THE BATTLE OF THE
BULGE-ARDENNES
LEADERSHIP EXPERIENCE
24-29 APRIL 2017

GERMANS SWEEP WEST THROUGH LUXEMBOURG;
REPORT PATTON ATTACKING ON SOUTH FLANK;
EISENHOWER URGES GREATEST ALLIED EFFORT

ROOSEVELT URGES
HOMEFOLKS TO BACK
SOLDIERS AT FRONT

GERMAN TOWN REDUCED TO RUBBLE AFTER SHELLING BY BOTH SIDES
The Staff Ride: A Proven Tool for Continuing Professional Development

In-depth study of leadership lessons from history – in the authentic landscape and context - provides a dynamic platform from which to explore, discuss and highlight contemporary leadership topics and issues. The course is structured using the “Staff Ride” model which has been used for over a century by, among others, the United States Military Academy at West Point, the Army War College, the Marine Corps University, and the U.S. Naval War College. A staff ride is a case study, typically of a military battle or campaign, conducted on the ground where the event happened. It is considered an essential instructional technique in advanced military schools and in field units. Experiential learning is not new, and in fact it has been enthusiastically accepted and adopted by the private sector. The NJSACOP has pioneered the adoption of this concept for contemporary law enforcement management and leadership development programs. Police Executives who participate in Law Enforcement Staff Rides visit and study a select battlefield for the purpose of drawing parallels between that military campaign and their own issues/challenges, including leader training, supply chain management, timely decision-making, effective communications, and resource deployment.

A significant component of this detailed study is the analysis of the terrain over which the action took place and the effect of that terrain upon the decisions and decision-making process of the leaders to be studied. It is this three dimensional visualization of the battlefield that separates a staff ride from a more traditional classroom experience. Another important aspect of the staff ride model is that participants are taken completely out of their “normal” context, freeing them to challenge their perceptions and assumptions, and be more open to take in lessons.

Ossad, Steven L. Wharton Leadership Digest January, 2006, Volume 10, Number 4

Premier academic institutions have also taken note of the utility of the staff ride in other contexts as well. “The staff ride is no longer for military personnel alone. Over the past decade, the Wharton School and a number of other universities and commercial organizations have adapted the practice for executive management and leadership development training. Aimed primarily at business students and other professionals, the corporate staff ride draws on the popularity of experiential learning while exploiting the intensity of combat to dramatize decision-making under the most extreme circumstances…. Studying the life and death decisions of military leaders on the very ground where the consequences of those decisions played out is a powerful experience. When it comes to executive training, corporate staff rides offer an unforgettable set of lessons.”


In this extensive review of executive development efforts across a multitude of private and public sector organizations, the OPM found that, in contrast to much of the public sector, the private sector “adopts a holistic approach to the continued development of executives by offering a wide range of developmental activities.” Moreover, in the top performing private sector organizations, chief executives often serve as sponsors of such executive development efforts, which “cascades down and engages the rest of the organization in creating a culture that values learning and development.” As a result of this extensive literature review and benchmarking interviews that comprised the OPM study, several key themes and trends consistently emerged, including:

⇒ Experiential Learning is Key
⇒ Linking learning and development opportunities to the organization's mission and strategic goals
⇒ Executive sponsorship is vital
⇒ A blended approach is helpful

The NJSACOP has put these pedagogic recommendations to full use in constructing the “NJSACOP Battle of the Bulge—Ardennes Leadership Experience.”
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Course Outline

Pre-course:
- Reading list / assignments distributed
- Pre-course orientation
- Delegates fly to Paris

Monday, 24 April 2017—Amsterdam
- Attendees meet at Schipol Airport, Amsterdam, Netherlands
- Course orientation and briefing
- Program at Anne Frank House

Tuesday, 25 April 2017—Operation Market Garden
- Discussion/reflection on previous day’s learning
- Nijmegen, Arnhem, Hartenstein Airborne Museum
- Aachen, Germany

