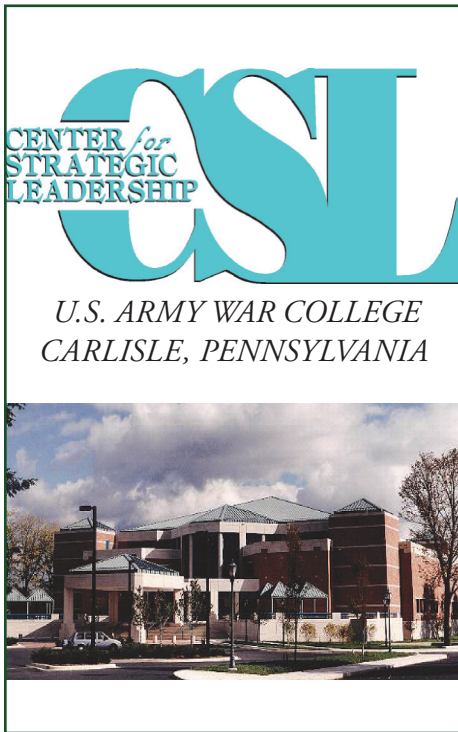


# THE COLLINS CENTER UPDATE

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## THE FOURTH ANNUAL RESERVE COMPONENT WORKSHOP

*By Professor Bert Tussing*  
*Director, Homeland Defense and Security*  
*Issues Group*

One of the most essential and promising areas of employment for the National Guard in Homeland Defense may lie in Critical Infrastructure Protection. The comprehensive assessment of critical infrastructure and key resource (CI/KR) sites, and the subsequent planning and execution for the protection of those sites, are all areas in which the Guard could serve vital functions.

Realizing as much, the USAWC's Center for Strategic Leadership, in collaboration with the Office of the Assistant Secretary of Defense for Homeland Defense and the National Guard Bureau, convened this year's Reserve Component Symposium for the purpose of validating the strategic importance of the Guard in ensuring CI/KR protection and developing implementation activities towards those ends. The rich diversity and expertise of the forum's participants provided for fruitful exchange along many topic areas, but the recurring focus of discussion seem to revolve around three topic areas: Intelligence and Information Exchange, Vulnerability Assessments, and Protective Plans. With regard to *Intelligence and Information Exchange*, the forum's position was that the Guard's role should be deliberately limited. Regarding *Vulnerability Assessments*, participants believed the Guard could make a significant contribution, but that their assistance should be devoted largely to "filling gaps," and should always be proffered as a function of "invitation, not regulation." The role of the Guard in *Protection Plans*, on the other hand, should evolve as a component in support of other agencies' (public and private) schemes, and configured as a part of a critical infrastructure "defense-in-depth."

The presence of key, intragovernmental stakeholders, alongside representatives of the private sector, provided the forum an in-house litmus test to discern the best means for the Guard to supplement and complement efforts toward CI/KR protection. The results of the symposium should

be examined as a part of ensuring efficient, effective utilization of a vital component of the Nation's defense in a vital mission to the security of its people.

The issue paper about this workshop may be accessed at: <http://www.carlisle.army.mil/usacsl/publications/12-05.pdf>.

— CSL —

## THE SENIOR LEADER STAFF RIDE PROGRAM

*By Colonel Ken Smith*  
*Department of the Army Support Branch*

The Strategic Leader Staff Ride Program, coordinated and executed through the Center for Strategic Leadership of the U.S. Army War College (USAWC), uses the lessons of Gettysburg to meet the leadership challenges of today. This program serves as a means to exchange ideas and increase awareness of important strategic issues shared by the armed forces, academia, the government and the business community, and through this process establishes a foundation for mutually beneficial, long-term, professional relationships and exchanges. This past quarter's activities provided warm summer days on the Gettysburg Battlefield as well as forums for exceptional discussions between strategic-level leaders in the corporate and government arenas.

