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From Data to Decision in Warfighting, Class #2 with Senior Mentor Lieutenant General (retired) Bruce Crawford.

### FROM DATA TO DECISION IN WARFIGHTING COURSE

*by LTC Blair Wilcox*

The Center for Strategic Leadership and the US Army War College hosted the second “From Data to Decision in Warfighting” course for strategic leaders on August 16–17, 2024, at Carlisle Barracks, Pennsylvania. After a successful pilot course in November 2023, General Randy George directed a second iteration to expand the program during a critical inflection point for the US Army and the nation. The student audience increased from 16 to 24 senior military and civilian commanders and staff representatives during the second iteration. The course, intended for brigade commanders and above and senior staff officers at corps and above, equipped students with a disciplined lexicon and understanding to prevent them from making high-confidence decisions based on poorly communicated data.

Unlike in other executive data courses, the US Army War College provides a warfighting context for the curriculum. The course formally integrates a notional US Army Pacific scenario to help frame practical exercises and serves as a golden thread to help facilitate nuanced discussion to prepare strategic leaders for the realities of the contemporary battlespace. In addition to curricular updates, the course received support from the Data Capabilities Division at Fort Belvoir, which provided notional data and enterprise dashboard examples to augment students’ practical learning.

As the course prepares for its third iteration, leadership is transitioning from Dr. Kathleen Moore to Colonel Jim Starling in the Department of Strategic Wargaming. Dr. Moore’s tireless efforts were pivotal in standing up the course. The Center for Strategic Leadership laments losing her talent and expertise as she transitions into her next career evolution.

at Pennsylvania State University. Colonel Starling's experience in standing up similar programs while on the faculty at the US Military Academy at West Point will ensure the course retains its essential role in educating strategic leaders. The Center for Strategic Leadership and the US Army War College look forward to refining the "From Data to Decision in Warfighting" course to provide strategic leaders the tools they need to be informed and savvy data consumers in a warfighting environment.

## **FROM PLAYERS TO CREATORS: CULTIVATING WAR GAME DESIGN SKILLS FOR TWENTY-FIRST CENTURY CHALLENGES**

*By LTC Chris Miller*

**"This is not a game.  
This is training for war!"**

- General Friedrich Karl Ferdinand Freiherr von  
Müffling, chief of the Prussian General Staff

During the Franco-German War, wargaming proved to be one of the most effective mechanisms introduced to military leaders by providing the means to examine the operational concepts and force requirements that led to Prussian military success. Nearly 155 years later, wargaming remains an integral part of a process that drives concept development in defense of national interests. The US Army War College Wargame Design Course (WDC) plays a key role in this process by teaching wargaming competencies that assist in developing Joint warfighting concepts that integrate with US partners and allies.

The WDC teaches the skills necessary to design, develop, and facilitate analytical war games. The course enables participants to construct a mechanism that allows stakeholders



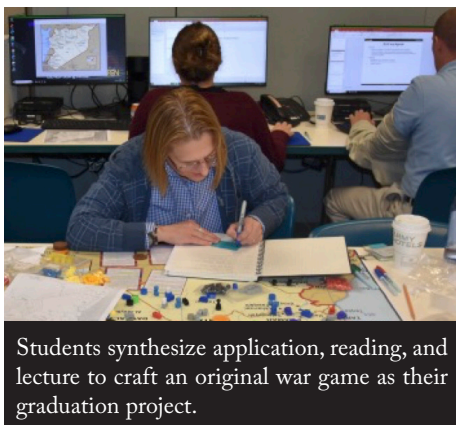
Interagency and Joint students participate in a war game in which government oversight is suspended at a fictional capital.

to examine complex problems, conceptualize solutions, and experiment with emerging technology, applying whole-of-government concepts toward potential solutions. The WDC teaches participants how to adapt to any region or environment and instills the lessons necessary to facilitate the assessment of concepts, analyze the effects of emerging technology, and scrutinize whole-of-government approaches to defending national interests.<sup>1</sup> More importantly, the course teaches the importance of failure in a war game as an opportunity to develop concepts further through iterative gameplay. To achieve this end, the WDC teaches the vital competencies necessary to design war games that foster theoretical discussion and applied critical reasoning, allowing players and planners to experience failure, loss, adaptation, and innovation in a risk-free, iterative environment.<sup>2</sup> The WDC equips Joint service participants, allies, and partners with the ability to examine contemporary or future issues and concepts, and derive insights that inform solutions, through the application of wargaming.

