

UNITED STATES ARMY WAR COLLEGE

STRATEGIC PLAN



STRENGTH AND WISDOM

MESSAGE FROM THE COMMANDANT

In our Army, where People are First and Winning Matters, the purpose of the U.S. Army War College is to develop strategic leaders, advance knowledge regarding national security with an emphasis on the global application of Landpower, connect partners and the American public with the U.S. Army, and create a values-based Carlisle Experience that enables and strengthens our workforce, students, and families. This purpose is true to the spirit of Elihu Root's founding and enduring charter for the U.S. Army War College in 1901—the study of responsible command, national defense, and military science—and essential for our Army today.

We are privileged to offer this strategy that accounts for the current operational environment and posits a future we seek consistent with our purpose. It introduces a vision that is inspiring and compelling—the ***nation's institution of choice for developing strategic leaders and the global thought leader on strategic Landpower.***

I am pleased to note that this strategic plan is the result of thoughtful debate and collaboration among the leaders of the School of Strategic Landpower, Army Strategic Education Program, Strategic Studies Institute, Center for Strategic Leadership, and Army Heritage and Education Center. They have crafted an organizing framework that harnesses a Winning Matters attitude with talent, resources and effort to deliver strategic effect. The lines of effort in this organizing framework are drawn directly from our purpose: Develop, Advance, Connect and Create.

As our uniquely talented students, staff and faculty are guided by this strategy and strive across these lines of effort, our values guide how we execute the mission and achieve our shared Vision. We will enhance the Army profession through the quality of our graduates and key deliverables in teaching, scholarship, and service.

- We will champion merit and respect in hiring, workplace practices, and academic activities.
- We will deepen our value to the Army and our partners by collaborating effectively.
- We will pursue transparency and candid information sharing across our organizations, and with our partners.
- We will celebrate innovation that meets new demands for the Army of 2030 and beyond.

For more than 120 years, the nation has depended on the contributions of the U.S. Army War College, making an outsized impact, relative to its size and budget. Our efforts have shaped senior leaders whose critical analysis, collaborative problem-solving, and ethical decision-making earned respect across the Joint Force, our Nation and, quite literally, the globe. This strategy, aligned with Army War College values, will focus our efforts to build on this impressive legacy.

“We will enhance the Army profession through the quality of our graduates and key deliverables in teaching, scholarship, and service.”

David C. Hill
Major General, U.S. Army
53rd Commandant



STRENGTH AND WISDOM

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**WE LIVE IN A “HYPER-COMPETITIVE”
ENVIRONMENT WHERE ADVERSARIES,
WORK INCESSANTLY TO UNDERMINE
U.S. SECURITY INTERESTS**

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As an accredited graduate school inside the Department of Defense, the U.S. Army War College serves as one of six senior institutions for professional military education and strives to produce strategic leaders and ideas invaluable to the Army, Joint Force, and Nation. Established in 1901, Secretary of War Elihu Root charged the new college

“TO PRESERVE PEACE BY INTELLIGENT AND ADEQUATE PREPARATION TO REPEL AGGRESSION, THROUGH STUDYING AND CONFERRING ON THE GREAT PROBLEMS OF NATIONAL DEFENSE, MILITARY SCIENCE, AND RESPONSIBLE COMMAND.”

Throughout the succeeding decades, this mandate has guided the mission of the war college to educate senior military and governmental leaders for service at the strategic level, while also producing scholarship that advances knowledge in the global application of Landpower.

We live in a “hyper-competitive” environment where major state powers, and a wide range of other adversaries, work incessantly to undermine U.S. security interests for their own benefit. They increasingly do this across all domains of activity and throughout all aspects of national power, making use of unprecedented advances in computing and other emerging technologies to further their aims. The weaponization of informational power accelerates both the complexity and possibility of confrontation with adversarial state or non-state actors committed to gaining strategic advantage. The Army and the Joint Force have fully committed to adapting and view the People’s Republic of China as a pacing challenge to US security. Yet, the potentially more immediate military threats posed by Russia, North Korea, and violent extremist groups have not waned.

