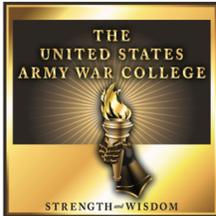


# COLLINS CENTER UPDATE

## A Center for Strategic Leadership and Development Newsletter

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### Senior Leader Seminar 15-01

*Professor James Shufelt*

*Senior Leader Education and Training Division, CSLD*

The bitterly cold and snowy weather of late January 2015 in Shepherdstown, West Virginia did not dampen the enthusiasm of the ninety-seven attendees at Senior Leader Seminar (SLS) course #15-01, although it did impact the travel plans for several invited speakers who were forced to provide their input by video teleconference (VTC). Conducted from 25-30 January at the Fish and Wildlife Service's world-class education facility, the National Conservation Training Center (NCTC), this course demonstrated CSLD's continued strong actions to help prepare select Army Colonels, senior Army Civilians, strategic-level nominative Command Sergeants Major, and their Interagency civilian counterparts for

duties as advisors and executive officers for strategic-level leaders. This iteration of SLS also included two Army CW5s, who observed the course as part of their ongoing research to develop education requirements and explore potential solutions for the Chief Warrant Officer 5 cohort.

Designed to provide both a broadening experience and development opportunity for these current and future senior advisors, SLS 15-01 used a mix of plenary sessions with noted strategic speakers and small group seminar sessions facilitated by U.S. Army War College staff and faculty. Major General (Ret.) Tony Cucolo, former U.S. Army War College Commandant, was the SLS Senior Facilitator, serving as strategic education guide for the students throughout the course.

The course began with a Sunday evening Icebreaker, where the students received initial guidance from Major General



Major General Rapp engages SLS students

Bill Rapp, USAWC Commandant; Command Sergeants' Major Duane Parrish, USAWC, and Professor Al Bourque, the SLS Course Director, followed by seminar facilitator and student organizational meetings. The next morning, the course kicked off with introductory remarks by the USAWC Commandant, who was followed by the Vice Chief of Staff of the Army, General Dan Allyn, by VTC. The remainder of Monday's schedule included a VTC session with Deputy Assistant Secretary of Defense Christine Abizaid, Major General (Ret.) Cucolo's presentation on communicating with the public, an information briefing from Brigadier General (Ret.) Mike Meese on current national economic issues, and two separate seminar sessions to provide the students further opportunities to discuss and digest the presentations with their peers.

Tuesday's schedule included a presentation on current Department of Defense (DoD) budget issues from Lieutenant General (Ret.) Robert Lennox, former Deputy Director Office of the Secretary of Defense (OSD) Cost Assessment and Program Evaluation (CAPE); remarks from Department of Homeland Security (DHS) Acting Assistant Secretary Alan Berson; and a panel discussion chaired by Mr. Bernard Ingold, Deputy Chief, Department of the Army Office of Congressional Legislative Liaison (OCLL), and two House Armed Services Committee (HASC) staffers, Mr. Ryan Crumpler and Ms. Vickie Plunkett. The VTC with Lieutenant General H.R. McMaster, speaking on Future Threats and Concepts, was the highlight of the day, as the Army Capabilities and Integration Center (ARCIC) Director clearly demonstrated that a dynamic speaker can transcend the limitations of VTC technology and provide informative and entertaining remarks. Two seminar sessions rounded out the day.

Wednesday's schedule started with the fourth, and last, VTC of SLS 15-01, with General Vince Brooks, Commanding General, U.S. Army Pacific (USARPAC),

starting his remarks from Hawaii at 4 a.m. Pacific Standard Time. General Brooks focused on USAPAC issues and his personal lessons and guidance for Army leaders serving in Joint assignments. After a brief seminar session, the SLS students then heard from Undersecretary of the Army, Brad Carson, who spoke eloquently about current Army enterprise challenges. He was followed by Dr. Nora Bensahel from American University, who provided an alternative viewpoint on defense issues, highlighted by her insightful remarks about how the external Washington DC establishment views the Army. Following another seminar session, the students had an open evening where they enjoyed the libations offered at the NCTC Command Lounge, caught up with their office email, and networked with other SLS attendees.

A consistent SLS favorite, Dr. Michael O'Hanlon, opened Thursday's session with his always provocative discussion of alternative future scenarios that should be considered by national and DoD leadership as they develop strategies, budgets, and determine required future capabilities. The next speaker, Brigadier General Roger Cloutier from DA G3/5/7, quickly brought the students back to current challenges as he presented a range of potential courses of action that the Army may be forced to quickly execute if the Budget Control Act and Sequestration are not repealed. Dr. Peter Feaver from Duke University then reviewed historic civil-military relations and current challenges. Dr. Don Snider, from the Center for the Army Professional Ethic and the Strategic Studies Institute, was the Thursday evening speaker, discussing the content and status of the Army's Professional Ethic.

