

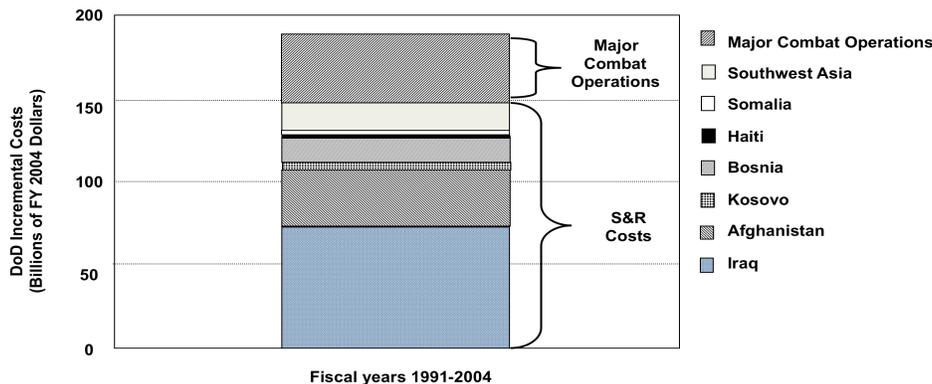
Center for Nation Reconstruction and Capacity Development: Strategic Plan 2012-2017

MISSION STATEMENT FOR THE CENTER FOR NATION RECONSTRUCTION AND CAPACITY DEVELOPMENT

The mission for the Center for Nation Reconstruction and Capacity Development (C/NRCD) is to take an interdisciplinary and systems approach in facilitating and focusing research, professional practice, training, and information dissemination in the planning, execution, and assessment of efforts to construct infrastructure, policies, and competencies mainly in support of building partner capacity for communities and nations primarily in developing countries. The C/NRCD will have a strong focus on professional practice in support of developing current and future Army leaders through its creation of cultural immersion and research opportunities for cadets, faculty, and future Army leaders.

1. Introduction

Since the end of WWII, the United States (U.S.) has deployed military forces in post-conflict regions to help countries rebuild their national capacity. Examples of military-led stability operations include the occupations of Germany, Japan, Somalia, Haiti, Bosnia, Kosovo, and more recently, Iraq and Afghanistan.¹ In addition, the Department of Defense (DoD) in support of the whole government team, is involved in capacity development (CD) or building efforts throughout the world, focusing on developing countries to promote democracy. As shown in Figures 1-1 and 1-2, today, stability and reconstruction (S&R) efforts are a significant component of the DoD budget, thereby requiring considerable investment in resources. For example, the U.S. alone has spent over \$38B in Afghanistan since 2002 solely on reconstruction.² Unfortunately, in many of these operations stability is explicitly linked to reconstruction with U.S. having spent about \$1.5T in combined S&R in Iraq and Afghanistan since the start of the global war on terrorism (GWOT).



Source DoD Comptroller and Congressional Research Service
Incremental Costs are defined as costs to DoD in excess of normal peacetime operating expenses
Slide taken from Defense Science Board 2004 Summer Study on Transition to and from Hostilities
Current Incremental Cost in Iraq/Afghanistan is \$5.7 billion/month

Figure 1.1 Stability and reconstruction costs compared to cost of major combat operations from 1991-2004

¹ Binnendijk, Hans, and Stuart E. Johnson, eds. *Transforming For Stabilization and Reconstruction Operations*. Washington D.C., Center for Technology and National Security Policy by Defense UP, 2004): 5

² Taken from the Congressional research service at <http://www.fas.org/sqp/crs/row/R40699.pdf> accessed 14 November 2011

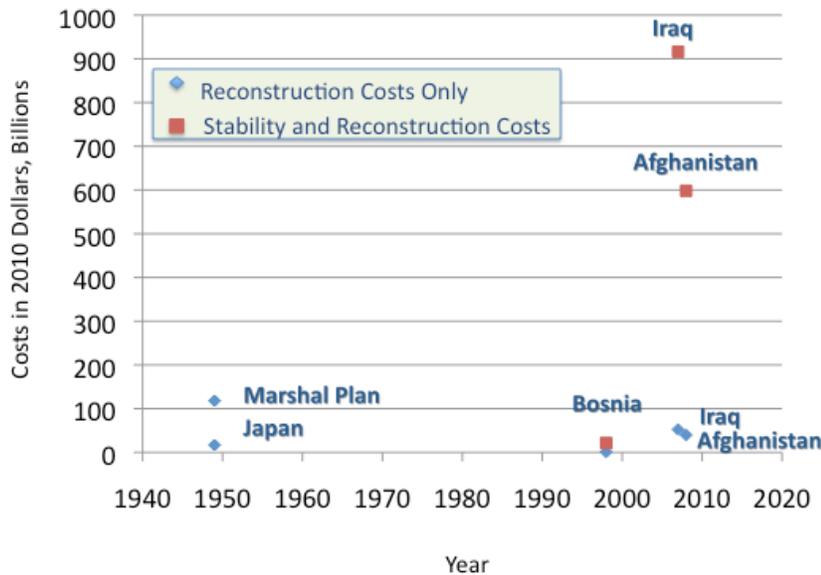


Figure 1.2 Major U.S. stability and reconstruction efforts

Figure 1.3 shows the timeline and spectrum of nation reconstruction (NR) and CD efforts. For our purposes, NR includes all operations, excluding military stability operations, both prior to a significant crisis (i.e., national building) and after the cessation of large-scale military operations.

