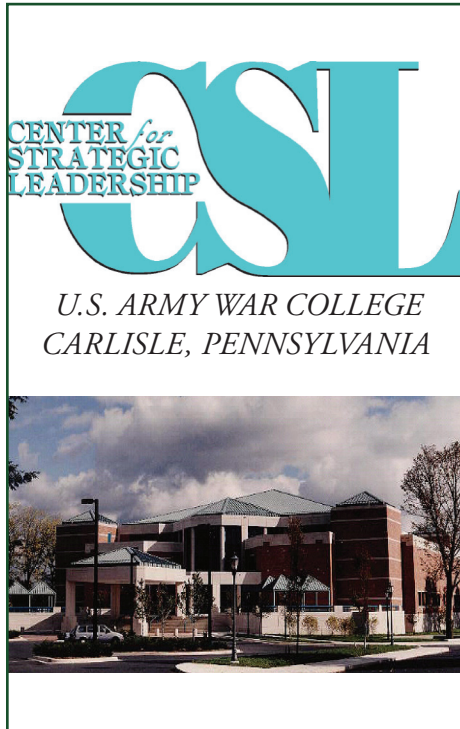


THE COLLINS CENTER UPDATE

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TRANSFORMING MILITARY LOGISTICS

By Professor John F. Troxell
U.S. Army War College Support Branch, OGD

U.S. military logisticians are in the midst of a dual challenge: the development of a logistical system that can support a transforming military with increased operational freedom and a reduced logistics burden, while simultaneously supporting stability and reconstruction operations in the face of an adaptive asymmetrical opponent. These challenges were the focus of the Defense Logistics 2004 Conference held in Washington, DC from 29 November to 1 December 2004. Participants represented a mix of senior Department of Defense (DOD) logisticians, commercial industry experts, and defense contractors, and addressed topics that covered the entire gamut of the logistics spectrum.

Principal themes included a thorough review of emerging strategic and operational concepts focused on sustaining global military operations and providing support on a distributed battlefield with a smaller footprint in theater, including the overarching concepts of Focused Logistics and Sense and Respond Logistics (S&RL). Primary among these concepts are the efforts by TRANSCOM as the Distribution Process Owner (DPO) and their joint efforts with the regional Combatant Commanders to develop Distribution and Deployment Operations Centers (DDOCs).

Tactical issues discussed at the conference focused on the concept of network centric sustainment. This concept aims to ensure that logisticians are efficiently networked into the Global Information Grid – Bandwidth Expanded (GIG-BE), and emphasizes the need for collaboration between the logisticians and the warfighters, the Services, DOD agencies, and the military and the defense industrial base.

Another area of growing importance is the expanding role of the Defense Logistics Agency (DLA). The DLA used to be viewed as arriving on the scene at D+60 to back up the services, but now support begins on day one. Recent initiatives, as part of the Global Stock Positioning Program (GSP), include the expansion of the forward depot program, the development of a deployable depot capability, and the potential for an afloat distribution capability. Force

projection capabilities are not just enhanced by restructured sustainment policies and procedures, restructured global posture of forces and sustainment, and the smaller footprint associated with overall force transformation initiatives.

Changes in logistics support concepts are critical to the overall transformation of the U.S. military and are absolutely necessary to achieve the kind of force projection improvements that are associated with the emerging set of Joint Operations Concepts. The tactical forces are already changing and the sustainment processes and forces must change as well.

Clearly many initiatives have already been put into place, however much remains to be accomplished. Students at the Army War College, through classroom activities and the annual Strategic Crisis Exercise, are examining all of these concepts and issues. They will help the military change from the traditional “just-in-case” mode of sustainment operations, to a leaner and more efficient “just-in-time” mindset.

A CSL Issues Paper further detailing this conference will be published in the near future.

STABILITY OPERATIONS SYMPOSIUM

LTC Thomas P. Kratman
United States Army Peacekeeping and Stability Operations Institute

“Where are we and where do we go from here?” This was the theme of the United States Army Peacekeeping and Stability Operations Institute’s symposium, held 13 and 14 December 2004.

