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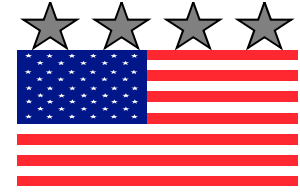
# Challenges Facing Military Academies in the Formation of Future Officers

**Presentation to:  
International Symposium on the  
Development of Military Academies  
Bogotá, Colombia**

**29 March 2011**

**BARRY R. McCAFFREY  
GENERAL, USA (RETIRED)**

# Biography of General Barry R. McCaffrey, USA (Ret.)



Barry McCaffrey served in the United States Army for 32 years and retired as a four-star General. At retirement, he was the most highly decorated serving General, having been awarded three Purple Heart medals (wounded in combat three times), two Distinguished Service Crosses (the nation's second highest award for valor) and two Silver Stars for valor.

For five years after leaving the military, General McCaffrey served as the Director of the White House Office of National Drug Control Policy (ONDCP). Upon leaving government service, he served as the Bradley Distinguished Professor of International Security Studies from 2001-2005; and an Adjunct Professor of International Security Studies from 2006-2010 at the United States Military Academy at West Point, NY.

General McCaffrey has been elected to the Board of Directors of: CRC Health Corporation and the Atlantic Council of the United States. He is also: a member of the Council on Foreign Relations; an Associate of the Inter-American Dialogue; Chairman of the Vietnam Veterans Memorial Education Center Advisory Board; and is a member of the Board of Advisors of the National Infantry Foundation and the National Armor & Calvary Heritage Foundation.

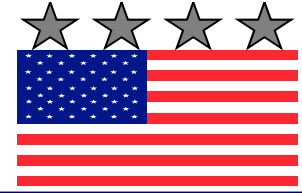
Currently, General McCaffrey is President of his own consulting firm based in Alexandria, Virginia [www.mccaffreyassociates.com](http://www.mccaffreyassociates.com). He also serves as a national security and terrorism analyst for NBC News.

General McCaffrey graduated from Phillips Academy, Andover, Mass.; and from West Point with a BS. He earned a master's degree in American Government from American University and attended the Harvard University National Security Program as well as the Business School Executive Education Program. In 2007 he was inducted into the US Army Ranger Hall of Fame at the US Army Infantry Center, Ft. Benning, GA. In May 2010, he was honored as a Distinguished Graduate by the West Point Association of Graduates at the United States Military Academy.

General McCaffrey is married to Jill Ann McCaffrey. They have three adult children and six grandchildren. Their son, Colonel Sean McCaffrey, is currently serving as an Army Infantry Brigade Commander at Ft. Benning, GA.

# The Nine Principle National Security Challenges

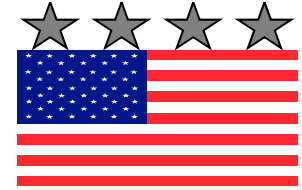
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- The proliferation of nuclear, biological, and chemical weapons.
- Regional war among nation states.
- Civil war and failed states.
- International terrorism.
- The global recession and poverty.
- International crime and drug cartels.
- Humanitarian crisis/refugees.
- Homeland support for national civil authorities.
- Support for International Peacekeeping Operations.

# Military Academies Must Embody Their Own National Security Realities

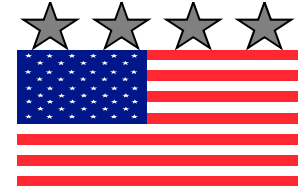
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- Culture, traditions, and history of their people.
- Their national legal system.
- Their strategic regional realities.
- The nature of their economy.
- The influence of geography and maritime context.
- The effectiveness of their national education system.

# The Sources of Leadership Power For Military Academy Graduates

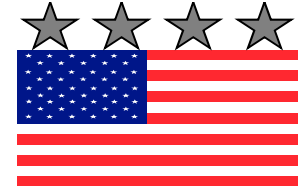
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- AUTHORITY POWER.
- EXPERT POWER.
- REFERENT POWER.

