



**U.S. Army War College**

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# Developing Army Strategic Thinkers in an Age of Austerity



**Strategic Studies Institute**



# Strategic Thinking in the Army Context

## Mostly Innate

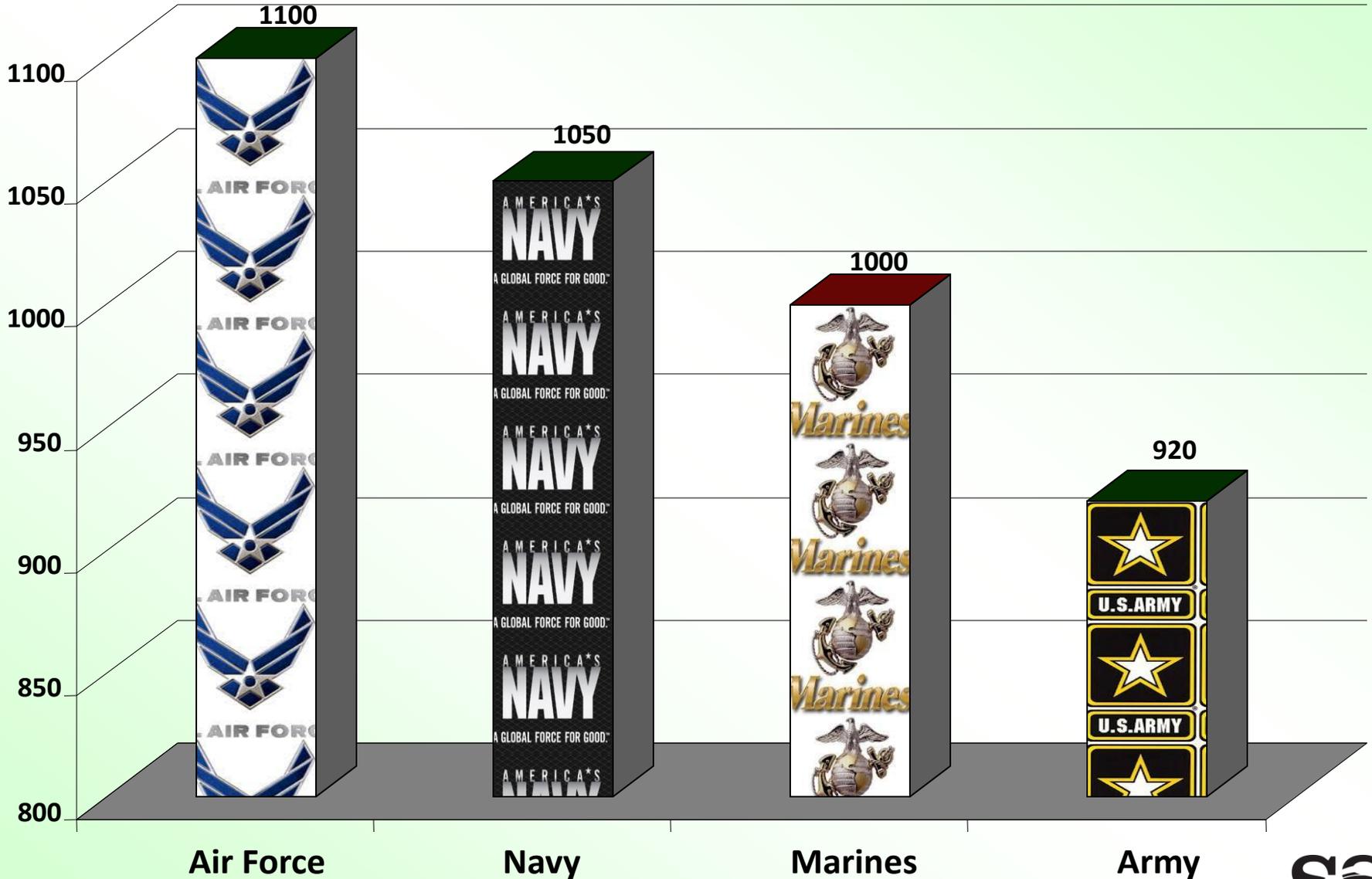
Conceptual skills  
Openness

## Mostly Learned

Frames of reference development  
Enterprise understanding

# Conceptual Skills

*Minimum SAT Score*



# Conceptual Skills

## Subtle Messages About Intellectual Prowess



U.S. ARMY

### ROTC OML Model

#### Academic Program (40%)

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

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

#### Leader Program (60%)

##### Military (45%)

- (6.75%) **15%** WF Performance (E/S/N)
  - Leadership positions (1.28%)
