



Organization for Implementation

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Proposed Problem Statement

- **Problem**: The Joint Force requires an Professional Military Education (PME) system/process that is adaptable and optimized to meet the requirements of the changing strategic environment.
 - The Joint Officer Management (JOM) process lacks the capability to identify/ send the right officers at the right time to education opportunities.
 - The PME Enterprise needs a reinvigoration on the focus of “Warfighting” and develop ability to rapidly adapt curriculum to maintain relevancy.
 - JPME requirements are a topic-focused process that lacks a quality mechanism for assessment.
 - There is a lack of strategic thought/ strategic foundation in products being developed by senior-level graduates.
- **Outcome**: A Professional Military Education (PME) process that develops “fighting” military leaders that are “strategically minded” capable of discerning the military dimension of a problem and recommending military options within the context of globally integrated, all domain, Allied and Partnered operations.



Why Change?

- Institutions must, and do, continuously adapt to changing geo-strategic and political realities, advancing technologies, senior leader guidance, and doctrine. However, this is not enough. The PME community must also periodically reexamine the “contours” of how it does business. Three decades after the Goldwater-Nichols Act and Skelton Panel, and after almost two decades of non-stop Joint warfare, we are at one of those junctures.
- The PME enterprise is developing thinkers capable of solving complicated and complex problems facing us today. To state otherwise undermines the creditability of these institutions. We can, and should, protect what is working, adapt our programs as needed to meet strategic guidance and to incorporate the best emerging educational methodologies, and be willing to ask ourselves hard questions. Perhaps the hardest question is ***“If we were to build a PME system from scratch, in the face of the geo-strategic challenges the U.S. faces, would it look like it does today?”***



What are we to Teach in this Dynamic Environment?

- We ask first, are our learning outcomes and assessments the right ones to prepare strategic advisers/leaders to win decisively . . . to have the attributes and competencies we anticipate they will need 7-10 years from now?
- We realize that we must retain our focus on the enduring elements that fundamentally undergird the profession of arms and the science of learning and on topics that will posture the widest swath of the joint force to succeed in the widest array of security context. Still, there is a deep, continuing tension between a narrow, mechanistic view of Title 10 requirements and a broader intellectual approach. In the past, the former has been dominant.
- Tactics, techniques, procedures, doctrine, and technology will all change going forward, in some cases at an ever-increasing rate. The common element for success is the agile and adaptive mind of our military leaders. We must ensure, as we react to external drivers, that schools retain enough space in the curriculum to develop the “thinking officer” who can conceive of multiple approaches to solving a complex problem.

How Do We Teach to Ensure Effective Learning Outcomes?



- The future of PME must take an active, experiential, practice-based approach to imparting critical skills. Our methodologies must grow and evolve, in keeping with new research on cognitive science and learning.
- If we are to keep pace with rapid and profound changes, our faculty must be thoroughly prepared teachers and mentors. Extraordinary advances in learning technologies offer PME an opportunity reimagine both what should be taught and how it should be delivered.
- The future of PME must include a distance-learning enterprise that is purposefully learner centric. The user experience must be engaging, friction-less, and available anytime and anywhere.
- Are the right students assigned to the right PME programs? Does PME influence assignments?



Discussion Questions

Developing better thinkers:

- How do you teach people to think?
- Primary mission- create better thinkers or better staff officers?
- Master's Degree- is it a benefit or distraction?

Adapting to strategic environment:

- How do we develop curricula for a federated “New way of War”?
- How do schools exploit “Relevancy”?
- What are best practices in experiential learning (war gaming, leveraging technology, etc)?



