



United States Army War College

Logistics Workforce Education and Human
Capital Initiatives

MG Robert Williams
15 April 2010

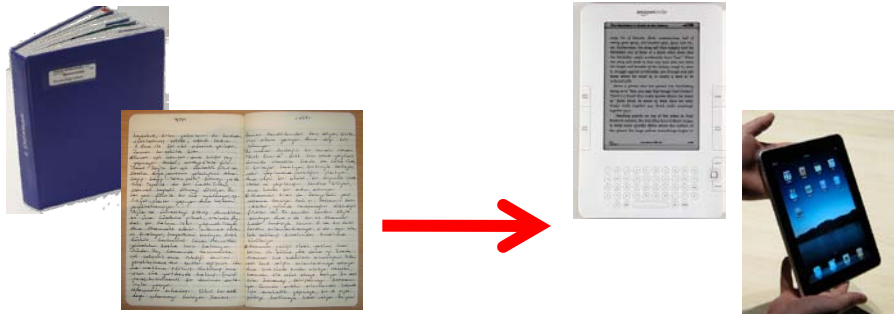


Educating 21st Century Logisticians

- Logisticians must understand the organizations whom they support
- Logisticians must be masters of their craft at tactical and operational level
- Integration and synchronization are **HARD**
- Logisticians must recognize primacy of effectiveness over efficiency
- Senior logisticians must bring clarity to “Seamless,” “assured access,” “just in time,” “enhanced support,” “interdependent” . . . What do these slogans really mean in the context of full spectrum operations?

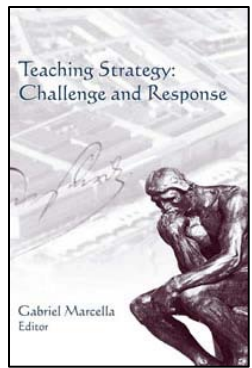
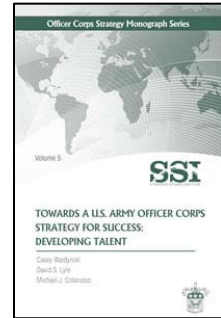
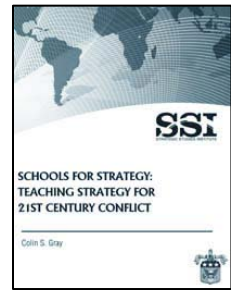


Keeping the Pace of Change



From Textbooks and Notebooks to Kindle and IPAD

Teaching Strategy Conference And professional Writing

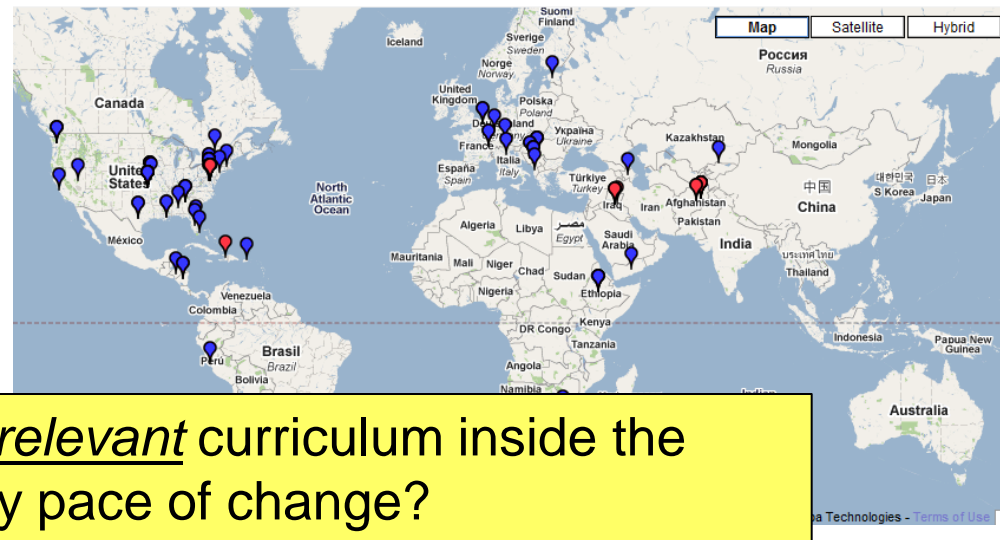


Operational Support (April 09 to Mar 10)

- Over 93 engagements
- 24 Country Visits
- 9 Combatant Commands
- 40 Agencies Supported
- 3 Theater Operations
- Continued relationships between Saudi, Kazak, and Afghan War Colleges

Direct Combatant Command Support

- CSL – AFRICOM
- CSL – SOUTHCOM
- CSL – EUCOM
- CSL – PACOM
- PKSOI – JFCOM
- DNSS - CENTCOM



How do you maintain relevant curriculum inside the 21st Century pace of change?