The last course speaker was Lieutenant General Robert Brown, the Combined Arms Center Commander, who spoke with the SLS students about Mission Command at the strategic level. This was followed by a final seminar meeting and then a wrap-up session with General Cucolo. Student feedback on the SLS course remains overwhelmingly positive.

One Army officer student described the SLS course as follows: "Excellent program – the most thought-provoking discussions I have had in any Army event!" Another Army student noted on their end-of-course survey that "...the USAWC faculty continues to impress me with their professional commitment to making the Army better." An Interagency civilian stated on their survey that "...this was an outstanding course that exceeded my expectations. I'll be able to apply the lessons I learned here – on leadership, communication, understanding of the Army, working with Congress, etc. In my service within OSD, I will strongly encourage my colleagues that they should seek the opportunity to be selected as an attendee for this course."

Building on this success, SLS Course 15-02 is currently scheduled to be conducted from 9-14 August 2015, again at NCTC.

— CSLD —

## **Preparing to Win in a Complex World: Combined/ Joint Force Land Component Commander Course 2-15**

***Professor Bernard F. Griffard***  
*Senior Leader Education and Training  
Division, CSLD*

*To win in a complex world, Army forces must provide the Joint Force with multiple options, integrate the efforts of multiple partners, operate across multiple domains, and present our enemies and adversaries with multiple dilemmas.*

—General David G. Perkins, Commander,  
TRADOC

The Combined/Joint Force Land Component Commander (C/JFLCC) course has the mission to prepare senior leaders to function effectively as land component commanders or as senior staff in a joint/combined, interagency, intergovernmental, and multinational (JIIM) environment. This week-long course for one-, two-, and three-star general officers from all Services and

equivalent professional government civilians, is conducted three times a year at the U.S. Army War College's Center for Strategic Leadership and Development. C/JFLCC 2-15, conducted 22-27 March 2015, was structured to achieve the following objectives:

- Design, plan, and prepare for the execution of unified land operations that support coalition and joint force commanders in the accomplishment of national security and international policy objectives.
- Form a land component command that executes theater-wide and multinational integrating functions of a C/JFLCC to set the theater.
- Understand the supporting and complementary capabilities provided by the other functional commanders (combined/joint force air component command (C/JFACC), combined/joint force maritime component command (C/JFMCC), and combined/joint force special operations component command (C/JFSOCC)) and Unified Action partners.
- Conduct sustained unified land operations to win in a complex world.

For senior officers to function effectively as land component commanders in a JIIM environment it is important that they understand how land intervention discussions are framed for national decision-makers. Also important is an appreciation for the uniqueness of strategic-level leadership, especially within the national security decision-making process, and comprehend the complexity of preparing for the emerging global security environment in the first quarter of the 21st century and the exercise of U.S. diplomatic, informational, military, and economic power. These discussions were framed by the U.S. Army Chief of Staff, the Commander of U.S. Africa Command, and the Deputy Assistant Secretary of Defense for Strategy.

Former land component commanders from Operation Iraqi Freedom and

Operation Enduring Freedom, along with the commander of Operation United Assistance offered perspectives on the task of integrating U.S. and multinational forces into a cohesive operational effort, and how the assessment process is employed to advise the Joint force commander and U.S. policy officials about the strategic environment, capability gaps, and risk mitigation options. Additionally, they highlighted the challenges and successes of cross-cultural action with a variety of leaders and organizations, such as U.S., host nation, local political leaders, and international organizations, including the UN and NATO, nongovernmental organizations, and national and international media. Continually reinforced was the importance of developing effective personal and professional relationships with these key actors in order to bridge gaps in understanding.

Experienced commanders from the air, maritime, special operations, and U.S. Marine Corps discussed the interrelationships among the functional commanders and specifically with the land component commander. They identified the synergies provided by a team; discussed command relationships and force capability enhancements; and illustrated how each functional component's operational level systems, processes and capabilities interrelate with those of combatant commanders and other components, as well as identifying challenges to effective operations with U.S. and coalition forces.

All course objectives were reinforced during the four-part East Africa scenario facilitated by Highly Qualified Expert-Senior Mentors General (Ret.) Carter Ham and Lieutenant General (Ret.) Richard Zilmer.

C/JFLCC 2-15 closed with a presentation by General (Ret.) J.D. Thurman, that highlighted the perceptions of an experienced leader on the political, military and diplomatic challenges facing a Combatant Commander (CCDR) that are addressed daily at

this level of senior command, and the CCDR's requirement to define the theater roles and missions within the dynamic political and fiscal constraints of today's strategic environment.

