

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
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Agenda

- Track Record
 - Demand Signals vs Campaign Analysis
 - TOE, bill payers for force structure
- Contrast WW2 & recent pre-deployment 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

CA-MG Characteristics

- 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