuing Education selected this non-credit program for the prestigious "Malcolm Knowles Award" honoring the

Outstanding Adult Education Program of the Year. In his letter of support for this award, Brigadier General Cardon, Deputy Commandant of CGSC, substantiated how this program is "...benefiting the lives of individuals, families, communities and/or society":

The results of our partnership with K-State will have far reaching effects on our nation's security for years to come. The spouses of these commanders are having an immediate impact on the vitality of their organizations due directly to the professionalism of KSU's faculty and the thoroughness of their curriculum. But equally important is the future impact this program will have on the personal lives outside the military. The resources that each spouse can now draw upon are assets that can be applied to any professional endeavor they may pursue.

Adult education faculty have also been recognized nationally for their work. In 2011 a professor received the William E. Kennedy Award for dedication and leadership in providing quality voluntary off-duty education programs for military members given by the Council of College and Military Educators.

This partnership is also producing important scholarship in the field of adult education. Overall, faculty and students have authored numerous adult education research articles and books, and book chapters, conducted over 10 student/faculty presentations at five national academic conferences, and collaborated on two forthcoming books under contract on adult education and military education. K-State and CGSC faculty frequently present jointly at professional conferences. Increasingly CGSC students present their own research at adult education conferences.

K-State's adult education program's commitment to the CGSC partnership is evident in numerous ways. Teaching experience in military settings is now routinely included in the faculty

position descriptions. It is also considered as part of promotion and tenure. Additionally, faculty teaching evaluations now in large part come from courses taught at Ft. Leavenworth.

Section 4: Lessons Learned and Best Practices

Developing any partnership that is sustainable and that makes a difference in people's lives takes work, perseverance and flexibility. Core to the K-State adult education collaboration with CGSC is forming long-standing relationships that are mutually beneficial and built on trust. Lessons learned include: K-State and Ft. Leavenworth are similar in many ways but also quite different. Both have strong cultures and bureaucracies in which success requires compliance with rules and respect for the chain of command. Bridging these two cultures often requires patience and persistence. The military leadership and critical decision makers of our CGSC partner changes every 2 to 3 years. It is not uncommon for a newly envisioned program to have gained the support of the chain of command, only to be put on hold until the arrival of a new Deputy Commandant. The primary lesson learned is to create and continuously nurture institution-wide networks that remain constant through leadership changes. Another challenge experienced over the last ten years is the high level of stress many of our military students and their families endure as a result of multiple deployments. This stress has created new demands on our faculty to be more responsive and empathic to student needs. A powerful example is being alert to Post Traumatic Stress Disorder.

Four factors are essential to success: being open to new programmatic opportunities; being actively entrepreneurial; developing a reputation for being responsive to new requests; and having the capacity to develop effective programs is essential. Programs must meet identified needs while also providing encouragement to think beyond prescribed ideas. Our entrepreneurial approach has been enhanced through faculty members who understand and respect military members and recognize military spouses and families as the backbone of any military organization.

This partnership also requires a willingness to experiment with new approaches that seek to meet the ever-changing needs of our military audience. Finally, we cannot overstate that the strength of this partnership is a shared belief that adult education and adult learning principles are important to the future of and valued by the U.S. Army. The *Army Learning Concept 2015* and the ever-growing scholarship emanating from this partnership attest to the importance of our collaboration and long-term impact that it will continue to make.

Best practices include: 1) Adopt a program planning model that is participatory and transparent. 2) Build a program designed to work with your partner's institutional constraints versus building a program that requires them to adapt to your institutions timetables and habits. 3) Build relationships, not just acquaintances. 4) Establish a presence, actively participate in your partner's community. 5) Ensure your brand is visible daily. 6) Keep connected with community members even after they have left, your efforts may lead to new initiatives. 7) Utilize technology to enhance learning and expand program options and flexibility. 8) Consider unique learner experiences (e.g., multiple deployments) and the possible impact on learner success or failure.

Section 5: Future

If we are fortunate to win this engagement award we would first consult our partners to identify ways it could be used to enhance or expand our program offerings. Our identified priorities would include: 1) Establish a fund for an annual award recognizing the Outstanding Military Learner. 2) Sponsor a national conference focusing on adult learning research and educational practices related to active duty soldiers, military families and veterans. 3) Support a series of invited monographs addressing research and practice issues associated with military learners and learning. 4) Initiate research to help the field better understand military spouses and potential barriers they confront as learners.

