

THE COLLINS CENTER UPDATE

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**THE CENTER FOR
STRATEGIC LEADERSHIP**
U.S. ARMY WAR COLLEGE
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THE CENTER FOR STRATEGIC LEADERSHIP AN OVERVIEW OF RECENT AND FUTURE ACTIVITIES

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The Center for Strategic Leadership (CSL) continues its mission as the Army's premier strategic-level war gaming and experiential simulation education center, supporting senior leader education, research and strategic communication. CSL engages year-round in joint military, multinational, interagency and intergovernmental activities at the strategic and operational levels in support of the USAWC, Headquarters Department of the Army, and the Joint Warfighting and Interagency communities.

CSL continues to conduct a variety of events in support of the USAWC resident and distance education programs. The old Strategic Crisis Exercise has evolved into the *Strategic Decision Making Exercise* (SDME), and is still the annual capstone event of the resident curriculum. It continues to fully engage the students in the complex interaction of the interagency policy making, planning and execution processes, with the planning and execution processes of the U.S. military. The *Joint Land, Aerospace, and Sea Simulation* (JLASS), a two credit Special Program elective, and the only elective offered by all of the Senior Level Colleges (SLCs) is celebrating its twenty-fifth year. The elective begins in January with individual classroom sessions, and culminated in April 2008 at Maxwell, AFB, at a warfighting exercise "fought" by all the SLCs. CSL leads the development of this unique multi-college offering throughout the year, and provides overall exercise direction at Maxwell. Annually CSL offers approximately 21 other **electives**, and will also provides electives for the DDE resident phase held in the summer. Our elective subjects cover a variety of topics

central to the development of future senior leaders, with subjects ranging from Strategic Communication, to Decision Analysis for Senior Leaders, to Military Applications of Artificial Intelligence: Intel Analysis, to Modeling, and Simulation & Gaming in DoD. CSL also conducts the *International Fellows Strategic Crisis Negotiation Exercise* (IFSCNE) each February. The IFSCNE engages the International Fellows in an intense learning event designed to help them hone their negotiation skills. It is facilitated by a cadre of former Ambassadors in a multi-national game setting. In addition to conducting learning events, the members of CSL also engage the students as **affiliates** in 16 of 20 seminars, and as Project Advisors for approximately 39 student **Strategy Research Projects** each year.

CSL continues to directly assist Headquarters Department of the Army (HQDA) in the conduct of its missions. In March, CSL will complete work on a Senior Leader Development Office initiative, a **Senior Leader Seminar** program designed to continue professional development of serving Army Colonels. In April, we will assist the G3 conduct a *Strategic Vision Workshop* with Harvard, MIT, and Tufts University, an event designed to let the Army's lead strategists' engage with senior academics and select students, soliciting feedback on the Army's view of the future through 2025, with manifold implications for Title X requirements. During the same month CSL will host the Chief of Staff, Army's (CSA) annual *Unified Quest* exercise, a large-scale joint and combined exercise designed to test the Army's future warfighting assumptions. The Center also serves as the hub for **USAWC Strategic Communication** efforts in support of the Army's overall strategic outreach objectives and communications program, and a key component of that is the **Senior**

Leader Staff Ride Program (SLSR). Conducted as an outreach program on behalf of the Secretary of the Army and the CSA, the SLSRs 2008 plans call for the involvement of up to 13 different groups of senior leaders from the corporate and governmental sectors. Scheduled between April and October are representatives from CIT Group, Boston Consulting Group, Columbia Business School, and the National Security Agency. These groups will typically participate in a Gettysburg Staff Ride and AAR, plus USAWC faculty-led seminar discussions that tie lessons of the Battle of Gettysburg to current issues (leader development, communication of intent, decision making, visualizing the fight, technology, transformation, etc.). The Secretary of the Army and CSA will also lead separate SLSRs during 2008. Another salient aspect of strategic communication undertaken by CSL includes direction of the USAWC's **Strategic Communication Board**, which addresses the employment and effectiveness of our human and web-based outreach and education programs. Finally, CSL also ensures that the **Army's 75+ Fellows** are best postured as Strategic Communicators while they serve in a variety of academic settings around the country.