Discussion Questions

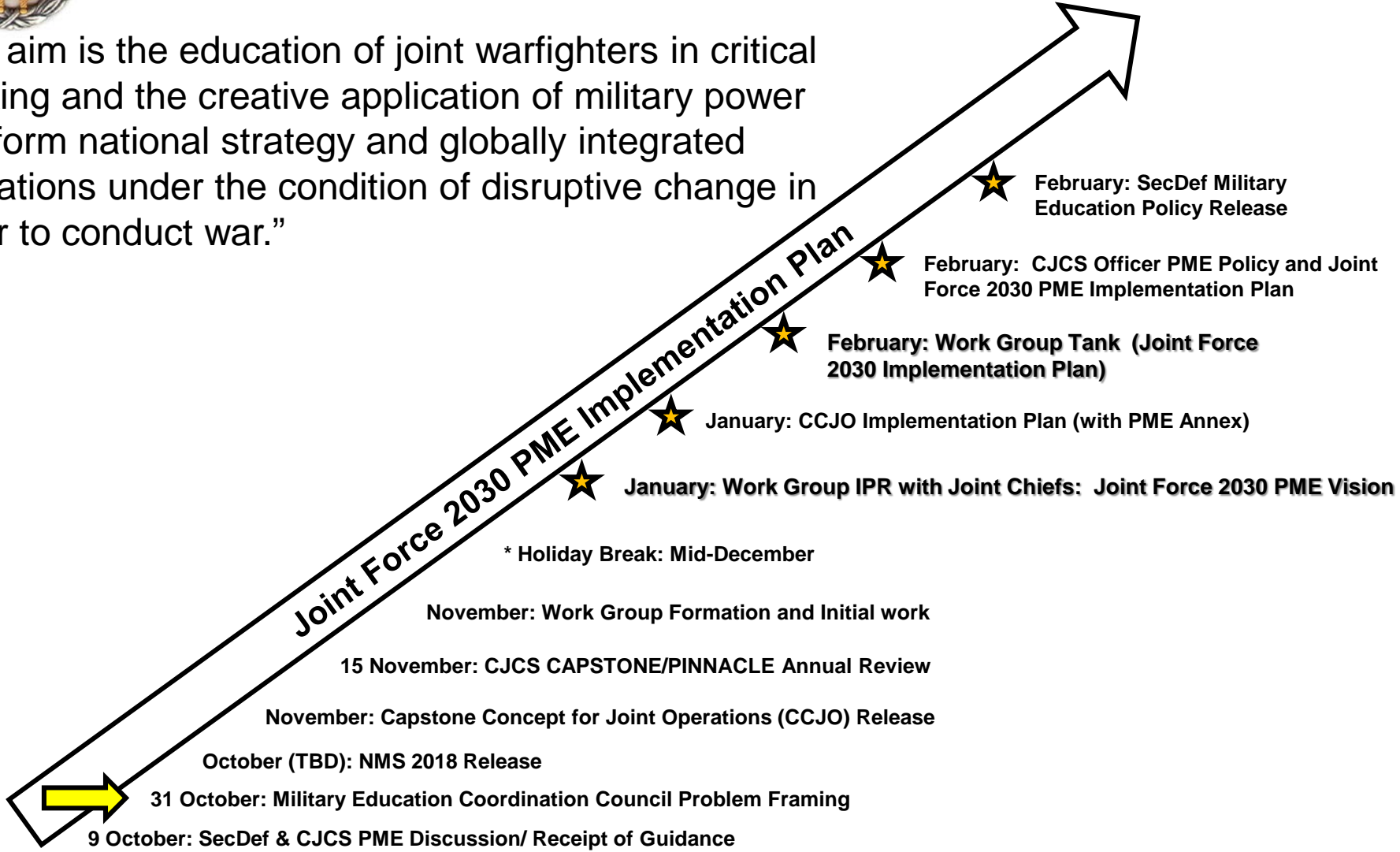
Organizing for Enterprise improvement:

- How do schools contribute/ integrate to larger enterprise (e.g. Concepts, Research)?
- How do we share information collectively as a community?
- Organize to address the problem
 - Form a Team of Planners



Joint Force 2030 PME Implementation Plan: POA&M

“Our aim is the education of joint warfighters in critical thinking and the creative application of military power to inform national strategy and globally integrated operations under the condition of disruptive change in order to conduct war.”





Discussion