



AMERICA'S ARMY:

OUR PROFESSION – LIVING THE ARMY ETHIC

The First Innovation of Force 2025 and Beyond



Educating Leaders to Win in a Complex World

Army University Information Brief

Defense Health Board

(As of 21 APR 2015)



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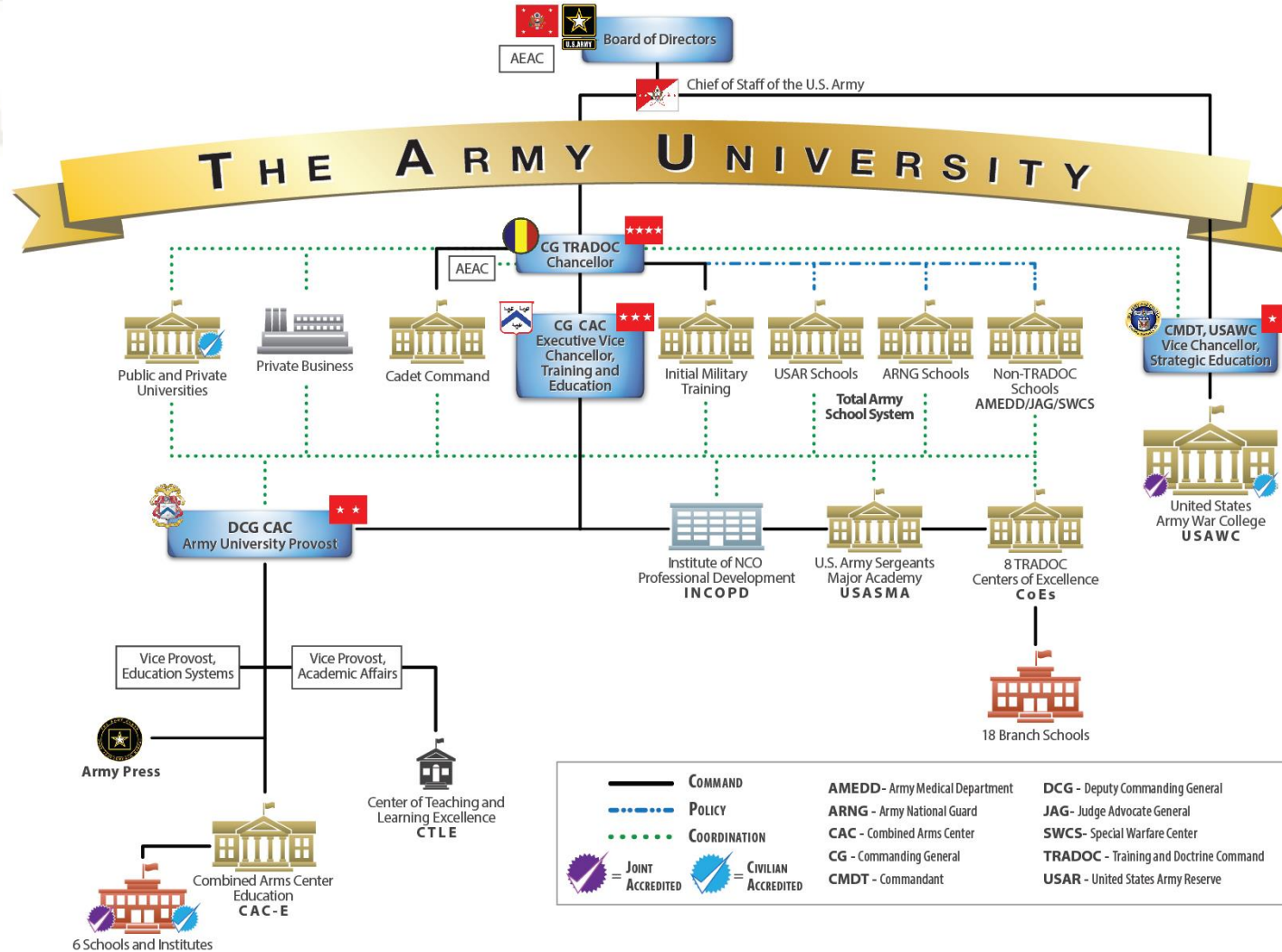