CSL also continues its active support to the Joint Warfighting and Interagency communities. Our work with the Combatant Commanders continues in robust fashion, as we emphasize the strategic development and use of landpower and all its applications, in joint and combined operations. Support to **USSCENTCOM** includes: moderation for the April 2007 USARCENT Land Forces Symposium held in Islamabad, Pakistan (we will reprise this effort at the April 2008 symposium held at Stone Mountain, Georgia); and moderation for Commander USCENCOM's Regional Cooperation Executive Seminar held in June 2007 in Astana, Kazakhstan. Support to **USEUCOM** has included: National Security education for members of the Ministries of Defense and Armed Forces of Bosnia and Serbia in August 2007; a Strategic Planning Seminar conducted in December 2007 in Skopje, Macedonia, for key members from the Ministries of Defense and Armed Forces of Staff of the Army of the Republic of Macedonia

(ARM); and a Strategic Defense Planning Seminar held in December 2007 in Tallinn, Estonia, designed to assist the Estonian Defense Forces (EDF) in the development of their 10 year defense program. Support to **USNORTHCOM** includes ongoing membership in a USNORTHCOM Core Staff Group effort convened to validate DoD's Homeland Defense and Civil Support Joint Operating Concept (the next two meetings will be held at The Collins Center in May and August 2008, and besides USNORTHCOM will include representation from DoD, DHS, DoS, USJFCOM, and HQDA. Support to **USPACOM** included facilitation for a Pandemic Influenza Conference held in Singapore in September 2007. **USSOUTHCOM** interaction includes: ongoing assistance to the Commander's Action Group on Environmental Security, the Interagency in COCOM support, and the role of the international community in supporting Command objectives; and future co-facilitation for a USSOUTHCOM 2008 Environmental Security Conference to be held in Brazil in August 2008. **USAFRICOM** is the newest Geographic Combatant Command (GCC), and we have interacted with their staff routinely, to include: conducting Program Sustainability Workshops in July and Oct 2007 (with another scheduled for July 2008); and crafting the USAFRICOM Theater Security Cooperation Plan (TSCP) Environmental Security Annex. We continue to assist with the creation of this critical annex for several of the GCCs. We also recently (December 2007) provided technical assistance to USJFCOM as they prepared a readiness exercise program for the GCCs, and also participated in their August 2007 Exercise Noble Resolve 2007. CSL work with the **Joint and Interagency Communities** over the past year has been extensive, including: recent collaboration with the DoS Foreign Service Institute on U.S. Water Policy; co-conduct of a September 2007 OASD for Homeland Defense and Americas' Security Affairs Seminar in Transatlantic Civil Security; and hosting several CIA leader development programs and consulting with the Agency on environmental security issues. There have been other interactions, as CSL works to expand and refine the understanding of the complexities and methodologies of

national and military leadership, including helping senior leaders address strategic problems with information-age technologies and trends. CSL has also represented the USAWC at a variety of **high-level foreign events** over the past year, including: a July 2007 presentation on Security, Stabilization, and Reconstruction Operations in Iraq and future Army operations for the Australian Defense Forces in Canberra and Sydney, Australia; a July 2007 presentation for the German Foreign Ministry in Berlin on the Implications of Global Climate Change; and October 2007 classroom instruction and exercise facilitation for war college-equivalent students at the Baltic Defense College.

In conclusion, CSL is an extremely active and relevant organization. CSL provides faculty and staff expertise for an average of over 100 senior level events annually, to include exercises, seminars, workshops and conferences with an estimated 7,000 attendees from throughout the national security community. It has also continued to document its activities and the activities of other groups and organizations. Just in the past year the Center has published more than 30 issue papers, conference updates and studies. It continues to provide secure wargaming and simulation facilities for strategic organizations, such as the Department of Defense, Department of Homeland Security, Department of State, Army Staff, Joint Staff, CIA, and Training and Doctrine Command. While we stay busy, we always make time for those interested in making the Center more relevant as we help develop the Nation's current and future leaders.

