

THE COLLINS CENTER UPDATE

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**THE CENTER FOR
STRATEGIC LEADERSHIP**
U.S. ARMY WAR COLLEGE
CARLISLE, PENNSYLVANIA



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STRATEGIC DECISION MAKING EXERCISE 2007

Colonel Phil Evans
*Director, Operations and Gaming
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From 14-22 Mar 2007, the U.S. Army War College (USAWC) resident class participated in the Strategic Decision Making Exercise 2007 (SDME 07). The SDME is a faculty-led political-military decision-making collective exercise designed to provide students an opportunity, while role-playing strategic leaders and staffs, to integrate and apply knowledge acquired previously in the USAWC core curriculum. 2007 marks the thirteenth iteration of this premier annual capstone learning event.

Prior to SDME 07, the curriculum core courses focused students on thinking, reflecting and communicating at the senior-leader level in small-group (sixteen-person seminars) forums. The SDME builds on the learning continuum, providing an interactive experiential learning event, or practicum, that gives the students multiple opportunities to apply what they learned previously in the academic year, and gain greater

confidence in their ability to make strategic-level decisions or recommendations in a complex environment. The desired outcome is to ensure future strategic leaders understand the complexities of the geo-strategic environment, fully able to consider and apply all of the elements of national power (Diplomatic, Informational, Military and Economic) in addressing future critical National Security issues.

To that end, the students role-played strategic leaders operating in seventeen different interagency and military organizations, in two parallel "worlds" (based on the size of the class), each operating in two strategic realms. Thus, key policy making bodies (the NSC, DHS, DoS, OSD, and Joint Staff) and implementing organizations (the four main military Services, the Geographic Combatant Commands, and the UNDPKO Military Staff) were manned by the students in cells comprised of six to seventeen persons. 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. Leaders were designated based on faculty

recommendations and the design and structure of the exercise (a two-semester system played out for three days each within the two-world construct), which ensured numerous opportunities for student learning.



**Student USPACOM Commander conducts a
media briefing**



Students Participate in a Daily AAR

Multiple regional scenarios set in the year 2021, featuring crisis situations ranging from major combat operations to humanitarian assistance, helped drive play, and supporting documentation (national strategic and operations-level directives, policies, and plans) also framed the environment. Electronic communications and coordination tools were also placed at the students' disposal, giving them the voice, digital, and VTC capabilities that they would possess in the real world. Thus enabled, the students drove the interagency, military crisis planning and execution, military sustainment, and multinational coordination processes, to include conducting PCCs, DCs, "tank" sessions, and resourcing boards.

SDME 07 also included other scheduled learning events designed to increase exposure to the strategic environment, including: twenty media briefings (with bright lights and active reporters, all seeking attention); eighty short-notice individual interviews (with reporters asking the hard questions about world events); and forty-one bilateral negotiation sessions (with U.S. students opposite one of this year's International Fellows, each of whom role-playing government officials of potential coalition partners). In addition, the

students in the Geographic Combatant Commands conducted VTCs with their real-life counterparts, and were able to compare notes on the issues at hand, and select students were given the opportunity to provide Congressional testimony. Four of the sessions were conducted via VTC with actual serving members of Congress, with student leaders providing testimony to the "HASC," followed by direct feedback. Four additional sessions were also conducted at Collins Hall, with the "HASC" comprised of Congressional staffers.

Additionally, the students benefited from the participation of forty 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 a part in the exercise, acting as "special assistants to the President," helping the students focus on key and essential points of the strategic picture. Finally, on SDME day seven, AARs were conducted back in seminar in order to allow the students to synthesize lessons learned from the overall exercise.

The preparation and execution of SDME 07 demanded the full attention of the USAWC faculty, which provided up to two Observer Controllers per student organization in

order to coach, teach and mentor their charges. In addition, over one hundred personnel, representing over forty U.S. civilian and military organizations, plus individual RC augmentees, helped ensure that the control structure provided a realistic strategic environment.

In summary, the SDME is a world class exercise designed to develop mentally agile strategic leaders who will operate in challenging inter-agency, intergovernmental and multinational settings in the future. It directly challenges the students to apply their prior experiences and the knowledge they have gained in the first seven months of their studies. Most importantly, it requires them to think and make decisions outside their normal comfort zone and then to understand the probable consequences and second and third order effects of those decisions. SDME 07 amply provided the volatile, uncertain, complex, and ambiguous virtual environment required to develop our future strategic leaders, and SDMEs in the future will continue to do so.