Army University is a premier learning institution preparing leaders to win in a complex world:

- **Recognized** for its academic rigor and relevance
- **Respected** as a prestigious educational institution
- **Acknowledged** for its management practices and institutional agility



Training and Educating today
... to Win in a Complex World
tomorrow



SecArmy endorsed concept 2 March 2015

(Strategic Business Plan for the Army University, 25 February, 2015)

(As of 21 APR 2015)



THE ARMY UNIVERSITY

- Demonstrates the Army's [commitment to education](#) by increasing the academic rigor and priority of Professional Military Education
- Increases [the rate of innovation](#) across the educational enterprise in support of the AOC
- Creates a [common understanding of education](#) across the Total Army and empowers institutional agility through unity of effort and networked collaboration
- Promotes [partnering and networking](#) with civilian universities that expands and improves:
 - Research and Publishing
 - Faculty Development
 - Degree Opportunities
 - Curriculum Development
 - Grants
 - Faculty Exchanges
- [Enables Soldier professional development](#) with [credit hours](#) and [certifications](#)
- Fosters [synchronization](#) across all four cohorts (Officer / Enlisted / WO / CIV) in TRADOC
- [Optimizes internal resources](#) by eliminating redundancies
- Leverages prestige and resources of [external organizations](#)
- [Integrates education](#) across over 70 separate TRADOC (internal) schools consolidated under one university system and synchronizes over 100 additional TRADOC institutions





“Developing adaptive Army leaders who possess the individual toughness, battlefield skill and fighting spirit that typify the American Soldier is one of our **highest priorities.**”

2014 ARMY Posture Statement

Key Initiatives Requiring HQDA Support

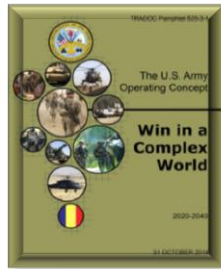
- Eliminate or reduce waivers for PME (G3/5/7)
- Improve talent management assessments to better support educational development (G1)
- Increase military faculty tour lengths to facilitate instructor certification and utilization (G1)



Future Options to Consider

- Develop an academic application and acceptance process for selective levels of PME (G1, G3/5/7)
- Implement centralized board selection for military faculty (G1)
- Replace the AER with an academic focused OER/NCOER for PME (G1)





“Innovation is the result of critical and creative thinking and the conversion of new ideas into valued outcomes. Innovation drives the development of new tools or methods that permit Army forces to anticipate future demands, stay ahead of determined enemies, and accomplish the mission.”

Army Operating Concept, 2014

Key Initiatives Requiring HQDA Support

- Pursue policies to support a combination of stable, expert civilian faculty and operationally experienced, quality military leaders (G1)
- Leverage existing educational forums to enable commanders in the field to interface directly with Army University to discuss evolving needs of the Operating Force (G3/5/7)



Future Options to Consider

- Better utilize emerging Live-Virtual-Constructive-Gaming technologies in Army education (G3/5/7, G6)
- Support continuing research in learning sciences and technologies (G3/5/7)