— CSL —

STRATEGIC NEGOTIATION EXERCISES AT GEORGETOWN & TEXAS A&M UNIVERSITIES

by Ritchie L. Dion

Operations and Gaming Division

Over the course of the past four years the Center for Strategic Leadership (CSL) has partnered with the Institute for the Study of Diplomacy at Georgetown University to conduct a strategic level negotiations exercise. This year, while continuing this partnership, CSL also initiated a

new partnership with the George H. W. Bush School of Government and Public Service, part of the Bush Presidential Library at Texas A&M University. CSL continued to employ a version of CSL's International Fellows Strategic Crisis Negotiation Exercise as the basis for the exercise conducted at both schools. The faculty at both Georgetown and the Bush School recognize that this exercise is a unique educational opportunity that helps illuminate and reinforce many of the concepts of policymaking, diplomacy, negotiation and strategy development taught at both schools. As usual members of CSL's Operations and Gaming Division lent their support to the conduct of both exercises.

The exercise at Texas A&M University was held in mid-October. Unlike Georgetown, where the exercise is an elective event, the faculty at the Bush School decided to include the exercise as part of the school's curriculum in their Master's of Political and International Affairs program of study. Forty-six Master's degree candidate students participated in a single-day version of the exercise, which was conducted at an off-campus emergency operations facility. The vast majority of the students hail from across the United States, with only a small number drawn from foreign nations.

The exercise at Georgetown followed in late November, and was conducted over a two-day period. Always a popular elective event, the field of possible participants was cut down to 28 from a field of approximately 50 students. In contrast to the Bush School, the Georgetown students that participated represented a broad cross section of foreign nations with only a smattering of U.S. students, all drawn from Georgetown's School of Foreign Service. This diversity helped provide both students and faculty the opportunity to offer and observe many different perspectives and approaches toward solving a real-world crisis. Due to the additional time available for the Georgetown version of the exercise, it concluded with a "UN Ministerial Meeting" chaired by Ambassador William Hill, portraying a special representative from the United Nations Secretary General. Each student team presented their position on the scenario situation, and the Ambassador then led them in a dialogue

on the challenges inherent in moving from conceptual to actual implementation of the students' proposed "resolution pathway."

This scenario-driven diplomacy exercise, set in 2018, focused on the determination of national objectives and the development and execution of negotiation strategies to achieve them. Students were divided into seven teams representing nations with competing interests and were required to attempt to negotiate a consensus international response to an unstable situation in the region of the South Caucasus. During the exercise the teams initially had to formulate a strategy to uphold their governments' positions and objectives within the region while at the same time maintaining or improving relations with other nations involved in the region. Then the teams engaged in an extended series of student-initiated bi-, tri-, and even multi-lateral negotiations whose goals were to end hostilities, introduce an international peacekeeping force, resolve long-standing national and regional sovereignty issues, along with military withdrawal and disarmament, resettlement and compensation issues, all in an effort to bring peace to a troubled region of the world. At both schools members of their faculty supported by CSL personnel served as mentors for the students. They advised the participants on the politics, militaries, economies, and cultures of the regional actors. The CSL control team ran both exercises and portrayed other regional and international actors as appropriate.

During the after action reviews that concluded the exercise at both schools, there was general consensus from students and faculty alike that the exercise was a valuable experience. Certainly for the USAWC this event was a beneficial strategic outreach opportunity, one which enhances the relationship between Georgetown University, Texas A&M University and the United States Army.

— CSL —

SENIOR LEADER SEMINAR (SLS) CONCEPT DEVELOPMENT

*by Colonel (Ret.) Eugene L. Thompson
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Beginning in October 2007 and continuing through March 2008 the Headquarters, Department of The Army

(HQDA) Support Branch, Operations and Gaming Division (OGD), Center for Strategic Leadership (CSL), assisted the Senior Leader Development Office (SLDO), HQDA in the development of a new program for senior leaders. The SLS is one of a number of initiatives by the SLDO, including the promotion of self-study, facilitation of distance learning, avocation of civilian executive programs, and provision of access to appropriate general officer development opportunities that combined fill an institutional development void for colonels as senior leaders. The SLS concept envisions a flexible and responsive institutional program for colonels between the completion of senior service college and a full career of thirty or more years of service.

