

### **1. Track Concept:**

Track 3, "Adaptive Universities," explores concepts and practices for transforming Army Schools and Centers so they become "universities without walls." This model, exemplified by the Joint and Combined Fires University and Land Warfare University concepts for transforming leader development and professional military education, would apply the disciplines of the learning organization, deepen training with education (know-how with how to think), and support instruction with social learning, knowledge management and performance support. The desired end state is a transformed value stream that rapidly integrates observations, insights and lessons from unit learning organizations into programs of instruction, and instantly responds to these same unit learning organizations (and their adaptive teams and life-long learners) when they reach back for critical knowledge, learning, and performance support. Adaptive universities may prove a foundational component of Army Institutional Adaptation by forging Individual Adaptation, "the mindset that you have to be able to challenge assumptions," to be "innovative in the way we are doing business." Issues include the relationship between the adult learning model and KM support for PME and their role in building a university without walls of continuous knowledge flow, a culture of collaboration, Web 2.0 social networking and platform interoperability, and virtual worlds as an immersive learning environment.

### **2. Cornerstone Plenum Presentations for Track 3:**

The following plenum talks by key knowledge leaders establish intellectual foundations for the in-track presentations, discussions and planning, and further shared understanding across tracks.

- Tuesday, 20 October, 1100-1200 Mr. Charles J. "Jack" Holt, Senior Strategist for Emerging Media, Department of Defense, "Social Learning and Performance in the Age of the Unthinkable"
- Wednesday, 21 October, 1000-1100 Mr. Kirby R. Brown, SES, Deputy Commander to the Commanding General, United States Army Fires Center of Excellence and Fort Sill (USAFCOEFS), "Joint and Combined Fires University: Establishing a University Without Walls to Support Unit Learning Organizations and Life-Long Learners"
- Wednesday, 21 October, 1100-1200 Mr. Frank J. Anderson Jr., SES, Director, Acquisition, Technology and Logistics (AT&L) Human Capital Initiatives, and as President of the Defense Acquisition University (DAU), within the Office of the Under Secretary of Defense, (AT&L), "Learning at the Point of Need: Building an Adaptive Defense Acquisition University by Integrating Knowledge Management with Distributed and Classroom Learning"

- Wednesday, 21 October, 1230-1315 BG Edward C. Cardon, Director, US Army Combined Center Leader Development and Education, and Deputy Commandant, US Army Command and General Staff College, "Land Power University and the Adaptive Army Institution"
- Friday, 23 October, 1000-1200 Track Brief Outs to Mr. Dale Ormond, Deputy to the Commanding General, US Army Combined Arms Center, and to the Army Command (ACOM) Chief Knowledge Officers

### **3. In-Track Presentations, Discussions and Action Planning, Track 3, Adaptive Universities**

- a. **Facilitation and Mentoring:** Track Senior Mentors, BG Edward C. Cardon, Director, US Army Combined Arms Center Leader Development and Education (CAC LD&E), and Deputy Commandant, US Army Command and General Staff College (CGSC) and Mr. Kirby R. Brown, SES, Deputy Commander to the Commanding General, United States Army Fires Center of Excellence and Fort Sill (USAFCOEFS); Track Facilitator, Dr. Mike Prevou, Battle Command Knowledge System Contract Support (Team CSC / DRC / SKS)
- b. **Track Design:** The tracks are designed and facilitated for knowledge transfer and creation, and as a platform for action. Each consists of three parts spread over three days. On the first day key participants brief their work in an act of knowledge sharing designed to create situational awareness as to new and emerging KM best practices. On the second day all participants participate in a managed and facilitated conversation to create a shared and actionable level of understanding. The third day enables application of a rapid and collaborative planning method to get everyone literally on the same page in terms of next (post-conference) steps in the form of a one-page plan for brief-back, along with relevant best practices and potential obstacles, to the plenum on Friday morning. This last step is critical, since the entire point is rapid action to support our forces as they learn and adapt in current conflicts.
- c. **Track Schedule:**
  - i. **Tuesday, 20 October**
    - 1330-1345 Mr. Patrick Conway, Chief Knowledge Officer, Command Group, US Army Combined Arms Support Command (CASCOM), "Using Knowledge Management at the Combined Arms Support Command to Build the Adaptive University of the Future"

