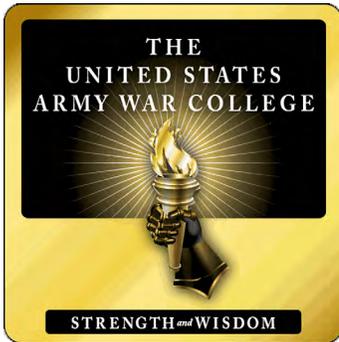


COLLINS CENTER UPDATE

A Center for Strategic Leadership Newsletter

Volume 23, Issue 1

March 2023



INSIDE

- *US Army War College Fellowship: Focus on the Department of Justice, pg. 2*
- *The US National Security and Defense Strategies Need to Catch Up, pg. 3*
- *Combined/Joint Force Land Component Commander Course, pg. 4*
- *US Army War College Fellowship: Focus on Indiana University, pg. 5*
- *Building Strategic Wargaming Reach, pg. 6*
- *Joint Land, Air, and Sea Strategic Collins Hall Update, pg. 7*
- *Update on CSL's Theater Army Staff Course Initiative, pg. 7*

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



Promoting Arctic Environmental Security: The USAWC Polar Bears

By MICHELE DEVLIN, DRPH, RN, EMT

As climate change causes the Arctic to warm four to seven times faster than anywhere else on Earth, the circumpolar north is quickly becoming one of the world's most diverse, complex, and strategically important areas. As an Arctic nation, the United States is increasingly concerned with Russian and Chinese interests in the north as these competitors seek economic riches and natural resources that are now more accessible due to retreating ice packs, opening seas, melting permafrost, and shrinking glaciers. Indeed, large amounts of the world's energy resources—such as rare earth minerals, 15 percent of the world's oil reserves, and 30 percent of natural gas—are believed to be located in the circumpolar north.

To prepare senior military leaders for addressing the complex, geopolitical, strategic issues presented by a warming Arctic and Antarctica, the Center for Strategic Leadership launched the US Army War College (USAWC) "Polar Bears" in August 2022, a student/faculty community of interest that focuses on polar environmental security issues. The team was named in honor of the often-forgotten 5,000 American servicemen from the 31st Infantry Regiment who fought in the brutal cold of northern Russia in 1918–19.

The USAWC Polar Bears, which includes more than 50 resident and distance students, faculty, staff, and fellows from multiple nations, meet monthly on campus. The depth of knowledge in the Polar Bears is impressive: Some teammates have significant, on-the-ground polar experience as paratroopers; cold-weather engineers; and indigenous, remote-



area medicine specialists. Others have a passion for Arctic environmental security challenges, such as designing protective military clothing for extreme environments or developing Pentagon policies on the Arctic and climate change. The team learns from guest speakers; shares resources; collaborates on research and publications; presents at conferences; and provides support, education, and outreach to organizations on environmental dynamics in the Arctic and Antarctica that impact global stability. This effort is one example of the educational activities currently being undertaken by the US Army War College to meet the secretary of the Army's priority to address climate change's threat to national security.

The USAWC Polar Bears already have an active scholarship portfolio on environmental security. Twelve of the students in the Polar Bears—along with

continued ➤

their faculty advisors Michele Devlin, Bert Tussing, Frank Scherra, Charles Pfaff, and William Braun—are working jointly on a Group Strategic Research Requirement project, examining four questions related to the impact of climate change on human populations in the Arctic. These research questions are sponsored by the Department of Defense’s new Ted Stevens Center for Arctic Security Studies and the 11th Airborne Division in Alaska.



Inaugural meeting of the Polar Bears.

The student/faculty research teams are exploring the security dynamics of new patterns of human migration to the north; lessons learned from previous pandemics for military response to future, novel virus outbreaks in the circumpolar world; strategies to enhance indigenous-military relationships in the Arctic; and the potential need for future models of

command structures in the northern polar region. In addition, the Polar Bear scholarship teams are assisted in their efforts by two student interns from nearby Dickinson College who have an interest in environmental security issues. The student/faculty research teams will conduct briefings and give conference presentations on their findings, and the teams plan to

publish the results of their work in several journals when finished. ■ CSL

For more information on the USAWC Polar Bears or to join the group in person or virtually, please contact Dr. Michele Devlin, professor of environmental science at the Center for Strategic Leadership, at (717) 245-4222 or michele.devlin.civ@armywarcollege.edu

US Army War College Fellowship: Focus on the Department of Justice

By PATRICIA HAYES

Colonel Rob Rodrigues is a US Army War College Fellow at the Department of Justice Office of Legal Policy. We spoke with him recently to hear about his Fellowship experience at the agency.

