



The Civil Affairs Association
in coordination with the
Association of the United States Army
Modern War Institute of West Point
Irregular Warfare Initiative at West Point
U.S. Army Security Force Assistance and Stability Integration Directorate
Joint Special Operations University
NATO Civil-Military Cooperation Center of Excellence
and
Joint Civil-Military Interaction
Is pleased to invite you to the

2025 Civil Affairs Symposium:
“Redefining Civil Affairs”

The Ronald Reagan Presidential Library and Museum
40 Presidential Drive
Simi Valley, CA 93065

Friday, November 14th – Saturday, November 15th 2025

During each era of conflict, civil affairs has redefined itself to meet changing foreign policy and national security objectives, doctrine, and force development priorities. This time, there is intense focus on force lethality for large-scale combat operations (LSCO) in a rapidly changing, volatile, and dynamic strategic environment. While many senior military leaders are coming to understand the value of CA as a unique strategic economy-of-force capability to shape, set conditions, and “secure the victory” before, during, and after LSCO, the dominant view of CA remains as an “enabler” or “multiplier” for post-conflict stabilization and governance. As a non-lethal information force in the human dimension that wins without fighting, the future of civil affairs is once again open to adapt to the next generation of warfare.

At the same time, there has been a growing consensus for a unifying narrative to help service institutions, commands, and joint, interorganizational, and multinational (JIM) partners understand, leverage, and integrate civil affairs. The Association has forged a narrative strategy on “Telling the Civil Affairs Story” for CA professionals to explain what CA is, what it does, and why and how it is important to them.

How must CA redefine itself to meet current requirements while anticipating future imperatives? What DOTMLPF-P¹ changes should occur within and beyond current CA, Army, Marine Corps, and JIM capacities to realize CA’s full potential? How should we prioritize and implement them?

From the workshops, speakers, and *Civil Affairs Issue Papers*, the Symposium enables the CA Corps to come together, network, formulate, and discuss ways ahead with institutional and policy leaders as well as recognize its outstanding members, enjoy camaraderie, and build *esprit de corps*.

¹ Doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy.

Agenda

All times PST (GMT -8)

Friday, November 14th – Workshops: Presidential Learning Center, Ronald Reagan Presidential Library

- 8:00 Sign-In and Information Browsing - Coffee, Tea (All Participants Must Sign-In)
- 8:30 Colors posted (358th CA BDE Color guard)
- 8:35 Administrative Remarks:
Colonel Caroline Pogge, Vice President for Programs & Events, Civil Affairs Association
- 8:45 Opening Remarks:
Hugh Van Roosen, Major General (Ret.), U.S. Army, President, Civil Affairs Association
- 9:00 *Workshop I: Proponent-led Discussion of the Organizational Future of Civil Affairs*
Facilitator: *Lieutenant Colonel Ryan Middlemiss, Director, Civil Affairs Branch Proponent, U.S. Army JFK Special Warfare Center & School (USAJFKSWCS)*
Discussants:
- *Colonel Jay Liddick, Director, U.S. Army Security Force Assistance and Stability Integration Directorate (SFASID)*
 - *Colonel John Wilcox, J-39 Civil Affairs Branch and Proponent Chief, U.S. Special Operations Command (USSOCOM)*
 - *Lieutenant Colonel Jason Monhollen, Civil Affairs Capability Manager, U.S. Army Special Operations Command (USASOC) (TBC)*
 - *Lieutenant Colonel Robert Benda, Director, U.S. Marine Corps Civil-Military Operations School (MCCMOS) (TBC)*
 - *Lieutenant Colonel Brian Grimsley, Civil Affairs Policy Advisor, Office of the Deputy Assistant Secretary of Defense for Counternarcotics and Stabilization Policy (CNSP), Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD (SO/LIC)) (TBC)*
- 10:30 *Workshop II: The Organizational Future of the U.S. Army Civil Affairs & Psychological Operations Command (Airborne)*
Facilitator:
TBD, COS or G3, USACAPOC(A) (TBC)
Discussants:
- *Brigadier General Marshall Straus Scantlin, Commander, 350th Civil Affairs Command*
 - *Colonel (P) Dan Keenaghan, Commander, 351st Civil Affairs Command (TBC)*
 - *Colonel (P) Sue Gannon, Commander, 352nd Civil Affairs Command*
 - *Colonel Clifton Kyle, Commander, 353rd Civil Affairs Command (TBC)*
- 12:00 Catered Lunch On-Site
- 13:00 *Workshop III: With the Dissolution of USAID, How Can Civil Affairs Lead Department of War Efforts to Maintain Strategic Access, Placement, and Relationships to Counter our Adversaries?*
Facilitator: *Mick Crnkovich, Founder and CEO, Stratagem Consulting and former Director of Irregular Warfare, ASD (SO/LIC)*
Discussants:
- *Sara Whiteley, Disaster Operations, Civil-Military, International Disaster Relief, Department of State (TBC)*
 - *Ciara Knudsen, Senior Advisor, Pax Strategies Group, and former Director of the Office of Civilian-Military Cooperation, USAID*
 - *Scott Withrow, Senior Technical Advisor, Creative Associates International*
 - *Ryan McCannell, former USAID development advisor, ASD (SO/LIC), and former Association director*
 - *Lieutenant Colonel Peter Schaefer, Branch Chief, Concepts Interoperability Capabilities, Civil-Military Cooperation Centre of Excellence, The Hague*
- 14:30 Break

