

COLLINS CENTER UPDATE

A Center for Strategic Leadership Newsletter

Volume 18, Issues 3 & 4 **Double Issue**

April thru September 2016



INSIDE THIS ISSUE

- **Basic Strategic Art Program Situation Report**
- **C/JFLCC Course 3-16**
- **USAWC Hosts International Analytical Exchange**
- **Cyber Sovereignty – Operations Focus Workshop**
- **The Human Dimension Department**
- **Full Mobilization Wargame**
- **Wargaming: Application of Innovative Approaches and Solutions**
- **Department of Technology Integration (DTI) Update**

Basic Strategic Art Program Situation Report

LTC Steve Cunningham
Department of Strategic Leader Education, CSL

With Class 2016 B's graduation on 19 August 2016, the Department of Strategic Leader Development's Basic Strategic Art Program (BSAP) returns fifteen officers and Department of Army Civilians to the Total Army and Joint Forces, equipped with the tools and perspective to bridge the gap between their tactical/operational background and the challenges of operating at the grand-strategic and theater-strategic level of war and policy. Moreover, the graduation completes most officers' transition from their basic branches to the Functional Area 59, Army Strategists.

As with many Departments in the Center for Strategic Leadership, BSAP experienced some personnel turnover the last two quarters. Lieutenant Colonel Mike Shekleton, former Course Director, departed in early July to assume duties as the Strategy branch chief with U.S. Africa Command (AFRICOM), J-5. Before LTC Shekleton departed, he secured the Commandant's concurrence and Headquarters, Department of the Army, G-3/5/7's approval to expand the BSAP course from 14 weeks to 16, and to hire a fourth faculty member to support the same. Among his many accomplishments during his tenure, LTC Shekleton's tireless efforts to secure this expansion will greatly augment future Army Strategists' planning competencies at Combatant Command, Army Service Component Command, and Joint Task Force echelons, undoubtedly enhancing Army Strategists' contributions to the Total Army and Joint Forces.

BSAP welcomes Colonel (Ret) Chris Prigge and LTC Steve Cunningham to the faculty. Dr. Prigge retired from 30 years of service with the Army in August, and will fulfill Dr. Mike Matheny's teaching responsibilities as Professor, Military Strategy and Operations. Before his retirement, Colonel Prigge's last assignments included Strategy division chief at the Joint Staff, J-5, and first course director for the Advanced Strategic Planning and Policy Program (ASP3) at Fort Leavenworth.

LTC Cunningham arrived from USAFRICOM in June to assume duties as Course Director. At AFRICOM, he was responsible for drafting the Theater Strategy, Theater Campaign Plan, and was the Joint Planning Team lead for several other combatant command planning priorities.

BSAP welcomes its 34th class, Class 2016 C, 12 September through 16 December 2016. This class will host BSAP's first allied officer, Major Kane Wright, from the Australian Army, and second civilian from the Center for Army Analysis, Dr. Adam Shilling. **CSL**

C/JFLCC Course 3-16

Dr. Greg Cantwell
Department of Strategic Leader Development, CSL

The Combined/Joint Force Land Component Commanders (C/JFLCC) Course 3-16 was conducted 17-22 July 2016. The course was developed following the U.S. Army's performance in OPERATION IRAQI FREEDOM in 2003 and has the mission to prepare one, two, and three-star officers of all Services for theater-level combat leadership. The vision of the Secretary of defense was to capture the

This and other CSL publications can be obtained free of charge online at: <http://www.csl.army.mil>.



lessons learned from recent operations “to better prepare general officers at the component level to face the future crisis as functional Component Commanders.” Each service Chief was directed to develop a component commander’s course. The Chief of Staff of the Army delegated development and execution of the course to the Commandant of the U.S. Army War College. The course addresses the challenge of establishing and conducting operations as a land component headquarters. It is tailored to provide future land component commanders with a broad perspective of the operational and strategic levels of war across the range of military operations. The course is codified in the Chairman of the Joint Chiefs of Staff’s Instructions (CJCSI), Officer Professional Military Education Program (OPMEP) 1800.01E, dated 29 May 2015.

