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STRATEGIC DECISION MAKING EXERCISE 2008

By Colonel Brad Ward
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From 5-12 March 2008, the U.S. Army War College (USAWC) resident class participated in the Strategic Decision Making Exercise 2008 (SDME 08). The SDME is a faculty-led political-military decision-making exercise designed to provide students the opportunity, while role-playing strategic leaders and staffs, to integrate and apply knowledge acquired in the USAWC core curriculum. 2008 marks the fourteenth iteration of this premier annual capstone learning event.

Prior to SDME 08, the USAWC core curriculum focused students on thinking, reflecting and communicating at the senior-leader level, utilizing small-group (sixteen-person seminar) forums. The SDME provided an interactive experiential learning event that provides the students with multiple opportunities to synthesize and apply what they learned previously in the academic year and to gain greater confidence in their abilities to make strategic-level recommendations and decisions in a complex environment. The desired outcome is to ensure that future strategic leaders understand the complexities of the geo-strategic environment and are fully able to consider and apply the Diplomatic, Informational, Military, and Economic elements of national power when addressing future critical national security issues.

During SDME 08, the students role-played strategic leaders in key policy-making bodies (the NSC, DHS, DoS, OSD, and Joint Staff) and implementing organizations (the four main mili-

tary Services and the Geographic Combatant Commands). Manning for these organizations was designed to break the familiar seminar mold: students were deliberately scrambled so that they had to develop key working relationships with new faces. Organization leaders were designated based on faculty recommendations. The design and structure of the exercise, which includes two three-day semesters along with the two-world construct, ensured numerous opportunities for student learning.



Student SOUTHCOM Commander takes questions during a press conference

Multiple regional scenarios were set in the year 2021, featuring crisis situations ranging from major combat operations to humanitarian assistance. Scenario events helped to drive exercise play, along with supporting documentation, such as national strategic and operations-level directives, policies, and plans. Electronic communications and coordination tools were also provided for the students, replicating real-world voice, digital, and VTC communication system capabilities. The students then executed the interagency, military crisis planning and execution, military sustainment, and multinational coordination processes, to include conducting PCCs, DCs, "tank" sessions, and resourcing boards.

SDME 08 also included scheduled learning events designed to increase exposure to the strategic environment, including twenty media briefings, com-

plete with bright lights and probing U.S. and international reporters. One hundred and twenty short-notice individual interviews and forty-five bilateral negotiation sessions, supporting by role-playing International Fellows, further challenged the students. In addition, the students in the Geographic Combatant Commands conducted VTCs with their real-life counterparts and select students were given the opportunity to provide Congressional testimony. Four of the Congressional sessions were conducted via VTC with members of Congress, with student leaders providing testimony to a simulated HASC, followed by direct feedback. Four additional sessions were also conducted at Collins Hall, supported by a simulated HASC comprised of Congressional staffers.

Additionally, the students benefited from the participation of thirty-six distinguished visitors from the military, diplomatic, interagency, business and educational realms, who attended for a day to interact with the students. These visitors role-played "Special Assistants to the President," helping the students to focus on key and essential points of the strategic picture. Finally, following the completion of the exercise, seminar AARs were conducted in order to allow the students to synthesize lessons learned from the entire core curriculum, to include SDME 2008.

The preparation and execution of SDME 08 demanded the full attention of the USAWC faculty, which provided up to two observer-controllers per student organization. In addition, representatives from over thirty-three U.S. civilian and military organizations and seventy-four individual reserve component augmentees helped to ensure that the control structure provided a realistic strategic environment.

In summary, SDME 08 was a world class exercise designed to develop mentally agile strategic leaders capable of successfully operating in challenging future interagency, intergovernmental and multinational settings. It directly

challenged the students to apply their prior experiences and the knowledge they had gained in the first seven months of their studies. Most importantly, it required them to think and make decisions outside their normal comfort zones and to then understand the probable consequences and second and third order effects of strategic-level decisions. SDME 08 provided the volatile, uncertain, complex, and ambiguous virtual environment required to develop our future strategic leaders. Subsequent SDMEs will continue to provide this unique strategic learning opportunity for USAWC students.

— CSL —

NEW MEDIA AND THE WARFIGHTER WORKSHOP

By Harry V. Phillips
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The United States Army War College in cooperation with The SecDev Group conducted an information effects workshop, entitled *New Media and the Warfighter*, from 15 to 17 January 2008 at the Center for Strategic Leadership (CSL), U.S. Army War College, Carlisle Barracks, Pennsylvania.

