



DUKE UNIVERSITY PROGRAM IN
★ ★ AMERICAN ★ ★
GRAND STRATEGY

**AGS Staff Ride Application
The Road to Rome
Italian Campaign – World War II
March 12-19, 2023**

Application due: 11:59 PM, Sunday, October 30, 2022

Next spring (March 12-19, 2023), Duke's Program in American Grand Strategy will take a group of 20-25 students on a weeklong staff ride to Italy. The students will be accompanied by faculty, staff and alumni Participants will follow the Allied Italian Campaign of Jan-Jun 1944 from Anzio and Cassino to Rome. Through the staff ride, participants will develop a strategic understanding of the Italian Campaign and the Second World War in a unique way—by seeing firsthand the battlefields and examining events through the eyes of key decision-makers. All years (undergrad, Masters level, and PhD students) and all majors are encouraged to apply, regardless of prior involvement with AGS. We are looking for enthusiasm!

What is a staff ride?

A staff ride is a guided tour in which the participants are the guides. Through AGS, Duke students have the opportunity to learn outside the classroom and consider strategic decisions from the places where they were made. In a staff ride, participants are assigned roles, which span all leadership levels, from battlefield tacticians and spies to world and cultural leaders. For this campaign, assigned roles might include Winston Churchill, General Mark Clark, film director Frank Capra, or Italian spy Maurizio Giglio. Participants ask the questions, "What happened?", "Why?", "With what result?", and go further: "Did this person make the right decision at this juncture?", "How would I have acted in her/his/their place?", "Should he/she/they have made a different decision given the information they had?"

The success of a staff ride rests on its participants. Active, enthusiastic, and rich participation from each member gives the experience value—they are collective efforts. During the trip, each participant will give a short speech from the perspective of their assigned character, discussing his or her strategic thinking and decision-making process.

STUDENT RESPONSIBILITIES

Students are responsible for preparing for the Staff Ride, paying the required fees, and behaving appropriately on the Staff Ride. Preparing for the staff ride requires:

1. Attendance at any preparatory meetings: we will meet occasionally to discuss the readings, logistics, and other details about the trip.
2. An understanding of the general background: you will be given a general background materials list after selection. This list will include mandatory as well as recommended pieces of writing and films.
3. An understanding of your character: in addition to general reading, you will need to research and develop a good understanding of your assigned character to prepare for your presentation.
4. Role presentation: as noted above, at some point during the Staff Ride, each participant will be asked to give a short briefing on certain aspects of the Italian Campaign from the perspective of their assigned character. Please be respectful of the characters that you are portraying, of how you choose to present them, and of the other participants.

5. The payment of fees: students must pay a *nonrefundable* deposit to guarantee their spot on the Staff Ride once selected. The trip is subsidized by AGS. However, students will be required to pay a portion of the cost, detailed below, depending on financial aid.

COSTS & FINANCIAL AID

The total cost for each student will be \$1100. While all meals during the trip are included, we also recommend students bring some extra money with them to Italy for miscellaneous expenses. If you would like to request financial assistance, *please* fill out **both** this application and the financial aid application. *The financial aid application is separate and will not be considered in selection decisions—applications are **need-blind**.*

DEPOSIT

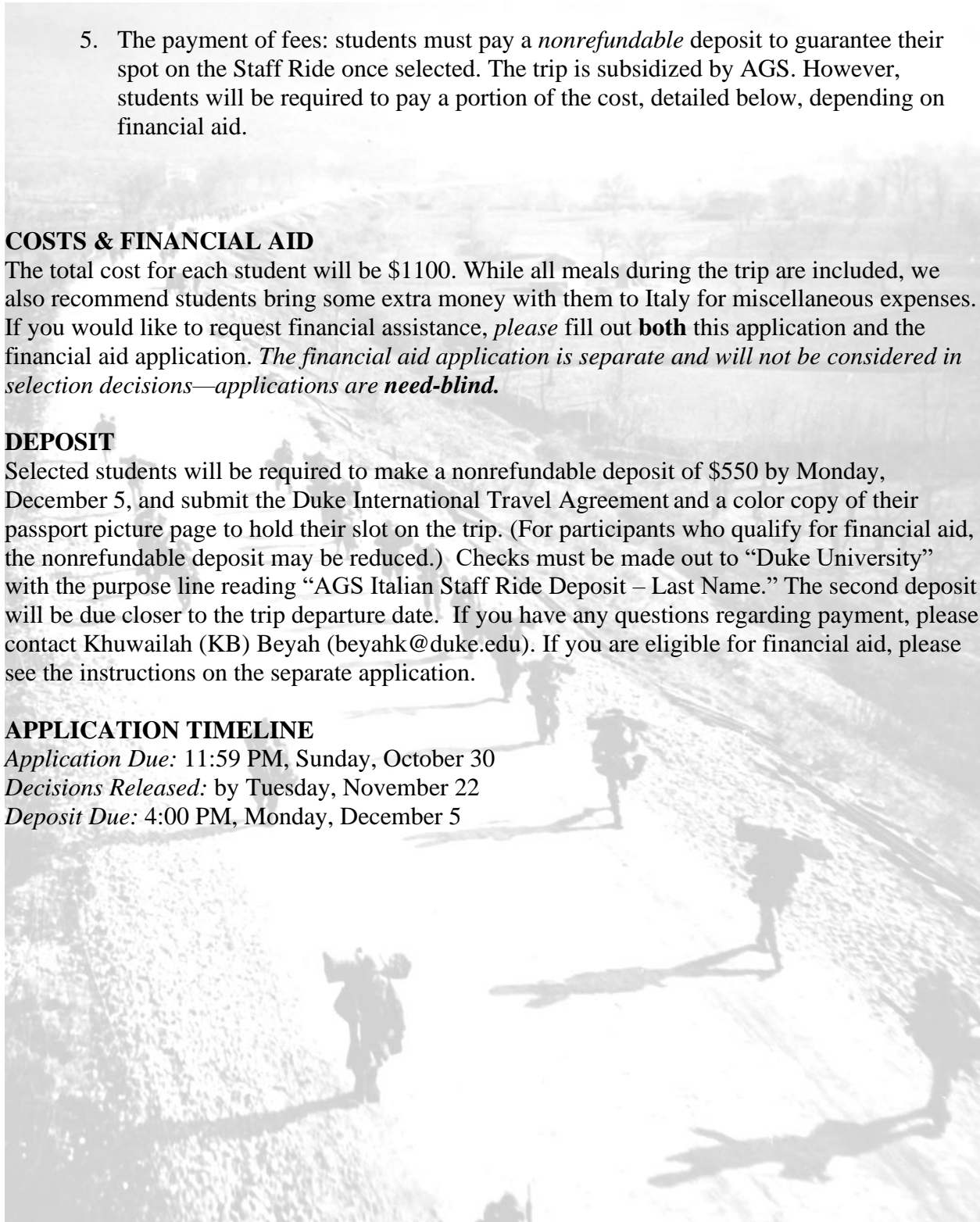
Selected students will be required to make a nonrefundable deposit of \$550 by Monday, December 5, and submit the Duke International Travel Agreement and a color copy of their passport picture page to hold their slot on the trip. (For participants who qualify for financial aid, the nonrefundable deposit may be reduced.) Checks must be made out to “Duke University” with the purpose line reading “AGS Italian Staff Ride Deposit – Last Name.” The second deposit will be due closer to the trip departure date. If you have any questions regarding payment, please contact Khuwailah (KB) Beyah (beyahk@duke.edu). If you are eligible for financial aid, please see the instructions on the separate application.

