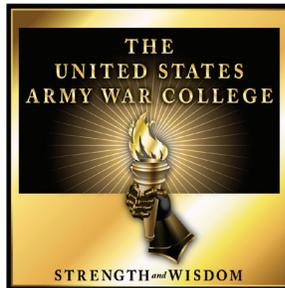


# COLLINS CENTER UPDATE

## A Center for Strategic Leadership and Development Newsletter

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### Senior Leader Seminar 13-02

*Colonel (Ret.) Al Bourque  
Department of Senior Leader  
Education and Training, CSLD*

From 11-16 Aug 2013, the U.S. Fish and Wildlife Service's National Conservation Training Center (NCTC) in Shepherdstown West Virginia was the site of Senior Leader Seminar (SLS) Senior Leader Development Course 13-02. Planned and executed by the U.S. Army War College's Center for Strategic Leadership and Development (CSLD), this was the second SLS course conducted at NCTC.

The SLS course is a one-week leader development course designed to facilitate the strategic education of select Army Colonels, Command Sergeant Majors, and senior Department of the Army and Interagency civilians. The focus is preparation for their current duties or future assignments as advisors and/or executive officers to strategic-level leaders. The SLS course was created in response to Army studies and surveys which identified the requirement to address a variety of post Senior Service College leader development issues, with a specific need to prepare select leaders for responsibilities at the national level. The course specifically addresses the revised Army Leader Development Strategy Imperatives 4 and 7: "Select and develop leaders with positive leader attributes and proficiency in core leadership competencies for responsibility at higher (national) levels," and "Provide our leaders a broadening experience and developmental opportunity."

The Chief of Staff of the Army (CSA) approved the curriculum for the SLS 13-02 course, as well as the slate of Active Army Colonels invited to attend. The National Guard Bureau (NGB) and the Office of the Chief of the Army Reserve (OCAR) identified their attendees in a similar

manner. The Sergeant Major of the Army's office identified their candidates based on current and anticipated future strategic-level assignments. The Department of the Army G3/5/7 selected Department of the Army Civilians (DACs) to participate. Interagency civilians attended by invitation from the CSA and were selected by their agencies.

This iteration of the SLS course was attended by 105 students. Course attendees included 55 Army Active Component Colonels, 7 Army Reserve Colonels, 7 Army National Guard Colonels, 8 Army Command Sergeants Major, 14 Department of the Army Civilians, and 14 Interagency civilians. Active Component Army attendees included 7 CSA Fellows. The Departments of State, Homeland Security, Commerce, Energy and Justice; the National Security Staff; the Drug Enforcement Administration; the Defense Intelligence Agency; the U.S. Agency for International Development; the Bureau of Alcohol, Tobacco, Firearms and Explosives; the Federal Bureau of Investigation; the Central Intelligence Agency and the Department of Defense provided attendees to SLS 13-02.

The curriculum consisted of multiple daily presentations and question and answer sessions on critical strategic topics, and twice-daily small group seminar sessions. SLS education events were facilitated by USAWC faculty and staff and were mentored by Lieutenant General (Retired) David Barno, who facilitated discussion of strategic educational topics and experiences. The seminar utilized notable strategic-level commentators from joint military, interagency, inter-governmental, nongovernmental, business, media and academic communities to address current and future strategic leadership, management and security issues.

Key topics and speakers for SLS 13-02 included: Army Senior Leader Development (General Cone, Commander of the Army



