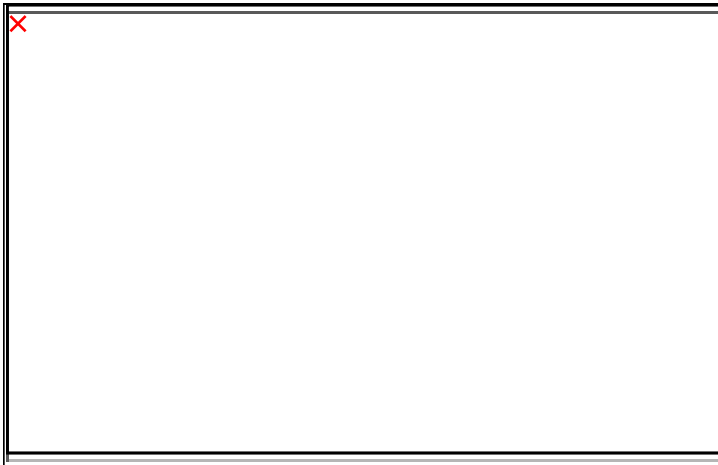


Commandant's Column: Envisioning USAWC 2020

Maj. Gen. Gregg Martin, USAWC Commandant

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Jim Thorpe Sports Days are upon us. For the Army War College team, it's about fitness and fun, friends and family, and... victory! It's a healthy change of pace from our deep commitment to academic studies and strategic research projects. Jim Thorpe Sports Days celebrate collegiality and competition among peers at sister service colleges. There's a special poignancy to this year's event on the 100th anniversary of the Olympic Games, in

Stockholm Sweden, where Thorpe's legendary athleticism garnered two Olympic gold medals and inspired the Jim Thorpe Sports Days.

Jim Thorpe Sports Days are, as well, a reflection of the changing times. In recent years, the Naval War College and this year, the Air War College, have stopped participating for budgetary reasons. This year, the games will be a great competition with the National War College and Industrial College of the Armed Forces. For future Jim Thorpe Sports Days, as for everything we do, we must reassess what we do and how we do it, taking a fresh look at the balance of tradition and innovation.

Tradition and innovation are rarely easy companions. And these are not easy times, as we grapple with the realities of this new age of austerity.

Last year, Secretary of the Army John McHugh announced the need to examine the Army's organizational structure and business practices. In August of 2011, he noted the scope of the task: "...The simple fact is that large scale institutional transformation takes years to mature before agile, cost-effective organizations emerge – with a culture of continuous improvement incorporated in all activities."

The Secretary, the Chief of Staff of the Army, and the TRADOC Commander have charged all

commanders and leaders to review operations, processes and organizations, in order to become more effective, efficient and adaptive for the future. As the institution responsible for educating and inspiring strategic leaders to lead change, we must adapt our war college to meet this intent.

We created Task Force USAWC 2020 to execute a complete functional review of the Army War College and its institutes. The Task Force has developed several courses of action and recommendations to transform and adapt the Army War College so as to maintain critical functions in educating senior and strategic leaders within a resource constrained environment. The task force must meet current mission requirements while we make those institutional adaptations that will prepare us to meet future challenges. Importantly, the Task Force is focused on ensuring we move into our future with a “whole of Army War College” approach.

I have charged the Task Force USAWC 2020 with executing a deliberate series of steps – to analyze our mission, functions, current organizational structure and processes, to consider current and emerging doctrine, and to incorporate both technology and the knowledge and experience of students, faculty and staff. The task force has proposed creative, innovative, and adaptive organizational structures that we believe will best position us to become a better, more agile, cost-effective institution. The USAWC leadership in the Strategic Planning Committee has received several updates, and their organizational representatives have provided their expertise and input to the Task Force during the development of the various proposals.

We take this initiative to shape our future and respond to the priorities of the Secretary of the Army, the Army Chief of Staff, and the TRADOC Commander. We do this by implementing a thoughtful strategy that ensures institutional adaptability to assess, identify, and act on new opportunities to achieve a “culture of continuous improvement.”

Make no mistake -- any institutional change of long-held organizational relationships will prove difficult and challenging. To that end, we must reconsider long-held assumptions and identify creative and innovative solutions to better position our Army War College in support of TRADOC, our Army and our nation.

I am confident in our ability to forge an efficient and effective USAWC 2020. As we make decisions for the future of our Army War College, we are carefully balancing tradition with the current and emerging requirements. We will remain true to our founding purpose and adhere to the essence of Elihu Root’s principle that has guided us ably for more than a century: “to study and confer on the three great problems of national defense, military science, and responsible command.”

Prudens Futuri -- Wisdom and Strength for the Future

U.S. Army War College Archives - News Article - 18 April 2012