Developing Army Strategic Thinkers in an Age of Austerity
Developing Army Strategic Thinkers in an Age of Austerity

Presented at the U.S. Army War College 23rd Annual Strategy Conference, 10-12 April 2012, Carlisle, PA.
Strategic Thinking in the Army Context

Mostly Innate
Conceptual skills
Openness

Mostly Learned
Frames of reference development
Enterprise understanding
Conceptual Skills

Minimum SAT Score

Air Force: 1100
Navy: 1050
Marines: 1000
Army: 920
## Conceptual Skills

### Subtle Messages About Intellectual Prowess

### ROTC OML Model

#### Academic Program (40%)

(40.00%) Cumulative GPA (includes ROTC GPA)
(Spring Semester, most current)

#### Leader Program (60%)

**Military (45%)**

- 15% WF Performance (E/S/N) *(6.75%)*
  - Leadership positions
  - Leadership attributes/skills/actions
- 25% WF PLT TAC Evaluation (E/S/N) *(11.25%)*
- 10% WF Land Navigation (1st score) *(4.50%)*
- 15% Cadet Training / Extracurricular Activities *(6.75%)*

**Physical (15%)**

- 85% APFT *(2.25%)*
  - 10%, Campus (most current fall semester)
  - 15%, Campus (most current spring semester)
  - 75%, WF (1st score)
- 5% Swimming *(2.25%)*
  - 50%, Campus Cadet Cmd Swim Test
  - 50%, LDAC CWST
- 10% Varsity, Intramural, or Community Team Athletics *(2.25%)*

**Language/Cultural Awareness** *(2.25%)*

- 15% PMS MSIII CER OML *(6.75%)*
- 10% PMS Accessions OML *(4.50%)*
- 10% PMS Accessions Potential Comments *(4.50%)*
- 5% Language/Cultural Awareness *(2.25%)*

---

*Green numbers are percents of the total OMS score (out of 100 points)*

---

**Warrior Forge, Platoon Top Five** = 1 point added to final OMS
**RECONDO** = 0.5 point added to final OMS
Openness

The After Action Review

59% agreed with:
My unit or organization encourages the frank or free flow discussion of ideas.

US Army War College

• Mean for openness in Army students is below societal average

• Officers selected for brigade command are below USAWC mean
Enterprise Understanding

Army Development Test and Evaluation Funding Lost on Cancelled Programs

BY 2010 $ Billions

Fiscal Year

% Annual Army DT&E Budget


0 0.5 1 1.5 2 2.5 3 3.5 4 4.5 5

0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50%
Pentagon Time for Senior Officers

Percentage of MFE Officers’ Career Spent in Pentagon Prior to Attendance at Senior Service College
Personnel Austerity

Active Component Endstrength

<table>
<thead>
<tr>
<th>Year</th>
<th>Endstrength</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
<td>580 (000)</td>
</tr>
<tr>
<td>FY12</td>
<td>560 (000)</td>
</tr>
<tr>
<td>FY13</td>
<td>540 (000)</td>
</tr>
<tr>
<td>FY14</td>
<td>520 (000)</td>
</tr>
<tr>
<td>FY15</td>
<td>500 (000)</td>
</tr>
<tr>
<td>FY16</td>
<td>480 (000)</td>
</tr>
<tr>
<td>FY17</td>
<td>460 (000)</td>
</tr>
<tr>
<td>FY18</td>
<td>440 (000)</td>
</tr>
<tr>
<td>FY19</td>
<td>440 (000)</td>
</tr>
<tr>
<td>FY20</td>
<td>440 (000)</td>
</tr>
</tbody>
</table>
## Developing Strategic Thinking During Austerity

<table>
<thead>
<tr>
<th>Accessions</th>
<th>Conceptual Skills</th>
<th>Openness</th>
<th>Frames of Reference</th>
<th>Enterprise Understanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignments</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Assessments</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Adjust OPMS XXI</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Developing Army Strategic Thinkers in an Age of Austerity