Course 3-16 was facilitated by two Highly Qualified Expert–Senior Mentors (HQE-SM), Lieutenant General (Ret) William Webster (USA) and Lieutenant General (Ret) Richard Zilmer (USMC). The HQE-SMs are former land component commanders that are appointed as special government employees by the Secretary of the Army. Thirteen general officer level attendees participated in the course from the Army, Navy, Air Force, Defense Intelligence Agency, United Kingdom, Australia, Japan, Germany, Cameroon, United Arab Emirates, and Chile. The summer course has a majority of international officers that are offered an invitation by each of the Army Component Commanders to support their theater strategies. The course achieved the learning objectives through a series of: 1) presentations by senior experts in their fields; 2) discussions with the HQE–SMs; and, 3) discussions between the attendees. Many prominent senior leaders provided their candid comments for the attendees’ consideration. Of note: General Perkins, Lieutenant General Anderson, Lieutenant General Darpino, Lieutenant General Ashley, and Rear Admiral (Ret) Kirby addressed the group. Many of the attendees noted that they appreciated the opportunity to

have candid discussions with each other and the senior leaders about current and projected strategic challenges. They also participated in a strategic Staff ride to the Gettysburg Battlefield to explore some of the timeless strategic challenges of command.

The attendees also completed four table top exercises in two smaller seminar groups facilitated by the HQE-SMs. The smaller group discussions also provided the opportunity to explore some of the concepts presented by the speakers during the week with the HQE-SMs. The attendees studied a notional future scenario to examine four enduring C/ JFLCC challenge sets:

- 1) assessing the operational environment;
- 2) the commander’s role in design;
- 3) setting the theater and forming the coalition; and,
- 4) operational level command challenges.

Course attendees remain impressed by the scope of the land component commander’s Title 10, U.S. Code responsibilities, as well as, the commander’s inherent responsibilities for Army support to other services (ASOS). These requirements continue to demand a total Army solution that is often much larger than the supported brigade combat team (BCT) or combat arms element. Additionally, the attendees concluded that the theater or operational level support available determines the range of strategic options available at the theater-strategic levels. The Knowledge of how to establish a theater for sustained operations on land is perishable. The Army focus for the last 13 years has not been on training to establish a base in a contested, remote region of the world. A generation of soldiers have experienced war conducted from established base camps. Training for some of these tasks, which were second nature to the Army in the Cold War, have been neglected. While the attendees maintain confidence that our soldiers can adapt quickly to future challenges, a friction exists between conducting current operations and training for anticipated future

threats. This friction is compounded by the reductions in headquarters force structures at the Theater, Corps, and Division levels. The theater army specifically is responsible for shaping of the theater prior to the employment of combat force. For example the U.S. Army Europe Commander has detailed plans and established liaisons to enable him to respond quickly in Germany. Few other theater armies have the same level of preparation for a rapid buildup of troops. The C/JFLCC course provide graduates with an increased understanding of these current shortcomings and identifies their component command responsibilities prior to being faced with a crisis. Senior leaders must understand, before they can visualize, describe, and direct how to address these difficult challenges. **CSL**

USAWC Hosts International Analytical Exchange

Mr. Chip Cleckner

*Department of Strategic Wargaming,
CSL*

On 27-29 September 2016, the U.S. Army War College (USAWC) hosted the 19th Annual United States Army and German Ministry of Defense (MoD) Operations Research Exchange in Collins Hall. The Center for Strategic Leadership facilitated the event.

Under the auspices of Data Exchange Agreement (DEA) 1609, the U.S. Army and German MoD hold annual formal information exchanges on operations research (OR), systems analysis, simulations, and generalized methodology use and development to support estimation of effectiveness and supportability of materiel systems. This year, the Army Material Systems Analysis Agency (AMSAA) served as the lead for the exchange and took the opportunity to hold the event at the Collins Center. This is the second time the U.S. delegation has chosen the USAWC as the site for their conference.