March 29, 2012

Selection Committee

C. Peter Magrath / W.K. Kellogg Foundation Engagement Award

APLU

1307 New York Avenue, NW, Suite 400

Washington, DC 20005

Dear Selection Committee:

I am pleased to endorse "K-State's Adult Education Program Engagement with the U.S. Army's Command and General Staff College at Ft. Leavenworth" as Kansas State University's nominee for the Outreach Scholarship/W.K. Kellogg Foundation Engagement Award and the C. Peter Magrath University/Community Engagement Award. K-State is proud to be recognized as a military-inclusive, land-grant institution and has maintained collaborations with nearby military posts Fort Riley and Fort Leavenworth for more than 60 years. Fort Leavenworth is approximately 120 miles from K-State's main campus and is home to the Command and General Staff College for the U.S. Army. K-State's Adult Education Program, housed in the Department of Educational Leadership, has been working with the Fort Leavenworth Command and General Staff College (CGSC) since 1987 and represents the longest continuously run graduate program partnership between K-State and the military.

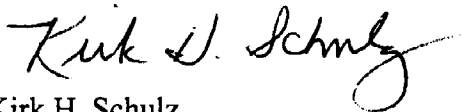
During its 25-year existence, the Adult Education/CGSC program has awarded over 600 master's degrees and 10 doctoral degrees from the doctoral program that began in 2006. Overall, this program has had a 98% graduate student retention rate. The program's success and longevity is due to the faculty's respect for the military culture and its responsiveness to changing needs and demands of military educators and students. In responding to the military's changing needs, K-State's adult education partnership with CGSC has included several significant outreach initiatives. For example, the successful "Teaching Scholars" program was initiated by the adult education program to enhance instruction at CGSC. This program targets the needs of CGSC military and retired military instructors who have extensive content expertise, but who lack the knowledge of effective teaching methodologies. To augment their educational knowledge base, since 2005, this program has brought in numerous leading adult education scholars from across the country to present at these colloquia. Another effective outreach effort has been the development of a multidisciplinary week-long course for spouses whose husbands were soon to be brigade commanders (responsible for 3,000-5,000 troops). This course, held monthly, integrates critical military-related components into an academic curriculum designed to prepare spouses for their informal leadership roles. Numerous military leaders, including the Chief of Staff of the Army, support the program by providing critical insights that enhance academic theories and concepts.

This K-State partnership with CGSC is also producing collaborative research efforts through joint refereed publications, co-authored books, and conference presentations. A cohort of K-State and Army researchers are conducting cutting-edge research related to integrating adult learning principles into military leader development. Equally important, adult education doctoral graduates are presenting staff development workshops to their military peers. K-State adult education faculty have encouraged such professional development activities frequently co-presenting and co-authoring with Ft. Leavenworth doctoral students. Faculty have been recognized for their efforts to mentor this student clientele and are recipients of numerous professional awards.

Kansas State University has a long commitment of engagement with our military and is pleased to be recognized for our campus/military partnerships. Two military publications have recently highlighted K-State for its military-inclusive partnerships aimed at helping those affiliated with the military to continue their education and transition into the civilian work force. In 2010, K-State was recognized by the *Military Advanced Education* magazine as one of the "Top Military-Friendly Colleges and Universities" and, in 2011, *G.I. Jobs* magazine designated Kansas State University as one of the most military-friendly schools in the nation. Specifically, K-State's Adult Education Program Engagement with the U.S. Army's Command and General Staff College at Ft. Leavenworth was awarded the 2011 K-State Excellence in Engagement Award – our university's top engagement award.

I sincerely support Kansas State University's "K-State's Adult Education Program Engagement with the U.S. Army's Command and General Staff College at Ft. Leavenworth" as our nominee for the Outreach Scholarship/W.K. Kellogg Foundation Engagement Award and the C. Peter Magrath University/Community Engagement Award. I hope you will give this application your most thoughtful consideration.

