



## The General Andrew J. Goodpaster Advanced Strategic Planning & Policy Program (ASP3)

### Information Brief



GEN Andrew J. Goodpaster



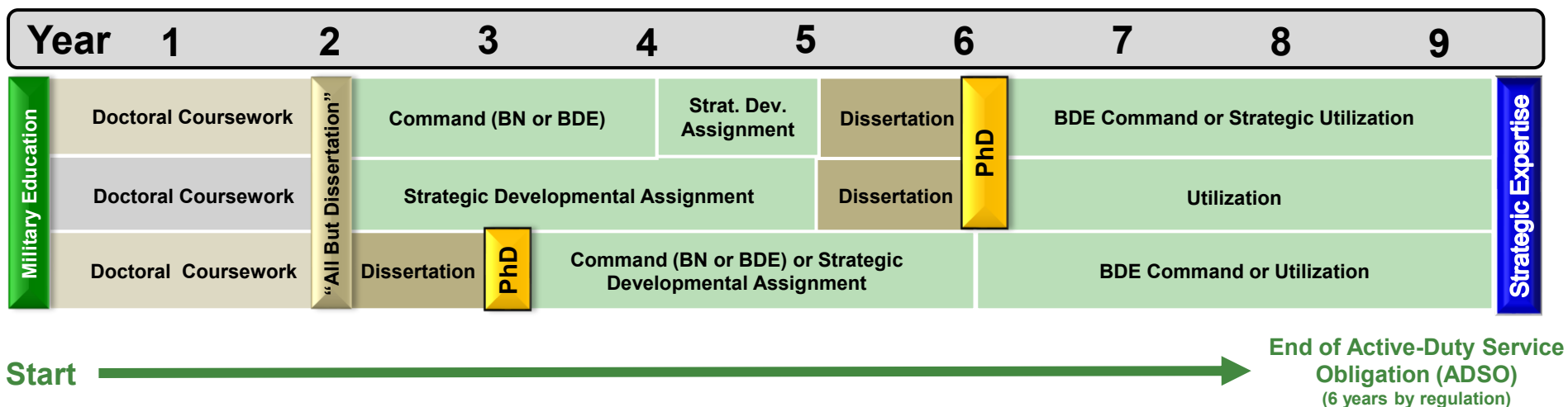
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## Mission

The Advanced Strategic Planning & Policy Program selects and develops field-grade officers as strategic leaders through a combination of **practical experience**, senior-level **military education**, and a **doctorate** from a university in a field of study related to strategy in order to produce **broadly networked leaders with strategic acumen, skills, and credentials**.

**Flexible Career Paths – 15 Cohorts (2012-2026)**  
**156 US Army Officers**  
**96 PhDs**



## Develop officers who can:

- Effectively **lead** American and foreign peers, subordinates, seniors, and teams.
- **Progress** “from the back bench to the table” — from advising senior leaders to becoming one.
- **Communicate** clearly, effectively, and memorably to domestic and foreign audiences.
- **Negotiate** and **collaborate** effectively with people from a wide range of institutions and cultures.
- **Leverage** a global network of experts and leaders across governments, academia, and business.
- **Understand** strategically relevant processes and temporal cycles of governments and institutions.
- **Assess, design, and execute** strategy, applying theory, history, specialized knowledge, and analytical methods.
- **Deliver products** that impress—rather than merely satisfy—senior elected, appointed, or commissioned leaders.
- **Contribute** to national security in each of these ways after transition from active service.

Battalion Command Selection	• <b>96%</b> of eligible officers (Army average 21%)
SSC Selection	• <b>70%</b> of eligible officers (Army average 12%)
Brigade Command Selection	• <b>53%</b> of eligible officers (Army average 36%)
Promotion to LTC	• <b>99%</b> (Army average: 67.7%)
Promotion to COL	• <b>80%</b> (Army average: 42%)
Promotion to BG	• <b>3</b>



**BG Tom Burke, Chief of Staff, USARPAC**  
(ASP3 2015 Cohort, PhD, Tufts/Fletcher)




# The Value of a Doctorate

ASP3 Includes: 1) Practical Experience, 2) Military Education, and 3) a **Doctorate**.