The WDC is an educational platform available to all services, partners, and allies. Wargaming explores the collaboration of Joint services integrated with partner and allied capabilities. Graduates play an important role in developing cooperative concepts that incorporate the strengths of various US agencies to protect national interests abroad. The course builds an innovation backbone—which is required when designing war games—that produces insights into transregional and multidimensional problems.<sup>3</sup> As an educational course, the WDC inculcates the core competencies required to further Joint, partner, and allied concepts.

The WDC trains individuals in the art of war game design and development. Graduates possess the necessary skills to assist their organizations in concept development using war games. The WDC provides the Joint Force, partners, and allies with analytical wargaming expertise, fostering conceptual analysis and the development of collaborative solutions to regional and global problems.





Students synthesize application, reading, and lecture to craft an original war game as their graduation project.

1. "Shall We Play a Game?," *War Room* (website), July 31, 2020, <https://warroom.armywarcollege.edu/articles/wb16-dod-decisions/>.
2. Robert Work and Paul Selva, "Revitalizing Wargaming Is Necessary to Be Prepared for Future Wars," *War on the Rocks* (website), December 8, 2015, <https://warontherocks.com/2015/12/revitalizing-wargaming-is-necessary-to-be-prepared-for-future-wars/>.
3. Cheryl Pellerin, "Work: Wargaming Critical in Dynamic Security Environment," US Department of Defense (website), December 11, 2015, <https://www.defense.gov/News/News-Stories/Article/Article/633892/work-wargaming-critical-in-dynamic-security-environment/>.

## THE ANTARCTIC: THE IMPORTANCE OF THE WHITE CONTINENT

By Dr. José de Arimatéia da Cruz  
and Dr. Michele Devlin

On August 17, 2024, Dr. Michele Devlin (professor of environmental security) and Dr. José de Arimatéia da Cruz (visiting research professor of homeland defense and security issues and senior environmental research fellow at the Center for Strategic Leadership) headed to the airport for an extraordinarily long, but exciting, temporary duty to Pucón, Chile. Pucón is located about 492 miles from Santiago, Chile's capital. The beautiful city of Pucón is home to one of Chile's most active volcanoes, the Villarrica.

Pucón hosted the Scientific Committee on Antarctic Research (SCAR) conference from August 17 to 23. The SCAR brings together

scientific community members to initiate, develop, and coordinate high-quality international scientific research in the Antarctic region. The SCAR held its first official meeting at The Hague from February 3 to 6, 1958. The acronym SCAR initially meant Special Committee on Antarctic Research. The name was later changed to the Scientific Committee on Antarctic Research. According to the SCAR's official website, in 1958, when the organization was formally established, the Antarctic was defined "as being bounded by the Antarctic convergence, and also including the Sub-Antarctic islands on which International Geophysical Year observations were being made."<sup>1</sup> In 2005, the SCAR expanded its definition of the Antarctic to be more encompassing. According to the *SCAR Strategic Plan 2004–2010*, the SCAR's area of interest now includes "Antarctica, its offshore islands, and the surrounding Southern Ocean including the Antarctic Circumpolar Current, the northern boundary of which is the Subantarctic Front. Subantarctic islands that lie north of the Subantarctic Front and yet fall into SCAR's area of interest include: Ile Amsterdam, Ile St Paul, Macquarie Island and Gough Island."<sup>2</sup>

Dr. Devlin and Dr. da Cruz gave

two presentations at the SCAR conference. One presentation discussed incorporating the Antarctic into professional military education. During this presentation, Dr. Devlin and Dr. da Cruz discussed their polar regional studies—*On Thin Ice: Polar Environmental Security*, *The Melting World Order*, *Staying Afloat: Pacific Climate Migration*, and environmental security courses—and how military servicemembers benefit from an understanding of the environment as a force multiplier in a vulnerable, uncertain, complex, and ambiguous strategic environment. In the second presentation, Dr. Devlin and Dr. da Cruz discussed the linkage between the Arctic and the Antarctic for health professionals and medical care in areas of extremely low temperatures, snow or ice storms, and extended periods of darkness, otherwise known as an ice environment. Both presentations were well attended by scholars and practitioners in the fields of environmental security and environmental medicine. Dr. Devlin and Dr. da Cruz also emphasized the fact the *2022 National Defense Strategy*, defense planning guidance, executive orders, and the secretary of defense's *Department of Defense Climate Adaptation Plan* all encourage