- 1345-1415 Mr. Randall Krug, Director, Joint and Advanced Concepts Division, J7, National Guard Bureau, and LTC Gregory A. Pickell, Chief, Training Technology Branch, J7, National Guard Bureau, and Director, Virtual Learning Technologies, Defense Acquisition University, "Enabling the University Without Walls Using the US Nexus Virtual World" -- Confirmed, Mr. Krug will be physically present, LTC Pickell will connect via DCO, but arrive the next day for physical participation in the track (30 minutes)
- 1415-1430 Mr. Lynn Rolf, Mr. Director of Educational Technology, US Army Command and General Staff College, "Building the Info-structure for Advanced Blended Learning: Lewis and Clark as Foundation for Land Warfare University"
- 1430-1500 Mr. Michael G. Shanley and Mr. James C. Crowley, Senior Analysts, RAND Corporation, "Making Improvements to the Army Distributed Learning Program" (30 minutes)

**ii. Wednesday, 21 October**

- 1330-1345 Lt Col. Michael J. Hower, Air University, Commander, 31<sup>st</sup> Student Squadron, Squadron Officer College, Air University, "Integrating Professional Forums, Advanced Distributed Learning and Classroom Instruction at the Squadron Officer's College"
- 1345-1400 Mr. Ronald Simmons, Director of Knowledge Management Integration, Office of the Deputy Commandant for Combat Development and Integration, "The Marine Corps' Virtual Work Environment as Enabler for Action and Learning While Doing"
- 1330-1500 Dr. Mike Prevou, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS) Conversation on "Adaptive Universities: What is the Current State? What is our Desired Future State?"

**iii. Thursday, 22 October**

- 1330 -1335 Dr. Mike Prevou, Facilitator, BCKS Contract Support (Team CSC / DRC / SKS), "Getting on the Same Page: How We Develop a One-Page Action Plan"
- 1335-1500 Dr. Mike Prevou, BCKS Contract Support (Team CSC / DRC / SKS), Development of a One-Page Plan for Narrowing the Gap Between Current State and Desired End State, "Adaptive Universities"

**4. Desired Outcomes:**

**a. Products: Plan and Out Brief**

- i. Track 3 participants will collaboratively develop a proposed way ahead for "Adaptive Universities" for the Commanding General, US Army Combined Arms Center (CG CAC), who is the proponent for Army Operational Knowledge Management.
- ii. The proposed way ahead will be presented in five-slides to the Deputy to the CG CAC during the concluding conference session 1000-1100, Friday, 23 October, and in a living one-page plan posted with the briefing on milWiki for collaborative updating after the conference.
- iii. The plan will include near-term actions for rapidly fleshing out and proceeding along the recommended path and will be refined in light of Deputy to the CG CAC guidance and continuing collaboration by the social network resulting from the track sessions as a living document on milWiki behind Army Knowledge Online (AKO) / Defense Knowledge Online (DKO).

**b. One-Page Plan Template:**

The plan will include:

- i. The *Vision* for "Adaptive Universities," that is, the picture of the desired future state compared to the current state
- ii. *Strategies*, that is, the methods or pathways for organizing our effort to close the gap between current state and desired future state
- iii. *Priorities*, that is, the immediate actions for the next ninety days with a description of who, what and when for each action.

**c. Out-Brief Template**

By Friday, the track participants will produce a short out brief that highlights the following:

- i. The *Vision* for "Adaptive Universities"
- ii. Our emergent *Social Network*, with its hierarchical touch points to support hierarchical stakeholders in closing the gap between current and envisioned future state

- iii. Our *Strategies*
- iv. Our *Priorities*
- v. Selected *Challenges and Opportunities* on the road ahead

**d. Follow-Up**

Using milWiki behind AKO / DKO, supported by Defense Collaboration Online (DCO) and facilitated by Battle Command Knowledge System (BCKS), these sessions will be followed up every ninety days to check the status of progress and set priorities for the next ninety days.