Mr. James Amato, Director AMSAA, served as the head of the U.S. delegation



(HoD) and Brigadier General Michael Hochwart, Deputy Chief of Staff, Directorate IV, German Army Headquarters, headed the German delegation. Exchange participants included representatives from AMSAA, the Center for Army Analysis, U.S. Army Training and Doctrine Command Analysis Center, USAWC, the German MoD, and the German Bundeswehr and its contractors.

The DEA 1609 meeting was divided into a formal briefing exchange (seven U.S. briefings, eleven German briefings) and a military staff ride to the Gettysburg National Military Park, guided by Dr. Christian Keller, from the Department of National Security and Strategy, USAWC.

Specific techniques and processes discussed at the briefings sessions included: OR Lessons Learned, Operational Energy, Life Cycle Cost Assessment (LCCA), and Capability Analysis and Methods. Interim collaborative sessions and events on specific topic will continue throughout the year.

Both HoDs emphasized the value of these bilateral exchanges and committed to future participation. The HoDs also agreed to continue with the current focus areas (i.e., OR Lessons Learned,

Operational Energy, LCCA, Capability Analysis and Methods) for the next OR Exchange, with the goal of identifying collaborative activities with high rate of return in high priority applications. HoDs agreed to identify Life Cycle Costs and ammunition expenditure efforts as high priority focus areas.

The next formal exchange will take place October 2017 in Berlin, Germany. *CSL*

Cyber Sovereignty – Operations Focus Workshop

Professor Ben Leitzel
Cyber and Mission Command Branch, CSL

Sovereignty in cyberspace has become a recent topic of concern. From the perspective of some malicious cyber actors, the Westphalian form of sovereignty can be considered completely irrelevant; yet it remains an important concept upon which policy, laws, regulations, conventions and treaties are built, and thus is the basis for the determination of policy and strategy in Western nations – especially in regard to U.S. response.

From June 7-9, 2016, the Cyber and Mission Command Branch, Center for Strategic Leadership, U.S. Army

War College (USAWC), hosted the last of three workshops exploring Cyber Sovereignty. The purpose of this series of mission critical workshops was to consider the concept of sovereignty in cyberspace, given three areas of focus: Policy, Strategy, and Operations. These workshops provided an unclassified forum for cross-sector discussions about actions planned and taken, policies and strategies under consideration, and decisions made concerning security and defense of the nation (public and private sectors) within the cyberspace domain.

The general concept for the three workshops consisted of in-depth discussions held mostly within breakout groups over a three day period, interspersed with plenary presentations delivered by subject matter experts, and followed by outbriefs consisting of problems considered and proposals developed by each group.

Policy. The focus of the first workshop was specifically on the policy arena, with the goal of identifying gaps and offering recommendations to policy-makers and senior leaders. The intention was to “move the ball forward” with regard to cyberspace legislation. The Policy workshop had three major objectives: propose definitions of key terms and concepts; secure a relevant understanding of and consensus on existing gaps in national policy, and establish how and who best to respond to them with coordinated and effective proposals; and offer recommendations to policy-makers and senior leaders addressing identified challenges and issues.

Strategy. Participants at the second Cyber Sovereignty Workshop (Strategy Focus) acknowledged the need for private sector participation. Due to military and government reliance on privately-owned critical infrastructure, as well as the fact that attacks on private sector targets can be equally (or more) devastating to national security, it was realized that failure to include private sector in the strategy development process could ultimately result in failure to protect and defend the nation.

Operations. Attendees at the third and final Cyber Sovereignty Workshop (Operations Focus) from the Department of Defense (DoD), other government agencies, private sector, media, and academia engaged with guest speakers and dialogued on these challenging issues. Speakers covered a variety of topics to include state and non-state actors, cyberspace theory, operational initiatives in cyberspace, and legal perspectives. The keynote speaker, Retired U.S. Army Brigadier General Jeffrey G. Smith Jr., Dean of the Faculty and Deputy Superintendent for Academics, Virginia Military Institute, offered a challenging presentation on the future of cyberspace.