— **CSL** —

INTERNATIONAL FELLOWS COALITION BUILDING EXERCISE 2007

Mr. Ritchie Dion

Operations and Gaming Division, CSL

From 7-8 March 2007, the Center for Strategic Leadership conducted the International Fellows Coalition Building Exercise 2007. This exercise is part of the core curriculum for the International Fellows of the U.S. Army War College 2007.

The exercise consisted of a scenario-driven negotiation exercise focused on the process of conflict resolution. The forty-one International Fellows were divided into seven teams representing foreign ministry negotiation teams of their assigned nations. Five former U.S. Ambassa-

dors, a CSL professor and the Deputy Commandant for International Affairs served as mentors for each team, and one former U.S. Ambassador served as the UN Special Representative to the region. Also participating were two officers of the Army Fellows Program, an officer from the Air Force Fellows Program, and several War College professors that are experts in their respective regions and in some cases played other regional and international actors. All of these personnel served as subject matter experts and 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 2017, 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 conflict as well as with those nations with paramount interests in the region to resolve daunting questions engendered by a complex ongoing conflict. The exercise began with a set of scheduled bilateral negotiations between various nations. This was followed by a myriad of coordinated ad hoc meetings that carried the negotiations through the morning of the second day. After a day and a half of tough negotiations, the exercise culminated with a Ministerial Meeting chaired by the UN High Representative to the region.

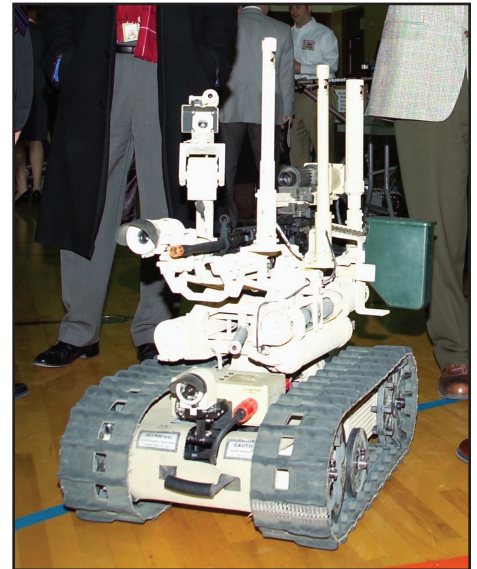
The exercise ended with a series of After Action Reviews conducted at the country team and entire participant levels. The students were again provided key insights into preparing for, executing, and following up on their negotiations. Overall comments from the students and other participants indicated that the exercise was very beneficial in not only teaching the science of negotiating and coalition building but also allowing the art of these tasks to be practiced.

SCIENCE & TECHNOLOGY DAY, AND ROBOTICS EQUIPMENT EXHIBITION 2007

*Mr. Bill Waddell and Mr. Bob Barnes
Science and Technology Division, CSL*

The Science and Technology Day and Robotics Equipment Exhibition 2007 were held in USAWC Seminar classrooms and the Root Hall Gymnasium on Thursday, 22 February 2007. Robotics Day 2007 integrated the science of autonomous vehicles and robotics and associated strategic issues into the War College's core curriculum. Eighteen guest instructors from military, government and commercial organizations attended each USAWC seminars and lead the discussion on the issues regarding the integration of autonomous war fighting vehicles into future military scenarios. War College students, staff and faculty and invited guests were then given opportunity to experience robots hands-on by visiting the exhibits provided by commercial and military organizations. These exhibits included air platforms for surveillance; ground vehicles for transportation, surveillance, medical support and war fighting; other vehicles for explosive ordinance disposal; and a host of experimental platforms being considered for use by military organizations. In all there were 34 different robotic vehicles featured at the exhibits.

Over four hundred individuals attended the exhibits. Participants were able to maneuver some of the teleoptically and remote controlled vehicles, and were given demonstrations of some of the capabilities of the robots. Dr. John Parmentola, the director of Army Research and Laboratory Management provided several lectures concerning the future of technology and the use of robotics in future scenarios. This third iteration of Robotics Day was the most successful to date, serving to prepare future leaders in the area of technology usage contingency operations.