## CSLD

### China Futures Wargame Examines U.S. and PRC Interests

*Lieutenant Colonel Donald Travis  
Department of Strategic Wargaming,  
CSLD*

The Center for Strategic Leadership and Development conducted a two-day China Futures strategic wargame on 18-19 February 2015. The focus of this wargame was to develop insights into potential collegial and competing interests between the United States and the People's Republic of China (PRC).

Twenty-four subject matter expert participants were brought in from various organizations, including the National Intelligence Council, the Carnegie Endowment for International Peace, RAND Corporation, U.S. Africa Command, U.S. Pacific Command, U.S. Southern Command, the U.S. Army War College, and several other academic institutions.

The participants were divided into Africa and Latin America regionally focused cells. Each cell was asked to identify U.S. and PRC interests in their respective regions and to determine the level of intensity (vital, important, or peripheral) of those interests. Finally, the cells were asked to consider the role of landpower in supporting U.S. interests.

The Africa cell identified challenges associated with preventing the spread of a pandemic disease as the only vital interest for both the United States and China. The Latin America cell found that China had no vital interest in Latin America. In contrast, the United States had two vital interests in Latin America: that no hostile power operates in, or could project power from the region; and that open trade, investments, and the free flow of resources

endure. One overall key finding was that as Chinese activity increases globally, the requirement to protect their citizens and assets around the world is becoming more important to the PRC.

Wargame participants concluded that if the United States wants leverage on both continents, it should consider employing landpower capabilities as a way to advance partner interests in response to increased PRC presence and activity. Landpower capabilities could improve U.S. understanding of PRC intentions and facilitate cooperative actions.

The participants proposed a number of issues for further study:

- What factors might drive the PRC to take unilateral military intervention in Africa or Latin America?
- What might be the Chinese response to a failing state in Africa or Latin America?
- What can the United States do now, and over the next 20 years, to prepare for crises that could involve a more influential, and by extension, a potentially more aggressive PRC?

The USAWC's Strategic Wargaming Division is examining these questions for possible exploration in future wargames.

The completed China Futures wargame report is scheduled for publication in early May 2015. For more information on the Army War College's Strategic Wargame Series, or to view wargame reports, direct your browser to: <http://www.csl.army.mil/lcdw/strategicwargamingdivision/default.aspx>

## CSLD

### Joint Land, Air and Sea Strategic Exercise Program

*CDR Ed "Cliffy" Zukowski, USN  
Director of Naval Operations, CSLD*

The Joint Land, Air and Sea Strategic Exercise (JLASS-EX) completed its 33rd year of strategic wargaming. JLASS-EX remains the only wargame conducted jointly between all Senior Service Colleges (SSCs) and engages the

students in a "world in crisis" set 10 years in the future. One hundred and thirty-five students from the U.S. Army War College, Naval War College, Air War College, Marine Corps War College, and the National Defense University, completed a 6-month long, two-phase exercise. Students role-played senior members of all U.S. Combatant Commands, the Joint Staff, National Security Council, Department of Homeland Security, and Department of State.

JLASS-EX is unique in that the students determine how the wargame will progress through the policies and decisions made by each staff. The faculty teams from each war college adjudicate student decisions, and students see the results in a changed world. There is no set script or pre-planned events, only a framework of the world set at the beginning of the exercise. The only non-student role is that of the President of the United States.

The JLASS-EX elective offered at the U.S. Army War College (USAWC) had the largest participation of any SSC. Fifty-one students enrolled in this elective this year the highest number ever. Twenty-four students, from all four U.S. military services, and 27 International Fellows (IFs) from 24 different countries participated. The IFs serve the program in two very important ways. First, they add differing perspectives when analyzing crises. These differing perspectives promote in-depth discussions between U.S. students and IFs. Ultimately all students are challenged in their strategic thought and consider all perspectives when making decisions. Secondly, IFs bring an understanding of their regions and that one cannot get from academic study alone. Understanding culture, views on state relations, public and private views of the United States, all add to the richness of learning offered by JLASS-EX.

JLASS-EX is open to all students in the resident course. A prior assignment on strategic staffs is not necessary. Student selection is carefully crafted to ensure a variety of differing experiences and perspectives. JLASS-EX elective is introduced to the student body early in

the academic year. The student selection process is completed by mid-October and the course begins in December. From December through the end of March JLASS-EX is conducted distributively between all war colleges. In early April all students and faculty converge on Maxwell Air Force Base, Montgomery, Alabama for 5 days of collective training. The LeMay Center Wargaming Institute runs the support program for student interaction and hosts the collective training event.