Participants included representatives from the United States Army’s Peacekeeping and Stability Operations Institute (PKSOI); the Department of State’s Coordinator for Reconstruction and Stabilization (S/CRS), in the person of Ambassador Carlos Pascual; the United Nations; various segments of the Department of Defense; the United States Institute of Peace (USIP); the United States Agency for International Development (USAID); and a number of significant International (IOs) and Non-Governmental organizations (NGOs).

The keynote speaker for the event, Ambassador Pascual, made special note that stability and reconstruction operations are not a new mission, and are here to stay

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and are very likely to increase in number, duration and intensity. In the last fifteen years, the United States has been involved with seventeen significant or major stability and reconstruction operations. Internationally, in the years from the end of the cold war to 2000 there have been forty-one such operations around the world.

Though there have been advances in interoperability between IOs, NGOs, civilian government agencies and US and allied militaries in that time, much remains to be done. A truly civilian capacity to conduct such operations, both because of the inherently civilian nature of such operations and to relieve U.S. and allied military forces from the burden of such operations, is yet to be created. Mutual understanding and apportionment of tasks is still suboptimal. A key element under consideration regarding stability and reconstruction operations is the creation of a "civilian reconstruction corps." How that corps might be recruited, staffed, paid, administered, disciplined, trained, mobilized, deployed and supported is the subject of a feasibility study commissioned by the S/CRS. The challenges involved in creating such a "civilian reconstruction corps" are not small.

In addition to the keynote address by Ambassador Pascual, the symposium consisted of seven panels, ranging diversely from the Office of the Secretary of Defense and Joint and Army staffs to the United Nations to International and Non-Governmental Organizations. Each panel brought particular expertise and insights into the problem. The NGO and IO participants provided particularly valuable information on their manner of operation and their approach to stability-type operations.

Colonel John Agoglia, Director of the PKSOI, presented a brief concerning common perceptions of where the problems and solutions lie and asked the participants to identify the direction in which future such symposia and conferences should go. The symposium closed with those in attendance noting that planning, civil-military coordination, information sharing and education/training initiatives as the most important areas for future exploration.

UNIFIED QUEST 2005 FUTURE WARFARE SEMINAR V

By Professor James Kievit

Department of the Army Support Branch, OGD

The Center for Strategic Leadership (CSL) and the U.S. Army War College hosted the UNIFIED QUEST 2005 (UQ-05) Future Warfare Seminar V (FWS V) from 18-21 January 2005 in the Collins Center at Carlisle Barracks.

The UNIFIED QUEST is an annual

series of simulations, experiments and seminars focused on military transformation, co-sponsored by the Army and U.S. Joint Forces Command (JFCOM). To permit additional exploration and insights into the requirements for and potential future capabilities related to preparing and posturing, deploying, and conducting major combat operations in the 2015 timeframe, UNIFIED QUEST 2005 has been revisiting the strategic environment and threats examined in the scenario used in UNIFIED QUEST 03-04. As such, Future Warfare Seminar V, "Setting Theater Conditions," is a key enabling event in the overall UQ-05 study effort.

Approximately 60 national and international military officers and representatives of other governmental agencies participated in FWS V. Retired Lieutenant Generals William Carter, Leonard [Don] Holder, Paul Van Riper, William [Mike] Steele, and Robert Noonan joined with retired Major General John Admire, retired Brigadier General Huba Wass de Czege, and with UQ-05 staff action officers from the Army, TRADOC, and JFCOM led by Brigadier General David Fastabend to examine and correlate concepts and player-devised plans for "setting theater conditions" in the second decade of the 21st century, all as a precursor to exploring theater operational and tactical-level military operations at the UQ-05 Operations Workshop and War Game later this spring.

The FWS V included presentations and dialogue on several historical forced entry operations; on perceived insights from recent operations in Southwest Asia (by Lieutenant General McKiernan, retired Lieutenant General Paul J. Mikolashek, and retired Colonel Gregory Fontenot); and on theories and doctrine related to the organization, responsibilities, and processes, of a Combined Joint Force Land Component Command in a theater of operations (by multiple USAWC faculty members and other Subject Matter Experts); as well as a preview of the Israeli Defense Force's emerging Systemic Operational Design process (by retired IDF Brigadier General Shimon Naveh). These presentation and dialogue sessions were followed by UQ-05 designers and key role-player staff planning personnel comparing and contrasting the draft UQ-05 plan proposals created by the role-player teams at STAFFEX I in December with the information they had gleaned from the FWS V presentations.