  - Leadership attributes/skills/actions (1.91%)
- (11.25%) **25%** WF PLT TAC Evaluation (E/S/N) (1.91%)
- (4.50%) **10%** WF Land Navigation (1st score) (0.375%)
- (6.75%) **15%** Cadet Training / Extracurricular Activities (9.56%)
- PMS Experienced Based Observations (0.375%)
- (6.75%) **15%** PMS MSIII CER OML (0.375%)
- (4.50%) **10%** PMS Accessions OML (1.50%)
- (4.50%) **10%** PMS Accessions Potential Comments
- (2.25%) **5%** Language/Cultural Awareness

##### Physical (15%)

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

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



# Openness

## The After Action Review



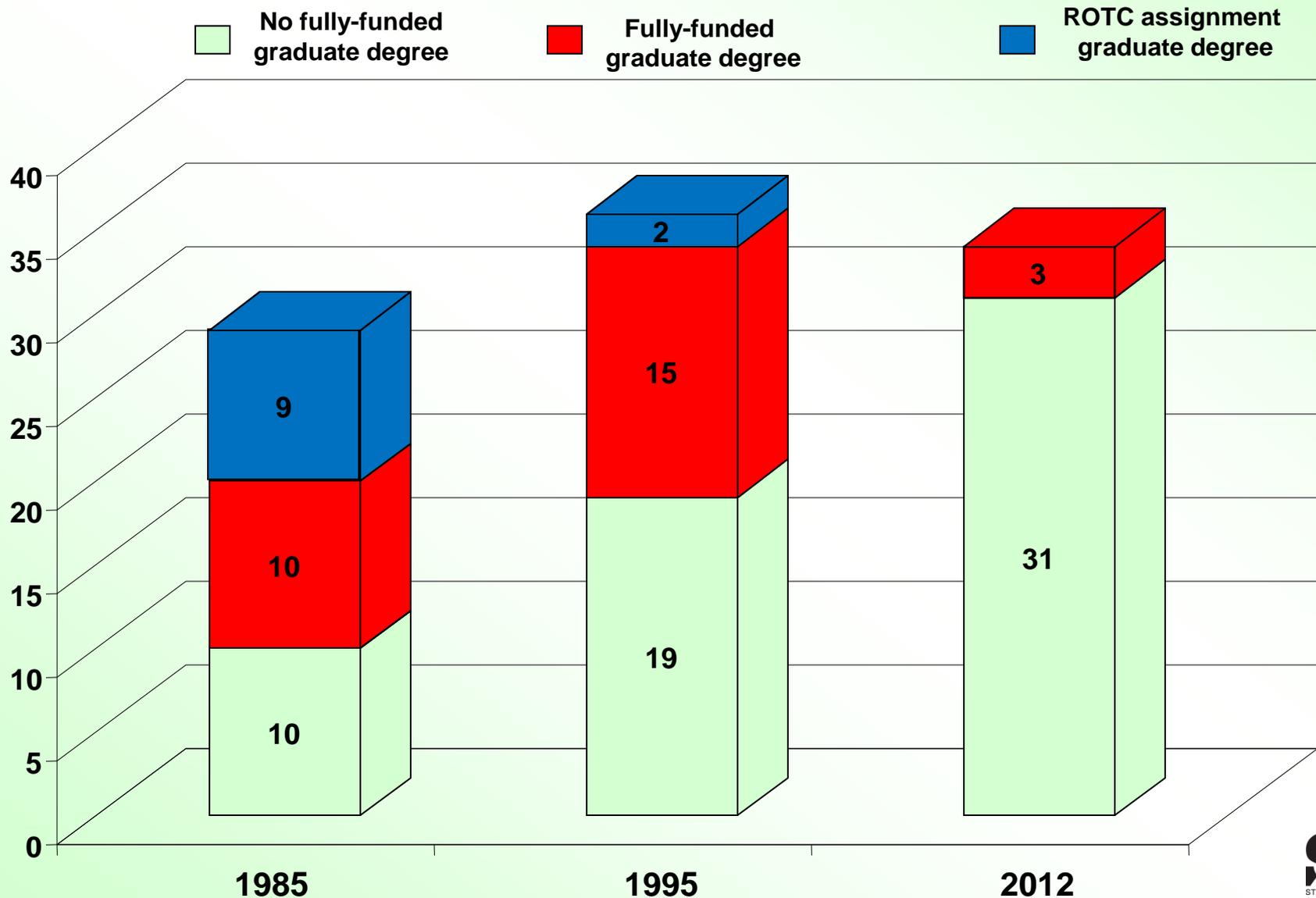
***59% agreed with:***  
**My unit or organization encourages the frank or free flow discussion of ideas.**