Hi Rob. Can you tell me about your Fellowship this year?

The Fellowship is located at the Department of Justice in Washington, DC. I work in the Office of Legal Policy, which develops and implements the department’s significant policy initiatives and handles special projects that implicate the interests of multiple Department of Justice components. I have been fortunate to assume responsibilities related to US government unmanned aerial system (UAS) (or drone) policy. The biggest highlight in my first few months has been chairing the Department of Justice’s UAS Working Group, which brings together UAS (drone) program

managers and legal counsel from across the Bureau of Alcohol, Tobacco, Firearms, and Explosives; the Federal Bureau of Prisons; the FBI; the Drug Enforcement Administration; the US Marshals Service; and others to share information and address challenges that affect the use of UASs in conducting law enforcement investigations or protecting federal facilities and persons.

What has been your favorite part of being a US Army War College Fellow?

This Fellowship has been an incredible learning and professional development opportunity. I have been able to gain true insight into and appreciation of how the US government works at the highest levels. The interagency process is very different from what I am used to in the operational Army. In my regular duties, I am used to dealing with discrete issues and a clearly defined chain of command. In this Fellowship,



Colonel Rob Rodrigues

I have had to take a different approach to problem solving. I am frequently dealing with other federal agencies, all of whom have unique interests and equal standing to support or challenge an initiative. No chain of command exists to give guidance or make a final call. We are forced to work together to create a mutually agreeable solution. In the backdrop are policy and political considerations that do not frequently factor into Army decision making.

continued ▶

Have you had any unique or memorable experiences because of the Fellowship?

I recently had the opportunity to observe a training event for the Bureau of Alcohol, Tobacco, Firearms, and Explosives Special Response Team, which is similar to a Special Weapons and Tactics Team. The team used a mock residence setup. I was able to observe how the team incorporated drones and working dogs into their operation. After watching the team from inside the house with a drone buzzing past my head, a working dog barking ferociously, and a five-man team shouting commands with rifles raised in my direction, I was ready to surrender immediately, even though I was just an observer.

How has your experience been at the agency? What surprised you?

My experience has truly been amazing. I was welcomed from day one and integrated into the office just like any other member of the team. Within the Department of Justice, I have had the opportunity to work with

career officials, political appointees, and several former Army officers. Regardless of politics or background, the office is completely dedicated to seeking justice, enforcing the laws of the United States, and enabling departmental components to do the same. Much like in the Army, this singularity of purpose brings everyone together in a collegial atmosphere to get this meaningful work done. My biggest surprise was the amount of responsibility I was given in a very short amount of time.

What advice would you give officers who are interested in getting the most out of their Fellowship year at the Department of Justice?

One enduring piece of advice I have received in the Army is the warning you should never volunteer for anything, lest you get stuck with some undesirable, additional duty or responsibility. I promptly forgot this advice when I arrived at the Department of Justice and raised my hand to get involved in as many activities as I could handle (and,

perhaps, some beyond that). The opportunities I have had here have been made possible because I have displayed a willingness to take on responsibility for things outside of my comfort zone or expertise. In other words, what you get out of this Fellowship is what you are willing to put into it. The work has been harder and more time consuming than I had anticipated, but the experience has been invaluable in gaining a strategic perspective on how the federal government works at the highest levels. To be able to represent the Department of Justice on several important and complex issues has been professionally satisfying and an important step in my development as a senior leader in the Army.

What is next for you? Have you heard what you will be doing after this Fellowship?

It looks like I will be going to the Chief, Army Defense Appellate Division at Fort Belvoir, Virginia.