Dr. Devlin, Dr. da Cruz, and Lieutenant Colonel Versalovic at the Chilean Army War College.

senior-level professional military education institutions to incorporate the study of environmental security into their curricula and achieve the following outcomes.



Dr. Devlin and AthenaLab's investigator, Colonel (retired) Viola, pointing out the geopolitical importance of the Antarctic.

(1) understand how climate change affects the geostrategic environment, (2) communicate effectively about the national security implications of climate change, and (3) recognize when and how to apply climate considerations when making decisions appropriate for their mission, function, and role.

During their stay in Chile, Dr. Devlin and Dr. da Cruz also made several fruitful connections with individuals connected with NASA, the National Science Foundation, the Chilean Army War College, and an international Antarctic think tank. In Santiago, investigator Marcelo Masalleras Viola received Dr. Devlin and Dr. da Cruz at AthenaLab. According to AthenaLab's website, its mission is to "call for a transversal and long-term view that provides stability and security to the development of Chile."<sup>3</sup>

Dr. Devlin and Dr. da Cruz also visited the Chilean Army War College. Lieutenant Colonel Branko Versalovic, a US Army War College graduate, class of 2004, welcomed them.

Twelve nations signed the Antarctic Treaty in December 1959, but the

treaty entered into effect in June 1961.<sup>4</sup> Since the treaty's inception, 44 other countries have joined the treaty. An additional 27 nations have acceded to the treaty in a nonconsultatory capacity—nonconsultative parties are invited to attend the consultative meetings but do not participate in decision making. The 56 Antarctic Treaty nations represent about two-thirds of the world's population. Of the 13 articles comprising the Antarctic Treaty, one of the most important is Article VI, which defines the boundaries or applicability of the treaty. Article VI states, "The provisions of the present Treaty shall apply to the area south of 60° South latitude, including all ice shelves, but nothing in the present Treaty shall prejudice or in any way affect the rights, or the exercise of the rights, of any State under international law with regard to the high seas within that area."<sup>5</sup> In other words, the international community does not recognize states' sovereignty over any portion of Antarctica, despite the fact several countries have unsuccessfully advanced claims of ownership of some portions of the Antarctic.

The Antarctic region, according to Klaus Dodds and Mark Nuttall in their book *The Scramble for the Poles: The Geopolitics of the Arctic and*

*Antarctic*, is undergoing a tremendous challenge and transformation due to six drivers: globalization, securitization, polarization, legalization, perturbation or disturbance, and amplification, referring to "the change in net radiation balance (e.g. warming trends) that encourages a more substantial change of temperature shift near the Polar Regions compared to a global average."<sup>6</sup>

To say the Antarctic is an important part of the world for the United States' national security is an understatement. The Antarctic is a region of vital strategic importance to the United States' national security, economic well-being, and environmental priorities. As climate change continues to change the patterns of rain evaporation, rainfall, and the landscape, the Antarctic could be a solution to water shortages worldwide. According to a Wilson Center report, the Antarctic is about 99.6 percent ice and represents 77 percent of all available fresh water in the world.<sup>7</sup>

Furthermore, as sea ice melts and permafrost thaws, access to the Antarctic becomes a reality for tourism and multinational corporations intending to explore, exploit, and export the region's potential natural and



The Chilean view of the Antarctic as an integral part of its sovereign territory.



mineral resources. Illegal, unregulated, and undocumented fishing, especially by foreign adversaries, is now a concern within the region. Tourism, which started in the region around the 1950s, is now a major driving industry. Tourism is a source of revenue for those countries and communities close to the Antarctic and represents a threat to the ecosystem of the region with increasing water pollution, disruption of the ice sheets, and the potential for accidents from the increasing number of ships. The region is also attracting non-Antarctic nations with increasing interests in scientific research and collaboration with dual-use applications.

