Developing Army Strategic Thinkers in an Age of Austerity
Strategic Thinking in the Army Context

Mostly Innate
- Conceptual skills
- Openness

Mostly Learned
- Frames of reference development
- Enterprise understanding
Conceptual Skills

Minimum SAT Score

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<tr>
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<th>Air Force</th>
<th>Navy</th>
<th>Marines</th>
<th>Army</th>
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<tr>
<td>Minimum SAT Score</td>
<td>1100</td>
<td>1050</td>
<td>1000</td>
<td>920</td>
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(Service logos for Air Force, Navy, Marines, and Army)
# ROTC OML Model

## Academic Program (40%)
- (40.00%) Cumulative GPA (includes ROTC GPA)
  - (Spring Semester, most current)

## Leader Program (60%)

### Military (45%)
- (6.75%) 15% WF Performance (E/S/N)
  - Leadership positions
  - Leadership attributes/skills/actions
- (11.25%) 25% WF PLT TAC Evaluation (E/S/N) (1.91%)
- (4.50%) 10% WF Land Navigation (1st score) (9.56%)
- (6.75%) 15% Cadet Training / Extracurricular Activities (0.375%)
- PMS Experienced Based Observations (0.375%)
- PMS MSIII CER OML (1.50%)
- PMS Accessions OML (1.50%)
- PMS Accessions Potential Comments
- 5% Language/Cultural Awareness

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

## Comments
- Warrior Forge, Platoon Top Five = 1 point added to final OMS
- RECONDO = 0.5 point added to final OMS

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

- **No fully-funded graduate degree**
- **Fully-funded graduate degree**
- **ROTC assignment graduate degree**

1985:
- No fully-funded degree: 10
- Fully-funded degree: 10
- ROTC assignment degree: 9

1995:
- No fully-funded degree: 15
- Fully-funded degree: 2
- ROTC assignment degree: 19

2012:
- No fully-funded degree: 31
- Fully-funded degree: 3
- ROTC assignment degree: 3
Enterprise Understanding

Army Development Test and Evaluation Funding Lost on Cancelled Programs

BY 2010 $ Billions

% Annual Army DT&E Budget

Fiscal Year
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

FY11  FY12  FY13  FY14  FY15  FY16  FY17  FY18  FY19  FY20
Developing Strategic Thinking During Austerity

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<tr>
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<th>Openness</th>
<th>Frames of Reference</th>
<th>Enterprise Understanding</th>
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