■ CSL

The US National Security and Defense Strategies Need to Catch Up to Today's Great-Power Competition

By JOHN BOREK

The recognition the United States is facing a new national security environment began with the *2018 National Defense Strategy of the United States of America* and was reiterated in the 2022 National Security Strategy and National Defense Strategy. If the war on terrorism was not completely over, it could at least be managed on the back burner, and great-power competition had returned as the predominant threat to national security. Further, advances in technology and the accompanying vulnerabilities, globalization, and a 30-year master class on how the United States wages war (from Operation Desert Shield and

Operation Desert Storm onward) changed the threat dynamic in a way that was unimagined for generations. As succinctly stated in the 2018 National Defense Strategy, “[T]he homeland is no longer a sanctuary.”

Despite the acknowledgment the United States’ peer and near-peer adversaries threaten US interests and ideals worldwide and the American homeland, the national security enterprise has been slow to adapt to this new reality. The seams between homeland defense and homeland security present an inviting opportunity for US adversaries. The current homeland defense strategy is still rooted in

counterterrorism and three years past its expiration, and a leadership vacuum on the issue exists among the three key agencies in the homeland defense and homeland security arena: the Department of Defense, the Department of Homeland Security, and the Department of Justice. Mirroring the lag in policy and doctrine adapting to the new threat, the 18 agencies and elements of the intelligence community are also meeting these new challenges with old ways of doing business.

During his postdoctoral fellowship with the Center for Strategic Leadership, Dr. John Borek focused

continued ▶

on identifying how US adversaries are exploiting the structure of the intelligence community, specifically as it relates to gray-zone activities in the homeland. Drawing clear parallels between the current approach to homeland defense against gray-zone activities and the

tactics of counterterrorism activities before the 9/11 attacks, Dr. Borek provides recommendations based on lessons learned from the attacks. Dr. Borek has presented his work at the 2022 US Army War College Strategic Landpower Symposium and the National Guard Bureau J-2

Conference as well as to members of the Office of the Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency and the Pennsylvania National Guard Joint Staff. Dr. Borek is currently writing a journal article for future publication. ■ CSL

Combined/Joint Force Land Component Commander Course

By JESSIE FALLER-PARRETT
and MARK HASEMAN

The Combined/Joint Force Land Component Commander (C/JFLCC) Course is a senior-level program that prepares one-, two-, and three-star officers of all services—and equivalent members of the Senior Executive Service and the Senior Foreign Service—for leadership and advisory positions in theater-level land component combat. Held at the US Army War College twice a year, this course challenges senior officers to examine the key elements of developing and executing land component command functions at the theater level; in support of Joint Force commanders; and in conjunction with air, maritime, space, and special operations functional commands. Retired general officers serve as senior mentors and use their experiences as previous Joint Force Land Component Commanders to provide critical insights, integrate information from speakers, and guide course discussions. The US Army War College conducted the initial pilot for the C/JFLCC Course in 2004, and 51 courses have occurred over the past two decades.

The curriculum uses scenario-driven exercises and seminar-style discussions to reinforce the foundational concepts of land-centric operations. Over the course of the week, the attendees engage with senior, Joint military, interagency, and civilian leaders.



October 2022 C/JFLCC Course attendees and senior mentors. Major General Guan-Jiun Jang, US Army War College resident class of 2013 graduate and the first attendee from Taiwan, holds the C/JFLCC logo in the center.

The most recent class engaged with more than 20 subject matter experts, including General James McConville, General Charles Flynn, Lieutenant General Laura Potter, Lieutenant General Walter Piatt, and Ambassador Greta Holtz.

Last year, the course expanded the number of international attendees. Now, seven spots in each course are reserved for international officers. Each iteration, the Army service component commands are granted the opportunity to invite partners from their regions, and, through the years, 34 nations have sent attendees, including the most recent addition, Taiwan, which attended for the first time in October 2022. The international partners offer unique perspectives, and their attendance provides invaluable insight,

along with an excellent opportunity for relationship building.

The course composition remains dynamic, flexing to ensure the course continues to conduct contemporary instruction and analysis as the world environment continues to evolve. Recently, the course incorporated new topics, such as Ukraine, and added top-secret sessions on space, cyber, and nuclear operations for US attendees. Additionally, the course exercise scenario now examines a complex challenge in Southeast Asia, requiring attendees to exercise critical and creative thinking to combat the surrogate of a near-peer competitor. The course continues to assess curriculum and evaluate feedback from course attendees to improve and refine course materials, speakers, and the practical exercise. ■ CSL

US Army War College Fellowship: Focus on Indiana University

By PATRICIA HAYES

Lieutenant Colonel Dan Brice is a US Army War College Fellow at Indiana University Robert F. Byrnes Russian and East European Institute. We had a chance to speak with him and find out how his experience has been going thus far.

