

# Pacific Pathways, Adding Landpower to the Joint Force

by

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## **Abstract**

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In September 2014, the Army deployed a Stryker Brigade Combat Team from Joint Base Lewis McCord to Indonesia and Malaysia, completing exercises in Japan. The exercise, called Pacific Pathways is serving as a new model to project Landpower into the Pacific. Pathways trains better warfighters who understand the people, culture and environments in the AOR. Pathways deployments and exercises prevent conflict by demonstrating a credible U.S. Landpower commitment. Pathways programs shape the security environment by building military capacity within allies and partners. Pathways is effectively supporting the USPACOM Commander's theater engagement strategy while reassuring friendly nations of the United States commitment to security in the Asia-Pacific Region. The additional Landpower Pathways brings to the AOR provides the USPACOM Commander with a better foundational force; one that can enable the joint force in achieving limited objectives, set the theater for follow on operations, respond to disaster relief or small contingencies, or serve as the foundation for larger operations.



## **Pacific Pathways, Adding Landpower to the Joint Force**

Our desired end state is that the Asia Pacific is secure and prosperous, underpinned by U.S. leadership and a rules based international order. To this end we will strengthen alliances and partnerships, maintain an assured presence in the region, and effectively communicate our intent and resolve to safeguard U.S. national interests.

—Admiral Samuel J. Locklear III<sup>1</sup>  
Commander, U.S. Pacific Command

In his 2014 testimony to Congress, Admiral Samuel J. Locklear, Commander, U.S. Pacific Command (USPACOM), stated his strategic goals. The Admiral emphasized the need for forward U.S. military presence and the importance of building military capacity within multinational partners to promote shared responsibility for maintaining good international order. Bringing these goals to fruition requires a concerted effort by each service of the U.S. Armed Forces as part of the USPACOM Joint Force.

To help meet USPACOM objectives, the United States Army Pacific (USARPAC) is operating on a future employment model called Pacific Pathways. In the Pathways construct, ground forces are deployed from the United States west of the International Date Line to work with allies and partners. The Pathways Program trains better war fighters who understand the region, culture and people. Pathways exercises leverage of multinational partnerships to prevent conflict and shape the political and military environment. The additional Landpower Pathways brings to the Area of Responsibility (AOR) provides the Joint Force Commander with a better foundational force; one that can enable the joint force in achieving limited objectives, set the theater for follow on operations, or respond to disaster relief or small contingencies. Pathways better enables the USPACOM Commander to Prevent, Shape, and Win in the Pacific.

This paper seeks to explain how the Army's Pacific Pathways Program exercises, trains and forward deploys a ready and capable land force that enhances the USPACOM Commander's capabilities. A definition of U.S. Landpower will be provided, followed by a statement on the relevance of Landpower in the Asia-Pacific Region. Next, the paper will describe how the Army's Pathways Program enhances the Joint Force capabilities of USPACOM. This will be outlined under the Prevent, Shape, Win construct, a U.S. Army formulaic that is laid out in the latest Army Strategic Planning Guidance. The paper will conclude with recommendations for how Pacific Pathways can better enable the Joint Force and become more fully integrated with Joint Operations.

Before examining the Pacific Pathways program, it is important to define what U.S. Landpower is and establish why it is relevant in the Asia-Pacific Region. Landpower is composed of the U.S. Army, the U.S. Marine Corps and U.S. Special Operations Forces. Taken separately, each land force possesses unique and critical capabilities necessary to the Joint Force. Employed together, these forces become a key element of national military power; providing a synergistic effect that enables the Joint Force Commander to end conflict on terms agreeable with U.S. objectives. When it comes to controlling operational and strategic outcomes, Landpower plays the most critical role. The physical occupation of territory by ground forces facilitates positive and direct control over the social, political, and economic destiny of that territory in a manner unrivaled by any other instrument of national power.<sup>2</sup>

Landpower is flexible and versatile enough to cover an array of missions and tasks, offering the Joint Force Commander "tailorable" options for synchronizing operations across the domains. Landpower is also well suited for the human domain,

that domain which is home to the populations, governments, and armies of the world. The employment of Landpower demonstrates commitment. Landpower's involvement in a crisis normally relates to how much the United States values the result. Put more simply, nothing conveys the importance of the situation like putting boots on the ground.

