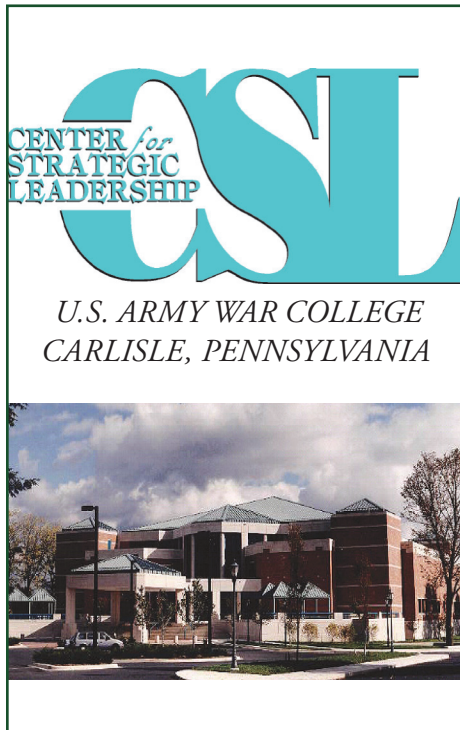


THE COLLINS CENTER UPDATE

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STRATEGIC CRISIS EXERCISE 2005

*By Professor Doug Campbell
Director, Center for Strategic Leadership*

During the last week of March and the first week of April, the U.S. Army War College students dealt with crisis situations ranging from major combat operations to humanitarian assistance, as part of the eleventh annual Strategic Crisis Exercise (SCE). This capstone learning event is a key part of the College curriculum designed to develop the next generation of strategic leaders. These will be leaders who will operate in a challenging joint, interagency, inter-governmental and multinational setting.



Student CNO conducts a press briefing.

Prior to SCE, the core curriculum has focused student effort on thinking, reflecting and communicating at the senior-leader level. The Strategic Crisis Exercise provides an interactive experiential learning event or practicum that allows the students an opportunity to apply what they have learned in their academic year. Through iterative decision-making situations, students gain greater confidence in their ability to make strategic level decisions or recommendations without the full information that they would like to have available. The objective of the exercise is to develop strategic leaders who understand the complexities of the geo-strategic environment and are able to consider and apply all elements of "National Power": Diplomatic, Informational, Military and Economic, in addressing future critical National Security issues.

In SCE, the students role play strategic leaders operating within three strategic

environments, the Washington political, the Washington military, and the "field" environment of geographic Combatant Commands. Acting as leaders and staffs in these stressful environments increases student ability to perform in the strategic positions they will soon occupy.

The SCE also includes other learning events to increase exposure to the strategic environment. These include requiring the students to conduct media briefings with bright lights and active reporters, all seeking attention. It also includes standup interviews where students have fifteen minutes notice before talking to reporters about recent crisis events. Additionally students are required to build and sustain international coalitions, dealing with a multitude of global crises and are assisted by the College's forty one International Fellows who role-play government officials of potential coalition partners.

Each year, ten to twelve serving members of Congress participate in the exercise by video teleconference (VTC) from Washington. They act as the House Armed Service Committee with the students testifying in strategic leader roles. For example, students testify as the Chairman of the Joint Chiefs of Staff, a service chief, or an assistant Secretary of State. The members of Congress eventually come "out of role" to mentor the students about testifying before Congress.

Another key part of the exercise involves the interaction of current senior leaders with the students. During SCE, approximately fifty distinguished leaders from the military, diplomatic, inter-agency, business and educational communities attend for a day to interact with the students. These visitors also role play a part in the exercise, acting as "special assistants to the President of the United States" who has asked them to go investigate the crisis and report back to him. This helps our students focus on the strategic picture and causes them to translate the many details to the key and essential points necessary to understand the crisis.

The Strategic Crisis Exercise is a world class political military exercise designed to develop mentally agile strategic leaders. It challenges the students to apply their prior experiences

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and the knowledge they have gained in the first eight 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.