Strategic Environment

Given this, and the anticipated acceleration of disruptive geopolitical, societal, and technological trends facing the U.S. Army War College graduate in the coming years, it is imperative that the strategic education offered by the institution remains at the vanguard of Department of Defense preparation. Our graduates must be adept at: critically examining complex, novel problems; developing creative, practical strategies; persuasively communicating these solutions; and, perhaps most importantly, leading others in doing the same. **TO HELP BUILD THIS LEVEL OF SENIOR LEADER READINESS, THE COLLEGE MUST USE ALL ITS MEANS INNOVATIVELY.** Our innovations, guided by a proven track record of success, will occur in a period of economic uncertainty in a post-COVID environment that exacerbates planning complexity as USAWC makes critical decisions to realize our full potential.

The Changing Domains of War

Throughout history, war has greased the wheels of change and development. Likewise, the domains of war have also evolved at key moments, forcing strategists and planners to consider new technologies, new enemies, and new battlefields. What domain(s) of the future will America's strategists need to consider before the 22nd century?



remains a

STRATEGIC ENVIRONMENT

This strategy recognizes our choices are informed and influenced by additional actors in the national security and professional military educational environment. Recent releases of key documents such as the National Defense Strategy, Army People Strategy, JCS Vision, and the Secretary of the Army's message to the force were carefully reviewed. The critical elements in each of these communications are blended into the contents of this strategy in a uniquely USAWC manner consistent with their original intent.



Strategy, distilled down to its most simple form, is choice, bounded by risk. The USAWC Strategic Plan communicates the organization's choices within our assessment of acceptable risk. This plan guides USAWC into the future and declares investment priorities that allocate time, treasure, and talent. It is also a management tool that frames how we plan to get there, enabling a disciplined approach to make sound decisions, establish priorities, and to chart our course for the next several years. In short, it helps us focus on providing the continuity of practical knowledge, thought, and military policy we were charged with over a century ago.





VISION

**THE VISION FOR THE US
ARMY WAR COLLEGE IS:**

**The nation's institution of
choice for developing strategic
leaders and the global thought
leader on Landpower.**



MISSION

Reflecting our enduring responsibilities that Secretary Root demanded, the mission approved by the Chief of Staff of the Army is:

THE U.S. ARMY WAR COLLEGE ENHANCES NATIONAL AND GLOBAL SECURITY BY DEVELOPING IDEAS AND EDUCATING U.S. AND INTERNATIONAL LEADERS TO SERVE AND LEAD AT THE STRATEGIC-ENTERPRISE LEVEL.

This mission provides focus for both the daily operations of the USAWC as well as guides strategic choice on its long-term future. Supporting the operational Army and the larger community of national security practitioners defending the country is implicit in this mission statement. The institution must remain steadfast to its purpose, while continuously adapting to the evolutionary changes in the modalities of delivering both a high quality learning environment and distribution of our thought.

INSTITUTIONAL LEARNING OUTCOMES



As an accredited graduate school awarding an advanced degree in Strategic Studies, USAWC is focused on providing measurable learning outcomes in all of our academic programs. Our Institutional Learning Outcomes (ILOs) focus our activity as we prepare students to assume high-level policy, command, and staff responsibilities in joint, Department of Defense, interagency, and multinational organizations. Individual academic programs build upon knowledge and skills gained from previous student educational experiences and assignments while developing additional knowledge, skills, and attributes. Many of USAWC's academic programs generally center around three main concepts: national defense, military science, and responsible command.



Our Institutional Learning Outcomes (Successful completion of one of our courses and graduates of our degree programs are intellectually prepared to preserve peace, deter aggression, compete below the threshold of armed conflict, and achieve victory in war; with a special focus on Landpower. Our graduates are senior leaders prepared to effectively lead and operate in complex organizations. We seek to produce graduates who:



- Exercise moral judgment and promote the values and ethics of the profession of arms.
- Think strategically and skillfully develop strategies to achieve national security objectives.
- Provide strategic context and perspective to inform and advise national-level leaders; providing sound, nuanced and thoughtful military advice.
- Apply intellectual rigor and adaptive problem solving to multi-domain, joint warfighting and enterprise level challenges.
- Lead teams with expert knowledge and collaborate with others to provide innovative solutions to complex, unstructured problems.
- Convey complex information and communicate effectively and persuasively to any audience.