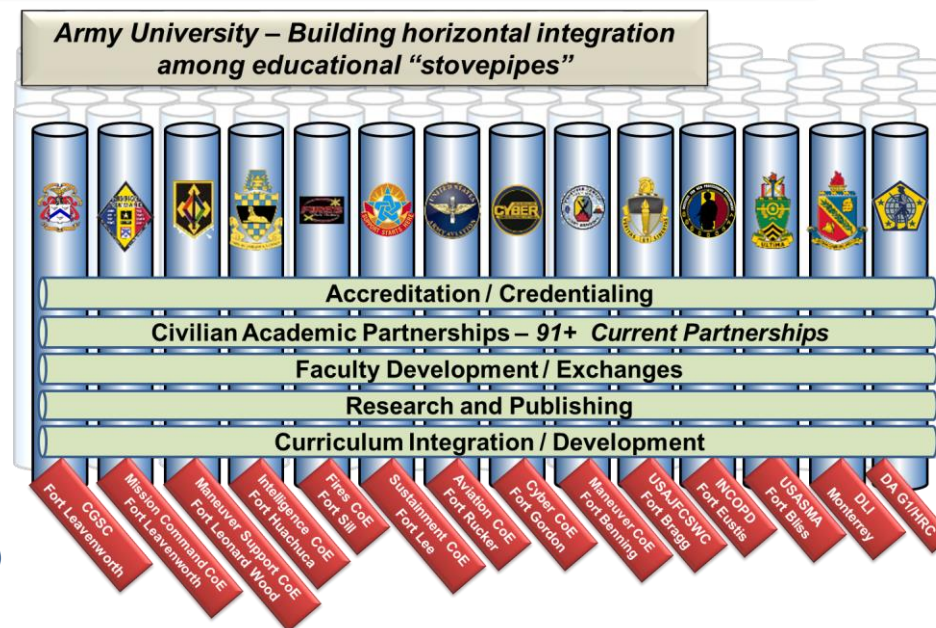




Integrating stovepipes of excellence into a cohesive gateway for educational partnerships

Key Initiatives Requiring HQDA Support

- Increase understanding of resources available in education through the development of a common educational common operating picture (E-COP) (G1, G3/5/7, G6)
- Fully implement the One Army School System within the Army University (G3/5/7)
- Charter and establish an Army University Board of Directors in conjunction with Army Secretariat (G1, G3/5/7)
- Identify policies, regulations, and pamphlets that need to change to reflect implementation of the Army University (G1, G3/5/7)





Key Initiatives Requiring HQDA Support

- **Faculty Exchange:** Develop faculty collaboration and exchange policies between the Army University and public institutions *(G1)*
- **Faculty Exchange:** Leverage experience in USAR and USARNG to improve public and private partnerships with academia and business *(G1, USAR, USARNG)*
- **Faculty Development:** Reduce policy restrictions to allow faculty to participate in professional symposiums and seminars to advance expert knowledge and build relationships *(G1)*
- **Faculty Development:** Establish an Army University Education Symposium to exchange ideas and promulgate cutting-edge learning sciences with military and civilian academia *(G1, G3/5/7)*
- **Degree Opportunities:** Improve collaboration between the Army University and Army Education Counselors at Installation Ed Centers (Soldier for Life) *(IMCOM)*
- **Grants:** Improve visibility of and access to government-funded research grants in military related topics; improve synchronization and coordination with academia *(G3/5/7)*

Future Options to Consider

- **Grants:** Seek changes to USC Title 10 to enable Army University faculty to secure grant money to increase their expertise and body of knowledge *(G1, OCLL)*





Credentialing, Certification, and Licensing (CCL)

