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Georgetown students, role-playing negotiation teams from Armenia, Nagorno-Karabakh and Azerbaijan, present their interests to the United Nations Special Representative

STRATEGIC CRISIS NEGOTIATION EXERCISE - GEORGETOWN UNIVERSITY

By Major Lisa Livingood
Operations and Gaming Division, CSL

On the 6th and 7th of November twenty-nine graduate students from Georgetown University gathered together to practice the skill of high-level negotiations.

It is the year 2020, and hostilities between Armenia and Azerbaijan are on the rise. Representatives from seven countries have come to The Hague, neutral territory, to negotiate the complex issues which define the conflict. Each negotiation team has its own understanding of the conflict, as well as confidential instructions from its government which define national interests and positions.

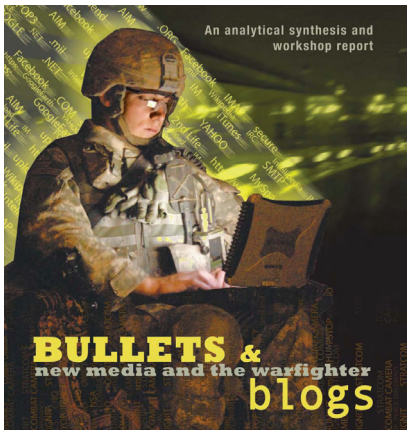
Over the course of two days the students, representing Armenia, Azerbaijan, Iran, Nagorno-Karabakh, Russia, Turkey, and the United States, engaged in numerous bilateral and multilateral negotiation sessions. The simulation required the student teams to prioritize national objectives, determine appropriate negotiation strategies, distinguish between national interests and position based policies, and to think on their feet while facing teams with complex relationships to their own government, and unknown interests. It also forced students to consider the utility, or lack thereof, of military options in the diplomatic arena.

This exercise is part of an ongoing outreach effort by the Center for Strategic Leadership (CSL), Operations and Gaming Division (OGD) U.S. Army War College (USAWC). In 2009, an ISCNE was held at the USAWC, Princeton, Texas A&M, and Georgetown University. Each exercise engaged mentors and controllers consisting of former Ambassadors, USAWC-CSL military and civilian faculty, officers from the Department of State, the Army, the Air Force, the Central Intelligence Agency, and academia. In 2010, CSL expects to continue its close relationship with already participating graduate programs, and is prepared to expand its engagements to other universities seeking realistic experiential learning in national security issues conducted at the strategic level of leadership.

"BULLETS AND BLOGS: NEW MEDIA AND THE WARFIGHTER"

By Dennis M. Murphy
Director, Information in Warfare Group

The explosive growth of new media within the Global Information Environment (GIE) presents sustained challenges and opportunities for the U.S. military. In recent years, adversaries – armed with new media capabilities and an information-led warfighting strategy – have proven themselves capable of challenging the most powerful militaries in the world. The current and future geo-strategic environment requires preparation for a battlespace in which symbolic informational wins may precipitate strategic effects equivalent to, or greater than, lethal operations.



In order to address these new media challenges, the U.S. Army War College (USAWC), Center for Strategic Leadership in partnership with the SecDev Group hosted a workshop entitled "Bullets and Blogs: New Media and the Warfighter." This workshop brought together leading practitioners from the Department of Defense, Department of State, Intelligence Community, and experts from academia.

The workshop report is a synthesis of workshop discussions in terms of key takeaways addressing what is required to "win" in today's operational environment, where cyberspace and new media capabilities are significant components of the battlespace. Read the complete report at: www.carlisle.army.mil/dime.

SIMULEX 2009

By LTC Vince Lindenmeyer
Operations and Gaming Division, CSL

Five minutes remain in the simulation exercise. In a desperate act for international attention, one Near East country conducts a nuclear test with its last remaining nuclear warhead. Meanwhile, another Near East country negotiates the return of a key piece of territory long occupied by another power in exchange for restricting the actions of a rogue terrorist organization. SIMULEX 2009 ends. Held annually at the Tufts University Graduate School of International Affairs, SIMULEX 2009 marks the 35th anniversary of the Fletcher School's crisis and consequence management exercise.

The Fletcher School's SIMULEX is supported by a United States Army War College (USAWC) Center for Strategic Leadership (CSL) control team, Senior Service College Fellows Program (SSCFP) mentors, The University of Maryland's Center for International Development and Conflict Management, other government agencies, national level simulation centers and sister services to provide a whole of government approach to the simulation exercise. Of note, the University of Maryland supports the project with its International Communication and Negotiation Simulations (ICONS) Project. ICONS Project runs a web-

based application called ICONSnet to immerse the students in the roles of decision-makers tasked with resolving contentious issues. All communications and negotiations are conducted through ICONSnet allowing the USAWC control team to efficiently direct the simulation and, if necessary, for students to participate from geographically dispersed locations. The numerous and talented agencies support SIMULEX to become a complex experiential learning exercise for the graduate students of the International Security Studies (ISS) and International Business master's degree programs of study.