— CSL —

THE 2005 COLLINS CENTER SENIOR SYMPOSIUM

*By Professor Bert Tussing and Dr. Kent Hughes Butts
Operations and Gaming Division*

Charges have been levied that the War on Terrorism is currently encumbered by an interagency process ill-suited for the task. That process, developed for the challenges of the Cold War, is characterized by “stove pipe” operations and resourcing initiatives in an era that demands an efficient integration of efforts for results. Endeavors to address failed/failing states, reconstruction and stabilization, and other diverse efforts focused on the underlying conditions that foster terrorism, appear to be disjointed, with no central authority (save the President) to direct them. While the NSC is tasked “to advise the President with respect to the integration of domestic, foreign and military policies related to the national security,” critics contend that it has neither the charter nor the authority to mandate interdepartmental cooperation. As a result, parallel but separate agency concerns ripe for synergistic gains remain isolated, with no means of orchestrating limited “ways and means” towards the most effective set of “ends” in our strategies for combating terrorism.

The Center for Strategic Leadership recently hosted a symposium to examine these purported shortcomings, and to focus on the question of how the interagency process can be improved to better address the War on Terrorism. The forum brought together a distinguished panel of retired flag and general officers and government officials to engage in an examination of the issues. The forum was supported by the National Intelligence Council.

Discussions centered on the interagency’s role in diminishing “the underlying conditions that terrorists seek to exploit.” The forum examined a series of questions designed to examine the current interagency process as it is dealing with the War on Terrorism; addressed whether or not

procedural modifications in the current organizational construct can improve that process; and addressed whether or not new organizational structure would provide a better way to direct our means in combating terrorism. The complete Issue Paper may be accessed at: <http://www.carlisle.army.mil/usacsl/Publications/11-05-C2S2.pdf>.

— CSL —

JOINT LAND, AEROSPACE, AND SEA SIMULATION

*By Colonel Eugene Thompson
Joint and Multinational Initiatives Branch*

Fifteen U.S. Army War College (USAWC) students along with 78 students from the other Senior Level Colleges (SLCs) participated in the 22nd annual Joint Land, Aerospace, and Sea Simulation (JLASS), a Center for Strategic Leadership-sponsored elective course, from 15 to 20 April at Maxwell Air Force Base in Montgomery Alabama.

Building on Army War College core course curriculum, the JLASS elective is a practicum in the design and execution of theater-level campaign planning. In JLASS, USAWC students developed and fought campaign plans with students from the other SLCs in a free play computer-assisted wargame.

The objective of JLASS is to promote joint professional military education of all participants by addressing key issues at the strategic and operational levels of war. Specific Army War College objectives included: Employment of Operational Art, integration of JOPES for land warfare, response to and employment options for Weapons of Mass Destruction, development of information operations/warfare, translation of national strategy into

military objectives, and investigation of emerging technology on future battlefields.

To accomplish these objectives this year’s scenario included issues of terrorism and homeland security along with regional crises set in the year 2015. In the scenario attacks on the U.S. homeland occurred while armed conflict threatened the U.S., its allies, and friends in the Persian Gulf, Southeast Asia, and North Africa.

The scenario succeeded in creating issues of national security policy, coalition building and warfare, as well as resource prioritization and allocation. Participants role-played the joint staff, unified and functional commands (PACOM, CENTCOM, EUCOM, STRATCOM and TRANSCOM), the National Security Council staff, Department of Homeland Security and opposing forces (Iran, Algeria, and China). During the distributive phase, students used the crisis action-planning (CAP) model as a guide. Using CAP, students experienced inter-agency cooperation, coordination, and competition as they developed and coordinated their campaign plans. At Maxwell AFB during the wargame exercise phase, they came together to execute their plans in a fast-paced dynamic, free play environment.

The exercise, guided by the participants’ own goals and objectives challenged the students to increase their understanding of the interagency process, the elements of national power, emerging technology, transformation, and joint and combined operations. Students worked through tough post-conflict, transition as well as combat issues. This unique and dynamic nature of the course makes JLASS one of the military’s more valuable tools in its mission to prepare the leadership for the challenges of tomorrow.