The USAWC students play the roles of Department of Homeland Security (DHS) Secretary and staff, the Joint Staff (JS) Chairman and staff, U.S. European Command (USEUCOM) Commander and staff, and U.S. Africa Command (USAFRICOM) Commander and staff. Only the lead positions of each staff are determined during student selection. The remaining staff positions are decided upon by each staff with advisement by their faculty. During game play each staff member will have unique tasks based on their role (i.e., operations, intelligence, political-military, etc.). These tasks are typically collaborated on with other classmates and faculty to develop critical strategic thinking.

The initial scenario provided for the wargame ensures that each staff must work with other staffs to accomplish their respective issues. Interaction between students from other war colleges via e-mail, video teleconference, or phone calls highlights how personal interactions drive real-world issues. Students must work collectively to solve problems but ultimately have an area of responsibility for which they are held accountable. Depending on the individual personalities of the students assigned to each staff, game play is, more often than not, very dynamic. Faculty and support staff are continually communicating with each other to ensure that the wargame flows smoothly and educational objectives are met.

In the end students walk away from this experience having put into action those concepts and theories studied during

the core curriculum. JCLASS-EX has a proven track record of molding strategic thought. Faculty and support staff at each SLC work year-round to improve the program and continue its legacy. To date over, 113 JCLASS-EX alumni have earned General or Flag Officer rank, and Senior Foreign or Executive Service rank. Since 1999, over eight percent of the JCLASS-EX student bodies have attained these ranks. The current Chairman of the Joint Chiefs of Staff, General Martin Dempsey, is an alumni of JCLASS-EX. JCLASS-EX provides the vehicle for senior officers to develop the skills required to operate at the strategic level.

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CSLD

## Cyber Sovereignty Policy Workshop

**Bill Waddell**

*Senior Leader Education and Training Division, CSLD*

Cyberspace has become an area that is both essential to the existence of governments and those governed, and dangerous in its relative anonymity and connectivity to virtually all corners of the world. Cybersecurity is getting harder to maintain and the need for cyber defense at all levels is crucial. To maintain the integrity of U.S. sovereign borders, security and defense must be coordinated and choreographed in the cyber, as well as in the physical domain. Due to the very nature of cyber threat, both civilian and military equities are targets. A variety of legal/regulatory obstacles remain in place, acting as a hindrance to public/private cooperation.

On 10-12 February 2015, CSLD's Mission Command and Cyber Division, in partnership with U.S. Cyber Command and Army Cyber, held the first of a series of three workshops dealing with the fundamental issue of *Sovereignty in the Context of a Cyber Battlespace*. This unclassified workshop focused specifically on the policy arena, with the goal of identifying gaps in policy and offering recommendations to policy-makers and senior leaders. Participants included

subject matter experts from Department of Defense (DoD), Department of Homeland Security, and Department of Justice, as well as professionals from academia, industry, and research institutions (think-tanks). Plenary keynote speakers provided information for discussion prior to breakout sessions. Breakout groups for this workshop were asked to concentrate specifically on 1) International considerations, 2) Defense Support to Civil Authorities (DSCA) options and, 3) DoD concerns and requirements. Much was gained by initiating deliberations at the policy level.

Attempts were made to develop a standard definition of cyber sovereignty but the ultimate consensus was that there was no need – that the question actually referred to the maintenance of national sovereignty in consideration of a more fluid, flexible cyberspace reality. Key recommendations included the identification and removal of obstacles that encumber DoD planning to respond to a domestic cyber incident, more DoD participation in cyber policy development at all levels, the necessity for the enactment of a “Cyber Sarbanes-Oxley Act” (to increase accountability with regard to critical infrastructure stakeholders in the private sector), a rewording of Homeland Security Policy Directive 7 (HSPD-7 – Critical Infrastructure Identification, Prioritization, and Protection), and a need to update the Clinger-Cohen Act of 1996 (which focused on IT investment and resource management). Full results of this workshop will be published in the form of a monograph.

It is crucial that military and civilian leaders understand the national and international aspects of sovereignty issues in cyberspace. The determination of what constitutes cyber sovereignty will greatly influence identification and understanding of threat vectors, DoD preparation of the environment, the development of capabilities, and planning for potential operations specific to cyberspace should national defense actions be required. This workshop, as an attempt to tackle primary questions related to cyber policy, provided the basis

for future workshops considering cyber strategy and operations and set the tone for the next planned event in this series – “Sovereignty and Cyberspace: Strategy,” scheduled for 23-25 June, 2015.