**MG Cucolo, USAWC Commandant**

Training and Doctrine Command); Retaining and Managing Talent (Assistant Secretary of the Army Lamont); Army Issues and Future Direction (Lieutenant General Grisoli, Director of the Army Staff); Senior Leaders – Avoiding Common Pitfalls and Misconceptions (Lieutenant General Peter Vangjel, Inspector General); Army Leaders in Joint Environments (Lieutenant General Curtis Scaparrotti, Director of the Joint Staff); Strategic Choices (Ms. Christine Wormuth, Deputy Undersecretary of Defense [Policy]); Communicating with the Public (Major General Tony Cucolo, Commandant, USAWC); Working with Congress (Major General William Rapp, Army Chief of Legislative Liaison), Mr. William Sutey, Senate Army Services Committee Staff Member and Mr. John Wason, House Army Services Committee Staff Member), Regionally-Aligned Forces (Major General Jeffrey Snow, Director for Strategy, Plans, and Policy, Army G3/5/7, assisted by Colonel James Learmont, United Kingdom Army Exchange Officer to G3/5/7); The Economy – Its Effect on the Army and Nation (Brigadier General, Retired, Michael Meese, Chief Operating Officer, Army Air Force Mutual Aid Association); Strategic Leader Ethics (Dr. Albert Pierce, National Defense University); The Army Profession (Dr. Don Snider, Center for the Army Professional Ethic); Future Policy Issues (Dr. Michael O’Hanlon, Brookings Institution); Global Trends 2030 (Mr. Robert Wasserman, DNI) and Negotiation Skills (Mr. Bruce Patton, Vantage Partners). All speakers participated in person, with the exception of Ms. Wormuth and Lieutenant General

Scaparrotti, who participated by video-conference from the Pentagon.

Throughout the course, the speakers challenged the attendees to think past their personal experiences and preconceptions, encouraging them to embrace the challenge of helping to solve the complex strategic problems that face the nation and its military forces today and in the future. Accepting this challenge, SLS 13-02 participants enthusiastically praised the course content, speakers, seminar composition, attendee discussions and the NCTC educational facilities, according to the event survey. One participant described SLS 13-02 as “a world-class learning experience delivered by a world-class learning institution.” Another commented that “the inclusion of Interagency personnel exponentially enhanced the SLS experience...the same is true with CSMs.” These types of comments were echoed in numerous other participant surveys and post-event communications.

The next SLS event, course 14-01, is currently scheduled to be conducted at NCTC from 26-31 January 2014.

— **CSLD** —

## **Combined/Joint Force Land Component Commander (C/JFLCC) Course 3-13**

***Professor B.F. Griffard***

*Strategic Leader Development Division, CSLD*

Originated in 2003 at the direction of the U.S. Army Chief of Staff, the Combined/Joint Force Land Component Commander (C/JFLCC) course prepares senior officers to effectively command (or operate in) land-centric operations and campaigns in joint, interagency, intergovernmental and multinational (JIIM) environments. Originally a U.S.-only course, it became readily apparent that a multinational participation was required if the course purpose was to be fulfilled. In 2004, the United Kingdom was allocated a permanent seat, followed in 2005 by Australia and in 2011 by Canada. In addition to the permanent attendees, the most recent course reserved eight of the available 16 seats for international partners.

The U.S. Army War College conducted this year’s combined variant course July 22-26, 2013. In addition to U.S. general and flag officer representatives from all Services and a Department of State (DoS) Senior Foreign Service Officer, attendees included general officers from Brazil, Canada, Germany, Italy, Nigeria, the United Arab Emirates (UAE), and the United Kingdom. Throughout the week the formal and informal discussions among the participants were lively and stimulating. The exchange of experiences and professional expertise effectively enabled the accomplishment of all course objectives.

In designing, planning and preparing for unified land operations that support coalition and combatant commanders in the accomplishment of national security and international policy objectives, it was valuable to have the perspectives of the DoS and U.S. officers debated by the Executive Assistant to Italian Army Chief of Staff, a Brigade Commander from the UAE, and the Commander of Canada’s Land Force Atlantic. In discussing the challenges of forming the land component command in order to execute theater-wide and multinational integrating functions, the insights of the German Deputy Chief of Staff Operations, NATO Land Command, and the Brazilian Land Component Commander-designate for PANAMAX 2013 added depth to the final product.

Conducting sustained unified land operations in conjunction with other functional coalition commands in a JIIM context within a volatile, uncertain, complex, and ambiguous (VUCA) operational environment has provided U.S. officers many difficult lessons learned over the past 12 years of conflict. It was extremely beneficial to discuss these issues with the Nigerian Commander-designate, UN Forces in Mali, and the British General Officer designated to be Deputy Commanding General, XVIII Airborne Corps for their next rotation in Afghanistan.