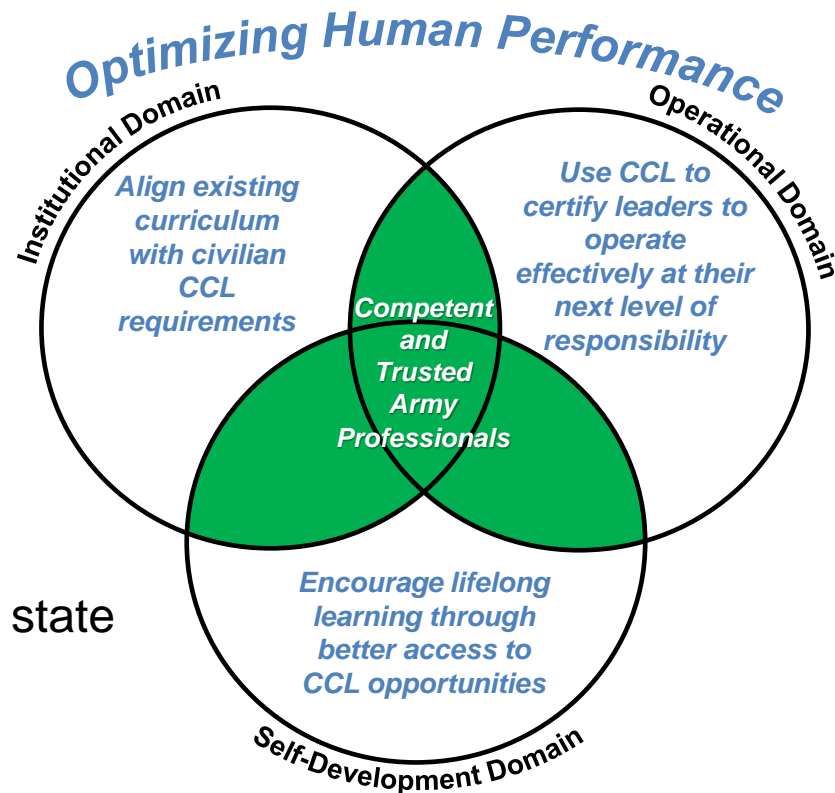
Key Initiatives Requiring HQDA Support

- Develop a credible and widely recognized Army University transcript for all PME (G1, G6)
- Implement NDAA 2015* guidance on credentialing and licensing programs for all military occupational specialties (MOSs) (G1)
- Reduce burden on Soldiers to translate military educational achievements into relevant civilian credentials (G1)

Future Options to Consider

- Work with lawmakers to expand reciprocity of state certification and credentialing programs (OCLL)