Workshop participants recommended that the DoD focus on the following areas to enhance cybersecurity:

- Consolidating federal, state, and local cyber initiatives
- Enhancing cyber unity of effort through cyber command and control (C2)
- Sharing cyber intelligence by de-classifying when possible
- Developing a public diplomacy narrative that clarifies the U.S. position on cyber sovereignty to include addressing unauthorized access to critical infrastructure
- Engaging in a public discourse on proper role of government, security services, and military
- Analyzing cyber vulnerabilities and risk to the nation
- Including the "small guys" in cyber security planning to include both defenders and responders in the private and public sector
- Influencing digital sovereignty norms and laws in the international community

The Cyber and Mission Command Branch will continue to address cyberspace issues. Current research is focused on how the Army should be employed to mitigate, respond to, and recover from a cyber-attack that causes a long-term electrical grid failure. This effort will lead to a workshop of National

Guard, Department of Homeland Security, State, and local responders. **CSL**

The Human Dimension Department

*Colonel Matthew Shatzkin
Center for Strategic Leadership*

The Human Dimension Department (HDD) was created in June 2016, designed to tie the U.S. Army War College closer to the Army in order to provide valuable strategic leadership and ideas. In conjunction with the Army Human Dimension Strategy, published in December 2015, the Department leads, assesses and develops strategic leaders and ideas for optimal performance in future complex environments. The Human Dimension Department was established within USAWC's Center for Strategic Leadership (CSL) and coordinates across the Army and Army War College to accomplish its mission set, which has been cross-walked with the War College's Strategic Plan.

Since its creation, the HDD has become a member in the Army's Council of Colonels and has participated in several Army HD Community of Practice sessions, as well Social Intelligence and Decision-Making working groups. From 12-16 September, the HDD participated in the Army Requirements Capabilities and Integration Center (ARCIC)'s Unified Quest event, which examined the economic, social and political structural implications of 2030-2050 and their respective impacts on Human Performance requirements within the Army. On 19 September, HDD co-sponsored an Army Assessments Roundtable, during which leaders from Army G1 Talent Management Task Force, Center for Army Leadership (CAL), Office of Economic and Manpower Assessments (OEMA), Human Resources Command (HRC), Army Research Institute (ARI) gathered to define the purposes, types and required frequencies of Army Assessments.

At the same time, within the war college, HDD organized Leader Resiliency Day and facilitates research throughout all Senior Service Colleges on six topics from the Key Strategic Issues List (KSIL). HDD continues to offer the Strategic Leadership Feedback Program (SLFP), an ongoing program for seven years that provides awareness and insight to individual openness, awareness and creative thinking through one-on-one feedback. HDD continues to co-chair the monthly Well Being Board, a forum that examines the readiness, resiliency and risk of the Carlisle Barracks community. HDD is a member of the Futures Seminar faculty and looks forward to providing "Leveraging the Human Dimension of Warfare" as an elective in the spring. The HDD Team can be reached at 717-245-4511. **CSL**

Full Mobilization Wargame

*Colonel Kennon Gilliam
Department of Strategic Wargaming, CSL*

For the past decade the Army has become well practiced at mobilizing and deploying individuals and units from the reserve components (Army National Guard and Army Reserve) for limited contingency operations in Iraq, Afghanistan, and other planned and contingency operations around the world. However, current processes may not prove sufficient to rapidly and fully mobilize the total force for a large, sustained contingency. Recognizing this, the Department of the Army G1 has asked the Department of Strategic Wargaming (DSW) at the United States Army War College to examine the feasibility of a full mobilization, providing the Army Staff with awareness of related challenges and innovative approaches to mitigate those challenges. DSW, in cooperation with multiple partners from across the Army, is taking a long-term approach to evaluating this complex issue.

In a broad sense Department of Defense Instruction 1235.12, *Accessing the Reserve Component*, defines mobilization as:

The process by which the Military Services or part of them are brought to a heightened state of readiness for war or other national emergency. This includes activating all or part of the RC as well as assembling and organizing personnel, supplies, and materiel.

Mobilization has different levels which are best characterized by emergency authority, level of military commitment, and length of mobilization. A full mobilization requires a congressional declaration of national emergency, likely deals with multiple regional contingencies by accessing all existing active and reserve force structure, and can maintain those forces on active duty for up to six months after the end of the crisis. Full mobilization falls between a partial mobilization, which has a presidential declaration of emergency, limited activation, and limited duration, and a total mobilization, which expands the force and industrial base.