Following FWS V, each key role-player staff planner attendee was expected to communicate their insights from FWS V to their entire role-player planning staff at the UQ-05 STAFFEX II event in February, thereby influencing appropriate revisions to the UQ-05 operational plans prior to their employment at UNIFIED QUEST 2005.

Scheduled for early May, the UNIFIED QUEST War Game will be the capstone

event for the UQ-05 series and for this fiscal year's Army Future Warfare Studies Program. Under the current planning construct, next fiscal year UQ-06 will then extend this year's UQ-05 studies to further examine decisive operations, stability and support operations, and transitions from military to civil control.

The CSL looks forward to hosting future UNIFIED QUEST events.

information about UNIFIED QUEST may be found at <https://unifiedquest.army.mil>.

NETWORK ENABLED OPERATIONS IN OPERATION IRAQI FREEDOM: INITIAL IMPRESSIONS

Professor Dennis M. Murphy

Science and Technology Division

The first Gulf War was conducted with legacy systems straddling the industrial and emergent information age. The major combat operations phase of Operation Iraqi Freedom (OIF), on the other hand, put into practice information age constructs and theory for the first time in warfare and was an unprecedented success in terms of speed and lethality. The impact of that network enabled campaign, often referred to as Network Centric Warfare (NCW), is the topic of a study conducted by the Center for Strategic Leadership (CSL), U.S. Army War College and commissioned by the Office of Force Transformation, U.S. Department of Defense. The study will be completed by the fall of 2005, but first drafts hint at valuable operational and strategic insights.

The case study evaluates the hypothesis that improved sensors, connectivity systems, and networked information technologies improved battle space situational awareness, understanding, decision making and collaboration, which enhanced the combat effectiveness of U.S. V Corps and its subordinate units. V Corps and 3 ID(M) operations were characterized by their very high operational tempo; widely dispersed forces; and, for the first time in major combat, a near real time common operational picture (COP). This COP was available from the maneuver company to the operational and strategic levels. The case study merges NCW theory with practice for the first time and in so doing shows the benefit of network enhanced operations.

The CSL study is the first of its kind to focus on landpower and to place NCW in the context of its impact on the human dimension and vice versa. Initial findings show that there is, and will continue to be, fog and friction in war. Understanding the art of command remains a key to success.

Constant and effective individual and collective training remain essential to smooth functioning operations. But the study also shows that NCW enhanced the ability of U.S. forces to conduct battles and campaigns by providing a common operating picture and situational awareness never before experienced in combat.

The issue paper on this workshop may be found at <http://www.carlisle.army.mil/usacsl/publications/06-05.pdf>

U.S. SOUTHERN COMMAND ENVIRONMENTAL SECURITY TRAINING WORKSHOP

By Mr. Jeffrey C. Reynolds

National Security Issues Branch, OGD

The U.S. Southern Command (SOUTHCOM) Environmental Security Training Course for Central America was conducted on the campus of INCAE in Alajuela, Costa Rica, 17-24 January 2005. The purpose of this workshop was to provide the Armed Forces, Police Corps and the environmental officials of the Central American region with the tools and knowledge to teach environmental security issues within their institutions and countries, and to promote regional defense cooperation. The workshop incorporated the objectives of SOUTHCOM's Theater Security Cooperation Plan (TSCP), Embassy Mission Performance Plans and the advice of the region's defense organizations.



This training workshop fostered the recommendations of the Central American Ministers of Environment and Defense to enable the armed forces of the region to broaden their support to civilian democratic authority. The benefits of defense environmental security work will continue to grow in the areas of building governmental legitimacy, reducing the loss of life and human suffering associated with natural and man-made disasters, and in sustaining the precious resource base upon which the future economic vitality of the nations depend. The workshop supported the USSOUTHCOM vision of using environmental security, disaster preparedness, and counterterrorism efforts as part of a well-developed TSCP to build capacity, combat potential regional terrorist threats, and create lasting defense security cooperation between the Central

American states and the U.S.