Exelon Corporation joined the USAWC on July 26-28 to provide an opportunity for leaders of this leading energy provider of fossil, nuclear, and wind power to commercial and private consumers to come together to discuss the challenges of strategic-level leadership. The group spent a day grasping the strategic lessons of the Gettysburg Battlefield under the exceptional tutelage of Professor Len Fullenkamp, USAWC faculty. They followed up that experience with a day of group discussion on issues facing the corporate world of today. Colonel Jim Oman from the USAWC faculty facilitated a discussion on Commander's Intent and After Action Review (AAR). *Crafting Strategy*, presented by Colonel Jim Helis, was the focus of the second presentation. This group departed Carlisle Barracks better informed and appreciative of the strategic-level leadership issues facing both the corporate and military leaders of today.

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The Next Generation Program of Deloitte and Touche teamed with the USAWC on September 6-8 in the largest staff ride program to date to discuss the challenges of strategic-level leadership. Deloitte is a leading national and international audit, tax, consulting and financial advisory corporation. These 55 participants are the next generation of executives for Deloitte and this was their fourth training session in executive and strategic skills. Dr. Doug Johnson and Colonel Jim Embrey, USAWC historians, provided the group with exceptional insights into the lessons of Gettysburg, while members of the USAWC faculty facilitated discussions on additional topics. These included Strategy Formulation and Implementation presented by Colonel Jim Helis; an AAR of the Battle of Gettysburg discussion led by Professor Doug Campbell, Director of the Center for Strategic Leadership; and a Crisis Action Simulation Exercise led by Colonel Scott Forster. The event, especially the simulation exercise, generated great excitement and thoughtful discussion on some key strategic-level issues.



Secretary of the Army, Dr. Francis Harvey (standing), along with USAWC Commandant MG David Huntoon (seated), converse with members of RPM International.

On September 13-15, RPM International arrived for a ride hosted by the USAWC. RPM is a world leader in specialty coatings for industrial and consumer markets. Some of the more recognized brands are Rust-Oleum, Bondo, Varathane, Testor's, Day-Glo and DAP. The group spent a day grasping the strategic lessons of the Gettysburg Battlefield led by Dr. Doug Johnson of the USAWC faculty. The group was visited by the Secretary of the Army, Dr. Francis Harvey, who offered some brief remarks focusing on Army missions and support of the Nation. The final day's topics included Commander's Intent and AAR presented by Colonel Jim Oman and Developing Strategic Leaders facilitated by Colonel Chuck Allen. This program generated great interest from the attendees and resulted in a commitment from the CEO to schedule additional sessions for other company executives.

The final ride for the quarter saw a

select group of executives partnering with the USAWC on September 20-23. This co-sponsored event with the Army War College Foundation focused on strategic leadership topics. Colonel Rob Dalesandro, Director of the Army Heritage Center and USAWC Historian, provided key insights to the Gettysburg experience. The second day included discussing Commander's Intent, led by Colonel Jim Oman, Developing Strategic Leaders hosted by Colonel Chuck Allen, Fostering Innovation co-presented by Colonel Chuck Allen and Dr. Craig Bullis, and the final discussion, Thinking Competencies for Senior Leaders led by Dr. Richard Meinhart. The final day began with a briefing on the USAWC's Strategic Crisis Exercise by Colonel Greg Adams. The briefing was followed by the Crisis Action Simulation Exercise, "Silent Strike" led by Colonel Scott Forster. The exercise was designed to highlight the complexity of events at a strategic-level and the necessity to evaluate all elements of power to solve or mitigate crises involving international and domestic agencies in a time and information constrained environment.

The Strategic Leader Staff Ride Program continues to support and improve the strategic communications objectives of the War College and the U.S. Army. The outstanding support and energy provided by the USAWC faculty were key in making this program a resounding success and in pursuing the overall goal of establishing a foundation for mutually beneficial, long-term, professional relationships and exchanges between the business community and the Army.