15:00 *Workshop IV: How Civil Affairs Contributes to Lethality – Observations from an Emerging State*
Facilitator/Presenter: *Colonel Michael R. Hanneken, Ph. D., Director, Strategic Plans, Combined Joint Task Force – Operation Inherent Resolve, Senior Fellow, Peace Innovation Lab, Stanford University*
Discussants:

- *Dennis J. Cahill, Sr., Colonel (Ret.), Colonel, U.S. Army Civil Affairs, Deputy Civil Affairs Capability Manager, U.S. Army Special Operations Command Force Modernization Center; Director, Civil Affairs Association; and Distinguished Member of the Civil Affairs Corps*
- *Christopher Holshek, Colonel (Ret.), U.S. Army Civil Affairs, Director, Civil Affairs Association, and Distinguished Member of the Civil Affairs Corps*

16:30 Workshops Adjournment

**17:00-19:00 78th Civil Affairs Association Board of Directors Meeting – Members only (agenda posted separately),
Presidential Learning Center, Ronald Reagan Presidential Library**

18:00 No-Host Social, to be announced by the 358th CA Bde.

Saturday, November 15th – Plenary Session: Presidential Learning Center, Ronald Reagan Presidential Library

8:00 Sign-In and Information Browsing - Coffee, Tea (All Participants Must Sign-In)

8:40 Administrative Remarks:
Colonel Caroline Pogge, Vice President for Programs & Events, Civil Affairs Association

8:45 Welcome:
Hugh Van Roosen, Major General (Ret.), U.S. Army, President, Civil Affairs Association

9:00 Presentation and Discussion of Workshop Findings and Recommendations (TBP in the Symposium Report)
Moderator: *Colonel Caroline Pogge, Vice President for Programs & Events, Civil Affairs Association*
Reports:

- *Lieutenant Colonel Ryan Middlemiss, Director, Civil Affairs Branch Proponent, USAJFKSWCS (TBC)*
- *Colonel Jason Arndt, G3, USACAPOC(A) (TBC)*
- *Mick Crnkovic, Founder and CEO, Stratagem Consulting, former Director of Irregular Warfare, ASD (SO/LIC) (TBC)*
- *Colonel Michael R. Hanneken, Ph. D., Commander, 308th Civil Affairs Brigade and Senior Fellow, Peace Innovation Lab, Stanford University*

10:00 Break – Networking and Information Browsing

10:30 Featured Civil Affairs Institutional Command Speaker
Introduction: *Hugh Van Roosen, Major General (Ret.), U.S. Army, President, Civil Affairs Association*
Speaker: *Major General Jason C. Slider, 37th Commanding General of the U.S. Army JFK Special Warfare Center & School, U.S. Army Special Operations Center of Excellence*
“The Future of Civil Affairs”

12:00 Catered Lunch On-Site

12:15 Luncheon Topic: “The Future of the Civil Affairs NCO”
Introduction: *Command Sergeant Major Louis Poma, 304th Civil Affairs Brigade*
Speaker: *Command Sergeant Major George H. Conklin, USACAPOC(A)*

