

The background of the entire page is a photograph of soldiers in a field at sunset. The sun is a bright, glowing orb in the upper center, casting a warm, golden light over the scene. The soldiers are silhouetted against the bright light, with one soldier in the foreground on the left and another on the right. The ground is uneven and appears to be a field or training area. The overall mood is one of quiet intensity and focus.

**ARMY**

**HIGHER EDUCATION**

**PATHWAY**

**LEAD AND LEARN – DEGREES WHILE YOU SERVE**

**DEGREES IN LEADERSHIP  
AND STRATEGIC STUDIES**



University of  
**Reading**

**Henley**  
Business School



**ARMY**  
BE THE BEST



## A MESSAGE FROM

### **Major General Paul Nanson CBE**

General Officer Commanding and  
Commandant Sandhurst HQ Army  
Recruiting and Initial Training Command

“ *The new Army Higher Education Pathway is an exciting proposition. For the Army, it ensures we maximise our talent and develop individuals with higher conceptual and analytical skills to support future roles, and provides our people with skills for life.* ”

**For the individual, it offers a unique opportunity to ‘Lead and Learn’: to complete a recognised BSc or MSc in Leadership and Strategic Studies through our partnership with the University of Reading and its Henley Business School.**

The degrees will start during the Commissioning Course at Sandhurst and will continue during the early stages of an Army career, linking training, education and leadership experience.

‘Lead and Learn’ is a pathway that will strengthen and enhance the British Army’s existing excellent through-life career leadership and professional development opportunities. It supports our people to confidently develop their intellectual capability, ready to meet the challenges of the future with absolute commitment.





## A MESSAGE FROM

### Sir David Bell

Vice-Chancellor of the  
University of Reading

“ I’d like to welcome you to the Army Higher Education Pathway (AHEP), which is a partnership between the British Army, the University of Reading’s School of Politics, Economics and International Relations, and its world-class Henley Business School. ”

**At the University of Reading, our teaching and research have always been orientated towards the wider world and we pride ourselves on work that has real impact.**

We have a long tradition of working with the Armed Services, especially through our Ways of War Centre, which brings together scholars from different fields with a shared serious interest in understanding war, and the Defence Partnership Programme, which aims to optimise the University’s contribution to UK defence.

Henley Business School has also played a notable role in such work. Founded in 1945 as the Administrative Staff College, its purpose was re-training demobilised Officers to rebuild the British economy after the war. Since becoming part of the University, in 2008, Henley Business School has gone on to be one of the best leadership and management institutions in the world.

So we are delighted to be contributing all of our expertise through the AHEP. It will provide you with a flexible approach to learning throughout your career with the Army.

Whether you are a non-graduate seeking the opportunity to achieve your first degree, or a graduate with ambition to achieve a Master’s degree, this pathway will offer you the very latest thinking in leadership and strategic studies. At the same time, you will always find us to be sensitive to your role in keeping our nation safe.

I am confident that you will find the AHEP to be both a rewarding and engaging experience. So may I wish you all the best in your studies and in your future career.

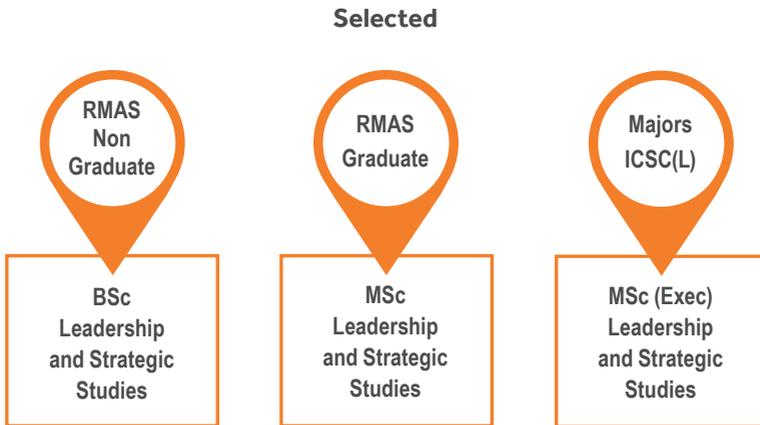
# Introduction to the Army Higher Education Pathway: Lead and Learn

The AHEP is an innovative and flexible mechanism that optimises Officers' professional development. It is designed for those on the full Commissioning Course (CC) and through their early career or those at a more senior level of leadership, from the Intermediate Command and Staff Course (Land) (ICSC(L)).