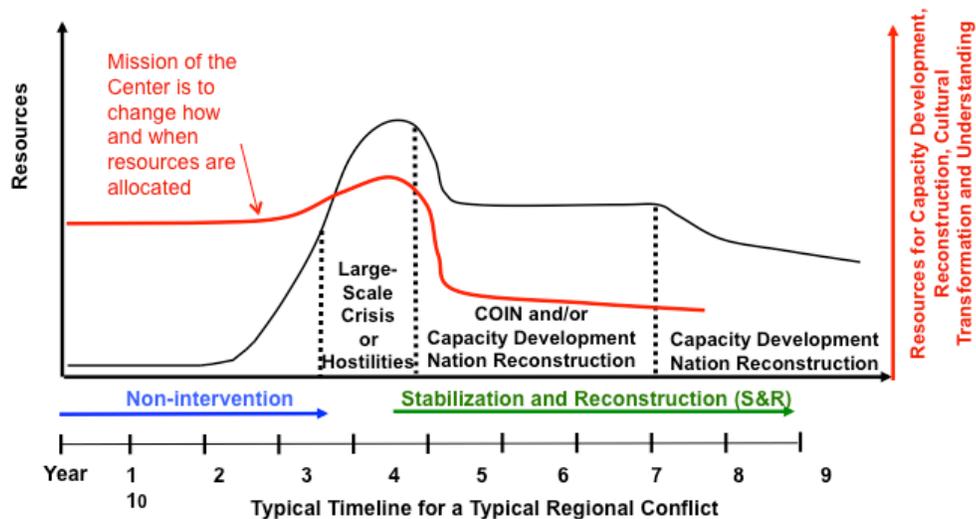


Figure 1.3 Typical timeline versus resources for a regional conflict

The need for S&R efforts has become more prevalent in the post 9/11 environment, and is frequently required to successfully complete a military operation or to affect recovery from a disaster. In recognition of the need to develop proficiency in tasks related to reconstruction, the DoD reissued the 2005 DoD directive 3000.05 as DoD Instruction 3000.05 in September of 2009, stating that stability operations are a

core operation of the U.S. military.³ In particular, the DoD instruction states that its departments/agencies shall be prepared to:

- Conduct stability operations activities throughout all phases of conflict and across the range of military operations, including in combat and non-combat environments. The magnitude of stability operations missions may range from small-scale, short-duration to large-scale, long-duration.
- Support stability operations activities led by other U.S. Government departments or agencies (hereafter referred to collectively as “U.S. Government agencies”), foreign governments and security forces, international governmental organizations, or when otherwise directed.
- Lead stability operations activities to establish civil security and civil control, restore essential services, repair and protect critical infrastructure, and deliver humanitarian assistance until such time as it is feasible to transition lead responsibility to other U.S. Government agencies, foreign governments and security forces, or international governmental organizations. In such circumstances, the DoD will operate within U.S. Government and, as appropriate, international structures for managing civil-military operations, and will seek to enable the deployment and utilization of the appropriate civilian capabilities.⁴

Some S&R goals are to rebuild host-nation institutions, including various types of security forces, correctional facilities, and judicial systems necessary to secure and stabilize the environment as well as revive or build the private sector, including encouraging citizen-driven, bottom-up economic activity and constructing necessary infrastructure.⁵ Recurrent needs for S&R doctrine has created a demand for an establishment that could meet the DoD’s requirements in future and current operations.

Operation Iraqi Freedom has involved S&R operations whose complexity has not been matched in recent decades.⁶ When combined with the current operations in Afghanistan, the U.S. goal of promoting stability in the region, the focus of our military continues to shift towards counterinsurgency and stability operations, which entails significant reconstruction efforts. By understanding the current state of infrastructure and cultural norms, we can enable our current strategic engagement with many nations and facilitate capacity building, especially following a disaster or military action. While the C/NRCD would surely enhance our current operations, a major focus would be to facilitate the planning for future assistance and interventions.

Numerous organizations such as the United Nations (UN), United Nations Development Program (UNDP), World Bank, International Monetary Fund (IMF), United States Agency for International Development (USAID), U.S. Department of State (DoS), etc., are involved in CD. This Center hopes to leverage those efforts and our interdisciplinary systems expertise to develop integrated and not point solutions.

2. Rationale and Purpose

2.1 Importance of C/NRCD to the Department of Defense

For the purposes of this plan we define NR as the planning, preparation, execution, and assessment of efforts to construct infrastructure, policy, and governance either in a pre- or post-conflict environment or subsequent to a national hazard. Capacity building or development refers to assistance provided to entities, usually societies in developing countries, which have a need to develop a certain skill or competence, or for general upgrading of performance ability.