The Talon Swords robot from the Foster-Miller Corp.

An Issue Paper covering this topic can be accessed at: <http://www.carlisle.army.mil/usacsl/index.asp>.

— CSL —

BALLISTIC MISSILE DEFENSE SYSTEM READINESS, ACTIVATION, INTEGRATION DEPLOYMENT EXERCISE

*Mr. John Auger
Booz Allen Hamilton, Inc.*

In December 2002, President Bush stated that “the deployment of missile defense is an essential element of our broader efforts to transform our defense and deterrence policies and capabilities to meet the new threats we face.” In 2004, the United States had begun the initial fielding of the Ballistic Missile Defense, which has the capability to meet a limited, near-term ballistic missile threat. An integrated system of Patriot Advanced Capability-3 missiles and Aegis Ballistic Missile Defense Standard Missile-3 provides a defense against short- and medium-range ballistic missiles. Our current capability also enables the engagement of intermediate-range and intercontinental ballistic missiles in the midcourse phase using Ground-Based Interceptors. This layered defense is integrated through the command and control,

battle management, and communications network, which provides the foundation for the Ballistic Missile Defense System (BMDS).

The BMDS Readiness, Activation, Integration Deployment Exercise (RAIDE) was conducted at Collins Hall from 2-6 October 2006. RAIDE is the latest in a series of exercises hosted by the Collins Center in support of the Missile Defense Agency (MDA). The RAIDE objective was to bring together stakeholders from throughout the Ballistic Defense Community to plan, integrate and synchronize their activities and schedules to ensure the successful deployment and operation of additional components to the currently deployed BMDS. The exercise focused on identifying the requirements for the deployment of a European-based system. Participants included representatives from OSD Policy, the Joint Staff, the Combatant Commands, the Army Corps of Engineers, Boeing – the lead systems integrator, and others. In all, there were two hundred and fifteen attendees to include several senior mentors: General John Piotrowski, Lieutenant General Ron Hite, Vice Admiral Lyle Bien, Major General Bill Nash, and Mr. George Williams.

The exercise resulted in a number of specific classified and unclassified recommendations that were presented to the senior leadership of the MDA.

C4 ARCHITECTURE AT THE DAWN OF NETWORK CENTRIC WARFARE

Mr. Kevin Cogan

Science and Technology Division, CSL

A recently published issue paper, entitled *A View of Command, Control, Communications and Computer (C4) Architectures at the Dawn of Network Centric Warfare*, takes the reader on a 70-year journey of tactical communications to gain a vision of the future of communications architectures by measuring the exponential growth of its enabling technology. It peers into the potential strategic and operational implications of net-centric operations during the maneuver phase of combat operations during Operation Iraqi Freedom (OIF) and extrapolates this meaning for near- and long-term programs of record.

To accomplish this, a variety of perspective views are developed, starting with the Department of Defense Architecture Framework Working Group Deskbook, a precise IEEE standard definition of “architecture” provides a baseline for the analysis. Emanating from this source, the perspective views – technical, operational, and systems – are developed for the pre-OIF and OIF timeframe. Largely, these views are based on signal unit modified table of organiza-

tion and equipment (MTOE). Stemming from ongoing military projects and commercial off-the-shelf equipment, rapid fielding and operation of non-standard equipment were found necessary for employment to sustain unprecedented maneuver optempo during the combat operations phase. As so often necessity is the mother of invention, Operation Iraqi Freedom not only heralded the rapid infusion of new C4 methods for combat operations, but it also served as the catalyst for advancing ongoing programs as well as spawning interim augmentations for future unit rotations.

These catalytic effects have enormous implications for the future of netcentric operations. Whereas, some architecture are competing for present versus future command and control capability, all are contributing to the overarching evolution of Network Centric Warfare. Consequently, analysis shows that migration to any one architecture is more likened to a Rubik’s Cube where each insertion of communications technology is a rotation of the cube’s column or row, leaving steady-state architectures perpetually elusive with its concomitant strategic, operational, and acquisition implications.

The Issue Paper on this topic can be accessed at: <http://www.carlisle.army.mil/usacsl/index.asp>.

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

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