# The Single Most Important Responsibility of a Military Academy: RECRUITING

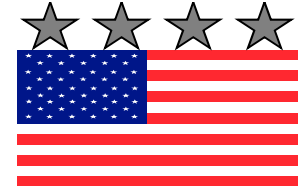
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- Young men and women of character.  
(Families, spiritual, service).
- Young men and women of intellectual capacity.
- Young men and women who reflect all parts of their society.  
(Ethnic, social, religious, geography.)
- Young men and women who have physical and moral courage and daring.
- They must be volunteers.

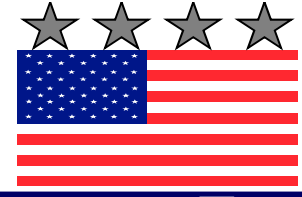
# Developing A Military Leader

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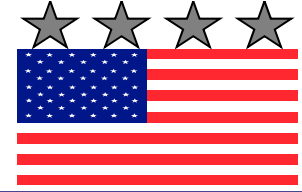
- Leadership Development.
- Physical Development.
- Moral-Ethical Development.
- Intellectual Development.  
(Communication, science, history.)
- Social-Cultural Development.
- Development of The Human Spirit.  
(Self-identity. World View. Resiliency.)
- Skills as an individual combatant.

# Desired Outcomes for Military Development



- Demonstrate courage, character, integrity, and toughness.
- Be proficient as an individual Soldier.
- Be proficient as a member of a military team in select tasks.
- Solve tactical problems using principles of doctrine and warfighting.
- Understand the roles of officers and NCOs in the Armed Forces.
- Demonstrate effective leadership expected of a junior officer in accomplishing assigned missions.

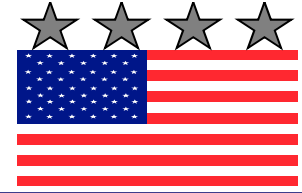
# Required Intellectual Proficiency



- Engineering and Technology.
- Math and Science.
- Information Technology.
- Historical Perspective.
- Cultural Perspective.
- Understanding Human Behavior.

# Required Intellectual Outcomes

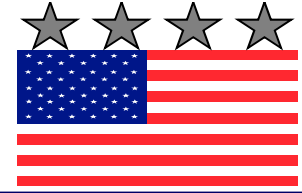
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- Think and act creatively.
- Recognize moral issues and apply ethical considerations in decision-making.
- Listen, read, speak, and write effectively.
- Demonstrate the capability and desire to pursue progressive and continued intellectual development.

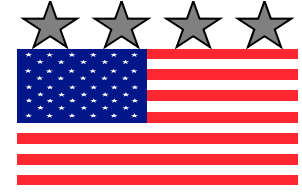
# Five Cultural Skills Required of a Graduate

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- Be willing to make mistakes but to overcome these errors while maintaining a sense of humor.
- Seek out interactions and experiences proactively.
- Discover, identify and properly apply local customs.
- Recognize his/her own culture and respect other cultures while not compromising core military values.
- Establish and build relationships with someone in another culture.

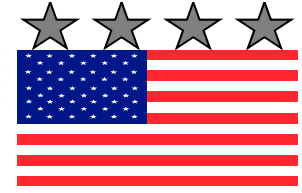
# Preparing To Lead Physically



- Demonstrate the skills to promote personal and unit fitness for themselves and their soldiers.
- Demonstrate the courage needed to accomplish dangerous physical leadership tasks.
- Demonstrate a commitment to personal participation in sports and physical activities.
- Live a healthy lifestyle. (No alcohol abuse. No smoking.)
- Be accustomed to physical extreme stress. Know the limits of your troops.

# **When I am asked about West Point by an "Old Graduate"**

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**"I will not explain our current policies.  
I will tell you about our cadets and our young faculty  
– they are the best in our nation's history."**