In conclusion, as the six horsemen of the Anthropocene Epoch continue to impact nations rich and poor worldwide, the Antarctic is becoming a region of interest to members of the international community due to the region's potential abundance of natural and mineral resources. Our near-peer competitor and pacing threat, China, is already actively involved in the Antarctic scientific community and China's citizens are second only to the United States as the most common visitors to the Antarctic. The Antarctic region is characterized as an ice-covered landmass (the white continent), a region surrounded by two oceans, and a region with no indigenous peoples living there, unlike the Arctic region. But despite its remoteness and isolation, the Antarctic is no longer the last resource frontier. Antarctic nations and non-Antarctic nations are already setting the stage and taking geopolitical postures regarding the Antarctic Treaty, as the treaty may be renegotiated in 2048. The United States ignores this part of the world at its peril. Our near-peer competitors are actively using the Antarctic in nefarious activities (such as

illegal, unregulated, and undocumented fishing), conducting research that has dual-use implications and applications, using the region to practice lawfare activities, and conducting gray-zone warfare tactics, techniques, and procedures.

1. "History," Scientific Committee on Antarctic Research (website), n.d., accessed on September 24, 2024, <https://scar.org/about-us/history>.
2. "History."
3. "Somos Athenalab," AthenaLab (website), n.d., accessed on September 24, 2024, <https://www.athenalab.org>.
4. The 12 original signatories of the Antarctic Treaty were the governments of Argentina, Australia, Belgium, Chile, France, Japan, New Zealand, Norway, South Africa, the Soviet Union, the United Kingdom, and the United States.
5. "The Antarctic Treaty," US National Science Foundation (website), n.d., accessed on September 13, 2024, <https://www.nsf.gov/geo/opp/antarct/anttrty.jsp>.
6. Klaus Dodds and Mark Nuttall, *The Scramble for the Poles: The Geopolitics of the Arctic and Antarctic* (Cambridge, UK: Polity, 2015).
7. Anders Beal, ed., *The White Continent and South America*, Woodrow Wilson Center Reports on the Americas no. 41 (Washington, DC: Wilson Center, 2020), 47–48.

***"The only thing harder than getting a new idea into the military mind is to get an old one out."***

– B. H. Liddell Hart

## **NEW US ARMY WAR COLLEGE FELLOWSHIP: BALTIC DEFENCE COLLEGE**

*By Patricia Hayes*

The Baltic Defence College in Estonia recently welcomed US Army War College Fellow, Lieutenant Colonel Kevin M. Ryan, marking the first time in the Baltic Defence College's (BALTDEFCOL) 25-year history it has had a US Army War College Fellow.



Photo of Lieutenant Colonel Kevin M. Ryan, Fellow at Baltic Defence College.

Lieutenant Colonel Ryan recently completed battalion command at Fort Liberty, North Carolina. He holds several undergraduate and graduate degrees, having received his bachelor of arts from Norwich University, a master's degree from The George Washington University, and a second master's degree from Marine Corps University.

Lieutenant Colonel Ryan brings a wealth of experience to the Baltic Defence College, having served in various staff and command leadership positions—from the company through division levels of command—in the US Army both at home and abroad. He will serve as a member of the Joint Command and General Staff Course faculty in his first semester, guest lecturing and conducting research for his US Army War College requirements in addition to attending the Baltic Defence College Senior Leaders' Course in November. In his second semester, Lieutenant Colonel Ryan will become the first American to attend the Baltic Defence College Higher Command Studies Course.

We look forward to a long and prosperous relationship between the US Army War College and the Baltic Defence College.

## WAR AND PEACE AND PIECES AT CONNECTIONS 2024

*By Major Andy O'Neill*



An officer of the Japan Self-Defense Forces plans his next move.

On June 27, a great mass descended on Carlisle, briefly occupying the town before proceeding to burn Carlisle Barracks to the ground a few days later. Fortunately for the US Army War College, those events took place during the American Civil War and not a few short months ago.