The workshop brought together an international audience of military, national security community and intelligence community leaders as well as experts from academia who addressed how information effects impact the achievement of national and military objectives with focus on the importance of "new media." New media has been described as "that combustible mix of 24/7 cable news, call-in radio and television programs, Internet bloggers and online websites, cell phones and iPods" (Marvin Kalb, Harvard University). But this menu limits the definition to present day capabilities and is quickly outdated given expected technological advances.

The workshop considered how new media and related cyber-ops capabilities affect the warfighters' perspectives, objectives and actions. Breakout groups used the July 2006 "33 Day War"

between Israel and Hezbollah as a case study vehicle to drive discussion, answer questions and apply lessons learned to current U.S. and coalition operations. The objective of the workshop was to investigate the conditions that enable or restrict the warfighter's ability to exploit new media as capability in support of achieving military objectives and to counter the effective use of new media by adversaries.

Outcomes from the workshop identified new media as a means to achieving strategic information effects and as an integral part of today's military operating environment. The United States must compete in this information environment, manage it effectively and recognize its importance. The workshop served to further understand that need and took steps to address it. A comprehensive workshop report by CSL and the SecDev Group in cooperation with workshop participants, is expected to be published this summer. Initial impressions of the workshop are contained in an issue paper at: <http://www.carlisle.army.mil/usacsl/publications/IP3-08NewMediaandtheWarfighter.pdf>.

— CSL —

INTERNATIONAL FELLOWS STRATEGIC CRISIS NEGOTIATION EXERCISE 2008

By Ritchie L. Dion
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The Center for Strategic Leadership conducted the annual *International Fellows Strategic Crisis Negotiation Exercise* on 27 and 28 February 2008. This exercise is part of the core curriculum for the International Fellows of the U.S. Army War College.

The event consisted of a scenario-driven negotiation exercise focused on conflict resolution. By design the exercise put the Fellows through as many types and levels of negotiations possible while under significant pressure within a limited span of time, an experience not unlike the real life experience of the negotiators of the Dayton Accords which ended the war in the former Yugoslavia.

The forty-three International Fellows were divided into seven teams representing negotiation teams formed from the National Security Councils of their assigned nations. Five former U.S. Ambassadors, a CSL professor and the Deputy Commandant for International Affairs served as mentors for each team, plus a former U.S. Ambassador played the role of the European Union's Special Representative to the South Caucasus region. As subject matter experts on the region they advised the International Fellows on the politics, militaries, economies, and cultures of the regional actors. Members of the CSL staff comprised a control group that ran the exercise.

The exercise, set in 2018, focused on negotiations aimed at resolving an unstable situation in the Caucasus region. The teams had to formulate and implement strategies to negotiate with the other nations involved in the region as well as with outside nations that have paramount interests in the region to resolve daunting questions engendered by an enduring complex "frozen" conflict set to reignite if the negotiations should fail. The exercise began with a set of scheduled bilateral negotiations between various nations. This was followed by a myriad of coordinated ad hoc meetings under a tight timeline that carried the negotiations through the morning of the second day. After a day and a half of tough negotiations, the teams participated in a Ministerial Meeting chaired by the EU Special Representative to the region. Following the meeting the negotiators met the press.

The exercise concluded with a series of After Action Reviews conducted at the country team and entire participant levels. The students were again provided key insights into preparing for, executing, and following up on their negotiations. Overall comments from the students and other participants indicated that the exercise was very beneficial in both the teaching and the practice of the science of negotiation, diplomacy and strategic decision making.

EUROPEAN INTERCEPTOR SITE READINESS, ACTIVATION, INTEGRATION DEPLOYMENT EVENT (EIS RAIDE)

By John Auger
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Manager*

The Center for Strategic Leadership hosted this classified Missile Defense Agency (MDA) exercise at Collins Hall from 7-11 January 2008. The EIS RAIDE was the latest in a series of seminars, workshops, and simulations designed to integrate EIS deployment and fielding across stakeholder organizations. Participating organizations included the Department of State, the Office of the Secretary of Defense, the Joint Staff, U.S. European Command, Strategic Command, Northern Command, the Defense Information Systems Agency, the U.S. Army Corps of Engineers, Army staff representatives from the G staff and the Assistant Chief of Staff for Installation Management, the Space and Missile Defense Command, Installation Management Command, the Space and Missile Defense Command, and the prime contractor, Boeing.