The School of Strategic Landpower (SSL) offers two graduate degree-granting programs to approximately 1,200 American and foreign students per year; one-third of these matriculate at Carlisle Barracks in the ten-month resident curriculum and the remaining two-thirds participate via the 24-month distance education experience. The military students enrolled in these programs are typically lieutenant colonels or colonels with 18 to 21 years of experience from all services and components. They are joined by expert federal civilian employees and up to ninety international fellows from across the globe.

The Center for Strategic Leadership (CSL) is the Army's strategic laboratory, the partner of choice for identifying and examining intractable issues and creating novel solutions. CSL is a recognized innovator in strategic wargaming and exercises leading both intellectual and technological innovation. CSL is a thought leader in experiential methods for the education of senior and strategic leaders. Moreover, it values productive partnerships and develops synergy with other similar efforts and organizations.



The Strategic Studies Institute (SSI) conducts global geostrategic research and analysis that creates and advances knowledge to influence national security solutions for the Army and the nation. It does so by identifying, developing, and promulgating key national security issues throughout the professional community. This in-house think factory analyzes critical issues and publishes findings and recommendations to inform Army, DoD, and national leadership on a range of strategic options. It presents the best thought of the institution and acts as a bridge to the broader international community of security scholars.



USAWC STRUCTURE

USAWC combines the talents of a diverse set of schools, centers, institutes, and programs to realize our vision and accomplish our mission.



The Army Strategic Education Program (ASEP) is a Chief of Staff, Army (CSA) program that executes senior executive and enterprise education for the entire population of Army General Officers across the total force. ASEP courses provide a coherent professional military educational experience throughout the career of an Army general officer. The outcome based curriculum delivers first-class education and professional development to over 400 United States Army General Officers (GO). ASEP also develops and delivers strategic education on behalf of the Sergeant Major of the Army (SMA) for nominative command sergeants major, the only such education for this population in the Army. In totality, ASEP courses ensure a professional education experience that is focused on thinking, leading, and communicating at the strategic level, producing leaders who operate with confidence and competence across the Department of Defense and international security profession.

The US Army Heritage and Education Center (USAHEC)

is an integral part of the War College, and maintains the knowledge repositories that support scholarship and research about the US Army and its operating environment. The mission statement of the Center reflects the convergence of library books, archival materials, and museum artifacts into a single collection of knowledge that supports learning and research, while prioritizing support to patron communities. USAHEC's mission is to engage, inspire, and inform the Army, the American people, and global partners with a unique and enduring source of knowledge and thought.



LOOKING AHEAD:

The USAWC of 2030 & Beyond

In the desired future state, USAWC is the Army's leading institution for all strategic Landpower subjects. USAWC is the school of choice for Army, Sister Services, Senior Civilians, and International Fellows looking for the best strategic level education available in the world. It is the first choice of the CJCS and Army Senior Leaders for non-scientific strategic examination that assists the joint community and the Army in solving complex problems for the future force. It is the first choice for CCMDs, ASCC's and other world-wide practitioners for education in strategic level topics, responsive to demand signals from the field. It is a leader in learning methodologies that employ an appropriate mix of delivery methods that maximizes educational value for stakeholders. It provides a robust International Fellows program, building and sustaining partnerships through leadership with purposeful global linkages. USAWC remains adaptive and agile to envision and respond to the changing environment.

Desired Operational Concept. The operational concept outlines the fundamental image of how USAWC must operate to realize our desired state. USAWC in 2030 embodies the characteristics outlined in the Commandant's opening message on enhancing the Army profession, championing merit, and a culture of innovation from a body of professionals dedicated to service. This organizational concept is summed up as, "The Carlisle Experience." This experience describes the environment established at USAWC and surrounding communities to encourage individual and collective progress toward formal and informal outcomes. It is both process and result. At its core it is the creation of a community of academic and non-academic activities available to students, faculty, staff, and their families that unleashes the potential of both the individual and the organization. As a process, the experience demands an agile, efficient institution (structure, processes, and culture), that effectively develops, inspires, and serves strategic leaders by providing education and expert knowledge at best value to anyone who seeks it. USAWC is structured to leverage historic functions from our past while creating interdependence across the organization without duplication of functions. Mission command is practiced to inform decision makers and speak with one voice when engaging outside the organization.