A major contributor to the overall success of this course was the consensus among the U.S. officers that when our nation commits ground forces in future interventions it will be as part of a coalition. Reinforced by most speakers, the key to success in coalition warfare is successful relationships. It was

stressed that relationships don't happen, they are built. A key point emphasized by both U.S. and international participants is that these relationships are not always with other generals. Relationships must be established with all the key influencers – international community, nongovernmental organizations, media, allies, etc.

Overall, the C/JFLCC 3-13 was a highly successful event. All attendees came into the program with an understanding of U.S. capabilities. When the discussions ended and the participants headed for their home stations, they left with an understanding that certain countries are actually better, or have more credibility, at a given activity than the United States. In a successful coalition, multi-national capabilities must be leveraged.

— CSLD —

## **Transnational Organized Crime Exercise Examines U.S. Government Response**

*Lieutenant Colonel Rob Purvis and Colonel Tom Keegan*

*Strategic Wargaming Division, CSLD*

On September 25-26, 2013, the Strategic Wargaming Division, supported by the Analysis, Models, and Simulations Division conducted the Transnational Organized Crime (TOC) Exercise to enhance understanding of how the U.S. government responds to TOC developments in the Western Hemisphere and how USNORTHCOM, USSOUTHCOM and USSOCOM support in implementing the President's 2011 Strategy to Combat Transnational Criminal Organizations (CTOC). Thirty participants from interagency, military, and academia attended along with General (Retired) Barry R. McCaffrey, serving in a senior mentor/advisor role during the event.

Day One's discussion centered on the authorities, roles, responsibilities, and processes which typify how the U.S. government (USG) interagency reacts to the TOC threat, with the intent being to refine those reactions. Day Two consisted of a strategy driven discussion of the requirements in the 2011 CTOC strategy examining the interagency support

requirements and implications to the Department of Defense and the rest of the interagency. The participants divided into two multi-disciplinary groups and facilitators initiated the exercise discussion to answer questions related to the scenario and the objectives of the exercise.

The most overarching theme made clear by this exercise is implementation of the "CTOC Strategy" is unbalanced and the current interagency processes don't support a synchronized, integrated response. As a result USG response to TOC developments is driven predominantly by each department's perspective, priorities and inherent functional authority (law enforcement, border security, immigration, counter narcotics, counter terrorism, etc.). This has resulted in some policy objectives in CTOC strategy receiving the majority of the effort while other, equally important objectives, receive little or no effort. Since agencies continue to rely on existing internal initiatives and organizational plans that are not synchronized with other agencies, it is unlikely that the USG will respond in a holistic way to negative trends in the TOC area.

Four other points became clear as the interagency experts reviewed the USG response. First, no process of accountability exists for how an agency prioritizes their resources nor do federal departments and agencies allocate the same priority to CTOC Strategy implementation. Agency funding is tied to priorities and those priorities aren't shared across agencies or by the congressional committees that fund them. Coordinated application of the USG CTOC network requires common priorities, and assignment of lead and supporting agencies across the spectrum of CTOC objectives to achieve effective holistic implementation. Secondly, in the current era of declining resources, organizations are reducing CTOC support without synchronizing those cuts and considering the second order effects of how these reductions will affect other agencies or the broader CTOC effort. Third, the USG needs to consider drafting specific CTOC authorities for the agencies involved in CTOC efforts. Most agencies conduct CTOC efforts under existing authorities for other missions, yet without specific CTOC legislative authority existing

authorities often inhibit desired CTOC activities. Finally, the objectives of the "CTOC Strategy" are largely unattainable without assisting our partner nations with establishing the "Rule of Law." Building partner capacities, such as prosecutorial initiatives, court systems, correction facilities and legitimate law enforcement agencies, are essential to attaining this goal.

The insights about the policy and strategic issues of TOC gained from this exercise help to inform Army leadership, other Army and Joint audiences as well as the private sector on critical national security issues.