The DoD will be involved in NR and CD in the foreseeable future as Africa and southeast Asia emerge as areas of strategic national interest. The Army is often required to conduct reconstruction operations in conjunction with stability operations, which would likely follow a major combat operation. Also, in some

³ DODI No. 3000.05, 3 C.F.R. (2009): 2

⁴ Ibid

⁵ Department of the Army. FM3-07: *Stability Operations* (2008): 1-15

⁶ Dobbins, James. *America’s Role in Nation-building: from Germany to Iraq, Issue 1753*. (Santa Monica: RAND, 2003): 167

developing countries the Army is often the only agency that can conduct NR/CD because of the security risks. Also, a major component of national security is the development of strong theater security cooperation agreements. The C/NRCD can play a significant role in security cooperation through its outreach and cultural immersion efforts.

As part of DoD Instruction 3000.05, the Secretary of Defense elevated the importance of stability to be on par with combat operations.

These tasks are further summarized in FM 3-07 as:

- Rebuild host-nation institutions, including various types of security forces, correctional facilities, and judicial systems necessary to secure and stabilize the environment.
- Revive or build the private sector, including encouraging citizen-driven, bottom-up economic activity and constructing necessary infrastructure.
- Develop representative government institutions.

Similarly, in the DoD Directive 3000.05, dated December 2005, the Secretary of Defense acknowledged “Irregular warfare (IW) is as strategically important as traditional warfare. Many of the capabilities and skills required for IW are applicable to traditional warfare, but their role in IW can be proportionally greater than in traditional warfare.” Therefore the DoD must “maintain capabilities and capacity so that the Department of Defense is as effective in IW as it is in traditional warfare in order to ensure that, when directed, the Department can “create a safe, secure environment in fragile states and, if required, provide essential governmental services, emergency infrastructure restoration, and humanitarian relief.”

A significant investment is undertaken by the U.S annually in S&R activities that will continue into the foreseeable future. Whether to stem the emergence of terrorist networks, ease human suffering, or build theater security cooperation investments in NR are likely to continue in the foreseeable future.

2.2 Why Establish the C/NRCD at West Point

Nation reconstruction generally and CD specifically is a complex, multi-dimensional problem, which requires an interdisciplinary approach that would ideally draw from the strengths of a number of West Point departments and academic majors (systems engineering, engineering management, civil engineering, economics, political science, geography, sociology, history, etc.). West Point is uniquely positioned to make large contributions to this very important area because its faculty includes military officers and civilian professors with advanced degrees in relevant disciplines and first-hand experience with stability operations—a tremendous intellectual resource for the Army.

The establishment of the C/NRCD serves as an important enabling mechanism for achieving West Point’s mission to “educate, train, and inspire the Corps of Cadets.” Our vision is to establish a research center with an educational mission, which serves as a nucleus and catalyst for infrastructure work, producing a mix of think tank focused (monographs, texts, etc) and reimbursable project reports. The mission of the C/NRCD is also to coordinate the efforts of West Point faculty and cadets in support of leaders for the Army, DoD, and other national and international organizations by developing innovative solutions to nation reconstruction/investment and CD related problems. Lastly the C/NRCD will have a strong professional practice component.

The research program within the C/NRCD directly addresses specific West Point needs:

- Research enriches cadet education, reinforcing the West Point Leader Development System (WPLDS) through meaningful high impact practices. Cadets learn best when they are challenged and when they are interested. The introduction of current issues facing the military into their curriculum achieves both.
- Research enhances professional development opportunities for our faculty. It is important to develop and grow as a professional officer in each assignment along with our permanent faculty.
- Research maintains strong ties between West Point and Army/DoD agencies. West Point is a

- tremendous source of highly qualified analysts for the Army and DoD.
- Research provides for the integration of new technologies. As the pace of technological advances increases, West Point's education program must not only keep pace but must also lead to ensure our graduates and junior officers are prepared for their continued service to the Army.
 - Research enhances the capabilities of the Army and DoD. The client-based component of the C/NRCD research program focuses on challenging problems that these client organizations are struggling to solve with their own resources. In some cases, West Point personnel have key skills and talent that enable solutions to these problems. In many cases, West Point personnel simply add to the effort applied to these problems.

The C/NRCD, as an agent of West Point, can offer a tremendous value proposition for the sponsoring agency:

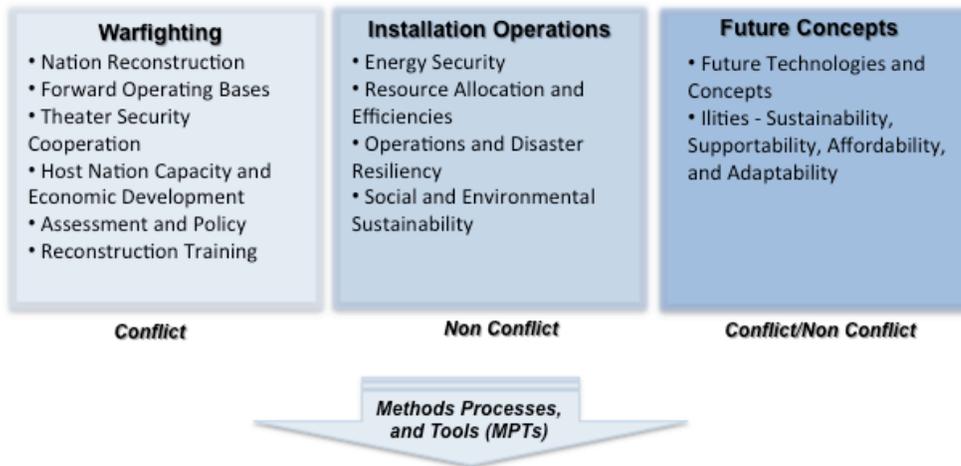
- We can represent the end users from both a technical and operational perspective
 - Unbiased intellectual audacity
- Intellectual technical depth
 - We are thought leaders in socio-technical systems
 - World class faculty who are technical experts in many technical domains
 - Systems engineering skills are needed throughout government and industry
 - Access to interdisciplinary subject matter experts
 - Significant domain knowledge with regards to defense enterprise
- Project visibility
 - Visibility with senior Army/defense leadership and other leaders from the national and international community
- The unique aspects of West Point
 - Operate in the .com, .edu, .mil, and .gov world
 - International visibility and perception of the university and thus the research results
 - West Point is considered a national treasure in a positive context
- Provide cost effective solutions
 - West Point has no overhead because of its education and training mission

In addition to the providing interdisciplinary teams to solve complex problems using a holistic perspective, West Point has the operational perspective, unbiased perspective, and academic and analytical background to tackle infrastructure in addition to people, policy, and technology issues in both conflict and non-conflict environments. As shown in Figure 2.1 these include infrastructure and other enablers for warfighting, installation operations, and future concepts.

2.3 C/NRCD Goals

Clear goals and robust deliverables are necessary to meet this national, DoD, and Army priority. The C/NRCD's goals and objectives are aligned with these priorities. Table 2.1 contains the goals and products for the C/NRCD.

Infrastructure and Other Supporting Enablers: People, Policies, and Technology



Advance the state of knowledge in complex socio-technological systems as related to infrastructure in support of nation reconstruction, security cooperation, and operational needs

Figure 2.1 Domains and products produced by the C/NRCD

Table 2.1 Goals and products for the C/NRCD

C/NRCD Goals
<ul style="list-style-type: none"> • Enrich cadet education through cultural immersion experiences, added research opportunities, increased resources, and other extra-curricular educational opportunities, • Provide professional development opportunities for faculty, • Enhance West Point's reputation as an intellectual asset for the DoD and nation, • Enhance West Point's reputation as the national leader in undergraduate education, • Provide research, training, and education for problems of national and international priority, • Leverage West Point's intellectual capital by engaging in mutually beneficial relationships with the Army, DoD, and other national and international organizations to provide solutions to a problem of national and global significance, • Provide for the integration of new analytical techniques, doctrine, and technologies across multiple disciplines, • Cultivate relationships with the various non-governmental organizations, DoD, and non DoD federal agencies involved in the NR/CD effort, • Provide avenues to disseminate knowledge in NR and CD, and • Facilitate publication of significant contributions to academic disciplines and doctrine.
C/NRCD Products
<ul style="list-style-type: none"> • Publications and project reports, • Annual conference to develop requirements and present research, • Home to a refereed journal and/or newsletter type publication, • Workshops for Department of Army (DA) and DoD personnel who will be deployed in theater and working in the areas of NR/CD, • Workshops and short courses as needed, • Home for NR/CD centric cultural immersion experiences, and • Website to facilitate knowledge dissemination.

2.4 Interface of C/NRCD Products and Cadet Education

The successful implementation of viable Army outreach activities in support of NR and CD within an academic environment will require the design of a pedagogical strategy that connects outreach to cadet education. In order for tomorrow's leaders to address the global challenges they are likely to encounter within their careers, the learning environment must intentionally embed cadets in complex and creative problem-solving activities. The confluence of these curricular and co-curricular pathways must enable cadets to both grapple with and reflect on the interdisciplinary transfer of knowledge through a decision-making process.

The learning environment implemented at West Point is referred to as the West Point Leader Development System (WPLDS).⁷ This framework has evolved into a model centered on three verbs—"Be, Know, and Do" and is shown in Figure 2.2. The model signifies the importance of knowledge (KNOW) and actions (DO) that, when combined with reflection and feedback, possess the power to transform cadets' sense of identity (BE) into officers who are capable of leading others responsibly through the effective resolution of complex challenges. This framework defines the BE component as identity, the KNOW component as requisite foundational knowledge needed to solve complex problems, and the DO component as the application of knowledge into practice. Successful leaders must excel in each of these three areas and intentionally integrate them in order to manage ambiguity and complexity across varied contexts.⁸ The challenge is to establish both a coherent framework for the management of leader development and the subsequent implementation of curricular integration. As shown in Figure 2.2, the purpose of holistically integrated problem-based cultural immersion experiences is to both transfer knowledge to and from the classroom and to develop in cadets the capacities and perspectives to manage ambiguity, think critically, and lead effectively.