Professor Robert Pfaltzgraff, Ph.D., authored this year's SIMULEX scenario based on an escalating Near East crisis

in which students role-played nation-state and non-state actors including the United States, Iran, Israel, EU/NATO, Saudi Arabia, Syria, Hamas, Hezbollah, and Al Qaeda. This year's SIMULEX touched upon numerous issue areas: the proliferation of weapons of mass destruction, the threat of electromagnetic pulse weapons, military forces, information technology and the limits of geography in time and space. Such complexity combined to create a realistic crisis management scenario. Additionally, the simulation scenario, which projects a conflict environment into the future while anchored in history and current events, required player participants to think and act through the decision making process as the situation escalated. Professor Douglas B. Campbell, Director of CSL and senior controller for SIMULEX 2009, summarized "The students are given the opportunity to develop their country's strategic objectives and then attempt to pursue achieving them over the course of a three-move, two-day scenario." SIMULEX thus becomes the graduate students' practical exercise pushing the students to pursue their strategic objectives while negotiating a rapidly changing international security environment scenario given tight time constraints. In summary, the combination of the U.S. Army War College's expertise, the University of Maryland's ICONSnet and the Fletcher School's realistic scenario provide a world-class practical exercise in international conflict resolution at the strategic level.

The U.S. Army's unique role in university exercises and simulations allow for future diplomats and leaders of international government organizations and non-profit organizations to see the Armed Forces role and capabilities in national security strategy and the development of policy. The Center for Strategic Leadership at the United States Army War College expects to continue its close relationship with Tufts University and is prepared to engage with other universities seeking realistic experiential learning in national security issues conducted at the strategic level of leadership.

RESERVE COMPONENT FUTURES FORUM: THE ROLE OF THE RESERVES IN 2020 AND BEYOND

By Bert B. Tussing
Director, Homeland Security Issues Group, CSL

The opening decade of the 21st century has made it clear that the role of the military is changing. While our means to execute conventional warfare cannot be neglected, the modern nature of global conflict is characterized as much by subnational, transnational actors as the nation-states. As the military steels itself to face what General James Mattis describes as a future "era of persistent conflict," it must be aware that the source of that conflict will not always be "manmade," and not always beyond our borders.

A host of studies, including those surrounding the Quadrennial Defense Review, are underway to determine the best direction for the military in meeting the complex contingencies that lie ahead. In this spirit, the Office of the Assistant Secretary of Defense for Reserve Affairs (OASD-RA) has launched an initiative to see how the Reserve Component of the United States' military – the Services' Reserves, the United States Coast Guard Reserve, and the National Guard – can best prepare to serve alongside the Active Component in meeting future requirements. Envisioned as a three part initiative, the office's intent is to:

- Examine the current nature of the Reserve Component
- Suggest alternative Reserve Component "models" for addressing future requirements
- Select from those models, or derive a product from elements thereof
- Plot a path to achieve the "ways and means" necessary to provide for this new Reserve Component model

The first step in the initiative took place at the U.S. Army War College's Center for Strategic Leadership on 1-2 December 2009. On those dates, 20 select representatives from across the Reserve Component, along with representatives from the U.S. Naval War College, the Air University and the U.S. Army War College, gathered to suggest new paradigms for modeling the modern Reserve. The "vision" setting the requirements for this new model was that one suggested by the Joint Forces Command's 2009 Joint Operating Environment (JOE), and the Chairman of the Joint Chiefs' Capstone Concept for Joint Operations (CCJO), describing the military's responsibility in serving that future environment. In that regard, the CCJO contends that four broad mission area categories will comprise the joint operating environment of 2020: Combat, Engagement, Security, and Relief and Reconstruction.

The Carlisle forum suggested nine broad models that could potentially characterize the structure and employment of the Reserve Component by the year 2020.

- The Post 9/11 Status Quo
- The Pre 9/11 Status Quo
- The Geographical Combatant Commander/Functional Component Commander Reserve
- The Domestic Based Reserve
- The Stay-at-Home Reserve
- The Specialization Model
- The Corporate Model
- The "Everyone is a Reservist" Model
- The Federal Interagency Reserve

The thinking behind these "alternative structures" ran a gamut of concerns from mobilization and employment, to specialization across areas of both civilian and military expertise, to providing for a "continuum of service" between the active and reserve component structures, to a host of other strengths and concerns. As each "model" was examined, it was concurrently contrasted against the four broad mission areas, postulating the strengths and shortfalls of each in the light of those requirements.

Following the forum, representatives from OASD-RA briefed their principal, the Honorable Dennis M. McCarthy, on the outcome. Following the refinement of these results, the next step in the Secretary's envisioned initiative will be to have these models examined by the Reserve Component chiefs, at a separate forum to be conducted at the Alfred M. Gray Marine Corps Research Center in Quantico, VA, on 30 March 2010. The intent at this forum is to blend the insights of the "action officer" forum conducted at Carlisle with those of the senior leadership directly charged with charting the future direction of the Guard and Reserves. From there, as possible, the goal will be to further frame a future model that will best serve the military requirements of the 21st century.

Following this flag and general officer forum, the Secretary's initiative will continue at the U.S. Army War College, with the convening of a "ways and means seminar" scheduled to take place from 22-24 June. At that time, subject matter experts from across the Guard and Reserves, the war colleges, the Office of the Secretary of Defense, the Joint Staff and others will take the next step in plotting a course for a proactive reserve – trained, equipped and empowered for its part in securing and defending the nation's interest.

Information on these events may be obtained by contacting Prof Bert B. Tussing, Director of Homeland Defense and Security Issues, Center for Strategic Leadership (bert.tussing@us.army.mil); or his Deputy, LTC Janice King (janice.e.king@us.army.mil).

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