Tell us about your Fellowship.

I am a Russian Foreign Area Officer, or FAO, in the Army, and I am required to take Russian as a foreign language. As part of my fellowship, I am also auditing graduate courses on Russian nuclear foreign policy and international relations. Additionally, I give presentations and talks to different departments within the university. I have an arms control talk coming up about the New Strategic Arms Reduction Talks (START) Treaty. Indiana University has a good reputation for offering foreign languages that are less widely spoken, so one of my goals this year is to learn Ukrainian. So I am auditing a course in that, too.

I see you participated in the Russian Table and the Ukrainian Table. Can you tell us about that?

In addition to auditing classes, writing my research paper, and interacting with the local community, I joined two language and culture clubs called the Russian Table and the Ukrainian Table. They are pretty similar. They include Indiana University faculty, students, and native speakers, and we meet weekly for a few hours (speaking only Russian or Ukrainian for the first hour). It has been really interesting because of the war in Ukraine. Local Ukrainian refugees attend this Table, and it gives us an opportunity to speak about current events. At the Russian Table, we try authentic Russian foods, share stories, and play board games designed to make us use the language. I speak Russian much better than I speak Ukrainian, so the hardest part is sometimes not mixing



Update: On December 19, 2022, at 2249 hours, Lyle Frederick Brice was born at Indiana University Health University Hospital in Bloomington, Indiana. He was six pounds, 13 ounces and 20.5 inches long. He and his mom are healthy and doing well.

up the two—although Ukrainians understand Russian, so it really is not that big of a deal.

How many languages do you speak?

That depends on how you define “speak.” For example, I speak Russian because I have been working on Russian in the Army for 10 years. I lived in Germany for 10 years and picked up German to a degree, but I have gotten a little rusty. With that said, if I had to go back, it would probably come back pretty quickly. I studied Spanish in high school and college, so I can still get by in that language, and when I was at NATO for three years, I picked up a little French. And of course, I have just started Ukrainian. I am not there yet with Ukrainian, but it is coming quickly due to the similarities with Russian.

Have you had any unique or memorable experiences, speakers, or meetings since becoming an Army War College Fellow?

My office is a few feet away from former Congressman Lee Hamilton, the school’s namesake, who was co-chair of the 9-11 Commission. A few weeks ago, we were invited to the premiere screening of the documentary *Are We Safer Today?*, and that is where I also met Dan Coats (former Director of National

Intelligence). After the screening, there was a question-and-answer session with Congressman Hamilton and others. They spoke about their experiences with the 9-11 Commission and said it was a unique time in their careers, when the country came together and worked as one united group. Partisanship was essentially put on the back burner.

We also had a guest speaker in our Russian class who spoke about what is happening in Ukraine and Russia. She was from Kharkiv, which is a Russian-speaking, Ukrainian city and the second largest city in Ukraine. She said the city has been decimated and the local population has started to become accustomed to the death and destruction, casually walking by dead bodies every day. It is awful, a shame, and really sad to see because when I lived and studied Russian in Ukraine, I had the opportunity to go to Kharkiv. Before, it was a really nice, modern, European city. Now, it is destroyed.

Recruiting efforts have been a major focus this year. Have you been part of any recruiting opportunities?

I took General James McConville’s advice and recruited my own son. He is 19 and soon will enlist as a 17C/ (Cybersecurity Operations Specialist). I was also just in contact with the battalion recruiting commander for Indiana, and I am presenting to his Rotary Club on November 2; coincidentally, I am presenting about Ukraine.

What is in your future?

I have recently been nominated to be the next defense attaché to Kazakhstan. This will be the fifth post-Soviet country in which I will have had the opportunity to work. Now that I know where I am going next, I plan to focus my research paper on Kazakhstan. Oh yeah, and we are having a baby in December, so things are pretty eventful in the Brice household.