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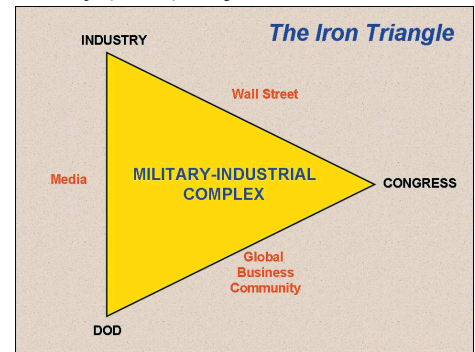
## THE DEFENSE INDUSTRIAL BASE: A HISTORICAL PERSPECTIVE

*By Professor B.F. Griffard*  
*Joint/Multinational Issues Group*

Today's defense industrial base (DIB) is difficult to define. As the requirements of defense transformation demand greater innovation and flexibility, the modern defense industrial base continues to evolve. The inclusion of non-traditional companies into the DIB, the resulting incorporation of new ideas, the impact of globalization, and the ability to maintain technological currency throughout the acquisition cycle are challenges that need to be addressed. This new chemistry is complicated by an increase in recognized stakeholders. The traditional members of the "Iron Triangle" – Industry, the Department of Defense (DOD) (Service Departments prior to 1948), and Congress

– are now joined by Wall Street, the Media, and the Global Business Community.

To understand today's industrial base it is necessary to know how it reached its current stage of development. Studying the history of the DIB has provided Prof. Griffard, Center for Strategic Leadership, a vehicle by which his U.S. Army War College (USAWC) students gain a greater awareness of the industrial base's capacity to support the sustained engagement of our Army at war while providing the innovation necessary to support the Army's transformation to the Future Force. The value of a historical perspective is not lost on Defense and Army organizations outside of the USAWC. Over the past three months, Prof. Griffard has provided a review of his industrial base historical perspective to the Defense Contract Management Agency's (DCMA) Industrial Analysis Center (IAC) and to the U.S. Army Center for Military History's Defense Acquisition History (DAH) Project.



The DCMA IAC requested that the USAWC support their off-site with requested presentations on future requirements of the Strategic Crisis Exercise and on recent research on the history of the DIB. Accompanied by Prof. Jef Troxell who addressed the Strategic Crisis Exercise requirements, Prof. Griffard reviewed the cyclical nature of the history of the DIB from Linchpin of Independence, to Merchant of Death, to Arsenal of Democracy, and to the Military-Industrial Complex during the Cold War. This session concluded with a lively discussion about the post-Cold War transformation of the DIB, to include consolidation, globalization, and the more recent emergence of the role of service providers such as Haliburton and SAIC.

Initiated by the Historical Office, Office of the Secretary of Defense, the DAH Project is an effort to record the good, the bad, and the ugly of the Service and Defense acquisition processes. At the invitation of Dr. Jeffrey Clarke, Chief Historian, U.S. Army Center for Military History, Prof. Griffard delivered a presentation on the Evolution of the Army Industrial Base at the quarterly review for

the DAH Project on 20 September 2005. The presentation provided a fresh perspective to the on-going effort and generated lively discussion among the various chapter authors present.

— CSL —

## BELIZE DEFENCE FORCE

*By Professor B.F. Griffard*  
*Joint/Multinational Issues Group*

The Establishment of Regional Partnerships is one of three Theater Strategy Objectives established by the Commander, U.S. Southern Command (USSOUTHCOM). In support of this objective USSOUTHCOM requested that the U.S. Army War College (USAWC) dispatch a three-man project team to Belize to assist the U.S. Military Liaison Office, Belize, and the Commander, Belize Defence Force (BDF) in conducting a National Military Strategy (NMS) development seminar. This application of the strategic planning process reinforced the existing transparency, accountability, and professionalism of the BDF.

Conducted September 5-9, 2005 in Belize City, Belize, the seminar brought together and strengthened relationships among Belize's own disparate security agencies, among them the BDF, the police, customs, immigration, the forestry service, the Central Bank, and the finance ministry. Separated into two interagency work groups, participants focused on the process required to develop a NMS that supports the work in progress in Belize on a National Security Strategy (NSS).

Throughout the week Informational presentations by BDF, USAWC, and United Kingdom (UK) military personnel were followed by Work Group discussions and product brief backs. In this way the participants built their draft NMS piece by piece with approval at each key decision point. The USAWC team guided the participants through the process required to develop a NMS. Though Belize has no formal NSS, its national interests are clearly stated in draft policy documents and in statements by national leaders. With these defined interests as the start point, the assembled planners looked at the BDF Commander's Vision; identified the military objectives (Ends) required to support the national interests; and developed the ways and means necessary to achieve the stated objectives. These findings underwent a risk analysis and the complete assessment was briefed to the BDF Commander on September 9, 2005.