*NDAA 2015, Section 551

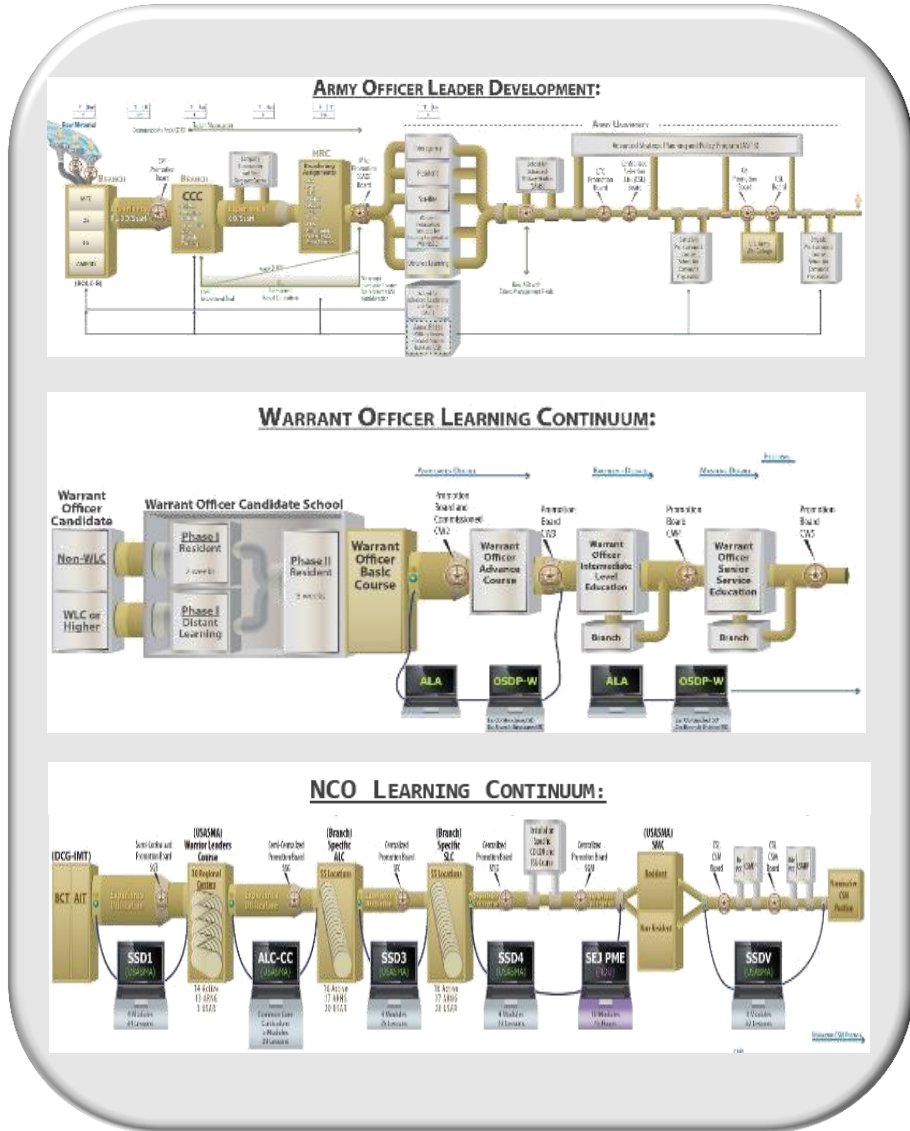


“The Army encourages Soldiers to **obtain industry-recognized credentials** related to their military occupational specialties (MOSs) because we recognize the value of professional credentials as clear, objective evidence of an individual's competence.”

-Honorable John McHugh,

(As of 21 APR 2015) Army Directive 2015-12 (11 Mar 15)





Key Initiatives Requiring HQDA Support

Synchronize professional military education across officer, warrant officer, enlisted and civilian cohorts to ensure vertical and horizontal integration and alignment (G3/5/7)





“To rebuild and sustain a force capable of conducting the full range of operations on land, to include prompt and sustained land combat, it is essential that we take steps to prevent hollowness within the force.”

2014 ARMY Posture Statement

Key Initiatives Requiring HQDA Support

- Develop an Education Common Operating Picture (E-COP) to inform the force of education opportunities and more efficiently align needed resources (G1, G3/5/7, G6)
- Integrate Army University into IPPS-A software so that educational records are more accessible and academic potential is easier to evaluate (G1, G6)
- Improve access to Army research papers and products related to Army learning demands (G6)
- Achieve visibility of existing contracts across the educational enterprise to identify efficiencies, reduce costs, and share resources (G3/5/7, G8)





“Respect and prestige will attract talented faculty, enable partnerships, and increase access to resources. They also increase Soldier and Civilian competitiveness for post-graduate education at prestigious universities.”