USAWC student, staff and faculty participants in the JLASS Elective Course.

UNIFIED QUEST 2005 TAKES THE ARMY BACK TO THE FUTURE AGAIN

By Professor James Kievit

Department of the Army Support Branch

The Center for Strategic Leadership and the U.S. Army War College hosted at Carlisle Barracks the Unified Quest 2005 Staff Exercise III and Operations Workshop from 14-23 April and the Unified Quest 2005 War Game from 1-6 May.

Unified Quest, co-sponsored by the Army and U.S. Joint Forces Command, is an annual year-long series of simulations, experiments and seminars focused on military transformation. The Unified Quest War Game is the capstone event for the series and the Army's ongoing Future Warfare Studies Program. Participants this year were approximately 500 national and international military officers and representatives of other governmental and non-governmental agencies, including more than 70 active and retired flag officers and Senior Executive Service personnel. This group came together to explore and examine multiple aspects of operational and tactical warfare in the second decade of the 21st century.

A JFCOM article on Unified Quest 2005 is available at <http://www.jfcom.mil/newslink/storyarchive/2005/pa052705.htm>. The Unified Quest 2005 web site is <https://unifiedquest.army.mil/>.

— CSL —

SENIOR LEADER STAFF RIDE

By Colonel Ken Smith

Department of the Army Support Branch

The Strategic Leader Staff Ride (SLSR) Program, coordinated and executed through the Center for Strategic Leadership (CSL) 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 recent quarter's activities provided classic spring days on the Gettysburg Battlefield as well as forums for exceptional discussions between strategic-level leaders in

the corporate and government arenas.

The Defense Commissary Agency teamed with the USAWC on 19-21 April to provide an opportunity for leaders of this worldwide chain of organizations supporting U.S. military personnel; retirees; and their families, to come together to discuss the challenges of strategic-level leadership. The group spent one day understanding the strategic lessons of the Gettysburg battlefield under the exceptional tutelage of Dr. Doug Johnson of the USAWC faculty. They followed up that experience with a day of group discussion on issues facing the corporate world of today. COL George Reed from the USAWC faculty facilitated a discussion on Meta Cognitive Thinking Skills for Strategic Leaders. A second topic concentrated on Dr. Bob Murphy's discussion of Leading and Managing Change at the Edge of Chaos. This group departed Carlisle Barracks better informed and appreciative of the strategic-level leadership issues facing both the corporate and military leaders of today.

The Hearst Corporation joined the USAWC on 9-11 May to discuss the challenges of strategic-level leadership. Hearst is one of the largest diversified communications companies that include all forms of media, print; TV; radio; internet; and distribution of those media. Hearst leaders used this opportunity to discuss the applicability of lessons from the battlefield of Gettysburg to their very diverse organization. Professor Len Fullenkamp, USAWC historian, provided the group with exceptional insights into the lessons of Gettysburg while members of the USAWC faculty facilitated discussions on additional topics. These included Commander's Intent and After

Action Review (AAR) presented by COL Chuck Allen; an AAR of the Battle of Gettysburg discussion led by Professor Doug Campbell, Director of CSL; and Crafting Strategy, led by COL James Helis. The event was well received by all and generated thoughtful discussion on some key strategic-level issues.

On 17-19 May, a special CEO Invite ride was hosted by the USAWC. The group included CEO's or the top senior-level executives from such companies as National Association of Manufacturers, Riverdale Mills Corp., Victory Television Network, RPM International, and FB Johnston Graphics. These individuals represent a wide range of corporate leaders from manufacturing, marketing, and communications. The group spent a day examining the strategic lessons of the Gettysburg battlefield led by Dr. Doug Johnson of the USAWC faculty. The final day's topics included Commander's Intent and AAR presented by COL Mark Eshelman, and Crafting Strategy, led by COL James Helis. This program generated great interest from the invitees and resulted in a rapid scheduling of a follow-on tour by one of the CEO's for his own company in September.

