From *Monuments Men* to Functional Specialties, in the Military and across Agencies: Threats to Accessible Capabilities

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for
Civil Affairs Roundtable XX
21 Mar 2014
Agenda

• Track Record
  – Demand Signals vs Campaign Analysis
  – TOE, bill payers for force structure
• Contrast WW2 & recent pre-deploymt tng
• IA “Civilian Surge” / Uplift
  – Threat to continuity, post-OEF
• Professional Connectivity & Tng Models
  – CRC WoG Model
Track Record

- Jt FM 27-5 MG & CA (1943): 25 + 1 fx spec
- Jt FM 41-5 (1958): 19 fx spec
- FM 41-10 (1962): 20 fx spec (4 areas)
- FM 41-10 (2000): 16 fx spec
- JP 3-57 (2013): 6 areas
  - FM 3-57 (2011): 14 fx spec in 6 areas
Demand Signals

- Trend to reduce specialties
- Demand for generalists: source? phasing?
- SIGIR demand for functional specialists in PRTs
- Force-development analysis vs. external (non-DoD) demand for military to address factors in the civil sector
  - Would Arts & Monuments specialists have been demanded in WW2 in the absence of American Defense-Harvard Gp, ACLS, Roberts Commission, et al.?
  - Some specialties will only be needed in certain circumstances
    - Limited need argues for elimination or contract-hire, but …
- Comparison with IA contributions to CRC
  - DoC analysis of contributions to stabilization
  - Demand signals from embassies defaulted to FSO descriptions
Civilian Surge

• Civilian Response Corps
  – advocated to 15K, actual 250 CRC-A, 2,000 CRC-S, 0 CRC-R, and now?

• Civilian Uplift across agencies
  – E.g., in Afg, Jan09-Dec11: COM presence 320 > 1,142

• Civ agencies reverting to domestic missions (differences in agency cultures)
The WW II Model of CA Education

- SMG (Charlottesville)
- Ft Custer, MI (PMG School)
- CATS, Army & Navy
- 1946: School for the Government of Occupied Areas (Carlisle Barracks)
Academic Collaboration on CA-MG

- SMG: Virginia
- Army CATS
  - Boston, Chicago, Harvard, Michigan, Northwestern, Pitt, Western Reserve, Stanford, Wisconsin, Yale
- Navy CATS
  - Columbia: Naval School of MG & Admin
  - Princeton: Navy School of Military Govt
    - 350 Army students
- Birth of Area Studies
• In 1940, 4.5% of Americans > 25 yrs old held a B.A./B.S. or higher
• 70% of CA selectees had at least a Bachelors
• Age range: 35-54
• Cross-service assignments
• Commissions in various branches, but esp. Army Specialist Corps
State of Academic-Military Collaboration

• Niches of support
  – Programmatic & funding incentives
  – Note that the manpower intensity of WW2 had a tremendous impact on academe as an industry
    • ASTD/ASTP, V-12
    • Faculty recruitment & consultancies

• Mainstream academic distrust of military
  – Institutional and disciplinary
    • Cf. Human Terrain Team experience
    • Anthropology

• Is it just mil or across agencies?
Professional Connectivity

• Professional connections w/ fed agencies, state/municipal entities, & civil society
  – experience at tactical, operational, strategic levels
• CRC WoG training model
  – History of CA unit-based practical consultations; inconsistent & lack of cross-specialty familiarity
  – CRC-A baseline tng: familiarity w/ other agencies
• Anticipation of sporadic needs
• Integration of fx expertise in CA Ops