Wednesday, 26 April 2017—Battle of the Bulge
- Discussion/reflection on previous day’s learning
- Siegfried Line-Dragon’s Teeth
- Northern Shoulder-SS Col. Peiper’s Spearhead
- Krinkelt, Honsfeld, Malmedy, Stavelot, LaGieize, Stoumont, Trois Ponts

Thursday, 27 April 2017—Battle of the Bulge
- Discussion/reflection on previous day’s learning
- St. Vith, Poteau, Houffalize, Parker’s Cross Road
- Bastogne: Easy Company Sites, Bastogne Siege Sites

Friday, 28 April 2017—Battle of the Bulge
- Discussion/reflection on previous day’s learning
- Luxembourg American Cemetery (Gen. George Patton’s Gravesite)
- Ettlebruck, Diekirch
- Amsterdam, Netherlands

Saturday, 29 April 2017—Amsterdam
- Debrief / reflection on the “Leadership Experience” / roundtable on lessons learning and applicability to the modern police workplace
- Course closure

“I truly believe that the staff ride concept produced an environment for an unprecedented learning experience.” He noted that even though the staff ride evolved from a military concept, it has nothing to do with war. “He underscored that people who have never experienced a staff ride should not mistakenly assume it equates [their business] with the business of war. In fact, it does no such thing.” [Robert Mutch, US Fire Service consultant, quoted in “What’s A Staff Ride?,” Volume 62, No. 4, Fall 2002, pp 6-7, US Department of Agriculture Forest Service: Fire Management Today]
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Course Faculty

Chief Inspector Dean Hollands

Dean Hollands, MPhil, MSc, BSc Hons., is a former Detective Chief Inspector with the Surrey (UK) Police, having previously served seven years in the Royal Army Ordinance Corps. While with the RAOC, DCI Hollands served in the United Kingdom, West Germany, Falkland Islands and Cyprus, before joining Surrey Police in 1989. His most recent police posting was as the lead on the Surrey Police Force Improvement Team. Previously, he performed a variety of uniformed and detective roles at all ranks from Constable to Detective Chief Inspector, during which time he lead a number of diverse teams in a variety of operational and strategic roles including surveillance, covert, intelligence, homicide investigations and reviews of high profile unsolved crimes and Roads Policing.

For four years (2010 – 2013), DCI Hollands was seconded to the College of Policing, where he served as a Leadership Tutor (Instructor). While on the faculty of the College of Policing, he designed and delivered the Executive Skills Module portion of the Foundation for Senior Leaders Programme. He also delivered sessions of the Business and Professional Policing Skills modules. During his tenure at the College DCI Hollands also designed and delivered leadership training for senior leaders in the Special Constabulary. In addition to his position with the College of Policing, DCI Hollands also lectured at the European Police College and three times at the annual NJSACOP Police Executive Institute on the relevance and importance of key leadership issues today through the use of case studies that examine the leadership successes and failures of historical leaders. DCI Hollands has twice volunteered in China teaching English and classroom management techniques to school teachers from Southern China. At the College of Policing DCI Hollands was awarded two Director’s Commendations for his work in designing and delivering leadership training nationally and internationally. In 2001, he received a Leadership Award from the Ashridge Business School for his research into leading policing within diverse communities.

Professor William "Pat" Schuber

William "Pat" Schuber is an Assistant Professor in the School of Administrative Science, Fairleigh Dickinson University. He is a faculty member in the Master of Administrative Science (MAS), Master of Science in Homeland Security (MSHS), and Bachelor of Arts in Individualized Studies (BAIS). His courses include Leadership, Government, Homeland Security, Law, Ethics and Communication. He is also the Co-Director of the Diplomacy and International Relations Program. Professor Schuber is a past Adjunct Professor in Business Law at Montclair University and Seton Hall University. He is an Instructor in the Certified Public Manager Course of Studies (CPM) and the NJSACOP Police Executive Institute. Professor Schuber has also instructed for the New Jersey State Police (NJSP).