The AHEP will provide opportunities for non-graduates at the Royal Military

Academy Sandhurst (RMAS) to achieve a BSc Leadership and Strategic Studies and for selected graduates at RMAS to achieve an MSc Leadership and Strategic Studies. The degrees will be awarded by the University of Reading (of which Henley Business School is part).

In addition, selected Majors starting ICSC(L) will be able to pursue a fully funded MSc (Exec) Leadership and Strategic Studies<sup>1</sup>.



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<sup>1</sup>There are some places available for Officers who have been commissioned at RMAS with a PG Cert from Cranfield University or a credit transfer certificate from the Open University. Details are on the Canvas link.

# The Rationale for the Army Higher Education Pathway

The role of higher education in the Army is about developing individual capability to the highest standards possible – train for certainty, educate for uncertainty. Learning is a way of evolving and adapting to changing environments.

By developing conceptual and intellectual capacity, Officers will enhance the Army's ability to protect the Nation and meet the challenges of the future, both at home and overseas. The critical thinking skills acquired will enable Officers to approach

novel situations and develop creative and effective solutions to volatile, uncertain, complex and ambiguous problems.

Leadership is vital in all activity, and AHEP will provide the platform for increasing the understanding of leadership concepts and developing personal leadership effectiveness.

The commitment of Henley Business School and the development will enhance Officers' careers and the success of future endeavours.



# Accreditation of Existing Army Courses

For the first time, the majority of early career courses from RMAS CC to ICSC(L) will be academically recognised. The academic credits allocated to them, however, will only count towards the degree when the extension module that follows each of the mandated courses is completed. The extension modules will include appropriate level assessments of material created by students 'on the job' or 'for the job'.

## Online Learning

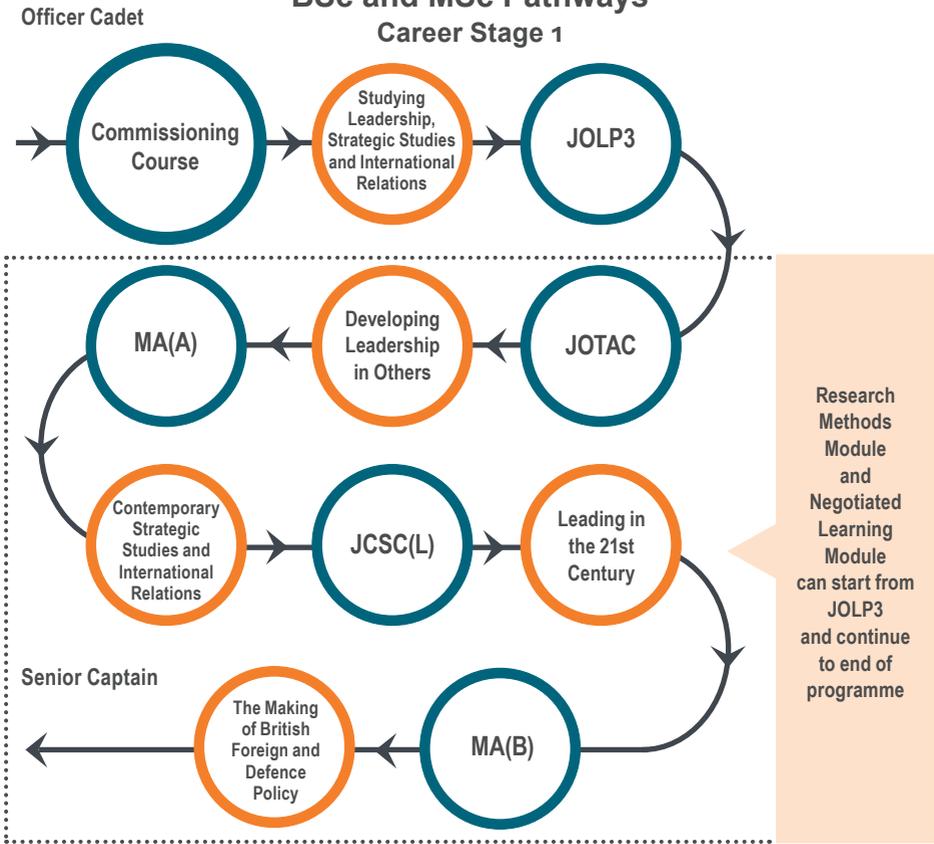
Student officers have flexibility in choosing the timing of these non-residential online extension modules; these will be designed and provided by Henley Business School and the University of Reading's School of Politics, Economics and International Relations (SPEIR).