This methodology of presenting strategy concepts, followed by practical application in work groups and periodic briefings to the BDF Commander, was very effective.

It allowed the participants to understand strategic concepts in manageable and discrete "chunks," then apply the principles in working groups which incrementally produced the NMS. BDF officers were adept at understanding strategic concepts and applying them within the Belizean context. The Belizean NMS will no doubt be a more professional and comprehensive product as a result this effort.

The seminar accomplished the objective of assisting the BDF in formulating its own NMS for the first time in its history. The USAWC Team provided the context and background for NMS development which the BDF in turn adapted to its own needs. In addition, the seminar was an excellent professional development exercise for the BDF, which they took seriously and pursued with great enthusiasm and interest. It helped the BDF to understand that "how" vice "what" to think at the NMS-level strategy is much more important than operations and tactics. It supported the integration of the NMS into the larger framework of the Belizean NSS development process. In doing so there will now be a number of officials across the Belizean interagency who can meaningfully contribute to the development of the NSS, a government priority.

Of lasting impact was the introduction of the BDF and other interagency members to a number of strategic concepts, including but not limited to: the strategy formulation process; the concept of vision, values and interests; national interests and determination of intensity; strategic risk assessment; the joint strategic planning process; and the NMS development process. While the concepts were from a USAWC (and UK) perspective, the BDF and other participants quickly grasped the concepts and were able to apply it within their own national context.

— CSL —

## SPECIAL OPERATION FORCES EDUCATION CONFERENCE

*By COL Eugene L. Thompson*  
*Joint/Multinational Issues Group*

Representatives of the USAWC's Department of Military Strategy, Planning, and Operations and the Center for Strategic Leadership participated in the fourth annual United States Special Operations Command (USSOCOM), Special Operations Forces (SOF) Education Conference. The conference was hosted by the Joint Special Operations University (JSOU) from 6 to 8 July 2005, at Hurlburt Field, Florida. Participants included SOF educators from educational institutions throughout the Department of Defense (DOD) as

well as the interagency community associated with SOF education.

The theme of this year's conference was "Synchronizing SOF Education with Force Development." Lieutenant General Robert W. Wagner, Deputy Commander, U.S. Joint Forces Command and nominee to become Commander of U.S. Army Special Operations Command presented the Keynote Address. Highlighted in his presentation were observations about Joint Force Development and Joint Education Transformation related to Force Development within the SOF community.



Presentations from the office of the Assistant Secretary of Defense, Special Operations and Low Intensity Conflict (ASD SO/LIC); The Joint Chiefs of Staff (JCS), J-7; Center for Knowledge and Futures (SOKF), USSOCOM; the Army Staff; Naval Personnel Development Command; Air Force Special Operations Command; JSOU; and the U.S. Army Command and General Staff College (CGSC) provided insight and perspective for ongoing transformation of force development and education across DOD. These presentations provided a foundation for the conference's major effort which was for the SOF Education Consortium to receive, review, and comment upon the recently completed *SOF Educational Requirements Analysis (ERA) for Academic Years 2005-2010*.

Over seventy conference participants were organized into four working groups to consider the ERA with emphasis on Senior Leaders, Field Grade Officers, Company Grade Officers, and Enlisted service members. Each panel reported back to Dr. Brian Maher, Interim President, JSOU with recommendations for synchronizing SOF education and force development.

The conferees emphasized the importance of the maturation of JSOU and expansion of its influence within USSOCOM to establish and promote educational goals within the SOF community. The consortium found little within the ERA to disagree with. Much

of the effort within the working groups centered on the identification of elements of the study requiring emphasis and prioritization to support the educational requirements of the particular group they represented.