13:00 Featured Civil Affairs Force Command Speaker
Introduction: *Hugh Van Roosen, Major General (Ret.), U.S. Army (Ret.), President, Civil Affairs Association*
Speaker: *Major General Andrée G. Carter, Commanding General, USACAPOC(A)*
“The Future of USACAPOC(A)”

14:00 Break – Networking and Information Browsing

14:30 Civil Affairs Issue Paper Presentations
Moderator: *Brigadier General (Ret.) Glenn A. Goddard, Civil Affairs Issue Papers Committee Chairman*

- “Organizing for Large-Scale Combat Operations: Consolidation of Civil Affairs Forces at the Division”
- Major Shawn M. Blaydes, Major J. Mike Teeter, and Mr. Walter Ellison II
- “The Civil Affairs Redefined Image (CARI) Model and Artificial Intelligence”
- Colonel Marco A. Bongioanni
- “Should the United States Adopt a CIMIC Model of Civil Affairs for Homeland Defense?”
- Lieutenant Colonel Robert Boudreau, Lieutenant Colonel Michael Aniton, and Lieutenant Colonel Peter Schäfer
- “Seizing the Initiative: The Case for Civil Affairs-Enabled Unity of Command in U.S. Stabilization Efforts”
- Mr. Ryan McCannell
- “Redefining Civil Affairs: A Call for Modernization”
- Major John E. McElligott, Sergeant Major Robert J. Bruce, and Major Chris G. Antonov

15:30 Vote Tally on Issue Papers – Presentation of Issue Paper Awards

15:45 Announcements, Closing Remarks, and Symposium Adjournment.

15:55 Colors retired (358th CA BDE Color guard)

Saturday – Evening: 358th Civil Affairs Brigade Gala at the Reagan Presidential Library and Museum

18:00 Cocktail hour and receiving line.

19:00 Colors posted – Dinner

20:00 Distinguished Speaker

Introduction: Colonel John Paul LeCedre, Commander, 358th Civil Affairs Brigade

Winfield Scott and Association Awards

21:00 Colors retired.

Notes:

1. Symposium registration fee is \$75 for Association members, \$100 for nonmembers (online advance only) – no walk-ins. Fee covers administrative costs, Friday and Saturday lunch, and Friday-Saturday beverages. To register for the Symposium or sign up for the Dining Out, go to the [Civil Affairs Association website events](#) page.
2. All attendees at the Symposium who are not members will automatically receive a free one-year membership in the Association. Current members who are not life members will likewise receive a one-year extension of their membership.
3. Dining Out attendance is an individual choice and responsibility. Dinner fee per person is up to \$75. For more information and to sign up directly, go to the [358th Civil Affairs Brigade Gala Dinner page](#).
4. Lodging is also an individual responsibility. For lodging recommendations nearby the Symposium site, go to the [Lodging and Local Information](#) page on the Ronald Reagan Presidential Library and Museum website.
5. Workshop and Symposium uniform is duty uniform or business working; Dining Out uniform is formal wear, or mess dress; and, the Association Board meeting uniform is business casual.
6. The Association will not live-cast the Symposium online. Instead, it will record and post it in segments on the [Eunomia Journal YouTube Channel](#) shortly after the Symposium.
7. The interim Symposium Report will be published in January 2025; the final version will appear in Vol. 12 of the *Civil Affairs Issue Papers*, to be published in February 2026 (online) and March 2026 (print).

Next Event: online Civil Affairs Roundtable, April 2026.

The Civil Affairs Association is a not-for-profit military professional and veteran association under IRS code section 501(c)19 that serves as the de facto regimental association of the Civil Affairs Corps. It seeks to further the intellectual capitalization and readiness of the extended Civil Affairs Corps and its members as well as a global civil-military network among the U.S., NATO and other regional allies, and international partners through the provision of platforms for discussion of topics related to Civil Affairs and partner force, organizational, and professional development. The opinions expressed by anyone appearing at an Association event or in any Association publication are entirely his or her own and not to be construed as the opinion of any government agency, the person's represented office, the Association, or its organizational partners, unless specifically cited or referenced in official strategy, policy, doctrine, regulatory documents, or cleared media sources or organizational publications.

For more, go to: <https://www.civilaffairsassoc.org/>. And please subscribe, consider joining, or update your contact information.