Henley modules will focus on leadership, developing others, organisational studies and strategy; whereas those offered by SPEIR will focus on politics, economics and international relations.

The AHEP is flexible. It takes into account that student officers will be deployed, both in the UK and overseas, at times during their career. It allows them to plan their studies accordingly.



## BSc and MSc Pathways Career Stage 1



## MSc (Executive) Pathway Career Stage 2

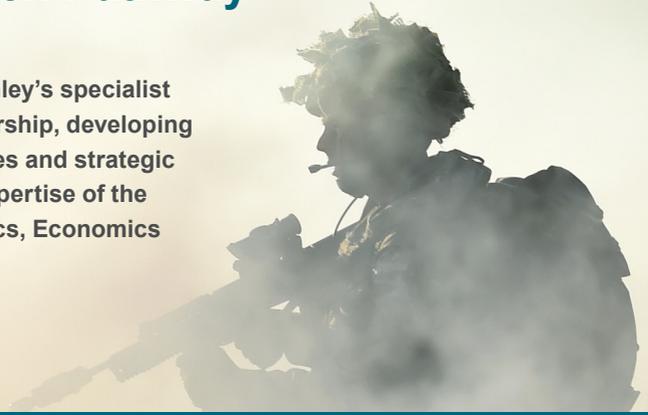


### Key abbreviations

JOLP3 = Junior Officer Leadership Programme 3 JOTAC = Junior Officer Tactical Awareness Course JCSC(L) = Junior Command and Staff Course (Land) MA(A) and MA(B) = Military Analysis A and B ICSC(L) = Intermediate Command and Staff Course (Land)

# Key Features of Army Higher Education Pathway

This pathway integrates Henley's specialist areas of knowledge in leadership, developing others, organisational studies and strategic studies, with the areas of expertise of the University's School of Politics, Economics and International Relations.



## Research Project

There will be opportunities to complete a research project within each of the degrees, which will be based on work-related issues. This will be underpinned by a comprehensive Research Methods module, equipping student officers with the investigative and analytical skills needed to create impactful research, both of which are deeply relevant to Army leadership practice.

There will also be opportunities to develop theory in a particular area of knowledge through assignments and dissertations.

## Learning Style

The AHEP uses the very latest in digital learning delivery. There is a dedicated AHEP Portal which provides access to all practical elements of the programme: enrolment, tutor and 1RO support, assessments, learning materials access and individual/group learning activities. It can be accessed via tablets, laptops

and smart phones. Learning can therefore be integrated into the practical demands of military life. Student officers can learn at their own pace, while on regimental duty and when deployed overseas (circumstances permitting).

