



Framing the Problem: Strategic Guidance and Vision

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The purpose of this briefing is to provide senior leader guidance and intent (Secretary of Defense and Chairman Joint Chiefs of Staff) in order to provide context for Problem Framing.

Today's Meeting Focus: Initiate priority planning effort to address how *PME keeps pace with rapid and profound changes in the character of warfare.*

Setting the Scene

SecDef and CJCS fully agree that:

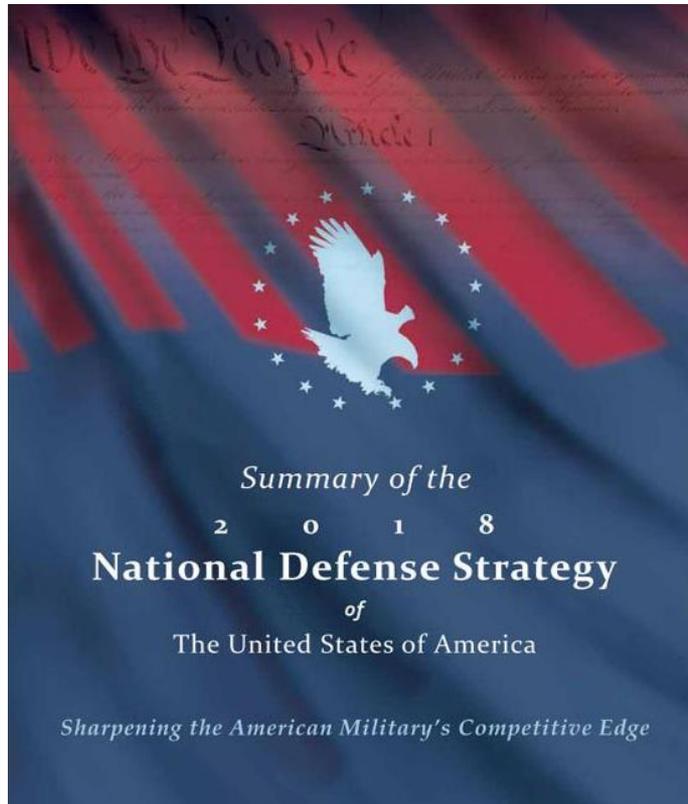
- “Much of PME is timeless but the dynamically changing character of war drives us to review our PME approach. **Our aim is the education of joint warfighters in critical thinking and the creative application of military power to inform national strategy and globally integrated operations under the condition of disruptive change in order to conduct war.**”
- “Robust PME is critical given the complexity of the current and future security environment; the intellectual demands of globally integrated, all domain operations; great power competition; coalition warfare; the art of command relationships; and the rapid adaptation of disruptive technology into military capability. We also must leverage our schools through relevant focus areas.”

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.

Strategic Guidance



“PME has stagnated, focused more on the accomplishment of mandatory credit at the expense of lethality and ingenuity. We will emphasize intellectual leadership, military professionalism, and leadership in the art and science of warfighting, deepening our knowledge of history while embracing new technology and techniques to counter competitors. PME will emphasize independence of action in warfighting concepts to lessen the impact of degraded or denied communications in combat. PME is to be used as a strategic asset to build trust and interoperability across the Joint Force and with allied and partner forces.”

US National Defense Strategy (2018)

Draft Guidance and Intent: PME



“Education is an essential aspect of agility and flexibility. In an unknowable future, tactical expertise untampered by education will handicap, if not defeat, the relevance of military actions to policy goals. Education, whether academic or training with industry, enables strategic adaptation to the unknowns that training cannot address, and helps to avoid drawing false comparisons with previous experience, enabling the Joint Force to react to unforeseen threats and prevail.”

“Adaptation through wargames and exercises refines education, doctrine, training and interoperability for the agility, flexibility, and resilience necessary to address the critical challenges and key operational problems in the NDS. These wargames and exercises must consider how best to integrate allied, partner, and interagency contributions to a joint combined arms approach.

Draft CJCS guidance, Oct 2018

Draft Guidance and Intent: PME



“The complexity of the security environment is such that being effective tactically is not enough by itself, particularly for leaders. The projected demands of combat against a great power competitor require leaders and subordinates to be able to operate above their assigned positions, which drives requirements for the continuing education and broadening experiences that will amplify their effectiveness both now and in positions of greater future responsibility.”

“The Joint Force must retain the ability to operate tactically, operationally, and strategically in mature austere environments, even when space, cyberspace, and electromagnetic spectrum are denied. A force with diverse educational backgrounds and life experiences is a catalyst to adaptation and innovation when facing complex challenges in the future strategic environment.”