Multilateral cooperation was evident during the workshop. Belize representatives worked closely with Costa Rican Coast Guard officers to explore best practices in Coast Guard operations and management pursuant to the April initiation of the Belize Coast Guard. Outside of the workshop agenda, many attendees explored best practices of other countries in addressing such important issues as building governmental legitimacy, dealing with difficult customs issues on cross-border crimes, and enforcing marine resource and security regulations.

The complete issue paper about this workshop may be found at <http://www.carlisle.army.mil/usacsl/publications/03-05.pdf>

GOLDEN SPEAR TASK FORCE

By Colonel Scott Forster

Operations and Gaming Division

The U.S. Central Command (USCENTCOM) hosted the Golden Spear Task Force Meeting and Initial Planning Conference in Addis Ababa, Ethiopia, 14-17 February 2005. The Golden Spear National Delegates are designated as National Focal Point (NFP) members. Members of the NFP were present from Kenya, Burundi, Egypt, Seychelles, Ethiopia, and Uganda while U.S. participation included USCENTCOM, U.S. European Command (USEUCOM), National Defense University (NDU) African Centre for Strategic Studies (ACSS), and the U.S. Army War College. The primary objectives for the conference included:

- Establish the Golden Spear Task Force
- Determine the location for the Regional Support Center
- Propose a Regional Disaster Management Coordination Mechanism
- Plan and discuss the way ahead for future Golden Spear Meetings

The National Focal Point (NFP) members convened the meeting and established the task force. Their task was to determine a location for the establishment of a Regional Disaster Management Support Center. The criteria that all agreed to was:

- the host country should be one with cordial relationships with all of the Golden Spear countries
- the host country should present political interest and a willingness to offer a building for the Regional Disaster Management Support Center
- the country should be centrally located with easy access

The NFPs applied the criteria and proposed three countries for consideration: Kenya, Ethiopia, and Uganda. The

majority of the NFPs selected Nairobi, Kenya to host the center.

Once the decision had been reached that the Regional Disaster Management Center would be in Nairobi, Kenya, USCENTCOM could begin to employ the funds that had been set aside for that purpose. The USCENTCOM's financial support for the Regional Support Center included: \$500,000 building renovation funds, and \$84,000 for Information Technology equipment.

The next ministerial-level Golden Spear meeting is planned for late August 2005 in Nairobi, Kenya. This meeting will include a ribbon cutting for the Regional Disaster Management Support Center. To prepare for this event, a main planning conference will be held the last week of April in Djibouti with a final planning conference in late June in Nairobi, Kenya.

The complete issue paper about this workshop may be found at <http://www.carlisle.army.mil/usacsl/publications/04-05.pdf>

COALITION BUILDING EXERCISE AT GEORGETOWN UNIVERSITY

By COL Eugene Thompson, Professor Michael Pasquarett, & Mr. Ritchie Dion
Joint/Multinational Issues Branch, OGD

The Center for Strategic Leadership (CSL) partnered with Georgetown University's Institute for the Study of Diplomacy, part of the university's School of Foreign Service, to conduct a specially modified version of CSL's International Fellows Coalition Building Exercise (IFCBE). The exercise took place at Georgetown University's Intercultural Center on 25 and 26 February 2005.

U.S. Army War College (USAWC) support for the Georgetown exercise developed from a relationship between LTC Christopher Tone, an Army Fellow at the Georgetown Institute for the Study of Diplomacy (ISD), and CSL, when he participated as a subject matter expert to the most recent IFCBE. Learning during the IFCBE that the USAWC supports other academic exercises and simulations, including the Fletcher School of Law and Diplomacy's SIMULEX, each fall at Tufts University, LTC Tone sought CSL's assistance to export IFCBE to Georgetown. LTC Tone recognized that the IFCBE might provide Georgetown students an educational opportunity to exercise an integration of the military and diplomatic instruments of national power gaining broader insights into policymaking and strategy development.