## Professional Leadership Portfolio (PLP)

The PLP is the collection of learning materials that each student officer will build throughout participation in their AHEP degree. Student officers will capture examples of individual and group learning projects and activities, in any suitable media format, and upload these into their Portfolio, via the Portal. The Portfolio is then presented as part of the assessment process. Because these degree programmes are so closely integrated into military life, the content of the PLP will provide a valuable resource for personal career development going forward.



The AHEP Portal will support officers in the following way:

- *provide a visual record of key learning points (KLP), it will act as a 'learning log' for courses undertaken*
- *provide a gateway for students to access the Canvas VLE, which will host the learning materials for their extension modules*
- *encourage reflection and support a Personal Leadership Development Plan*
- *enable them to capture and share real-time lessons learned (operational security permitting)*
- *capture 'material' to be uploaded for academic assessment*
- *store downloaded documents and files such as course materials and articles of interest*

## Officers Choosing Not to Pursue a Degree Programme

For those Officers who choose not to pursue the appropriate AHEP degree programme, there will be the option to exit the commissioning course with either a Certificate in Higher Education (for non-graduates), or a Postgraduate Certificate (for graduates). These are recognised qualifications, which may, in certain circumstances, be used towards other Higher Education courses.

Those interested in finding out more about joining the Army and the AHEP programme should go to <https://apply.army.mod.uk/what-we-offer/regular-officer/skills> or Serving personnel should search 'Individual Development Branch' on the Defence Intranet



## ABOUT

# The University of Reading

In 2016, the University of Reading celebrated 90 years of excellence. The University of Reading has a world-class reputation for teaching, research and enterprise. It is recognised as one of the top 200 universities in the world, according to the Times Higher Education World University Rankings 2016/17 and QS World University Rankings 2018.

The University offers a wide range of programmes from the pure and applied sciences to languages, humanities, social sciences, business and arts. With five campuses around the world, it has more than 19,000 students from over 150 countries.

# Henley Business School

Henley Business School is a triple-accredited business school and part of the University of Reading. With campuses, offices and partnerships around the world, over 6,000 students from more than 100 countries and over 75,000 alumni from 150 countries, Henley is a truly international institution. Our courses are enriched by up-to-date knowledge, research and commercial experience, and aimed at students and professionals at every stage of their career – from undergraduate through to postgraduate, MBA, PhD, DBA and executive education.





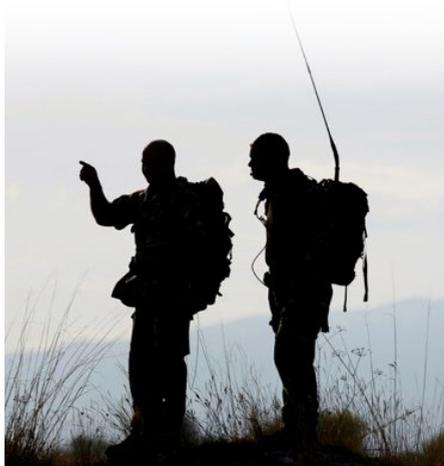
## SPEIR

Research and teaching within the School of Politics, Economics and International Relations (SPEIR) addresses the most pressing social and political issues affecting lives on both a national and international scale. SPEIR has a global reputation for the study of strategy. In the latest Research Excellence Framework (2014), two thirds of Politics' research output was rated world-leading or internationally excellent, placing Politics tenth in the country in terms of research intensity. Many SPEIR academics have attracted prestigious funded fellowships and grants for their work. The School hosts the Ways of War Centre, which is a leader in the interdisciplinary study of war.

## CDS Defence Support



CDS support organisations with their digital learning expertise – including the Army and the intelligence agencies. They have digitised Henley Reading content and have created the Portal.





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For more information  
[https://apply.army.mod.uk/  
what-we-offer/regular-officer/skills](https://apply.army.mod.uk/what-we-offer/regular-officer/skills)  
or

Serving personnel should search  
'Individual Development Branch'  
on the Defence Intranet



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INNOVATION  
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