## Why a Doctorate?

- Combines:
  - Mastery of a broad base of knowledge in a field of study
  - Developing a deep understanding of a specific subject
- Skills, methods, experience, and education to “*create new knowledge*”
- Requires creating *new models* and a *lexicon* that resonate with others
- Exposure to an array of *viewpoints* and *methods*
- Extensive experience in *research* and *writing*
- An appreciation for *well-crafted arguments*
- Enhances a *natural skepticism*
- Expanded *professional network*

90.1% PhD  
≤ six years

 All useful for grappling with complex and unfamiliar political-military problems

*Can also be a useful “Ranger Tab” or credential for some audiences*

Examples of **strategy-related fields of study** include: history, political science, international relations, public policy, information science, computer science (artificial intelligence and machine learning, cybersecurity and cryptography, and information and robotics policy), communication studies, systems science, systems engineering, economics, political economy, statistics, political geography, applied philosophy, anthropology, sociology, design, public health, security studies, strategic studies, and international law.

# ASP3 Universities

Field:	Humanities	Public Policy	Social Sciences	Strategic Studies	Science & Engineering
	28	19	73	15	9



Scholar Status	#
PhDs	96
ABD*	25
2 <sup>nd</sup> Year	10
1 <sup>st</sup> Year	13
Applying	12
Removed	3

\*All But Dissertation (ABD), in other words a *doctoral candidate*.

ASP3 utilization assignments are managed by DCS G-3/5/7, HRC, and SLD with coordination and concurrence from CAC represented by the SAMS and ASP3 Directors with approval/concurrence from the VCSA.

## VCSA Utilization Guidance

Program success depends on appropriate utilization of its officers. Therefore, seek:

- Challenging assignments; *keep those with potential competitive for further service*
- Operational assignments (not education) following advanced civil schooling
- Alignment between duties & dissertation
- Consistent with program mission & goals

### ***“Keep those with potential competitive”:***

Former Brigade Command (FBC) Positions

Brigade (O6) Command, 27 officers (+4 selected)

Battalion (O5) Command, 78 officers (+10 selected)

**White House**  
**Office of the Secretary of Defense**  
**Joint Staff**  
**Combatant and Sub-unified Commands**  
**Joint Task Forces**  
**NATO**

**HQs Department of the Army**  
**Army Commands**  
**Army Service Component Commands**  
**Intelligence Community**  
**Department of State**



## When to Apply

In most cases:

- ✓ One year before fully KD qualified or CSL complete

The ideal:

- ✓ Be in graduate school during the year the promotion board meets and the year you pin on the next rank (LTC or COL).

## Selection Criteria

- **Professional Potential**
  - ≥ COL
  - CSL selection
  - Goals (service)
- **Scholarly Potential**
  - Top university
  - Finish dissertation
  - Appropriate Topic
- **Interpersonal Skills**
  - Good teammate
  - Leadership skills

## Timeline:

1. MILPER Message published – October (prior year)
2. Applications due - 15 April
3. ASP3/Human Resources Command vetting of applicants - April
4. Interviews of select applicants - May
5. Cohort selection board - June
6. Cohort selection brief to Combined Arms Center DCG & CG - July
7. Notification of selectees - August
8. ASP3 Orientation at SAMS - mid-September
9. Start graduate school - August/September (following year)

## Application Requirements:

1. Application Form
2. Professional Goals Sheet
3. Last 5 OERs (w/SSNs redacted)
4. Soldier Talent Profile (STP)
5. DA Photo
6. Physical Fitness Card
7. GRE scores (within last 5 yrs)
8. Undergraduate and Graduate Transcripts
9. 2-3 Letters of Recommendation
10. Sample of Scholarly Writing
11. Interview (select applicants)

Selection Board must have your first KD or Command OER