— CSLD —

## **Unified Quest 2013 – Deep Futures Wargame**

*Major Jim Dougherty  
Office of the Director, CSLD*

The Chief of Staff of the Army (CSA) relies on the Army Capabilities Integration Center (ARCIC) and their annual future study wargame series – Unified Quest (UQ) – to provide a set of recommendations guiding capability development to help ensure the Army is postured to execute its role in national strategy beyond 2020. ARCIC and wargame participants descended upon Collins Hall, September 16-20, 2013, with the intent of providing meaningful insight to that process.

As with past UQ iterations, there were actually two wargames running simultaneously; each with the same start time and starting enemy capabilities and objectives. The difference in the two scenarios was in the makeup and capability of the U.S. forces and our allies. In one, the "evolution force" waged war as an organization based off a projection of our current 30-year modernization plan(s). The second scenario utilized the "innovation force," which was given the flexibility to make organizational capability assumptions based on more aggressive and radical technological advances.

Many points of interest and concern were raised, as the results of UQ 13 are dissected and analyzed against other macro-level, exploratory wargames. Two preliminary implications became apparent and really

begin to address the CSA's questions about the future; first, the expected changes in the operational environment of 2030, coupled with decreasing resources, will require the Army to operate differently than it does today. Second, the Army's current long-term requirements and investment strategy in science and technology are not adequately aligned to enable critical expeditionary capabilities.

The need to inform future decisions has always existed; what was evident this year is the recognition that significant resource constraints will impact the Army's ability to chart its way forward.

— CSLD —

## Partnerships Enhance the International Strategic Crisis Exercise Program

**Mr. Ritchie L. Dion**

*Senior Leader Training and Education Division, CSLD*

The United States Army War College continues its efforts to partner with civilian academic institutions to both build on the commonalities and learn from the unique differences inherent in the civilian and military systems of higher education. The last academic year saw the beginning of a new phase of the war college's partnership with the LBJ School of Public Affairs, specifically by the creation of a new ISCNE scenario through a tailored Policy Research

Project (PRP) graduate-level course, which produced a scenario that deals with a number of critical issues between the two Sudans and its neighboring nations.

Offered to second year Master of Global Policy Studies (GPS) students, the course is designed to examine a particular region of the world and then focus developing a specific real world crisis or set of interrelated crises from which build their scenario. According to the LBJ School, PRPs are designed to give second year students real life experience working in teams on primary research and policy analysis for an external client. Conducted over the course of the academic year, students are expected to manage the project from concept stage to final delivery and presentation to the client. The PRP experience builds valuable teamwork, management, client relationship, analysis and presentation skills, in addition to strengthening students' research credentials. While the PRPs are supervised by an LBJ faculty member, they are designed to put the students "in the drivers' seats."

This PRP was again the top choice of most of this year's class, with 18 students registered. As was the case last year, the students will split into three groups with each group examining a crisis in a subject region and presenting a potential exercise scenario as a candidate for development. The regions under consideration are: North and South Korea, Jammu-Kashmir, and the Kivus in Africa. In late October

a CSLD board will receive briefs from the students via VTC on each of the regions and select the one for final development and delivery.

In order to help prepare the PRP students for their task, CSLD's ISCNE team conducted a teaching session on scenario development and conducted the annual ISCNE for the LBJ School's entire GPS class on the Austin campus in early September. The conduct of the teaching session and of the ISCNE is considered critical to the students' understanding of the objectives, structure and nature of the exercise.

Once the scenario has been selected, the students will devote the remainder of the academic year to researching and writing the scenario and structuring the exercise. A dry run of the exercise will be conducted in late winter or early spring, observed by a CSLD representative, with the final product delivered at the close of the academic year.

Given its success thus far, it is expected that this program will continue to assist CSLD in the development of new and interesting negotiation scenarios regarding simmering or explosive crises around the world. It also continues to prove the value of robust partnerships with civilian academic institutions, not only for the U.S. Army War College, but for the entire Army, as it exemplifies what military-civilian relations can and should be.

## COLLINS CENTER UPDATE – SUMMER 2013

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