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CSLD

## Supporting Djibouti's National Vision 2015: Building a “Whole of Government” Strategy

**Professor B.F. Griffard and**

**Professor Bert B. Tussing**

*Center for Strategic Leadership and Development*

The Bab-el-Mandeb Strait, connecting the Red Sea with the Gulf of Aden, is a critical shipping link between the Indian Ocean and the Mediterranean Sea through which almost eight percent of the world's tanker-shipped oil passes. It is anchored on the African side by the country of Djibouti, separated by only 20 miles from Yemen on the Arabian Peninsula. With the continuing unrest in Yemen, the regional strategic importance of Djibouti and its maritime infrastructure has increased. As a result, a key objective of the U.S. Embassy's country plan, and U. S. Africa Command's (USAFRICOM) security cooperation initiatives, is to strengthen the professionalism and capabilities of the Djiboutian Armed Forces (FAD).

In response to a request from the FAD for assistance in developing a defense strategy in support of its national interests, the U.S. Army War College (USAWC) conducted a strategy development workshop in September 2014. This initial effort was the first in a three-phase Military Strategy Review Process developed by the USAWC's Center for Strategic Leadership and Development. This phased process guides military planners through the development of military objectives (ENDS) that support Vital, Important, and Peripheral National Interests. To support these ENDS, in Phase II, the participants then develop supporting strategic concepts

(WAYS) for each military objective in support of vital national interests. Building on these products, in Phase III planners concentrate on determining the necessary resources (MEANS) required to meet the identified requirements.

From 12-15 January 2015, USAWC professors Bernard Griffard and Bert Tussing conducted a Phase II Strategy Development workshop with a joint delegation of Djibouti's security forces. The focus of this workshop differed from the initial effort of September 2014, in that there was a concerted effort to identify the complementary capabilities of the FAD (Army, Air Force and Navy) and the Djiboutian Security Forces (Coast Guard, Gendarmerie, National Police, and the Republican Guard). This was important for two reasons. First, it highlighted the country's recognition that security was a "whole of government effort," and not just the responsibility of the FAD. Second, it paid deference to the reality that there are inadequate resources to allow duplication of effort between the FAD and the other security services. With this in mind the USAWC team led participants through a planning exercise that examined the key aspects of the Djiboutian security environment and the role the FAD and each security service played in addressing the identified internal and external threats. With this as the basis of discussion, each organization identified their agencies' perspectives in desired attributes, capabilities and functions required for success. The next step will be for the FAD and each organization to design and size their force.

The FAD is currently manned at 8000 personnel, with a goal to increase to 10,000 by 2020. The other security organization have more moderate growth goals. To successfully reach these strength levels will require major improvements in the Djiboutian training and sustainment infrastructure, and major injections of educational and material aid from regional and international partners. The U.S. and France have acknowledged vested interests in the successful evolution of

the FAD, and are contributing toward the same. But another international player very actively involved in the region is China. The Army War College's delegation left this interim session with a clear impression that the Chinese are prepared to fill any gap in influence the West is willing to leave around the Horn of Africa.

That being said, Carlisle's contributions to date have been very well received. At the closing ceremony for this session, Major General Zakaria Cheikh Ibrahim, Chief of Defense Forces, Djibouti, and Major General Wayne Grigsby, Commander, Combined Joint Task Force-Horn of Africa (CJTF-HOA), both expressed their satisfaction with the efforts of the USAWC to support the continuing professionalization of the FAD. Plans are currently underway to hold a third and final session in support of this initiative, whose importance forecasts effects beyond the Djiboutian security community, on to the country's immediate regional alliance, and beyond to the African Union.

— CSLD —

### **International Strategic Crisis Negotiation Exercise Program Goes Digital**

*Major Dennis Davis, Major Joe  
Chretien, and Mr. Rob Clements  
WESSD, CSLD*

The International Strategic Crisis Negotiation Exercise (ISCNE) continues to be an increasingly popular component of the United States Army War College's outreach efforts. Since the last ISCNE update, the Center for Strategic Leadership and Development (CSLD) conducted eighteen events which included top-tier institutions and programs, such as the University of Syracuse's Maxwell School, Georgetown's Institute for the Study of Diplomacy, the University of Texas' Lyndon B. Johnson School of Public Affairs, and Texas A&M's Student Conference on National Affairs (SCONA). New to ISCNE this year were the University

of Denver's Josef Korbel School of International Studies and the University of Central Florida's Global Prospectives Program. In addition to conducting events at prestigious universities, CSLD conducted additional ISCNEs in support of the Senior Leader Seminar Phase II program and the International Fellows Strategic Crisis Negotiation Exercise (IFSCNE).