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Backups
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Mission

USAWC **prepares** selected military, civilian, and international leaders for the responsibilities of strategic leadership In a joint, interagency, intergovernmental, and multinational environment.

- **Educates** current and future leaders on the development and employment of land power
- **Supports** the operational and institutional force
- **Conducts research, and publishes** to inform thought on national security and military strategy
- **Supports** the Army's strategic communication efforts



Our Focus

Transforming an Incoming Professional Who
Has...

- Had relatively **limited** and well-defined **responsibilities**
- Worked in a structured environment
- Dealt primarily with problems for which there was usually a best **solution** or a **clear set of options**
- Been an **executor** of policy
- Succeeded based on capacity to **apply skills**
- Had primarily a **single-service** and unilateral orientation
- Communicated both verbally and in writing in a concise and direct manner



Into a Graduate

Who Will...

- Hold positions of broad scope and great responsibility
- Work in highly **volatile, uncertain, complex, ambiguous** environments
- Deal with problems which have no clear-cut solutions
- Be an executive who innovates and initiates policy
- Succeed based on spirit of **cooperation**
- Be involved in **joint, interagency, intergovernmental,** and **multinational** organizations and issues
- Communicate complex concepts effectively and persuasively, both verbally and in writing



If This is The Strategic Environment

Globalization



Top 1% of world population owns 40% of wealth
... Interconnected world economies and opportunities ... The 'have-nots' know it

... Shifting Demographics



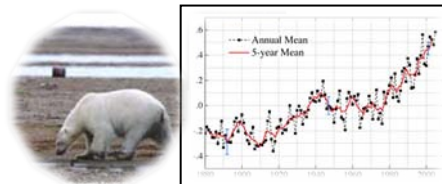
60% will live in urban areas by 2030
... Africa, Middle East, Central Africa have 40-50% Youth Bulge

... Weapons of Mass Destruction



~25 nations possess, stockpile or develop ... 3770 tons of enriched uranium ... al Qaeda religious duty

... Climate Change



Arctic sea ice melted by 2040 ...
Desertification at 70,000Km²/yr ...
1.4B confront environmental fragility

... Failed / Fragile States



Account for 77% of conflict ... Fragile states have 4 times terror problems ... 28 of 51 African states high risk

... Uncertain Natural Resource Availability



World food cost up 45%, shortages of rice, wheat & maize ... triple digit oil prices ... 450M face severe water shortage



And the Focus of Support is Timeless



1944

2003





Then These Attributes ...

(From Army Leader Development Strategy)

Leaders who:

- **Understand** context
- **Act** within the understanding
- **Assess and adapt** based on enemy and environment
- **Consolidate** tactical and operational opportunities into strategic aims
- **Transition** among the forms of operations

Recognize

But is this enough?



This is what it means to us

Leaders who:

- Achieve decisiveness and clarity in the land of options and latitude
- Are comfortable within the civil military relationship
- Routinely use information in an analytical fashion
- Are critical thinkers from continual practice

Attributes:

- Self Aware
- Negotiators
- Ethical
- Resilient



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Teaching Strategy Workshop

Opening Lecture: Dr. Richard Immerman, Temple University
Edward J. Buthusiem Family Distinguished Faculty Fellow

Topic: "The Intellectual and Emotional Qualities Needed by Those Working in the Current National Security Environment"

Morning Panel: Is the Senior Service College Approach in Need of Radical Reform in Order to Serve Effectively in the Post-9/11 Environment?

Panelists: Dr Andrew Bacevich, Boston University

Dr John Nagl, President, Center for a New American Security

Dr Mark Grimsley, OSU Professor and Harold K. Johnson Chair

Afternoon Panel: What are the Core Elements of a Curriculum on Contemporary Strategy, and What are the Best Methods of Teaching Them?

Dr Richard Betts, Arnold A. Saltzman Professor of War and Peace Studies, Columbia University

Dr Richard Shultz, Professor of International Politics, Tufts University

Dr Thomas Keaney, Executive Director of the Philip Merrill Center for Strategic Studies, School of Advanced International Studies, Johns Hopkins University



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