APPLICATION TIMELINE

Application Due: 11:59 PM, Sunday, October 30

Decisions Released: by Tuesday, November 22

Deposit Due: 4:00 PM, Monday, December 5



INSTRUCTIONS

Answer the following questions in this Word document. Save the Word document as Italy Staff Ride 2022_FirstName_LastName. Attach the file to an email and send it to Khuwailah (KB) Beyah (beyahk@duke.edu) by **11:59 PM, Sunday, October 30**. Please email Sam Reynoldson (samuel.reynoldson@duke.edu) or Maeve Sullivan (maeve.sullivan@duke.edu) if you have any questions. **By submitting this application, you are agreeing to take part if selected.**

APPLICATION

Full Name: _____

Class Year: _____

Major: _____

Gender: _____

Date of Birth: ___/___/___

Duke NETID: _____

Phone: _____

Do you have a passport?* No Yes

**A passport is required for international travel. Passports need to be valid for 6 months post-travel (for our purposes, until October 2023). Selected students who do not yet have a passport will need to procure one prior to January 15, 2023. If you have any concerns about getting a passport within the necessary time frame, reach out Khuwailah (KB) Beyah (beyahk@duke.edu).*

Do you have a medical condition that may impact your participation on the Staff Ride or travel?
No/Yes If yes, please describe:

Do you have any dietary restrictions or food allergies?
No/Yes If yes, please describe:

Have you participated in past AGS domestic or international staff rides and/or fieldtrips?
No/Yes If yes, please describe:

Do you know Italian (or any Romance language)?
No/Yes If yes, at what level of proficiency?

APPLICATION QUESTIONS

1) In 250 words or fewer, describe why you would like to participate in the staff ride and what your participation would add to the group. (This can be anything: subject matter expertise, experience, knowledge of Italian language or culture, fun, etc.)

2) After Operation TORCH—the Allied invasion of North Africa—there was considerable disagreement between the British and the Americans about what to do next. It was clear that the Allies were on the offensive. Both sides believed the ultimate objective was a cross-channel invasion of France to prepare a final push to Berlin. However, the British were generally of the opinion that the northern invasion should be delayed until 1944, and that an invasion of mainland Italy should be attempted in the meantime, while the Americans believed all efforts should be focused on the liberation of northwest Europe.

In May 1943, British and American leaders met in Washington, D.C. at the TRIDENT Conference to formalize the Allied strategy to end the war. Attached is a collection of papers and minutes from the TRIDENT Conference. Pages numbered 87 through 89 detail the British position (that Italy should be invaded before France), and pages numbered 103 through 106 detail the position of the Americans (that all efforts should be directed toward the northern invasion).

In 500 words or fewer, explain which strategic argument you find more convincing, and why. **Do not** use the benefit of hindsight! That is, write as though you are in the shoes of the decision-makers at the time, with only the information they had available then. Draw upon only the two position papers you have been asked to read.

APPLICATION ACKNOWLEDGMENT

By signing below, I acknowledge that if I am selected to attend the Staff Ride, I will pay a \$550 nonrefundable deposit, unless otherwise determined by the financial aid application, and submit a color copy of my passport picture page by Monday, December 5 to secure my spot on the trip.

Signature

Date

Printed name