The continued popularity and expansion of this program, combined with the creation of the Wargaming, Exercise, and Simulation Support Division (WESSD) within CSLD, opened the door for improvements in the exercise environment and supporting applications. WESSD paired with the Department of Technology Integration (DTI) Applications Division to develop an automated communication and scheduling application. The application supports the ISCNE program by eliminating redundant personnel requirements and providing the participants a user-friendly interface for scheduling ad-hoc negotiations. Prior to the introduction of the scheduling tool, the exercise control cell required two personnel to manage the emails and communiques, proof-read and approve press releases, communicate with the exercise leads and role-players, and schedule ad hoc negotiation sessions. In addition to the two personnel, the control of the exercise relied on Gmail accounts, Microsoft Excel, butcher block paper, and stubby pencil to conduct its mission. After observing an ISCNE at the University of North Carolina, the Director of WESSD tasked his personnel to produce a requirement document for an automated negotiation tool. Working closely with CSLD's Strategic Leader Experiential Education Division (SLEED), the requirements were completed and handed over to DTI's Application Division for the development process.

With requirements in hand, the Applications Division of DTI went to work on developing and testing this new tool. Device flexibility and application dependability were a fundamental

theme, as the location of the exercise is constantly changing and network reliability is usually unknown. Also, the automated negotiation tool needed to be just that, automated. *ISCNE Tool Version One* (ISCNEv1) would allow the scheduling of negotiations without the need for emails or any other software. A user would need only a device with an active internet connection. ISCNEv1 was built with the capability to update in real time to reflect meeting requests and responses made by another user on another machine. The control team was then able (with the click of a button) to assign negotiation rooms to these agreed meetings, thus completing the loop and diminishing the manpower needed to oversee the scheduling.

The ISCNE support team conducted its first fielding test of the negotiation tool during real-time conditions at the University of Central Florida in February 2015. As a precaution, the control team sent two schedulers to execute the old manual procedures if required. During the exercise, the negotiation tool performed flawlessly and provided the participants with a single source tool for scheduling ad hoc sessions. Additionally, the participants could track accepted and declined responses from participating teams as soon as the other team checked a box on their own scheduler. The ISCNE team has subsequently used the application numerous times to rave reviews, including for two exercises simultaneously, and reduced the control cell requirement to just one person.

Looking forward, CSLD has provided WESSD with a programmer to continue the development of the tool that will include team emails and tweets. It will also include a function that ensures press releases are handled correctly before being sent to each team. Finally, each team will have a home page that has the look and feel of an actual diplomatic home page. The desired end-state for the participants is for them not to feel like they are using a tool, but to create a simulated world that fully replicates the diplomatic processes that a fully trained,

field negotiator would experience during actual international negotiations.

## — CSLD —

### **The International Strategic Crisis Negotiation Exercise (ISCNE): Developing Leaders for 13+ Years**

***Colonel Martin C. Clausen***  
*Senior Leader Education and Training, CSLD*

#### ***Overview of the Program and Its Adaptability***

The International Strategic Crisis Negotiation Exercise (ISCNE) program continues in its 13<sup>th</sup> year to provide a challenging exercise to diverse leader development programs. From General Officers, to executive level leaders in industry, to young professionals in diplomatic and Foreign Service careers, and to college students, the ISCNE has educated more than 600 participants in the past year. The exercise has proven widely adaptable to accommodate multiple venues.

The ISCNE scenario is set a year or more into the future against the backdrop of a United Nations conference called to break an actual frozen conflict that has vexed diplomats for decades or a newly emerging conflict. Five scenarios are available: the South Caucasus, focused on Nagorno-Karabakh; Cyprus; Sudan-South Sudan, the South China Sea, and Jammu-Kashmir. The ISCNE is most effectively presented as a two-day immersion in negotiations, but can be presented in as few as 4 hours. In every case, the exercise educates students in regional situation analysis, negotiation techniques, strategic thinking, leadership roles, planning and evaluation, decision-making, team building, and time management.

A sampling of the ISCNEs conducted in the winter months of 2015 shows how adaptable the exercise is at accommodating objectives across a broad range of leader development programs.

Six events showcased the programs reach: the Austin Forum on Diplomacy and State Craft at the Lyndon B. Johnson (LBJ) School of Public Affairs, the Global Policy Simulation at the LBJ School of Public Affairs, the Student Conference on National Affairs (SCONA) at Texas A&M, the Higher Education Leadership Institute of Central Pennsylvania (HELI-CP), the Center for Strategic and International Studies (CSIS) in Washington DC, and CSLD's Senior Leader Seminar II (SLS II). A short recap of each of these events shows how institutions are partnering with the U.S. Army War College (USAWC) for added expertise in developing leaders through the ISCNE's free-play, scenario driven experiential learning opportunity.