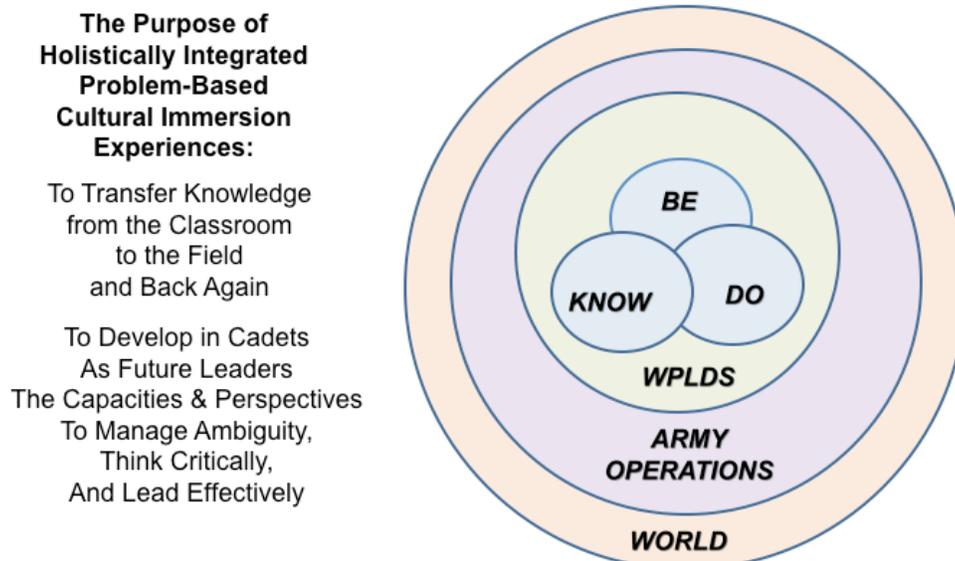


Figure 2.2 Leveraging the operating environment to reinforce WPLDS and vice versa

⁷ See *Building Capacity to Lead: The West Point Leader Development System*. (2010). United States Military Academy. (<http://www.dean.usma.edu/documents/CLDS2010.pdf>)

⁸ See Hesselbein, Frances and Eric Shinseki. *Be, Know, Do: Leadership the Army Way*. 2004. San Francisco: Jossey-Bass. See also the Army's field manual on leader development, FM 22-100 (<https://rdl.train.army.mil/soldierPortal/atia/adlsc/view/restricted/9502-1/fm/22-100/toc.htm>)

Indeed, the C/NRCD represents a viable investment in the Army’s future leadership. As depicted in Figure 2.3, the international learning created by the successful venture of the CNRCD, builds cadets’ capacity to manage ambiguity, critical thinking, and effective leadership, through participation in a set of high impact practices that compliment and reinforce the requirements of the WPLDS. Leveraging the intellectual capital of West Point to address problems and challenges experience by FOBs throughout the world, creates a rich learning environment that is potentially positioned to solve problems through an educational process that reinforces and enhances cadets’ identity formation and perspective-taking capacity as they transition from West Point into the Army. With upwards of 1,100 graduates annually (nearly one-fifth of whom are majors in the Department of Systems Engineering), the Army receives newly commissioned leaders who are familiar and capable of addressing real problems that challenge the FOBs into which they will be deployed. Additionally, West Point annually graduates a second class of officers, representing approximately one-third of the rotating faculty who have completed a tour at West Point. These mid-career officers, of whom about 120 return to the field Army annually, have a unique opportunity to engage in real-world problems that they will likely encounter upon their return to the Army. These experiences create a sense of ownership and partnership with viable problems along with the enhanced capacity to lead others through the resolution of these problems. By leveraging the intellectual capital of West Point’s faculty, the Army utilizes an incredibly rich resource while simultaneously enhancing the leadership potential of newly commissioned and mid-level officers. These experiences, in turn, provide West Point with an ability to assess and continuously refine aspects of its curriculum and the subsequent coordination of its curriculum with viable high impact practices that serve to enhance the quality of its learning environment.

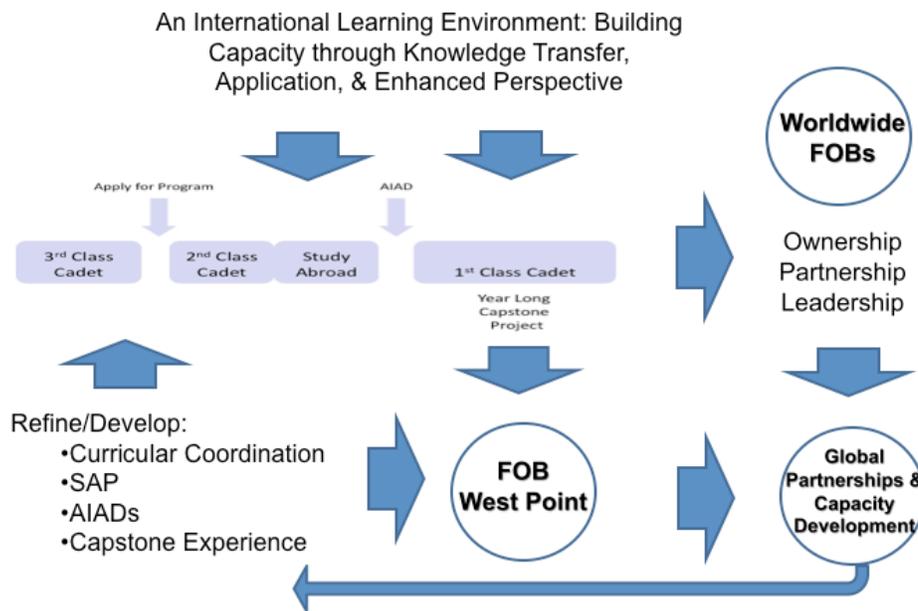


Figure 2.3 The study abroad process

3. Resource Requirements and Projections

3.1 Personnel

The core of the C/NRCD will be staffed with the following dedicated personnel.