Professor Schuber has conducted Leadership Staff Ride Seminars at the Battlefields of Normandy, Gettysburg, Antietam, Manassas, Trenton, Princeton, Monmouth Courthouse, and Brandywine. He lectures frequently on military history, historical leadership, homeland security, ethics, communication and conflict resolution to numerous civic groups, and is the Seminar Director for the Bergen Leads Program sponsored by the Volunteer Center of Bergen County. This program trains future leaders in business, non-profit and government. He has also published several scholarly articles and co-authored books on topics of History, Leadership and Homeland Security.

Previously, Professor Schuber served as the County Executive of Bergen County for 12 years, and served for 9 years as a member of the New Jersey State Assembly. He was also the Mayor of the Borough of Bogota for 4 years. More recently, he has been appointed a Commissioner of the Port Authority of New York and New Jersey. He is a graduate of Fordham University with a BA and received his JD at Fordham University School of Law.

FACILITATORS:

Executive Director Mitchell C. Sklar

Mitchell Sklar has served as the Executive Director of the New Jersey State Association of Chiefs of Police since 1999. Prior to joining the NJSACOP, Mr. Sklar served as legislative advisor for Law Enforcement, Criminal Justice, Judiciary, and related issues for a United States Senator in Washington, DC. He received his Juris Doctor degree from the Rutgers University School of Law, a Master of Administrative Science degree from Fairleigh Dickinson University, and a Bachelor of Arts degree in Politics and Government from the University of Hartford. He has completed the Police Legal Advisors Training Program at the United States Federal Law Enforcement Training Center [FLETC] in Glynco, Georgia, the Executing Public Policy for Police Executives and Integrated Risk Management programs at the Leadership Development Centre, Canadian Police College in Ottawa, Ontario, and the Senior Leadership Programme, Foundation for Senior Leaders at Great Britain’s College of Policing at Bramshill, Hampshire, England. Additionally, he has received a Certificate in Facilitation Skills from The Training Foundation, and is an Associate Member of the British Institute for Learning and Development.

Chief Paul M. Cell

Paul Cell is a 35 year veteran of the Montclair State University Police Department., and was named Chief of the agency in 2001. In addition to his responsibilities as Chief, he is also responsible for the MSU Emergency Services Response Unit, and has been named as the University’s Emergency Manager.

He is a graduate of the 217th Session of the F.B.I. National Academy. Chief Cell continues to train extensively in the areas of executive management and leadership, and has attended the F.B.I. Law Enforcement Executive Development Seminar [LEEDS] and the Royal Canadian Mounted Police Executive Officer Development Program. Chief Cell is a Past President of the New Jersey State Association of Chiefs of Police, and currently serves as Vice President of the International Association of Chiefs of Police [IACP].
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MAKE CHECKS / PURCHASE ORDERS PAYABLE TO AND SEND TO:
New Jersey State Association of Chiefs of Police
751 Route 73 North, Suite 12, Marlton, NJ 08053
P: 856.334.8943 F: 856.334.8947 E: njsacop@njsacop.org
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COST: $2,370 per attendee

REGISTRATION FORM

Name: ______________________________________________________________________

Rank/Title: ______________________________________________________________________

Agency: ______________________________________________________________________

Address: ______________________________________________________________________

City: ___________________________________   State:  _________   Zip:  _____________

Phone/Fax/E-Mail: ______________________________________________________________

PAYMENT:
Form of Payment: Check ___   Purchase Order ___    Credit Card: __Visa __ Mastercard __ AMEX

Credit Card #: _____________________________________  Expiration Date: _________________

Billing Address: ___________________________________________________________________

City/State/Zip: ____________________________________________________________________

________________________________________                ____________________
Signature                          Date

The Battle of the Bulge/Ardennes Leadership Experience is able to accommodate up to 20 delegates. Applications are accepted on a “first come, first served” basis, with final approval reserved by the NJSACOP. Each of the delegates will assume responsibility for airfare and program fee and tuition. Accommodations and in-country transport will be included within the program fee. Some food costs may be included in the fee. Any food, beverage or other costs over and above that provided to delegates will be the responsibility of each individual delegate.