STRATEGIC FRAMEWORK

Our Lines of Effort and Objectives:

To achieve our stated mission and desired state, the USAWC employs four broad lines of effort as a framework to organize and manage the governance of our whole of war college approach. An overarching strategic goal guides activity in each line of effort. Key Elements describe associated actions and assist in resource prioritization and management of activities among competing demands or opportunities. The four lines of effort that organize the sum total of our activity are develop strategic leaders, advance knowledge regarding national security with an emphasis on the global application of Landpower, connect partners and the American public with the U.S. Army, and create a values-based Carlisle Experience that enables and strengthens our workforce, students, and families. The goal and key elements for each line of effort are:

DEVELOP

Goal: Assessment-informed, tailored academic and professional development programs meet the needs of the nation and individual learners by producing highly valued and respected leaders prepared for service at the strategic level upon graduation.

Key Elements:

- Enable graduate students to attain clear and relevant program learning outcomes.
- Provide effective curriculum and delivery methodologies relevant to the student population, grounded in assessments of student capability and tailorable for optimal outcomes.
- Assess and adapt programs to an evolving competitive environment.

ADVANCE

Goal: Create and advance knowledge that enables decision makers to make informed choice on the strategic employment of Landpower.

Key Elements:

- Produce an institutional research plan to provide focus and unity of effort on matters of value to the Army, DoD, and the Nation.
- Assess research program effectiveness and adapt the institution to the demands of the evolving strategic environment.
- Participate actively in the competition of ideas and public discourse by creating and distributing a range of useful products that showcase the best thought of the institution.



CONNECT

Goal: Extend our international impact on the security profession and expand Landpower networks by connecting others with our expertise through purposeful engagement, education, information and experiences.

Key Elements:

- Connect USAWC experts to selected partners via institutional collaboration to guide and enable research.
- Share our knowledge and expertise with public influencers via educational programs, professional liaison and experiential programs.
- Serve as an integrating hub for the security profession by connecting a diversity of partners and thought with our assembly of talent.
- Connect the American public to the U.S. Army and its heritage, demonstrating the value of a professional all-volunteer force.