Thanks so much, Dan, for taking the time to speak with us today. Thanks for doing what you are doing as an Army War College Fellow. It is wonderful to hear about the unique opportunities at Indiana University. ■ CSL

Building Strategic Wargaming Reach

By COLONEL CHAD JAGMIN
and MR. MARK LENO

Strategic wargaming is a capability that sits within a robust suite of tools that supports senior US Army leaders in making strategic- and enterprise-level decisions. The focus of strategic wargaming is different from that of analysis, which focuses on data and includes modeling and simulation. In addition, the focus is different from that of exercises or test and evaluation which emphasize human and materiel performance. Strategic wargaming focuses on leaders and the decision space and delves into the realm of understanding how humans make decisions in different environments. Current demand for strategic wargaming has quickly exceeded the capacity of enterprise-level, strategic wargaming organizations such as the US Army War College's Department of Strategic Wargaming. To satisfy increasing demand, the US Army War College has taken a layered approach to developing strategic wargaming capability. For organizations and partners, the college uses a Capability Maturity Model directed at meeting and building upon organizational needs and requirements. For individual staff officers responsible for wargaming, the college addresses capability gaps through educational touchpoints and support through collaboration.

Building organizations: In addition to the ability of the US Army War College to build tailor-made games for a sponsor, the college has refined its ability to consult on strategic wargames and build a wargaming capability at organizations. Starting with a sponsor's request for a strategic wargame, the college moves through the life cycle of a wargame, often finding the organization needs an organic wargaming capability to be able to provide decisionmakers refined options that better take advantage of the decision space in a more on-demand schedule. If the organization is interested, the US Army War College assesses where the organization is and moves through a tailored Capability Maturity Model toward transitioning from ad hoc or outsourcing to an organic wargaming capability. In the past, the US Army War College has worked with



Resident students playtesting a nuclear triad game in the CL2240: Wargaming for Strategic Leaders elective.

organizational staffs, such as United States Special Operations Command J-5, using this model, and, more recently, the college has initiated a similar model with partner nations.

Nigerian partners: In September 2022, a Department of Strategic Wargaming team facilitated wargaming training in Abuja, Nigeria, in support of the Army War College Nigeria, which is developing a wargaming team and facility that is modeled on that of the US Army War College. The Department of Strategic Wargaming trained Army War College Nigeria staff to facilitate both matrix games and traditional wargames by facilitating playthroughs of two department-designed games: Flashpoint: Lake Chad, a strategic matrix game, and Bandarian Dawn, a wargame about stability operations and counterinsurgency. The Department of Strategic Wargaming also taught a class on course-of-action wargaming for all Army War College Nigeria students and discussed options for the college to participate in the academic year 2023 Joint Land, Air, Sea Strategic Enhanced Program, a flagship exercise in which students from multiple senior war colleges role-play senior political and military leaders in a global scenario. The Department of Strategic Wargaming will continue to enable key international partners to develop wargaming capability. Wargaming training is a high-payoff, low-risk opportunity. The Department of Strategic Wargaming is well structured to conduct wargaming training within the US Army War College's Center for Strategic Leadership. The training is efficient because the Department of Strategic Wargaming enables

organizations to develop their own capabilities and to design wargames based on the organizations' knowledge of their unique problem sets.

Building professional staffs: The US Army War College has established two thrusts to build strategic wargaming capability for professional staffs. First, the college has initiated an outreach program to teach an introduction to strategic wargaming at functional-area qualifying courses that focuses on professional staff officers who are key players in the design and execution of strategic wargaming: operations research systems analysts (FA49s), simulations operations officers (FA57s), strategic intelligence officers (FA35s), and strategists (FA59s). Teaching cohorts of professional staff officers the basics of strategic wargaming and introducing them to a working knowledge of the field is another critical component of expanding the force's capacity to conduct strategic wargames. Second, the US Army War College has piloted a Wargame Designer Course.

Wargame Designer Course: Increasingly, Army senior leaders have expressed concern staffs need additional education and training on how to engage in professional wargaming properly. Adversaries are proving themselves unpredictable, and operations are rapidly gaining complexity, which requires refined and measured ways to analyze the art of human decision making and to understand the complexities of a chaotic and continuously changing operating environment. The Department of Strategic Wargaming has developed a specialized educational program to meet this demand for the Army, Department of Defense, and interagency by providing the skills necessary to understand, facilitate, and design wargames at all echelons for diverse units and organizations. The Department of Strategic Wargaming has developed an 80-hour (two-week) Wargame Designer Course to provide wargaming professionals with the education, tools, processes, and relationships to meet organizational demands. The purpose of the course is to provide the technical

continued ▶

skills to create and manage wargames and other strategy analysis in the students' organizations. Nineteen personnel graduated from the first course, which was held June 6–17, 2022. The students represented eight Army organizations, two combatant commands, the US Air Force, NATO, the Department of State, and the intelligence community. The Department of Strategic Wargaming will conduct two classes per year, with the next class occurring July 31 – August 11, 2023. With increasing

demand, the Department of Strategic Wargaming is currently organizing several mobile training teams that will conduct classes at different geographical centers in 2023 and beyond.