- Full Professor or equivalent as Director⁹
- Senior faculty to serve as researchers in support of the C/NRCD’s initiatives

⁹ Dr. John Farr was hired July 6, 2010 to serve as a Professor and C/NRCD Director.

- C/NRCD Associate Director,
- Director of Academic Enrichment and Global Partnerships,
- Visiting scholar or interdisciplinary faculty working in other USMA departments
- Administrative support person for communications, logistics, and operations

The C/NRCD will ideally consist of a consortium of other universities in the execution of its research mission. George Mason University, Old Dominion University, and the University of Virginia have initially expressed interest in being part of this consortium; as a consortium, they have a unique set of skills and capabilities to the C/NRCD. In addition to the obvious government partners, numerous representatives from national laboratories and private industry have also expressed interest in and are likely to be engaged with the C/NRCD in some capacity in the near future.

By the close of FY2014, the expectation is that dedicated personnel, to include faculty who are part of the West Point Tables of Distribution and Allowances (i.e., salary is part of the West Point budget) will bring in annual funding at a level that is equal to or greater than their annual salaries. These core individuals are responsible for managing the planning, coordination, execution, and assessment of the C/NRCD's activities. They are responsible for holding annual meetings with the C/NRCD's advisory board, conducting workshops, publishing, and maintaining the governance and administration of the C/NRCD. They will mentor cadets and coordinate an interdisciplinary team of faculty to support the C/NRCD in its execution of the projects.

3.2 Advisory Board

The C/NRCD will maintain an active advisory board to serve as advocates, ensure quality and relevancy of products, and provide strategic direction, accountability, and credibility. The Advisory Board will be co-chaired by the ACSIM or his or her designated representative and an equivalent person from the DoS. The Board will include the following tentative members:

- Invitations have been sent to 15 leaders of the military, NGOs, private sector, and other government organizations.

3.3 Funding

Since the C/NRCD is 100% reimbursable funded, sponsors must be identified and an appropriate value proposition articulated for the research, information, etc. Table 3.1 contains the C/NRCD's funding goals.

Table 3.1 Funding goals for AY12-17

YEAR	AY12	AY13	AY14	AY15	AY16	AY17
Non Study Abroad Project	\$325,000	\$375,000	\$500,000	\$625,000	\$750,000	\$900,000
Study Abroad Project	0	\$150,000	\$300,000	\$300,000	\$450,000	\$600,000
Projected Total	\$325,000	\$525,000	\$800,000	\$925,000	\$1,200,000	\$1,500,000
Projected Growth (% Increase)		67%	52%	16%	30%	25%

The C/NRCD has been challenged by West Point to develop cultural immersion experiences to include meaningful Advanced Individual Academic Development (AIAD) experiences¹⁰ and opportunities for study abroad. Currently, West Point only has a formal language immersion study abroad experience

As shown in Table 3.1 we separated our mission for study abroad¹¹ from research even though both are designed to deliver high quality, relevant, connect solutions to our sponsors. The project cost for a study abroad experience for 4 cadets is estimated to be \$150,000. This cost includes:

- Tuition, lodging, and travel for four cadets to spend a semester abroad,

¹⁰ An AIAD is typically a 3-week summer work experience design to reinforce academic learning.

¹¹ Currently USMA only has a language immersion international experience. We have embraced the mission to develop a sponsored study abroad experience that is tightly coupled with research in order to justify the funding.

- Travel and lodging for four cadets to spend three weeks on a summer advanced individual academic development (AIAD) project,
- Faculty time to coordinate, manage, and mentor the four cadets on the timely completion of a capstone project. The faculty mentor is the Project POC,
- Faculty travel costs, and
- Administrative costs to offset the salary of a dedicated officer manager for the C/NRCD.

We estimate that, at capacity, the C/NRCD will manage annually 12 research projects and six study abroad projects. Each project will involve a team of normally four cadets. The estimated annual revenue from these projects will be approximately \$1.8 million. Estimated average annual growth between AY12 and AY17 is 38 percent. Given the current environment of reduced defense expenditures and the difficulty of conducting research at West Point these are aggressive goals.

4. Success Metrics

4.1 Introduction

Figure 4.1 contains a model for academic and research preeminence developed by Farr (2005)¹². Our success metrics will be loosely aligned with the four domains presented in this figure. In addition to goals we will present a roadmap on how that goal will be obtained.