DSW has identified three primary objectives to this long-term study:

- First: Determine the level of preparedness of the Army to conduct a full mobilization.
- Second: Identify gaps and challenges associated with a full mobilization.
- Third: Develop innovative approaches to addressing or mitigating the identified gaps and challenges.

The first in a series of events to achieve these objectives was a Mobilization Workshop conducted at the end of August to understand and depict the current mobilization process. Experts from across the mobilization enterprise worked together to discuss and reach consensus on the current mobilization process and identified challenges associated with a full mobilization. Those two products will serve as inputs to future events, including a wargame scheduled for November.

The November event will center on a table-top game, which represents a simple model of a complicated process within a complex system. The game will challenge players to move units through the core mobilization process

by building unit readiness, allocating scarce resources, and meeting desired arrival dates in theater. Game success is measured by schedule (how long it takes to complete the game), performance (how well the units are manned, trained, and equipped), and cost (how many additional resources were required). During the game players will identify areas within the process which they believe can be improved, followed by a facilitated discussion after each iteration to develop innovative solutions to their identified challenges. The game will purposefully blur the tactical level decisions to focus players on mobilization concepts and strategic level decisions.

Without those tactical level decisions and interactions, however, the November wargame will not fully address all three stated objectives, especially determining the level of preparedness to conduct a full mobilization. Much like any complex system, understanding full mobilization requires an understanding of the sub-processes and their interactions – something not easily conceptualized or comprehended without detailed modeling. Determining the net effects of one or several changes to the overall system is impossible without modeling the entire system. The mobilization system, with its detailed processes and spider web of interactions, takes significant time and expertise to model.

To model the full mobilization system, DSW has partnered with the Department of Systems Engineering at the United States Military Academy (USMA). The project and partnership will last at least through September 2017. U.S. Army War College involvement should culminate in the summer of 2017 with a senior seminar wargame and demonstration of the USMA simulation. This event will integrate developed innovations into the simulation and will provide feedback on system improvements. The goal is to build the Army's digital mobilization proving ground and then transition ownership to the right Army organization for long term maintenance. Through innovative approaches and solutions, the Army War College is

one part of a larger Total Army effort to prepare for the core Army task of full mobilization. Examination of this complex issue requires a long-term effort and will leverage all the tools at DSW disposal, including wargames, simulations, and exercises. Expanding cooperative efforts between the Army War College Schools, Centers, and Institutes paves the way for future collaborative research. Establishing external partnerships with other institutions provides a mutual exposure to wargaming capabilities. The mobilization effort will develop and improve wargame capability within the Army War College, ultimately positioning the Department of Strategic Wargaming to deliver more value to the Army. **CSL**

Wargaming: Application of Innovative Approaches and Solutions

*Colonel William D. Jones III
Director, Strategic Simulations
Division, CSL*

On Friday, 23 September, the Commandant of the United States Army War College visited the Department of Strategic Wargaming (DSW) at the Center for Strategic Leadership (CSL). Major General William Rapp received a demonstration of wargaming tools that support ongoing efforts to develop strategic leaders and ideas of value. Colonel Ken Gilliam and Lieutenant Colonel Brent Kauffman demonstrated how wargaming and the use of models and simulations will be incorporated into a major wargame considering a full mobilization of the U.S. Army to test the Army's ability to man, train, equip, and stage the Army for deployment into a theater of operations. Ultimately, the wargame will provide senior Army leaders with a better understanding of the challenges inherent to a full mobilization. The wargame will also seek to identify innovative solutions to improve the mobilization process.



During his visit to CSL, MG Rapp (center) met with members of the DSW Team. Pictured to the left is COL Kelly Ivanoff, Director of DSW, with COL Chris Beckert, Director of CSL, standing off to the right.