Sincerely,



Kirk H. Schulz
President

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REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
100 STIMSON AVENUE
FORT LEAVENWORTH, KANSAS 66027-2301

MAR 28 2017

Office of the Commandant

Ms. Jean Middleton
Association of Public and Land-grant Universities
1307 New York Avenue, NW, Suite 400
Washington, DC 20005

Dear Ms. Middleton:

Kansas State University's (KSU) Department of Educational Leadership (DEL) has been an invaluable partner with Fort Leavenworth and the Command and General Staff College (CGSC). Our engagement with KSU's DEL is a key component in educating future leaders for the Army. KSU has conferred more than 600 graduate and 10 doctoral degrees on Army personnel and family members through their programs.

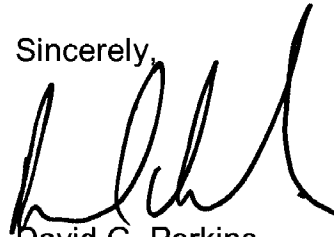
The most significant benefit from the KSU engagement is that we are a much better faculty because of the programs provided by the DEL Leadership. In addition to the many members of the CGSC faculty who have graduated from the KSU programs, KSU has shared its expertise in education through a strong continuing education program in faculty development. We are now seeing tremendous payback for the Army from the KSU/CGSC engagement. Members of the CGSC faculty who graduated from the KSU DEL programs are leading the Army education system and helping to manage the Army's new Learning Model 2015. The Army is in the midst of an education revolution, and much of the educational theory of that model can be directly traced back to the KSU DEL.

The depth of the scholarship being conducted collaboratively between CGSC and KSU DEL faculty is equally impressive. The strongest evidence of this is the upcoming publication, *New Directions in Adult and Continuing Education*, a book on adult education in military training and education, jointly developed by KSU and CGSC faculty members. There have also been numerous research publications in top journals jointly written by faculty members. One example was an article by CGSC and DEL faculty members on education in homeland security. This work was identified in the peer review process as a seminal work in the field. Together, CGSC and KSU are advancing expert knowledge in education, and this is all because of the spirit of engagement from KSU and DEL.

The examples above are just highlights of the many activities generated through the CGSC/DEL engagement that have greatly benefited the Army. We plan on building on this by creating even more benefits from this engagement. Our new Army Learning Model has created a knowledge gap in our existing faculty and curriculum development work force. The DEL is helping design programs to educate the Army's work force in the new skills they need. Clearly, through the sustained engagement between CGSC and the DEL, KSU will continue to have a major impact on the readiness of our Army.

CGSC greatly appreciates the spirit of engagement and the quality of expertise KSU so willingly shares with CGSC and the Army. The Army benefits from multidisciplinary cooperative programs throughout KSU that are proving of great value to Fort Leavenworth and the Army. However, the foundation all of these programs has been built upon is the sustained relationship, teacher to teacher, with the DEL. This engagement has been truly exemplary.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Perkins', written in a cursive style.

David G. Perkins
Lieutenant General, US Army
Commandant



DEPARTMENT OF THE ARMY
U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
100 STIMSON AVENUE
FORT LEAVENWORTH, KANSAS 66027-2301

REPLY TO
ATTENTION OF:

Office of the Dean of Academics

30 June 2010

I am writing to document the truly exceptional education program being provided to the United States Army by Kansas State University. This program, the Brigade Command Teach Spouse Development Program, is absolutely critical to the success of the Army because it is crucial in sustaining Army families in this time of war. The Army has long recognized that how well it trains and equips its soldiers will determine if we will win our Nation's wars. Now, after nearly 10 years of war we understand that training and equipping to sustain our Army families is equally critical to the success of the Army. Soldiers deployed in combat report that the stress they feel from the family problems back home are harder to deal with than actual combat operations. Any and everything the Army can do to reduce this stress must be done. The Kansas State program for spouse education which is part of the School for Command Preparation's Command Team Spouse Development Program-Brigade has become a centerpiece of how we prepare to support our Army families.

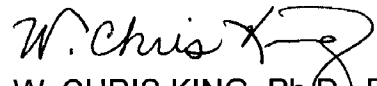
I am the Dean of the United States Army Command and General Staff College and the Army Liaison to Kansas State University (KSU) for academic program support. I hope that this letter can reflect the true importance KSU's new adult education program to the Army and specifically to Army families. To do this I need to provide a little background into how the Army operates. An Army unit consists of the assigned soldiers and their families. The commander is responsible for the health and welfare of the entire unit, soldiers and families. This all works well until a unit deploys and takes all the unit leadership and support away from its families. Life goes on at home, but without the support of mom or dad. The history of the Army is that at these times families bond together to support one another and help each other through these tough deployments and in the worse of cases, with the loss of loved ones in combat. The Army has expected Commander's spouses to take an important part in managing the family programs in deployed units, but unlike their soldier, has not prepared them for their mission.