Looking ahead to American engagement in the Pacific and to the need for Landpower requires reviewing the latest United States National Security Strategy which reads, "The United States has been and always will be a Pacific power."<sup>3</sup> This shift in strategy away from the Middle East, coupled with the potential for economic and political tensions in the Asia-Pacific region, are sure to spike the demand for USPACOM security engagements and duties. This need for Landpower in the Pacific is further supported by additional challenges in the PACOM AOR, largely emerging from natural or human disasters, which will inevitably necessitate a "human" or ground troop response.<sup>4</sup>

The preponderance of U.S. ground combat forces stationed in the Asia-Pacific is the U.S. Marines with both I and III Marine Expeditionary Forces (MEFs) which are assigned to the Marine Forces Pacific Command (MARFORPAC). III MEF is stationed in Okinawa, Japan, making the Marines also accountable for having the most available ground combat troops stationed west of the International Date Line. Additionally, the Marines have a rotational battalion sized task force positioned in Australia. The U.S. Marines can autonomously provide U.S. crisis response and cover the spectrum of combat operations, with the exception of sustained, ground combat operations, in which case the Army will be needed for logistical support.

The U. S. Army's overseas military presence in the Asia-Pacific includes the forward stationing of troops in Japan and South Korea, based on long-standing treaties and alliances. These arrangements are critical to U.S. national interests and must be maintained. To support expeditionary operations, the Army has infrastructure and prepositioned equipment stocks in Guam. The Army should, however, increase its capacity to project mobile forces into the entire USPACOM AOR, particularly west of the International Date Line. For this reason, Pacific Pathways is another form of regional assured presence that merits serious consideration as a model for the future.

#### Prevent

Fundamental to the PACOM mission is the ability to deter aggression or to prevent a crisis in the Asia-Pacific Region.<sup>5</sup> Throughout history, the United States Army has fulfilled the role of deterring the nation's adversaries. Today still, the Army's most fundamental role is to deter or defeat enemy threats on land; making the Army a key element of U.S. Landpower, complimentary to the overall deterrence power of the joint force.<sup>6</sup>

The Army deters adversaries through its credibility as a professional and capable ground force willing to act in defense of U.S. interests. In this case, adversaries of the United States are deterred from action because they believe the U.S. response or punishment would outweigh the benefits of their actions. The Army also deters through denial where the mere fact that the Army holds a certain piece of ground keeps an adversary from attempting to occupy it. The influence of the U.S. Army's power of deterrence is apparent on the Korean Peninsula, where the presence of 20,000 Soldiers deters the North Koreans from aggression against both South Korea and its neighbors.

The presence of these Soldiers also provides a tangible manifestation of U.S. support to South Korea.<sup>7</sup>

With the U.S. Rebalance to the Pacific and China's expanded military activity, there is now a need for the Army to expand its deterrence power beyond the Korean Peninsula to support the USPACOM strategy and to protect United States interests abroad. The very nature of Pacific Pathways increases the overall deterrence power of the U.S. military in the Asia-Pacific region. Pacific Pathways introduces a highly trained, highly credible, and ready ground force into the USPACOM AOR to deter aggression, preventing crisis before it starts.

To prevent conflict, the PACOM Commander requires a forward-deployed ready force that can exercise, train, and operate with U.S. partner nation's militaries.<sup>8</sup> This means that, to effectively deter adversaries, forces of USPACOM must not only deter through readiness and posturing, but also demonstrate to adversaries that they can function with allies and partners. Pacific Pathways addresses this requirement. The Pathways program is readiness in action, a deployed ground force that functions with allies as part of a multinational coalition to protect the interests of the United States and other like-minded nations in the Pacific. The concept is better articulated by the 25<sup>th</sup> Infantry Division Deputy Commanding General, Brigadier General Bryn Fenton. "For Pathways, readiness is key," he remarks. "The idea of the program is to deploy, to be out in the AOR conducting exercises while still being ready to respond to crisis." These discreet deployments, placed under one command architecture, not only deter adversaries but also demonstrate the U.S. ground force commitment to its allies.