This year, a different sort of crowd paid a much friendlier visit just days before the 161st anniversary of Jeb Stuart's infamous 1863 raid. This time, the troops some brought were smaller than a postage stamp and were made of cardboard or plastic. Other people left the soldiers at home, and instead had cards, dice, flags, or wooden cubes. More than a few had nothing more than PowerPoint slides and great ideas. This was obviously no military operation because in fact, June 27 marked the third and final day of the 2024 Connections Wargaming Conference: the United States' premier event for professional wargamers from around the globe.

Founded in 1993 and held every year since, Connections is designed to bring theorists and practitioners together to share and spread best practices. Expert lectures and panels—as well as breakout discussions and academic paper presentations—aim to advance and sustain the art, science, and application of wargaming on an international scale. The conference hosts delegates from the armed forces, federal agencies, humanitarian organizations, the commercial gaming industry, and academia. As such, Connections directly aligns with the Department of Strategic Wargaming (DSW)'s mission: “to assist in the development of strategic leaders and advisors, foster strategic innovation, improve strategic planning, and advance the understanding of strategic issues.”<sup>1</sup>

This year's theme was “Educational Wargaming: Play to Learn, Play to Win” and the conference found in the US Army Heritage and

Education Center (AHEC) a perfect venue for talking about educational wargaming. Attendees took part in three days of public presentations, training seminars, working groups, and facilitated discussions led by the nation's experts in game design, simulations, operations research, and professional military education (among other areas). Notably, diversity of thought was particularly abundant this year and carried with it a welcome sense that fresh ideas are still far from being in short supply.

Connections admittedly prizes academic discourse. With such a somber, no-nonsense purpose, an outsider might easily assume attendees were all work and no play. But a wargaming conference without any games probably would not have drawn the 240 participants it did—not to mention dozens more who were placed on the waiting list. People spent the first evening scattered throughout AHEC observing game demos, vying to win a game during the raffle, and forming impromptu groups to play the plethora of commercial board games that had traveled with them.

On the second night, DSW took the party to the Appalachian Brewing Company 1757 Grille as attendees ate, drank, and gamed to their hearts' content. All conference gaming has traditionally been held inside the conference facility, but the decision to host the game night out was not the only innovation conference goers enjoyed. Hot lunches served by several food trucks each day were a welcome alternative to the typical sandwich selection. The





Not all wargames have a military focus. The game Pipeline involves managing oil refineries, distribution networks, and markets.

department's own Brett Rodgers satisfied curious onlookers with his static display of 3D printers and customized game components. Almost 50 organizations from across the Department of Defense, the interagency, and several think tanks even participated in a preconference, classified wargames day to update the community of practice on the key insights from recent games.

Even DSW's keynote speaker stood out from the speakers of years past. As a consumer of educational wargames in his own classroom, Dr. John Nagl provided an important perspective rarely heard at previous Connections conferences. Instead of giving sage advice on game design or presenting another take on the difference between wargames and simulations, Dr. Nagl explained just how valuable wargames can be in helping military professionals achieve course learning outcomes. At the same time, he lamented the wargaming community's tendency to present overly complicated games to students who have little gaming experience and even less time to learn them. Dr. Nagl implored the gaming community to find a better balance between its insistence on game realism and the needs of instructors.

Maj. Gen. David C. Hill, Commandant of the US Army War College, addressed the participants Thursday as the conference drew to a close, rightly placing interpersonal connections at the heart of the week's significant takeaways. He noted the importance of sustaining and strengthening these new connections and challenged attendees to return to their organizations, schools, and businesses eager to apply all they had learned.

Finally, the commandant highlighted the parallels between wargaming as a discipline and the guiding ethos of the Army War College itself: an institution founded "not to promote war but to preserve peace by intelligent and adequate preparation to repel aggression."<sup>2</sup>

A century and a half ago, sadly no such institution existed to preserve the peace between the North and the South. Indeed, Elihu Root was only in his early twenties when Stuart's cavalry came to Carlisle, still decades from delivering the famous words now etched into the building that bears his name today. With that sentiment in mind, then, a final note: May Connections never stop forming professionals who craft games of war in the service of peace, their diligence part of that intelligent and adequate preparation Root so wisely envisioned.

1. "Department of Strategic Wargaming (DSW)," US Army War College (website), n.d., accessed on October 1, 2024, <https://csl.armywarcollege.edu/dsw.aspx>.