The over 250 participants worked in small workgroups to:

- Provide upfront, in-depth issue development and definition
- Identify and resolve deployment and fielding readiness issues
- Integrate Doctrine, Organization, Training, Materiel, Leader Development, Personnel, and Facilities (DOTMLPF) considerations into planning efforts
- Provide endorsement of the Solutions/Paths Ahead by the senior leadership of all concerned organizations

Their discussions were informed and enriched by the participation of a selected group of senior mentors who possessed extensive knowledge in the area. The senior mentors, all retired flag officers included General John Piotrowski,

USAF, General John Tilelli, USA, Lieutenant General Ron Hite, USA, Vice Admiral Lyle Bien, USN, and Major General Bill Nance, USA.

The exercise concluded with a brief out to senior MDA officials. The next exercise is schedule for July to further refine the findings and recommendations from this exercise. CSL and the Army War College will use the insights and information from activities such as the EIS RAIDE to update and revise both classroom instruction and educational war games such as the Strategic Decision Making Exercise (SDME). The intention is to keep the USAWC curriculum abreast of the latest developments in challenges presented by differing aspects of prospective future environments.

— CSL —

ROBOTICS DAY 2008

By Bill Waddell
Director, Command and Control Group

The Command and Control Group of the Center for Strategic Leadership, in conjunction with the Department of Command, Leadership and Management sponsored the 5th annual Robotics Day symposium and presentation on the 12 February, 2008, in and around Root Hall gymnasium.



Despite a steady snowfall outside, over 460 attended the presentations and displays of existing and emerging robotic systems. Twenty four robotics developers, both commercial and government provided demonstrations and discussions on autonomous vehicles, aircraft, medical robotic capabilities, sensors, and other capabilities that the Department of Defense (DoD) is considering for future combat operations.

Robotics Day events commenced with a formal dinner on the evening of 11 February. Guests had opportunity to hear Dr. Norm Whitacre discuss the recent "Urban Challenge" conducted by the Defense Advanced Research Projects Agency (DARPA). This event was the first time that autonomous vehicles had been exercised in the live environment of urban operations. Each entry was required to demonstrate its prowess in navigation, safety, problem solving, and speed in an urban setting. Dr. Whitacre's presentation provided the starting point for the academic support provided on Robotics Day.

Guest instructors from various organizations involved in robotics were on hand to provide briefings to each of the twenty student seminar groups on the morning of 12 February. The presentations were included in and adapted to the Joint Processes and Landpower Development (JPLD) lesson on the DoD science and technology equipment development process, and provided students with specifics on the development of autonomous capabilities to meet current and emerging military operational requirements. Instructors were from DoD organizations, commercial industry, and DoD research agencies, and provided their own individual information on the capabilities and availability of autonomous military operations. The focus of the

presentations was to examine the strategic implementation of robotics, and the second and third order effects of this technology. Students asked tough questions concerning the implementation of autonomous systems on the battlefield, and how technology will assist in saving lives during military operations. Following the seminar presentations, students were provided a noon time lecture by Ms. Ellen Purdy, Director of the OSD Joint Ground Robotic Enterprise who is responsible for the direction and funding of all robotic programs within the Office of the Secretary of Defense.

Twenty four military, commercial and academic organizations were on hand at the Root Hall gym to present displays of current and emerging robotic systems. Demonstrated capabilities included unmanned air systems (UAS), large and small autonomous ground vehicles, EOD capabilities, and a large assortment of medical robotics that are being evaluated for possible integration into DoD medical capabilities. USAWC students and their families were provided opportunities to observe, and in some cases, operate the robotic vehicles. Many opportunities of experiential learning were present as experts discussed systems capabilities, demonstrated the systems, and allowed the observers to better understand the capabilities and implications of robotic systems. Outside

the gym were the larger robotic units, including the Shadow 200 UAV and positional launcher, the "Crusher" and "Mule," and other large experimental vehicles for logistics, medical and ground operations.

Following the Root Hall gymnasium presentations, participants in the medical field who were demonstrating their equipment moved to Collins Hall where the Army's TATRC (Telemedicine & Advanced Technology Research Center) conducted a Product Line Review on Wednesday, 13 February. This review was to "execute and manage a program of medical science and technology research that maximizes benefits to military medicine," and "to enable technology transfer to benefit the warfighter." Included in the presentations were systems to assist in patient recovery, provide communications and identification, provide casualty care and transportation, and provide other robotically controlled capabilities to aid and care for the battlefield wounded. Decisions were made for future funding and support of chosen systems.

The fifth annual USAWC Robotics Day was a complete success, meeting all objectives and providing USAWC students and faculty, as well as the local community the opportunity to experience and discuss the development of autonomous systems for military and medical usage in the future.

This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.

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