The intent of the SLS concept is to enhance the development of colonels as valued strategic leaders and key general staff officers. The focus is on the development of cross-cultural savvy, interagency understanding, and extending their global perspective; resulting in improved Army organizational management and greater contributions to joint warfighting dexterity. The SLS concept targets Army competitive category colonels, between twenty-five and twenty six years of service, who are not pending retirement.

The expectation of SLS is that it will enhance the contributions of those officers remaining for a period of between one and five years. Additionally, SLS will likely enhance the service of significant numbers of these competent professionals as they transition from military service to positions of leadership in federal, state, and local government; industry, business, and academia; often continuing to contribute to the Army and the Nation in a variety of positions and roles, over a much longer period.

Further, the SLS Concept initiative contributes to continued officer career-long development and, "adapting the (officer) educational system to support the expeditionary Army and establishing institutional activities to retain leaders." The Chief of Staff, Army (CSA) Initiative number Five, of seven, expressly identifies these elements to, "Improve leader development to grow leaders for tomorrow's strategic environment."

The SLDO designated three possible target year groups for the initiation of the program and conducted a survey about their perceptions and preferences for SLS development. Additionally, CSL reviewed USAWC alumni and general officer surveys from the class of 2003 for potential insights into post senior service college developmental requirements.

Respondents to the SLS Survey conducted by the SLDO overwhelmingly support the SLDO's efforts to enhance post senior service college development (ninety-eight percent). The preferred delivery approach by a clear majority was a resident seminar conducted by the Army (forty-eight percent), followed by participation in civilian executive programs (thirty-eight percent).

The SLS initiative offers a cost effective method to more fully achieve desired developmental outcomes for colonels than self-study, distance learning, and civilian executive program alternatives. The critical elements absent from these alternatives include direct interaction, feedback, and guidance between the Army Senior Leadership and the Cohort; normalization and sharing of experience between members of the Cohort; and provision of an opportunity for cross-Army networking.

The SLS provides a better vehicle and more direct approach to "regreen" colonels, whose career paths diverged following senior service college attendance, while enhancing

their collaboration, and instilling a sense of value for their continued development and contributions to the Army and the Nation. The SLS developmental focus areas reflect the strategic leader development domains recommended in the *Army Leader Transformation for the 21st Century: Review of Training, Education, and Assignments for Leaders* (RETAL). These domains are in consonance with development for general officers in the Army Strategic Leader Development Program (ASLDP) and provide a simple framework for organizing the program content for the SLS. They are:

- (a) Professional – Lead the military profession
- (b) Expeditionary Thinking – Operate in a global environment
- (c) Strategy – Think, act, influence and prepare the force for the future
- (d) Organization – Enterprise management: organize, equip, man and resource the force
- (e) Joint Warfare – Fight in the joint, interagency, inter-governmental and multinational (JIIM) environment

During development of the SLS concept, CSL and SLDO conferred on topical content to support each of the developmental focus areas. The ASLDP for general officers was the source for the initial topics considered. CSL proposed adjusting the ASLDP topics to conform to the target audience and anticipated

seminar methodology. After coordination between SLDO and USAWC, the topics agreed upon to support the developmental focus areas are:

- (a) The Professional developmental focus area topics are Strategic Leadership, Management of Change, and Strategic Communications.
- (b) The Expeditionary Thinking developmental focus area topics are World Events, Cross-cultural Perspectives, Interagency/Non-Governmental Organization (NGO) Perspectives and Media Perspectives.
- (c) The Strategy developmental focus area topics are Global Futures, Policy Process, and Political-Military Relations.
- (d) The Organization developmental focus area topics are Enterprise Management, Technology Trends, and Societal Trends.
- (e) The Joint Warfare developmental focus area topics are Inter-service Capability Development, NGO Developments and Common Operating Environment Lessons.

SLS Concept developmental efforts have now shifted to identifying resource requirements and preparing to execute the program, now targeted for the second quarter of fiscal year 2009. The SLDO must still achieve concept approval, authorization, and resourcing for the program and is focusing on the 2010-2015 program objective memorandum (POM).

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

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