The working groups voiced near unanimity that JSOU should focus its near term efforts on USSOCOM reissuing updated education guidance to SOF chairs/representatives, supporting the establishment of a USSOCOM Force Development Model, and concurrently leading the development of an integrated USSOCOM SOF Education Strategic Plan. Additional recommendations included: establishing SOF chairs at all professional military education (PME) institutions; determining SOF PME requirements at each educational level, which may be significantly different from those currently supported by the services, establishing floors for SOF to be monitored and synchronized by USSOCOM; increasing focus on joint, interagency, and multinational issues within PME curricula; and sharing SOF capabilities/limitations more openly with service PME institutions.

JSOU will consolidate conference input for development and presentation to the USSOCOM Board of Regents.

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## THE MUSCATATUCK URBAN OPERATIONS TRAINING CENTER; INDIANA'S UNIQUE HLD/HLS TRAINING SITE

By Colonel Richard Dillon

*Operations and Gaming Division*

Indiana's Adjutant General, Major General R. Martin Umbarger, and Joint Forces Deputy Commander (Army), Brigadier General Omer Tooley, hosted Colonel Richard Dillon and Professor Bert

Tussing at Camp Atterbury (CA) on 8-9 August to explore Regional/National use synergies for the newly acquired (1 July) Indiana National Guard Muscatatuck Urban Training Center (MUTC) and Camp Atterbury Joint Maneuver Training Center (CAJMTC) and its new Joint Simulation Training and Exercise Center (CAJSTEC) with the U.S. Army War College; the Department for Homeland Security (DHS); and other Department of Defense (DOD) agencies.

The Indiana Guard recognized the potential synergies of Local, State and Federal military and civilian agencies and facilities in Indiana to create a Joint Maneuver Box that is unique in the world. They established cooperative training arrangements with those organizations, which include several civilian airfields. A May 2005 RAND study on Office of the Secretary of Defense (OSD) Readiness and J7/8 JFCOM Joint Urban Training Strategy looked at 19 facilities in the U.S. and abroad including Muscatatuck, and concluded Muscatatuck to be unique in the world and an extremely cost-effective urban training site.

General Tooley briefed a strategic plan for the MUTC and Camp Atterbury, which portrayed the tremendous potential for Regional and National Joint/Interagency/Multi-National use. The facilities are ideally suited for Global War on Terrorism training use by all U.S. armed services, Homeland Security/Homeland Defense-related Federal and State agencies, foreign armed forces and agencies, as well as non-governmental organizations.

A MUTC tour substantiated the Camp Atterbury and Muscatatuck Strategic Vision and made it readily apparent that the Indiana Guard's Joint Maneuver Box offered everything claimed. The MUTC represents a small town with 70 buildings on 1000 acres. Furnished infrastructure includes water and waste treatment plants,

power house, 180 acre reservoir, and an underground utility tunnel system that connects 90% of the buildings on the site. Muscatatuck can support doctrinal and non-doctrinal DOD and DHS events for more than 2500 individuals.

A major concern is that, once senior DOD officials see what an ideal Joint Maneuver Box has been developed by Indiana Guard, the facilities will be tied up by DOD to the exclusion of a much needed Federal/DHS joint use, along with other attendant interagency and academic players. (Purdue University is a key partner because they own significant forest and farm land adjacent to the Indiana National Guard Muscatatuck facility as well as the former Jefferson Proving Grounds containing an Air/Ground Range that is used along with the Air/Ground Range facilities at Camp Atterbury.)

The visit concluded with a tour of the CAJSTEC which also has tremendous JIM application. This multifunctional, virtual simulation center offers flexibility for users' unique training objectives with secure storage on-site to facilitate quick set-up, integrating state of the art technology with relevant scenario design and superior support staff.

The Indiana Guard leadership continues to work hard to garner the attention of key OSD, NORTHCOM, Fifth Army/ARNORTH, National Guard Bureau, and DHS senior leaders to tell their story which has generated tremendous interest already. Major General Umbarger is anxious to link up with DHS and other appropriate DOD and non-DOD organizations that should have an interest in the MUTC and/or the CAJSTEC.

There was interest by both the Indiana Guard and Purdue University in participating in the Army War College's Strategic Crisis Exercise. There may be opportunities to work other USAWC opportunities of mutual interest.

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

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# COLLINS CENTER UPDATE AUTUMN 2005

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