Draft CJCS Guidance, Oct 2018

SecDef Thoughts (1 of 2)

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- **“Nothing is more important than succession planning”**
 - **Frustrated with the lack of strategic thought and assessment he receives – products lack strategic clarity. “We must have practitioners”**
 - **Noted that he had not seen a reduction in subjects taught so we can deep dive into warfighting and strategy. “Exposure is not education.”**
 - **Extolled the value of the historically grounded Case Study Methodology**
 - **What we want:**
 - **Tactical level: Brilliance in the basics within operational considerations**
 - **Operational Level: Operational Excellence within strategic considerations**
 - **Strategic Level: Strategic excellence informed by tactical/ Operational expertise**

SecDef Thoughts (2 of 2)

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- **“Coverage on the changing character of war should be practicable and actionable.”**
 - **Use Education to create an Officer Corps that can: Reconcile the grim realities of war; communicate them; imbue organizations with trust and harmony (internal and with friends/allies); and is feared by our enemies.**
 - **Jointness has great benefit –build upon the strengths of service culture(s).**
 - **Noting the changing character of warfare, Education needs to instill the ability to act upon intent.**
 - **PME needs to deliver graduates who can achieve intellectual overmatch with adversaries. We cannot allow any loss of technical overmatch to lead to the loss of warfighting overmatch– we need “cunning” warfighters.**
 - **PME Systems does turn out quality officers -- but we cannot afford to be complacent.**

CJCS: JPME End State

“Fighting” military leaders and strategists who:

- **Discern the military dimensions of a challenge affecting national interest, frame the issue at the policy level, and recommend military options within the overarching frameworks of globally integrated operations and DIME.**
- **Lead rapid adaptation and innovation during a period of dynamic change in the rate of change in warfare under the conditions of great power competition and disruptive technology;**
- **Master and lead the transition of joint warfighting, at the operational to strategic levels, of all domain, globally integrated operations;**
- **Are “strategically minded.” They can execute and adapt strategy through Campaigns and Operations. All War College graduates should be “strategically minded” – only a few will be our select strategists.**

CJCS: Individual Attributes

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- **Broad description encompasses the 4 “C’s – Critical Thinking, Creativity, Collaboration, Communication;**
 - **Desired Leader Attributes (officers) (2013 Issuance and draft CCJO 2030)**
 - **The ability to understand the security environment and contributions of all instruments of national power.**
 - **The ability to anticipate and respond to surprise and uncertainty.**
 - **The ability to anticipate and recognize change and lead transitions.**
 - **The ability to operate on intent through trust, empowerment, and understanding (Mission Command).**
 - **The ability to make ethical decisions based on the shared values of the profession of arms.**
 - **The ability to think critically and strategically in applying joint warfighting principles and concepts to joint operations.**

CJCS: Methodology

- **Adapt PME in order to optimize the education of the Joint Force for the changing strategic environment.**
 - **Increase use of historical based case studies (Harvard Business School Model)**
 - **Increase focus on disruptive technology.**
 - **Mainstreaming Cyber, Space, and EMS into curricula.**
- **Identify Strategic Talent and assign to key billets:**
 - **Purposeful identification, development and employment of strategists.**

Facts Bearing on the Problem

Title X USC Foundations

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- **JPME is Three-Phased approach; JPME-I, II, and CAPSTONE**
 - **CAPSTONE required for 1-star officers (Active Component)**
 - **“Designated and Certified” (PAJE) by SECDEF with advice and assistance of CJCS**
 - **JPME Phase I and II are required elements for promotion to General/Flag Officer**
 - **Sequenced approach; (10% waiver authority) complete JPME-I prior to JPME-II**
 - **JPME Topical requirements are focused at Operational-level of war (e.g., Operational Contract Support, Joint Planning, Joint Doctrine).**
 - **Prescribed Acculturation standards for SERVICE Senior Colleges (JPME-II)**
 - **Student ratio: no more than 60% of own service officers in own Service schools**
 - **Faculty ratio: no more than 60% of own military faculty in own Service schools**

Assumptions

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- **Resources will remain constrained, but no major reductions anticipated.**
 - **Congress will be open-minded to any PME legislative change proposals.**
 - **OSD will support and advocate necessary PME policy changes.**
 - **Schools will be postured for rapid integration of proposed solutions.**

Mission for the PME/JPME Enterprise



“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.”

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Questions/ Discussion