Strategic Business Plan for the Army University, 3 March 2015

Key Initiatives Requiring HQDA Support

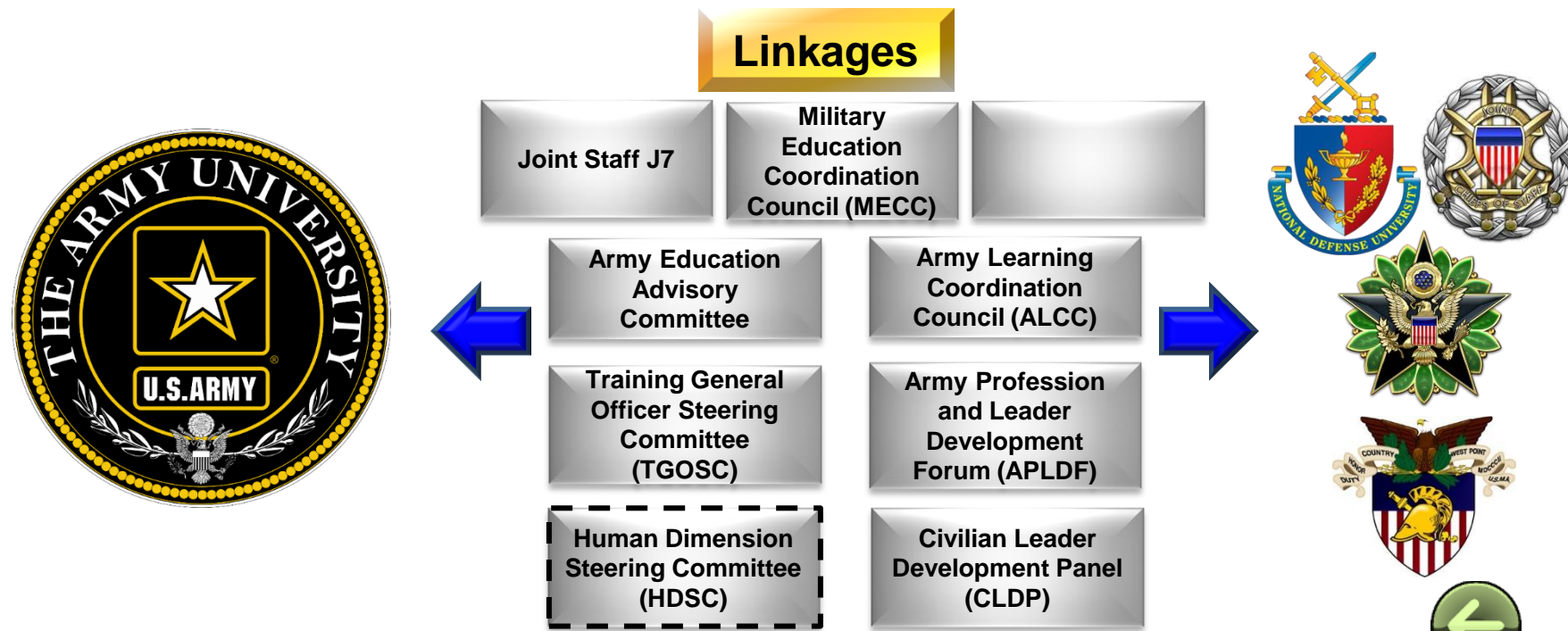
- Assign faculty sponsors from Army University to Soldiers in civilian graduate-level research programs sponsors to better align research programs with Army Warfighter Challenges (G3/5/7)
- Establish a central ‘front door’ for external agencies and universities seeking to partner with the Army in education. Empower decentralized development of relationships through mission command (G3/5/7)





Key Initiatives Requiring HQDA Support

- Assess current alignment of 70+ TRADOC schools and OASS schools with Accreditation Standards and ACE credits (G3/5/7)
- Improve collaboration and integration of Army research libraries to improve efficiencies and share knowledge (G3/5/7)
- Leverage current education forums to better synchronize the Army University with other schools and institutions (G1, G3/5/7)



(As of 21 APR 2015)



The Army is making a greater investment in our Soldiers through improved education that will increase competence, character, and commitment

- Army University supports growth and development across a career of service in the Army.
- Army University develops agile, adaptive, and innovative leaders through increased academic rigor.
- Army University supports the Total Army with increased educational opportunity for Reserves and National Guard.
- Army University enhances the ability of Soldiers to integrate their military and civilian education receiving valid academic credit for their educational investment.
- As a Soldier for life, Army University improves a Soldier's ability to transition into quality employment opportunities after their service.



Army Sergeant Julie Bytnar is the first enlisted service member to be accepted into a fully-funded graduate education program in Health Sciences.

Pride in achievement through measurable goals

(As of 21 APR 2015)



***More relevant educational programs that bridge the gap between
the operational force and academia***

- Army University will provide operational units with **leaders that can improve and thrive in chaos** and uncertainty
- Army University will Increase the **rate of innovation** in military education to be more responsive to the needs of operational commanders
- Army University will increase foreign partnerships and regional studies, prioritized by ASCC, to **better prepare leaders to serve in regionally aligned forces (RAF)**
- Army University will develop an educational common operating picture (E-COP) to **enable shared understanding** across the Army
- Army University will better align student research with **the needs of the operational force**





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Discussion



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