2. "Historic Carlisle Barracks," US Army (website), n.d., accessed on October 1, 2024, <https://www.armywarcollege.edu/history.cfm>.

## ACADEMIC YEAR 2025 WAR COLLEGE NEW FELLOWSHIP: VANDERBILT UNIVERSITY

*By Patricia Hayes*

The US Army War College has partnered with Vanderbilt University to start another fellowship program for a senior Army officer. This fellowship is one of 57 programs across the United States and overseas.

Vanderbilt University welcomed Lieutenant Colonel Zachary Dadisman as its first fellow in August. Lieutenant Colonel Zach Dadisman graduated from Furman University, commissioning through its Army Reserve Officers' Training Corps, and received his master's in national security and strategic studies from the US Naval War College in 2015.

Lieutenant Colonel Dadisman has already hit the ground running by working with the Vanderbilt Reserve Officers' Training Corps unit, attending the launch of the new Institute of National Security with General (retired) Paul Nakasone as founding director, and serving as a guest speaker at various engagements.



Lieutenant Colonel Zachary Dadisman

“The opportunity to engage with students, professors, administration members and the community during the coming year is very exciting. The university has been incredibly welcoming, and I’m eager to contribute to and learn from the vibrant intellectual environment at Vanderbilt,” said Dadisman.

## THE THEATER ARMY STAFF COURSE ENTERS FOURTH YEAR

*By Dr. Charles Anderson  
and Jamie Lethiecq*

In just three short years, the Center for Strategic Leadership’s Theater Army Staff Course (TASC) has emerged as one of the US Army War College’s premier outreach programs. Since launching the pilot course at US Army North (United States Northern Command’s dedicated theater army) on Fort Sam Houston Joint Base San Antonio at the end of November 2021, the TASC has conducted 16 iterations, educating over 650 students on theater-army operations. The TASC was designed to address an identified professional military education gap between division/corps (Command and General Staff College intermediate-level education) and strategic (US Army War College) education. By filling this gap, the US Army War College assists the commands at the critical theater-army echelon to reduce the long learning curve for newly assigned theater-army staff members and to enrich the understanding and comprehension of long-standing staff members. This effort contributes to the US Army’s increased effectiveness at the operational through strategic levels in competition, crisis, and conflict. Additionally, with the reemerging focus given to large-scale combat operations, the TASC shores up the knowledge of the critical theater army-level provisions necessary for operations on such a scale.



NATO Allied Land Command Theater Army Staff Course students along with US Army War College, US Army Europe and Africa, and NATO faculty and instructors with Senior Mentor Major General (retired) Tim McGuire. (İzmir, Türkiye/April 2024).

The TASC program began by providing the course in partnership with—and on-site at—the five theater armies around the world and has since grown by adding two courses: one in conjunction with US Army Europe and Africa at NATO Allied Land Command in İzmir, Türkiye (NATO’s organization with theater army-like responsibilities) in early spring, and the other in the summer at Carlisle Barracks. Though the Carlisle TASC pulls students from each of the five theater armies, the TASC is also open to commands and agencies that have significant theater-army equities but whose personnel may not necessarily be assigned to a theater army. Over the past two years, the Carlisle TASC has been well attended by organizations such as the US Army Forces Command, the US Army Nuclear and Countering Weapons of Mass Destruction Agency, the US Army Combined Arms Center, the Military Surface Deployment and Distribution Command, the US Army Reserve Command/Office of the Chief of Army Reserve, the Army National Guard, and others.

The TASC’s target audience consists of the ranks of captain (O-3) through lieutenant colonel (O-5), warrant officers (CW2–CW5), civilians at or equivalent to general schedule 12–13, and senior noncommissioned officers (E-7–E-9). But actual enrollment remains flexible to the needs and realities of personnel fills at each command, to include both partner and allied forces

and civilians. The demand signals from and operational necessities of the theater armies resulted in a mobile-training-team delivery format with the curriculum tailored to each theater army. The course relies on local subject matter experts to provide the area of responsibility-specific components of the curriculum. This outreach concept has proven highly effective and further cements the US Army War College’s relationships with all theater armies and their respective theater-enabling commands. The US Army War College, Center for Strategic Leadership provides doctrine overviews, learning objectives, and distance-learning curricula delivered over Blackboard (phase I) prior to the one-week resident session (phase II); reference materials; and a highly qualified expert senior mentor (a retired general officer with theater-army experience).