Student participants in the exercise represented a broad cross section from Georgetown University's School of Foreign Service. These Masters' Degree

candidates included students enrolled in the Foreign Service Program; the Security Studies Program; the Arab Studies Program; or from the Center of German and European Studies; and the Center for Eurasian, Russian, and Eastern European Studies.

The exercise is a scenario-driven negotiations exercise focused on coalition building. Participants are divided into seven teams representing the Ministries of Defense of nations with competing interests in the Caucasus region. A control team provided the scenario drivers and played other regional and international actors.



The Intercultural Center at Georgetown University

The exercise, set in 2017, focused on building an international coalition to respond to an unstable situation in the Caucasus Region. During the first half of the exercise the teams had to formulate a strategy to uphold their governments' positions and objectives within the region while at the same time maintaining or improving relations with other nations involved in the region. The second part of the Coalition Building Exercise focused on engaging in negotiations to develop a military coalition to allow the introduction of an international peacekeeping force into the region.

The faculty of CSL and Georgetown's School of Foreign Service served as mentors for the students. They advised the students on the politics, militaries, economies, and

cultures of the regional actors.

Along with LTC Tone and Mr. Thomas Melia, ISD Research Director, Georgetown faculty included Ambassador Pamela Smith, former U.S. Ambassador to Moldova; Mr. Douglas MacEachin, a retired CIA officer who served on the 9/11 Commission; Mr. Eric Rubin, a Foreign Service Officer who recently served as Consul General in Chaing Mai, Thailand; Mr. Jitendra Misra, Indian Foreign Service Ministry official in residence; Mr. Alexander Yereskovsky, a retired Russian diplomat; Mr. James Steiner, CIA officer in residence; Mr. Steven Walker, a Foreign Service Officer recently returned from a tour in Syria; and LTC Wayne Larsen, USAF War College Fellow.

As the exercise concluded there was general consensus from all involved that the exercise was a valuable experience for the students and that every effort would be made continue to enhance the relationship between Georgetown and the CSL.

USPACOM SOUTH ASIA DISASTER PREPAREDNESS CONFERENCE

*By Professor B.F. Griffard
Joint/Multinational Issues Branch, OGD*

In order to gauge the status of disaster preparedness planning in South Asia and to facilitate the sharing of best practices, the United States Pacific Command (USPACOM), the United States Army Pacific (USARPAC), the Center of Excellence in Disaster Management & Humanitarian Assistance (COE), and the Office of the Deputy Undersecretary of Defense (Installations & Environment) hosted the South Asia Seismic Disaster Preparedness Conference in Honolulu, Hawaii, on 22-24 Febru-

ary 2005. Co-sponsors included the United States Embassy Kathmandu, the United States Central Command, and the United States Army War College Center for Strategic Leadership.

Conference attendees included military and civilian disaster management planners from Bangladesh, Bhutan, China, India, Indonesia, the Maldives, Nepal, Pakistan, Sri Lanka, and the United States. They shared their processes and experiences with Subject Matter Experts from the U.S. Geological Survey (USGS), the National Weather Service's Pacific Tsunami Warning Center, the US Army Corps of Engineers, and the U.S. Agency for International Development's (USAID) Office of Foreign Disaster Assistance (OFDA). The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) discussed its role in mobilizing and coordinating effective humanitarian action, the workings of the International Search and Rescue Advisory Group (INSARAG). A representative from the Turkish General Staff provided an excellent review of the operations of the Turkish Armed Forces (TAF) in response to the 1999 earthquakes in Anatolia.

At the conclusion of the conference attendees agreed on the importance of conducting a Disaster Preparedness Workshop within the next year at an actual threat site. This follow-on meeting would focus on developing common methodologies, terminologies, and standard operating procedures (SOPs) for regional civil-military disaster preparedness using the four recognized pillars of disaster management - prevention, mitigation, preparedness, and response – as the framework.

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

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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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Center for Strategic Leadership
650 Wright Avenue
Carlisle, PA 17013-5049
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