Future work: The Department of Strategic Wargaming will continue to develop an enterprise-wide, decision support, strategic wargaming capability to support Army and Joint Force senior leaders, providing enhanced options for decisions. In addition, the

department will continue its work with the Center for Army Analysis, US Army Combined Arms Center and Command and General Staff College, US Army Cadet Command, and the United States Military Academy at West Point to build a sustainable, strategic path toward an enhanced, strategic wargaming capability and capacity that best leverages the Army's talents and organizational objectives. ■ *CSL*

Joint Land, Air, and Sea Strategic Collins Hall Update

By BRIAN FOSTER

On November 21, 2022, Major General David Hill welcomed incoming students for the 40th year of the Joint Land, Air, and Sea Strategic Wargame. The commandant welcomed the 47 resident and 24 distance students in Collins Hall and over Microsoft Teams, respectively. Major General Hill emphasized the learning lab, hosted by the Center for Strategic Leadership in partnership with several other war colleges, was a great opportunity to reinforce the core curriculum. This year, the US Army War College welcomed a new partner, the Army War College

Nigeria, which played its highest level of defense and collaborated with the United States Africa Command Seminar.

Starting in December, the students studied operational design, learning about strategic guidance and the operational environment. The students perused dense, coordinated scenario documents, adding depth to the curriculum. Before the new year, Dr. James Breckenridge, as the exercise president, delivered an address and took several questions from informed students. Dr. Breckenridge commented this was the most energetic and informed group asking questions to date!

As 2023 begins, new scenario injects will lead to continued refinement in the operational design process. Group lessons will be held, including a Global Force Management panel from J-35 and J-8. The class will be a combined event with Mr. Bob Bradford's Enterprise Management in a very helpful, cross-collaborative environment. Dr. Abram Trotsky will present a class to help the students prepare for their press engagements and oral briefings throughout the distributive phase.

Stay tuned for more updates as the course moves toward the collective phase in Collins Hall April 23–28, 2023. ■ *CSL*

Update on CSL's Theater Army Staff Course Initiative

By CHARLES ANDERSON
and JAMIE LETHIECQ

The Center for Strategic Leadership's Theater Army Staff Course (TASC) initiative has reached full operational capability with the recent completion of the TASC at US Army Europe and Africa in February 2023. Following a successful pilot course at US Army North in December 2021, the TASC has now been conducted in every theater army. The power of the TASC initiative lies in its strong partnership with the theater armies and the organizations' collaboration on the course curriculum. The TASC educates students on what the theater army is and does, enabling understanding across the staff and increased effectiveness

in the execution of operations-level staff coordination and planning. In the TASC, students examine how the various theater army entities operate and interact and how the theater army addresses operations-level Strategic Landpower imperatives for the Joint Force across all warfighting functions in an environment characterized by competition and crisis. Students gain a comprehensive view of the ways in which the theater army echelon increases staff efficiency, effectiveness, and internal collaboration. In the future, a TASC will be conducted annually on-site at all five of the theater armies: US Army North, US Army South, US Army Central, US Army Europe and Africa, and US Army Pacific. Following a comprehensive Distance

Learning Phase, the five-day, in-residence instruction includes the following lessons: Theater Army History and Doctrine/ Title 10 functions; Executive Agent functions; Army Support to Other Services; Headquarters Functions and Staff Structure; Unified Command Plan and Theater Strategy; Theater Campaign Support Plan; Command and Control of Theater-Level Operations; Protection in the Theater Army; Set the Theater for Sustainment and Intelligence; Theater Security Cooperation; and Joint Reception, Staging, Onward Movement, and Integration. A Carlisle Barracks version of the TASC is currently planned for July 2023. ■ *CSL*