Closing out the academic year, MetLife teamed with USAWC on 31 May-2 June. MetLife brought an international flavor to this program as it brought together the top executives from their overseas branches to develop an overarching strategy for their international business. COL Rob Dalessandro, Director, U.S. Army Heritage and Education Center, provided key insights to the Gettysburg experience. The second day included a



Led by Dr. Doug Johnson, leaders of the Defense Commissary Agency walk Pickett's Charge during their visit to the Gettysburg Battlefield.

discussion of Commander's Intent, led by COL Mark Eshelman and Crafting Strategy, led by COL James Helis. MetLife completed the program by crafting a draft strategy in workshops on the final day.

The SLSR program continues to support and improve the strategic communication objectives of the War College and the U.S. Army. The outstanding support and energy provided by the USAWC faculty is key in making this program a resounding success.

— CSL — TRANSITION OF STRATEGIC C4 SYSTEMS

By Mr. Bill Waddell

Science and Technology Division

In the emerging Network Centric age of military operations it becomes mission essential to develop and maintain a robust command, control, communication, and computers (C4) system of systems capable of meeting all levels of command and control requirements from strategic to tactical. The Department of Defense is developing new systems to meet this emerging requirement through the development of the "Joint Command and Control" or JC2 system. Additionally, as requirements increase in the area of peer to peer and enterprise collaboration new systems are being developed to provide connectivity and information sharing between individuals, or many on many for operational planning. New "portal" technology is driving the development of logistics and transportation planning tools to meet the new "Adaptive Planning" requirements generated by the Secretary of Defense.

In order to keep the next generation

of strategic leadership aware of and comfortable in leadership positions in this information Age, the USAWC Center for Strategic Leadership maintains the latest in strategic C4 technology and provides educational opportunities for students. These opportunities include hands on courses in the area of systems technology, application to strategic planning, Information Operations, and emerging operational concepts; and students use the systems during the Strategic Crisis Exercise. Students, staff and faculty have the availability of collaboration with National and Theater level commands, as well as have access to the data resident on the strategic C4 systems. In this way USAWC prepares students to meet future operational requirements in command and control. The Issue Paper on this subject maybe accessed at: <http://www.carlisle.army.mil/usacsl/Publications/07-05.pdf>.

— CSL — ADDRESSING THE CONDITIONS THAT FOSTER TERRORISM SYMPOSIUM

By Professor Bert Tussing

Homeland Defense and Security Issues Group

In sponsorship with the United States Pacific Command (USPACOM), the National Intelligence Council (NIC), and the United States Agency for International Development (USAID), the Center for Strategic Leadership conducted a symposium-workshop *Addressing the Conditions that Foster Terrorism* at the Collins Center, on June 8-10, 2005. The symposium examined the strategies, coordination efforts, and processes devoted to diminishing the underlying conditions of terrorism

and demonstrated the pressing need for greater emphasis on this key element of the U.S. combating terrorism (CT) policy.

One of the four goals of the National Strategy for Combating Terrorism is to "Diminish the underlying conditions that terrorists seek to exploit." Although leaders of many terrorist organizations are from the ranks of the educated, the foot soldiers of terrorism are often drawn from the deprived masses of failed and failing states. While the United States may have been successful in its efforts to attack and disrupt key terrorist organizations, lack of development and resulting shortfalls in the legitimacy of governance continue to provide terrorist organizations a feeding ground of frustration and futility.

Addressing underlying conditions of terrorism is one component of a comprehensive and balanced U.S. combating terrorism policy that includes protecting the homeland and attacking and disrupting terrorist organizations. Successfully focusing all elements and instruments of national power on combating terrorism will require a broad based and prioritized CT strategy, an interagency process capable of oversight and execution, and a mechanism for implementing the strategy at the regional level. It should also synchronize elements of the parallel efforts to address failed and failing states, post-conflict reconstruction and stabilization, and other government-sponsored developmental efforts. Thus, through a series of panel sessions and workshops the symposium addressed extant and evolving CT strategies, interagency organization, process and effectiveness, and made recommendations toward their improvement.

The complete issue paper about this workshop may be found at <http://www.carlisle.army.mil/usacsl/Publications/10-05.pdf>.

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

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