#### ***Reaching Mid-Level Diplomats***

From 15-18 January 2015, a four-man contingent from CSLD teamed with four USAWC Fellows and retired Ambassador Carey Cavanaugh to provide the ISCNE using the South Caucasus Scenario at the inaugural Austin Forum. Retired Ambassador Bob Hutchings, Dean of the LBJ School, described the Austin Forum as "a key element of the LBJ School's 'Reinventing Diplomacy' initiative" with an aim "to make study of diplomacy, strategy, and statecraft more comprehensive in scope, better informed by history, and more global in outlook." For the event, Ambassador Hutchings brought together eight American and eight European diplomats, as well as scholars and experts, for 4 days of intensive discussion and learning. He partnered with the USAWC to expose diplomats to "the rigorous program of professional preparation" that is characteristic of their military counterparts. Not surprising, one of the up and coming diplomats, an American participant, Mr. Mark Simakovsky, participated in an ISCNE while studying at Georgetown University in 2004. His story shows that the USAWC outreach program is achieving its objective to introduce future diplomats to Army leaders through the ISCNE and U.S. Army War College Fellow partnerships

at top diplomacy and Foreign Service programs.

### ***Preparing Graduate Students at Top University Programs***

From 12-14 February 2015, a three-man team from CSLD teamed with five Army War College Fellows, a retired General, four retired Ambassadors, two Minister Counselors, and three Professors to present the ISCNE using the South China Sea scenario to 49 graduate students at the LBJ School's Global Policy Simulation. Seven delegation teams were extensively prepared through readings and the preparation of point papers on negotiation, regional analysis, and policy prior to the exercise. Each team included a professional diplomat mentor and a military mentor. This most intensive of exercises, conducted over the course of two days, included an opening plenary, seven negotiation periods, and a closing plenary.

### ***Developing Inspirational Undergraduates***

From 17-18 January 2015, a two-man team from CSLD teamed with seven Army War College Fellows to present the ISCNE using the Cyprus scenario to SCONA 60 at Texas A&M University. SCONA is one of two events where the ISCNE is given to undergraduates. 52 students from five universities gained valuable experience from two days immersed in negotiation. One participant came from as far away as Iowa State University. Texas A&M builds on the leader development experience by inviting top performing juniors back the following year to fill key leader roles charged with organizing the event.

### ***Partnering with a Strategic Think-Tank***

From 27-28 February 2015, a three man team from CSLD plus Ambassador Dan Shields provided the ISCNE to 66 participants at the Center for Strategic and International Studies (CSIS) in Washington DC. CSIS hosts the exercise annually in partnership with CSLD to immerse interns, students

and young professionals involved in the study of diplomacy and international relations in a free-play negotiation exercise. In yet another unique outreach opportunity, CSIS provides the venue for diplomats, military professionals, scholars, and students to join in the ISCNE. As he has done so in three other ISCNEs, Ambassador Shields, the Deputy Commandant for International Affairs at the USAWC, role-played the representative of the ASEAN (Association of Southeast Asian Nations) Secretariat, drawing on his recent assignment as the U.S. Ambassador to Brunei to provide expert input.

### ***Preparing Up and Coming University Administrators***

On 6 March 2015, an abbreviated ISCNE was provided to the Higher Education Leadership Institute for Central Pennsylvania (HELI-CP) as a part of their semi-annual program "designed to help prepare administrative leaders from Bucknell University, Dickinson College, and Gettysburg College in addressing the complex challenges facing higher education."

The ISCNE provided a scenario driven exercise for the participants, all of whom held the position of director or higher, to forge valuable relationships with colleagues while also developing individually. The abbreviated ISCNE, as presented to the HELI-CP, was held over a four hour period with three negotiation sessions and three delegation meeting sessions.

The abbreviated ISCNE is also available to those participating in the USAWC's Senior Leader Staff Ride program. These ISCNEs are held on the USAWC campus and become a USAWC-wide effort showcasing the talented professors from the School of Strategic Landpower and USAWC centers.

### ***Broadening and Preparing General Officers***

From 16-17 March 2015 the ISCNE was presented to six Brigadier Generals, two Colonels Promotable, and four Colonels

as a part of the Chief of Staff of the Army Senior Leadership Program II. CSLD teamed with six retired Ambassadors in Collins Hall to expose select senior Army leaders to diplomatic crisis negotiation. This unique application of the ISCNE serves to immerse Army senior leaders in a very intimate setting with career diplomats. Following panel discussions, the teams of two paired up with an Ambassador as their mentor, who had served in the region and could share invaluable insights, to prepare for negotiations based on a set of confidential instructions. Negotiations kicked off with an opening plenary led by the United Nations Special Representative of the Secretary General (UN-SRSG), role-played by Ambassador (Ret.) Thomas Pickering. Participants then moved to the only predetermined event, an initial round of bilateral negotiations. From there the negotiations became fully ad-hoc and free play with delegations also called to meet with the UN-SRSG. In all, participants spent more than eight hours in one-on-one discussions with retired ambassadors.

