

Proceedings of the Annual General Donald R. Keith Memorial Conference
West Point, New York, USA
May 4, 2017
A Regional Conference of the Society for Industrial and Systems Engineering

Tracking USMA's Intellectual Capital – A First Step Towards Leveraging Institutional Talent Against Operational Problems

Benjamin Amason¹, Garrick Ellwood², David Lopoo², Matthew McKee², and Matthew Dabkowski²

¹Department of Mathematical Sciences, United States Military Academy, West Point, NY 10996, USA

²Department of Systems Engineering, United States Military Academy, West Point, NY 10996, USA

Corresponding author's Email: matthew.mckee@usma.edu

Author Note: Cadets Amason, Ellwood, Lopoo, and McKee are majors in the United States Military Academy's Department of Systems Engineering. In May 2017 they will commission into the US Army as Second Lieutenants, serving their country in the Aviation, Field Artillery, and Infantry Branches.

Abstract: As the world becomes increasingly interconnected and unstable, the US Army's mission becomes more complex. This reality, when coupled with a smaller force, is increasing the Army's reliance on foreign partners and its need for non-traditional skills. Given these challenges, deployed units often offset capability gaps using "reachback," the act of contacting external organizations for critical expertise. Based on recent support to the 1st Infantry Division in Iraq, the United States Military Academy (USMA) possesses considerable reachback potential; however, to fulfill such requests, USMA must first understand its capability and capacity. With this in mind, our research shows that although USMA's faculty is quite willing to help deployed units, no formalized process exists to catalogue and leverage its collective intellectual capital. As such, we identify the requirement for an intuitive system to fill this void. In this work we develop and analyze several alternatives.

Keywords: Reachback, talent management, intellectual capital