Wargaming is also a low-overhead method of developing strategic leaders. Leader development is the second pillar of the DSW Mission and Line of Effort #1 for the Army War College. Research suggests that experiential learning is an effective way to learn. The use of table-top or “matrix” types of wargames can make it an efficient way to learn as well. Table-top wargames enable easy examination of the

art and science of how we make decisions. Use of this method of instruction will also save monetary resources in a time of increasing fiscal constraint. As part of MG Rapp's visit, Lieutenant Colonel Joe Chretien demonstrated the table-top wargame “Kaliningrad.” In July of this year, Kaliningrad 2017 debuted in the U.S. Army War College's academic curriculum as part of the Department of Distance

Education Elective DE 5540 "Security in Europe: NATO and the EU." In this particular exercise, observers remarked that they saw the students demonstrate the use of the ends\ways\means analysis model, using a different “lens” or perspective to look at problems and a marked knowledge of the elements of national power. Kaliningrad 2017 was a ‘proof of principal exercise’ that demonstrated the effectiveness of matrix game exercises both as a teaching tool and as a measure of effectiveness of course comprehension and learning objectives.

Through innovative approaches and solutions, DSW is actively pursuing opportunities for the Army War College to develop strategic leaders and ideas of value. The visit by MG Rapp provided an opportunity to showcase a growing portfolio of tools and highlighted a few of the many areas where DSW can leverage the full spectrum of wargames, simulations, and exercises to achieve MG Rapp's intent. Expanding cooperative efforts between the Army War College Centers, Institutes, and Schools paves the way for future collaborative research. Establishing external partnerships with other institutions provides a mutual exposure to wargaming capabilities. Ultimately, improved wargaming capability within the Army War College delivers and enhanced student educational experience and enables the critical thinking process on complicated Army problems. **CSL**

Department of Technology Integration (DTI) Update

*LTC Efrain Fernandezanya
Director, Department of Technical Integration, CSL*

CSL's Department of Technology Integration (DTI) supported various events at Collins Hall during the spring.

The 7th Signal Command Leadership Development program at Collins Hall from 17 to 21 April 2016. DTI provided systems and audio visual support for over 30 personnel including the 7th Signal Commander and Command Sergeant Major (CSM) with their Brigade Commanders and CSMs.

The Army Capabilities Integration Center (ARCIC) conducted their Unified Quest (UQ) 2016 Core Planning Group from 9th to 15th April at Collins Hall to prepare for the UQ 2016 Staff Exercise (STAFFEX) and Deep Futures Wargame (DFWG) on May 2016.

The United States Army Training and Doctrine Command Analysis Center



During his visit to CSL, MG Rapp presented the Commandant's coin for excellence to LTC Joe Chretien, Strategic Simulations Division, for his duty performance as the lead planner for the Horn of Africa Wargame.

and White Sands Missile Range (TRAC-MSMR) conducted a gap assessment workshop with leaders from the USAWC to conduct an analysis of alternatives study directed by OSD CAPE for possible replacement for the Gator (an air delivered FASCAM system). DTI provided over 30 systems to survey participants.

The Center for Strategic Leadership (CSL) hosted the UQ 2016 STAFFEX and DFWG from 5 May 2016 to 13 May 2016 at Collins Hall. DTI provided over 300 systems to support 230 personnel in support of the event. DTI also provided with Video teleconference and AV support for over 30 rooms including 2 conference rooms and 4 plenary sections during the wargame. UQ participants outbriefed the Chief of Staff (COS) of the Army on the capability that the Army will face in years 2025 and 2050 at the end of the wargame. CSL also hosted the COS Futures Seminar for over 40 U.S. General Officers and Senior Executives Service (SES) personnel at Collins Hall on 13 May 2016.

On 16 May 2016, DTI upgraded their commercial internet from 3 Mbps to 100 Mbps. This capability will enhance the support that CSL and DTI provide to our customers for wargames, seminars and conferences.

The HQDA G3 DOT (Director of Training) hosted the FY16 Spring Training General Officer Steering Committee (TGOSC) in Collins Hall. This is an event attended by 1 and 2-Star GOs from across the Army. CSL provided facilities and special IT and AV setup requirements to support this event for 125 participants. *CSL*