CREATE

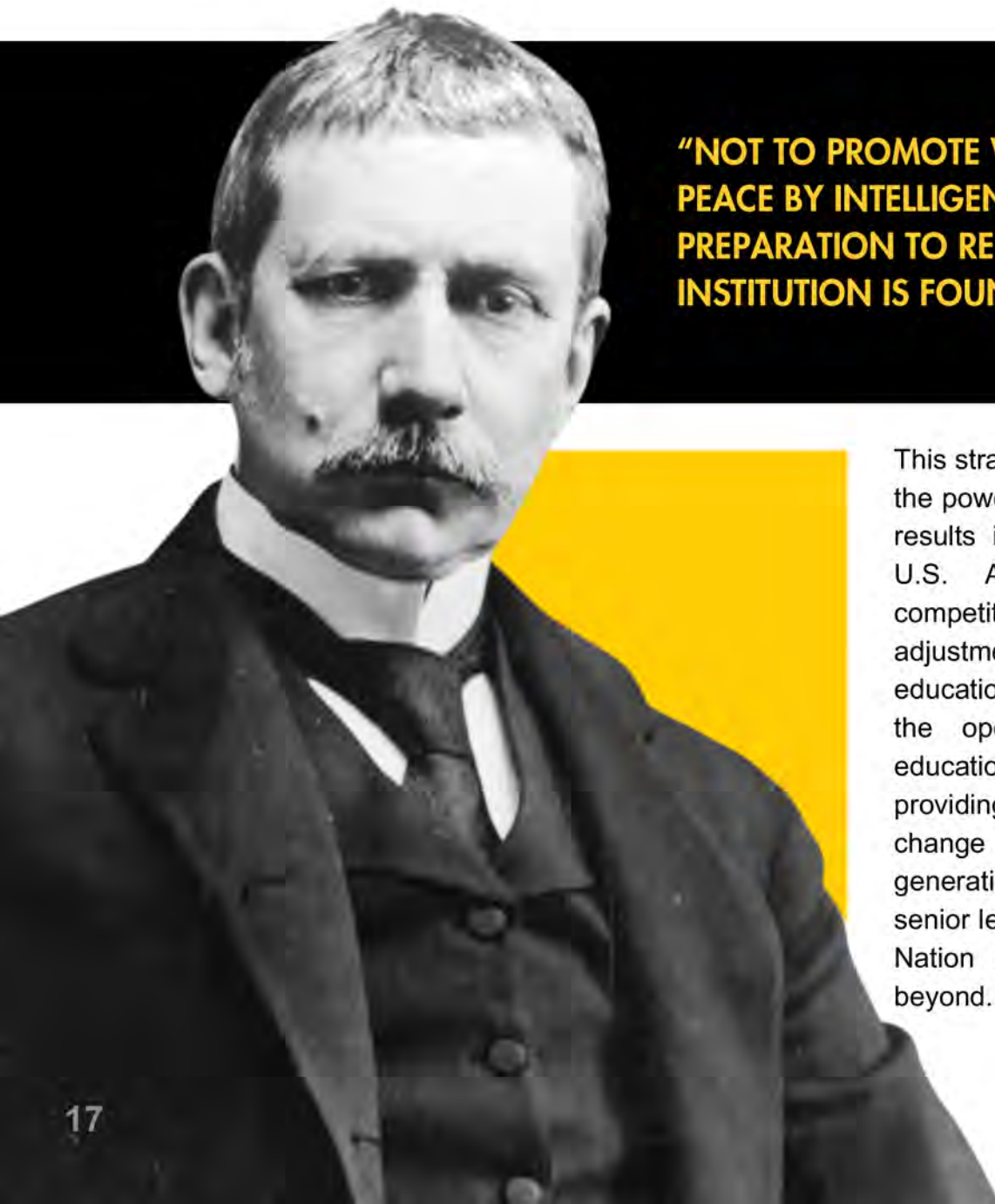
Goal: Create a community of academic and non-academic activities available to students, faculty, staff, and their families that unleashes the potential of both the individual and the organization—the Carlisle Experience.

Key Elements:

- Serve the nation through a work environment that champions merit and respect that maximizes the potential of everyone who has chosen to apply their time and talent as a valued member of the U.S. Army War College Team.
- Deliver effective stewardship of allocated resources to include appropriated, non-appropriated and proffered margin-of-excellence funds.
- Provide facilities and technological infrastructure that advance student learning, innovation, and campus operations.
- Serve as an exemplar of world class services for all who interact, regardless of location or duration, resulting in our selection as the institution of choice for future engagement.
- Create a supportive community for students, our work force, and their families that positively contributes to the readiness of the Army.

CONCLUSION

The Army People Strategy aptly sums up a foundational truth with, “equipment does not learn, understand, innovate, build cohesive teams, or exercise judgment – people do.” This declaration implores a strategic azimuth as we seek to develop the force that will provide the ready, lethal, modern, multi-domain dominance current Army Senior Leaders imagine. The 2020 JCS Vision for Professional Military Education and Talent Management begins with an assertion consistent with that found in The Army People Strategy. “There is more to sustaining a competitive advantage than acquiring hardware; we must gain and sustain an intellectual overmatch as well.” Significant in this vision is the linkage between professional military education and associated enterprise talent management systems.



**“NOT TO PROMOTE WAR, BUT TO PRESERVE
PEACE BY INTELLIGENT AND ADEQUATE
PREPARATION TO REPEL AGGRESSION, THIS
INSTITUTION IS FOUNDED” - ELIHU ROOT**

This strategy initiates and accelerates the powerful new way of thinking that results in the next evolution of the U.S. Army War College. The competitive environment, significant adjustments in managing talent and educational delivery combined with the opening of a 21st century educational facility have all aligned, providing impetus for deliberate change to realize the once in a generation opportunity to provide the senior leader readiness the Army and Nation requires in the 2030s and beyond.



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