Students play the Theater Army Responsibilities Wargame at the US Army Pacific Theater Army Staff Course (US Army Pacific Headquarters, August 2024).



Faculty for the TASC iterations are drawn from across the US Army War College's various schools, centers, institutes, and programs. In addition to the Center for Strategic Leadership, the US Peacekeeping and Stability Operations Institute (an element of the US Army Combined Arms Center at Carlisle Barracks) and both the School of Strategic Landpower's Department of Distance Education and the Department of Military Strategy, Planning, and Operations have been major faculty participants in the TASC since the program's inception.

The purpose of the TASC is to educate students on what the theater army *is* and *does*, enabling understanding across the staff and enabling increased effectiveness in the execution of both theater strategic and operational-level coordination and planning. The NATO Allied Land Command TASC takes the TASC's examination of what a theater army *is* and *does* and extends it aspirationally to what NATO's theater army-equivalent structure *should be* as NATO works on defining its role. Similarly, though on a much more limited scale, the TASC has caused theater armies to discover gaps between what they *do* and what they *should do*, resulting in organizational changes. Throughout the TASC, students examine how the various theater-army entities operate and interact and how the theater army addresses operational-through strategic-level landpower imperatives for the Joint Force across all warfighting functions in environments

from competition to crisis—and even to conflict and back.

Following the comprehensive distance learning (phase I), the five-day in-residence instruction (phase II) includes lessons focused on the following: theater-army history; doctrine and US Code Title X functions; executive-agent functions; Army support to other services; headquarters functions and staff structure; the Unified Command Plan and theater strategy; the Theater Campaign Support Plan; command and control of theater-level operations; protection in the theater army; setting the theater for sustainment and intelligence; theater security cooperation; joint reception, staging, onward movement, and integration; and more. Upon completion of both phases I and II, TASC students are awarded a Certificate of Leader Development from the US Army War College and have the course annotated on their officer record brief, enlisted record brief, or civilian record.

The TASC program continues to iterate and innovate, providing an outstanding, tailored education and training experience, bridging theater strategic and operational levels of war. As a newer addition to and refinement of the original model with practical exercises, the Center for Strategic Leadership's Department of Strategic Wargaming has partnered with the TASC program to create a Theater Army Responsibilities Wargame (United States Indo-Pacific Command version) that has been executed twice at

the US Army Pacific TASC and once at the Carlisle TASC. Other versions for the remaining courses are either under construction or in the planning phase. The addition of a wargame to the TASC also ensures staff are familiar with and ready to use such methodologies in their planning and decision-making processes.

## CENTER FOR STRATEGIC LEADERSHIP: LIST OF POCS

### COL Jeffrey Lesperance

- Director, Center for Strategic Leadership (CSL)
- » jeffrey.j.lesperance.mil@army.mil
- » 717-245-4550/3017

### Professor Sam White

- Deputy Director, Center for Strategic Leadership (CSL)
- » samuel.r.white4.civ@army.mil
- » 717-245-3797

### COL Frank Scherra

- Director, Department of Strategic Wargaming (DSW)
- » frankin.b.scherra.mil@army.mil
- » 717-245-3186

### COL Dave Davis

- Director, Strategic Landpower Futures Group (SLFG)
- » david.j.davis12.mil@army.mil
- » 724-245-4518

### COL Lauren J. S. Miller

- Chair, Fellows Program
- » lauren.j.miller.mil@army.mil
- » 717-245-3907

### COL Amanda Clare

- Chief, Reserve Component Operations & Plans / CSL Operations Officer
- » amanda.o.clare.mil@army.mil
- » 717-245-4534

### Dr. Charles Anderson

- Editor-in-Chief, CSL Publishing
- » john.c.anderson.civ@army.mil
- » 717-245-3332



Theater Army Staff Course students listen intently to a lecture on competition delivered by a faculty member from the School of Strategic Landpower's Department of Military Strategy, Planning, and Operations (Carlisle Barracks, July 2024).