4.2 Success Metrics

4.2.1 Resources

Success Metric: Research Funding

Means to Achieve Goal: The C/NRCD's success is contingent upon establishing stable funding sufficient to pay staff salaries and to conduct daily operations and providing quality and relevant products. We have a commitment from the Assistant Chief of Staff for Installation Management (ACSIM) to initially provide a minimum level of funding in the amount of roughly \$225k per year. By AY 2017, we hope to have a stable source of funding within the Program Objective Memorandum or POM (i.e., the long term sustainable funding plan for the DoD) supplemented by a healthy mix of reimbursable funding to provide the critical mass needed to solve projects of national importance to the nation.

¹² Developed by John Farr for an unpublished paper titled "Development and Evolution of a Systems Engineering Program in Academia: Five Year Review and Case Study," 2005

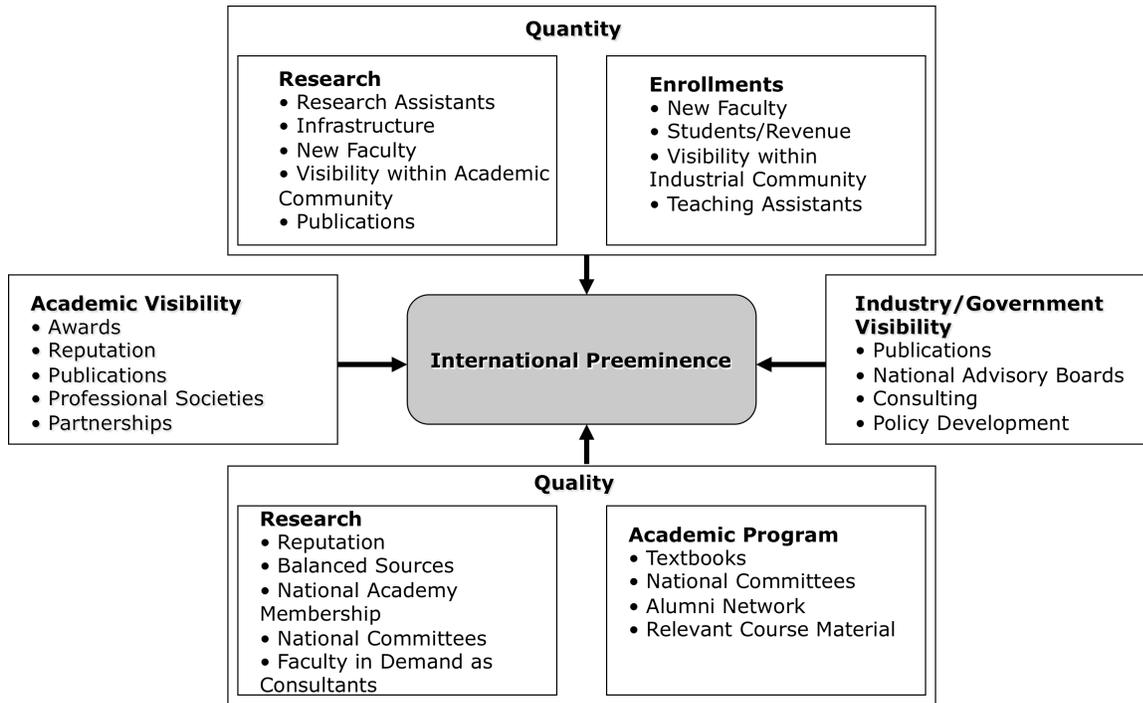


Figure 4.1 Academic and research preeminence model

The following funding sources are currently being pursued.

- National Science Foundation, Army Research Laboratory - grants for basic research funding,
- Donor funding through the West Point Association of Graduates or AOG¹³,
- Private research foundations such as the Leonard Wood Institute, Ford Foundation, etc, and
- Reimbursable project based funding¹⁴.

The Office of the Secretary of Defense will hopefully be a significant supporter of the C/NRCD. Also, as funding for the institutional Army decreases, the C/NRCD has the opportunity to fill the void by other reimbursable activities that have realized decrements in annual budgets.

Success Metric: Faculty Positions

The C/NRCD will need faculty sufficient to meet the oversight needs of the projects. We estimate that each project will require the equivalent of a 1/3 full-time faculty position. Each full-time equivalent (FTE) faculty member can manage two projects annually, mentor eight cadets, and teach one section of a course per year. To reach estimated capacity, the C/NRCD will need a minimum of FTE faculty as reported during each of the following years:

Table 4.1 Faculty positions

Year	AY12	AY13	AY14	AY15	AY16	AY17
Number of Projects (Non Study Abroad)	6	7	8	9	10	11
Number of FTE Faculty—USMA TDA	3	2	2	2	2	2
Number of FTE Reimbursable Faculty	0	1	2	3	3	4

¹³ A potential donor has expressed interest in contributing significant funding to the C/NRCD

¹⁴ USACE and ERDEC are funding reimbursable projects for FY 10-11 and 11-12 in the amount of \$220,000 and \$85,000, respectively. The ACSIM is the primary reimbursable sponsor for AY 12.

Success Metric: Cadet Capstones

West Point exists primarily to educate cadets. Generally speaking, cadets, as undergraduates, should be involved in most research activities in order to gain an appreciation for both applied research and an awareness of the capacity and scope of DoD related problems that they are likely to encounter as junior officers. Thus, we chose as one of metrics the numbers of cadets involved in research.