### ***13+ Years of Educating Leaders in Negotiation While Building Relationships in National Security***

Execution of the ISCNE is a whole of USAWC effort that is achieving results. The winter of 2015 schedule included participants ranging from undergraduate students, to graduate students, to professional diplomats from American and Europe, to administrators in higher education, to professionals at CSIS, to rising General Officers. The adaptability of the exercise makes



**AMB Dan Shields confers with delegates during the Heinz College ISCNE**

it appealing to many programs that actively seek to expose their participants to Army principles of strategic leadership and development. With more than 600 participants from top universities and industry educated annually, the ISCNE is forging relationships between Army leaders and leaders in diplomacy and international affairs, academics, and industry. Reaching out to partner with such a continuum of programs, the USAWC and CSLD are educating leaders in diplomacy while building relationship in national security.

— CSLD —

## Workshop Examines the Human Elements

*Lieutenant Colonel Brent Kauffman  
Landpower, Concepts and Wargaming,  
CSLD*

On January 13-14, 2015, the Center for Strategic Leadership and Development conducted a workshop focused on understanding the human elements of military operations. Behavioral and social science scholars from twelve different universities arrived at the U.S. Army Heritage and Education Center (AHEC) to participate in an interdisciplinary examination of what human elements military leaders, planners, and soldiers must consider when operating in foreign lands.

The purpose of the workshop was to determine how the U.S. military can account for the elements that affect human behavior and influence decision making of external individuals, groups, and populations for the purposes of deterring and/or preventing conflict. Although not internally focused on what the Army refers to as the human dimension, understanding these elements can reduce the chances of unintended harm to friendly indigenous populations, allies, and the U.S. military. Furthermore, the workshop sought to develop usable, holistic frameworks – applicable for the broad range of military operations – to inform future military concepts.

Participants in the two-day workshop were organized into two groups of nine members, each with similar academic backgrounds. On the first day, both groups independently developed their own framework of human elements by brainstorming, identifying, and categorizing elements and sub-elements. At the start of the second day, both groups provided valuable feedback on an existing draft framework provided by the Strategic Landpower Task Force – the workshop’s sponsor. After additional refinement of their own frameworks, including depicting the relationships between elements, both groups briefed their product to their colleagues in the other group and senior leaders from the war college.

The results comprise two very different and flexible frameworks. One is a heuristic-based framework which attempts to comprehensively assess the complexity of human elements with a series of questions. The other focuses on individual interactions with a range of groups from familial to transnational. Both frameworks offer a deeper understanding of the human elements than many current constructs or checklists. Moreover, leaders and planners will be able to tailor these frameworks to fit changing situations or missions. The developed frameworks are only a starting point for the complex arena of human elements.

Although planned and executed by the Landpower Concepts, Doctrine and Wargaming Department, this collaborative event would not have been successful without significant contributions from across the Army War College. AHEC provided support and the appropriate venue for outreach to this scholarly group. Dr. Tom Williams, Director for Senior Leader Development and Resiliency, provided sage advice throughout the development of the workshop. Most importantly, Dr. Bill Johnsen of the Department of National Security and Strategy, and Colonel Tino Perez, Ph.D. of the Carlisle Scholars Program, served as skilled facilitators, resulting in focused discussions and

invaluable insights for the sponsor. Truly a team effort.

— CSLD —

## U.S. Army War College Support to U.S. Army Africa

*Professor John A. Bonin, Ph.D  
Concepts and Doctrine, CSLD*

At the request of Major General Daryl Williams, Commander, U.S. Army Africa (USARAF), Dr. John A. Bonin, Professor of Concepts and Doctrine, Department of Landpower Concepts, Doctrine and Wargaming, travelled to Camp Ederle, Italy, 19-24 January 2015, to participate in the USARAF Senior Leader Strategy Session, and to educate over 100 members of the USARAF staff (senior NCOs through the Commanding General) on strategic issues relevant to USARAF as the U.S. Africa Command (AFRICOM) Army Service Component Command. Dr. Bonin represented the USAWC and provided a presentation on the roles and responsibilities of theater armies. Other presentators included General David Rodriguez, who provided his Combatant Commander guidance; Brigadier General Chris McPadden, Army Capabilities Integration Center (ARCIC), on the Army Operating Concept; Dr. Andre LeSage, from the National Defense University on East African Challenges; and Brigadier General Oliver, J5 USAFRICOM, on AFRICOM’s Planning Priorities. Department of the Army level-concerns were also provided by Ms. Brenda Wyler from DAMO-SSO. Colonel Rob Dixon and the USARAF G5 Plans staff conducted a series of breakout sessions applying the information received from this session to USARAF. Dr. Bonin also engaged Colonel Dixon on the potential for the U.S. Army War College to assist USARAF with wargaming scenarios of interest to them. Major General Williams concluded the conference by thanking all attendees for improving the knowledge of his staff.