The Command and General Staff College provides courses to all officers selected to command battalions and brigades in the Army. The purpose of these courses is to prepare officers for the unique challenges of leadership that come with command. For the reasons summarized in the paragraph above, the Army now recognizes the need to include an educational program for spouses as an integral part of our Commander's Course. However, the Army lacks the expertise to develop and teach a program for our spouses that meets the true needs of Army families today where they live 50% of their lives without their soldiers and worse, with their soldiers standing in harm's way. Kansas State University has, and this is not overstating, been a life saver for Army families. Working with Dr. Cheryl Polson from the Department of Educational Leadership-Adult Education, as the lead program administrator, they have built a multi-disciplinary team to develop and teach the spouse program the Army

needs. They conducted the needs assessment, built teams of Army spouses and educators to analyze the requirements, and finally designed innovative courses to meet our needs. To date, they delivered three iterations of this program of study, all in less than 3 months of the start of the project.

The results of the courses has been remarkable, both in the judgment of our coordinators and more importantly, as seen in the feedback of the students. Our educational outcomes are being achieved and the spouses believe strongly that they are much better prepared to support their families than before completing the program. Kansas State University has been remarkable in their ability to deliver this critically important adult education program to the Army in such a short time. It is exceptional in both the technical content that was tailored to the needs of Army spouses and the educational approaches that they have used to deliver the curriculum.

In 37 years of professional service in and out of the Army, I have not seen a program as well designed, constructed, and operated as what Kansas State University is doing for the Army Commanders Spouse Program. It is clearly of the quality fully deserving of the Malcolm Knowles Award. It is a truly innovative adult education program and it is critically important to the Army and the Nation as we struggle to support our soldiers and their families in this time of their great sacrifice.


W. CHRIS KING, Ph.D., P.E.
Dean of Academics
U.S. Army Command and
General Staff College

What K-State Ft. Leavenworth Adult Education Graduates Have to Say:

“Not sure you will remember me, and would be surprised if you did. I would like to thank you for your sponsorship, mentoring and friendship while I was at Ft. Leavenworth as a student and instructor. I have found the lessons I learned 17 years ago through the educational experience of the KSU program for a Master’s in Adult Education to have been of benefit in practically all aspects of my life.” **Lee S.**

“I wanted you to know that I am in charge of running Academic programs for Iraqis throughout the country..imagine what that degree has done for me now!!! :) Thank you...it was possible because of you!” **Andy**

“I hope you and the whole KSU team are well. Not a day goes by that I don't reflect on that experience and appreciate all you and the team did for me. You have touched a lot of officer's lives.” **RJG**

“If you care about leading and training Marines & Soldiers choosing to pursue the adult education master’s degree is the easiest decision you will ever make. KSU’s program will open your eyes to how Marines & Soldiers really learn and grow. I’ve been teaching Marines for over half of my career and I learned more about education in KSU’s one-year curriculum than I had in 8 years in Marine Corps & Army schools. I am amazed at what I didn’t know and how much more effective I am now as an instructor. The KSU professors are true professionals in their field and the program is everything you can hope for.” **Steve V.**

“It is hard to believe a year has already passed but I have used some of what I learned in designing classes for the Iraqi Army. You have to treat them as adult learners and equals or they lose interest quickly or worst you insulate them and your creditability is gone. They are a prideful people and that has to be factored in and built upon.” **Carl M.**

“Lastly, thanks for the advice throughout the year and helping me get through the program. Little things you said and did went a long way, especially with regards to my Mom. I have applied to be a Professor of Military of Science and put my degree to use.” **Harold M.**

“And on a last note, I am constantly recognizing myself doing things that I learned in the Adult Education program. I view meetings much differently and engage my staff to gather input from less vocal individuals. It is a fun challenge but has led to greater success. Thank you again!”**Dave**

“Hi! I am not sure if you remember me, but I participated in the Adult Ed Masters program though CGSC at Leavenworth. I want you to know that was truly a great experience and I use what I learned everyday in both my professional and private life. Thank you for everything you did to make it such a great experience.” **Chris R.**