Table 4.2 *Number of cadets involved in research*

Year	AY12	AY13	AY14	AY15	AY16	AY17	Total
Non Study Abroad Projects	6	7	8	9	10	11	51
Study Abroad Projects	0	1	2	2	3	3	11
Number of Cadets Serviced	24	32	40	44	52	56	248

4.2.2 Products

Success Metric: Publications

Each project ought to produce a refereed conference/workshop presentation or paper for both the cadets and the faculty members involved. We estimate that one of two projects will result in the publication of an article or book chapter. Upon completion of 20 projects, we estimate that one edited monograph could be published. Table 4.3 presents the publication goals for the C/NRCD. Note that all sponsored projects will be documented via a technical report. This report will be achieved with the Defense Technical Information Center or DTIC. Reports that are non-classified/for official use only or FOUO will be placed on the C/NRCD website.

Table 4.3 *Publication goals*

Year	AY12	AY13	AY14	AY15	AY16	AY17	Total
Number of Projects	6	7	8	9	10	11	51
Estimated # Presentations	9	10	12	13	15	16	75
Estimated # Refereed Publications	2	2	3	4	4	5	20
Estimated # Published Monographs	0	0	0	0	0	1	1

Success Metric: Conferences/Workshops Held at or Sponsored by C/NRCD

The C/NRCD should have the goal of annually hosting either a conference or workshop related to the NR and CD mission. Given West Point's location and history this is a tremendous opportunity to have cadets/faculty interact with subject matter experts and provide visibility for the C/NRCD's research.

4.2.3 Visibility

The C/NRCD must become a recognized leader in the NR and CD education, training, and research. Our work must be of high quality that is worthy of awards. We must become the recognized experts within the Army and government for this domain. This will lead to panel memberships such as for the National Research Council, services studies, etc. Our faculty should regularly lecture on the subjects as invited lecturers, speakers, and panelists.

Table 4.4 contains a list of the goals for the C/NRCD and its faculty.

Table 4.4 Success metrics actual (A) versus goals (G)

Item	2010-11 (A)	2011-12 (G)	2012-13 (G)	2013-14 (G)	2014-15 (G)	2015-16 (G)	2016-17 (G)
Quantity							
Funding - Research	\$315,000	\$375,000	\$500,000	\$625,000	\$750,000	\$900,000	\$1,00,000
Funding - Study Abroad	0	\$150,000	\$300,000	\$300,000	\$450,000	\$600,000	\$600,000
Faculty - USMA TDA	2	3	2	2	2	2	2
Faculty - Reimbursable	0	0	2	2	3	3	4
Cadet Capstones-Research	2	2	3	4	5	6	6
Cadet Capstone - Study Abroad	0	1	2	3	4	5	6
Visibility							
Refereed Papers/Conference	2	11	12	15	17	19	21
Published Articles	0	0	1	1	2	3	4
Published Monographs	0	0	0	0	0	0	1
Sponsored Conferences	0	1	1	1	2	2	2
Quality							
Awards	0	0	0	1	1	1	1
Panel Membership	1	1	1	1	1	1	1
Speeches Related to NR/CD	0	0	1	1	2	2	2

5. Summary

The U.S. Army will be tasked with building the capacity of other nations following disasters and military interventions for the foreseeable future. Within the Army, DoD, the federal government, and the international community there is not currently a C/NRCD to bring together the disparate organizations involved in nation reconstruction. There has been tremendous support and enthusiasm for this C/NRCD both inside and outside the DoD especially by senior Army leadership. West Point, residing in both the “dot-mil”, “dot-gov” and “dot-edu” domains, is ideally suited to serve as a nexus for the various organizations from the Army, DoD, governmental agencies, academia, non-governmental organizations, and industry that can contribute in this important area. Additionally, through an interdisciplinary approach, the C/NRCD could synchronize the efforts and provide some synergy of several West Point departments and other organizations that could contribute in this critical area. The C/NRCD will provide both developmental opportunities for faculty members and many educational opportunities for cadets.

The planned research products of the C/NRCD include an annual conference and reports¹⁵ produced upon completion of reimbursable projects. These products will contribute to the educational opportunities for cadets and faculty and enhance the reputation of West Point in academia and with interagency activities. Also, we plan to fund internal research projects within USMA to support this critical mission for the DoD.

Of particular significance for this center is the knowledge application for cadets and officers. We plan to focus significant resources on the professional practice for cadets, Army officers, and other key stakeholders. For cadets we hope to develop a study abroad/AIAD/Capstone experience that will provide them with a 1½ year long cultural immersion experience in a country of interest and solving a relevant and connected problem for the DoD.

Fiscal/Academic Year 11 was the first year for operations of the C/NRCD. Processes, website, research reports, and other products were developed and executed. The plan provides us with the opportunity to

¹⁵ All technical reports under the auspices of the C/NRCD will be submitted to the Defense Technical Information Center (DTIC) and posted on the C/NRCD's website

convey to our stakeholders our plans moving forward. The one-year that the C/NRCD has been in existence has allowed us to focus our vision, understand the obstacles, and develop realistic goals.

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