## ***US Army War College***

- **Mean for openness in Army students is below societal average**
- **Officers selected for brigade command are below USAWC mean**

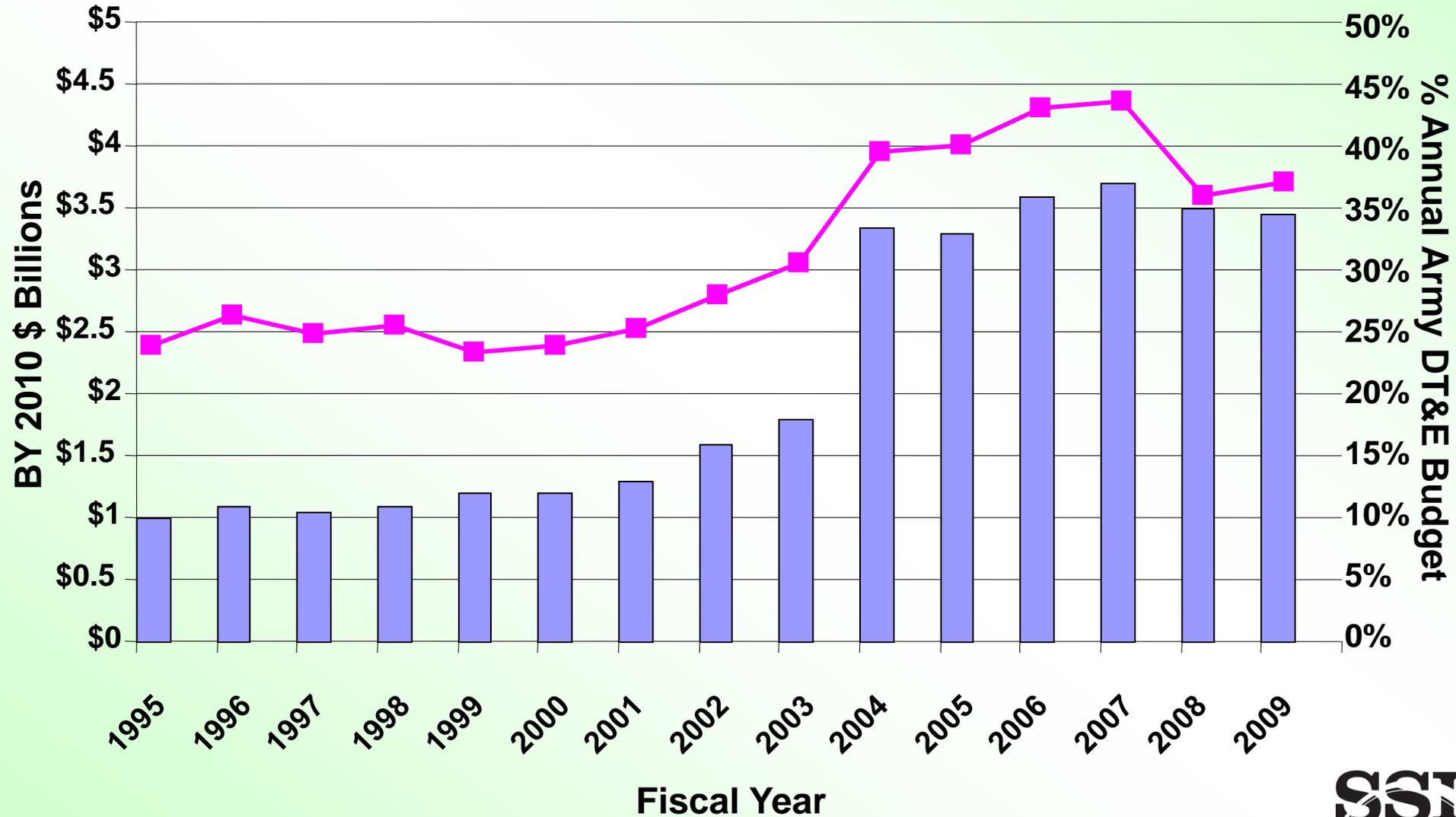
# Frames of Reference Development

## *Infantry Officers at the Army War College*



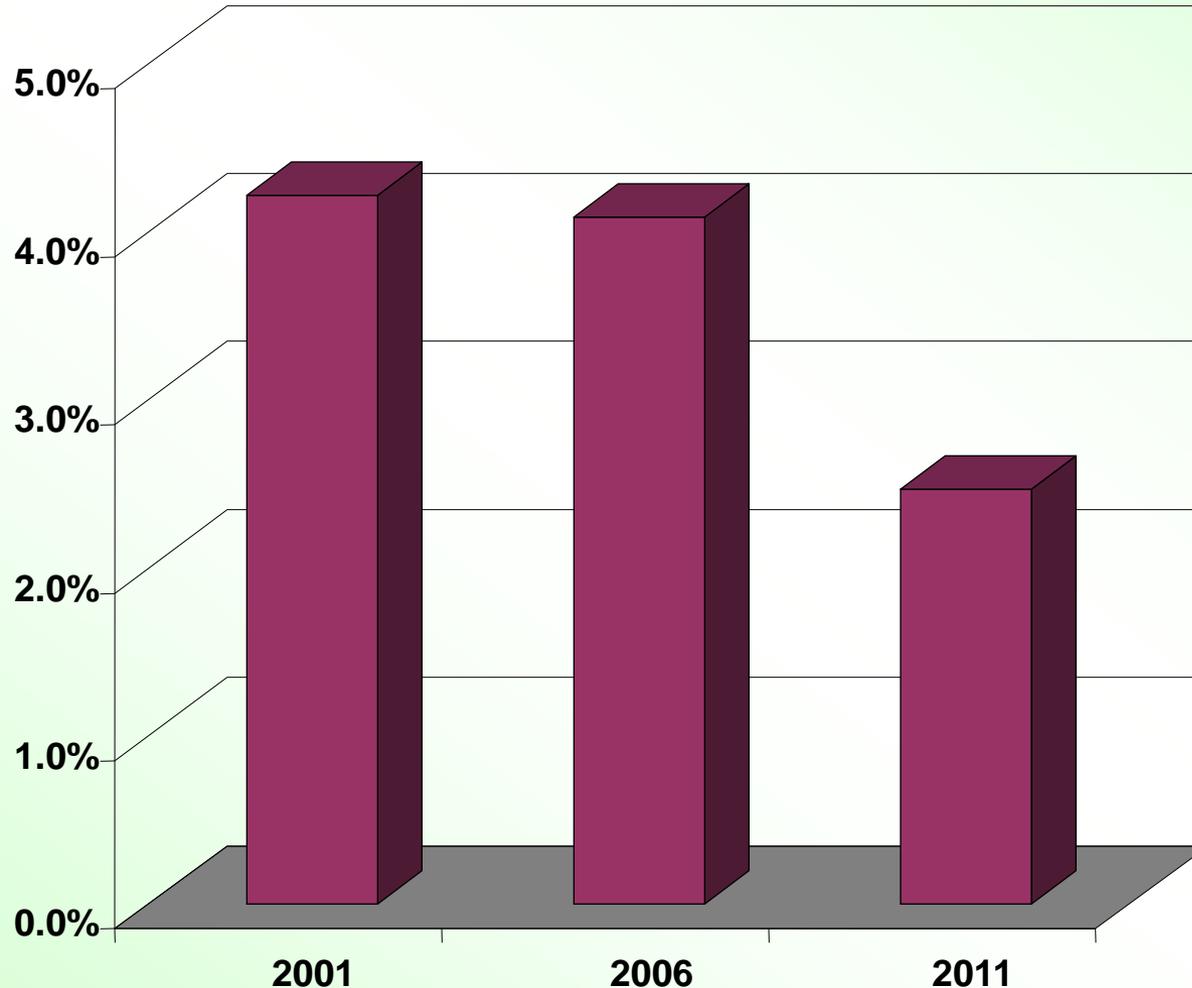
# Enterprise Understanding

## Army Development Test and Evaluation Funding Lost on Cancelled Programs



# 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



# Developing Strategic Thinking During Austerity

	Conceptual Skills	Openness	Frames of Reference	Enterprise Understanding
Accessions	X			
Assignments			X	X
Assessments	X	x		
Adjust OPMS XXI			X	X



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