Armed forces perform best when organized equipped, and trained to accomplish missions in a particular geographic region.<sup>9</sup> This theory was confirmed during U.S. Army deployments to Iraq and Afghanistan, where soldiers experienced extreme difficulty adjusting to not only the physical environment, but also to the language and cultures of the respective regions. The lessons learned in Iraq and Afghanistan suggests that it is prudent for leaders to familiarize soldiers with the culture and environment of the theater prior to deployment. The Army leadership designed Pathways with this in mind. Pacific Pathways trains better war fighter's who become familiar with the culture, environment and people of the region.<sup>10</sup>

Pathways training plans take into account that each partner in multinational operations possesses a unique cultural identity.<sup>11</sup> Pathways exercises put boots on the ground in places like Indonesia and Malaysia, affording American soldiers the opportunity to operate in the PACOM AOR under peacetime conditions instead of waiting until conflict begins. It is a great opportunity for Soldiers to experience and understand the Indonesian and Malaysian cultures and society to which they are exposed. With Pathways, these exercises become a routine part of what the U.S. Army in the Pacific does; train in the region where they may have to conduct real world operations. The end product is soldiers and units with deployment experience in the PACOM AOR that are prepared to conduct missions across the spectrum.

The training accomplished in the Pathways Program is not limited to familiarization of the environment and culture. Pathways trains occupational skills at the individual level to train across all echelons. Collective training occurs from platoon maneuvers to brigade level planning to mission command at the division and corps

levels. Beginning with home station training, soldiers are trained individually, as units, and then validated for deployment at the U.S. Army National Training Center.<sup>12</sup> The force that is introduced into the AOR is a ready force, capable of conducting of conducting operations across the spectrum; from theater setting to limited combat operations.

Prevention, from a Landpower standpoint, may also involve stabilizing a post disaster situation. The Indo-Asia-Pacific region is the world's most disaster prone with eighty percent of all disaster occurrences.<sup>13</sup> In the wake of disaster, the Combatant Commander's capability to deploy forces to the operational area and rapidly integrate them into the joint force is essential.<sup>14</sup> Admiral Locklear fully recognizes this and highlights the need for preparedness in USPACOM.

...if there's one thing I tell everybody that comes to work for me – every commander – I [say] 'While you're here, you may not have a conflict with another military, but you will have a natural disaster that you have to either assist in, or be prepared to manage the consequences on the other side. And that has been true every year.'<sup>15</sup>

Whether natural or manmade, disasters hold the potential to destabilize security, not just in the affected area, but into the surrounding region. Inappropriate or unsustainable conflict or disaster assistance efforts can increase overall crisis risk.<sup>16</sup> For this reason, the USPACOM strategy directs USPACOM forces to be ready to extend assistance in support of other U.S. governmental agencies and international organizations to victims of man-made or natural disasters.<sup>17</sup>

While the unfortunate case of disaster poses risks, crisis situations may also present opportunities for demonstrating U.S. alliances and resolve. In particular, large scale, generally, rapid-onset disasters can provide more dramatic windows of

opportunity to reduce conflict and build peace.<sup>18</sup> Responses to such disasters may require a larger, joint security force - a ground force.

When considering what type of forces to employ, United States Naval forces are well suited to humanitarian assistance and disaster relief (HA/DR) operations and will often be the first to respond; possibly arriving prior to the establishment of HA/DR Joint Task Force (JTF) infrastructure.<sup>19</sup> The Department of the Navy, along with the United States Marine Corps as a Landpower component, is fully equipped, trained and ready to handle disasters in the PACOM AOR.

When designing the PACOM operational approach to HA/DR response, the additional Landpower provided by the Pathways is worth consideration; especially since there are no guarantees that disasters will be confined to the Pacific's littoral areas. Furthermore, the command should be prepared for the scenario of multiple, simultaneous disasters or a case in which other elements of the joint force are already committed when an additional disaster strikes. This is merely prudent planning in an AOR the size of PACOM, which lends itself to the potential for multiple Joint Operational Areas (JOAs). In the case of a natural or human disaster, the rapid and decisive commitment of ground forces could be the difference between containing the situation or a complete collapse of security.

Forces on the Pathways mission can be diverted to respond to HA/DR operations at the discretion of the PACOM Commander. The Pathways plan was designed with disaster response in mind.<sup>20</sup> By placing, a ready and capable ground force in the AOR, the Pacific Pathways Program presents the Commander, USPACOM with additional options to rapidly and appropriately respond to humanitarian or natural disasters.

Pathways forces may be employed as an enabler to the joint assistance force or as a main security effort. The Pathways force comes equipped with capabilities sufficient to plug into a joint, interagency headquarters, conduct security operations, or to provide logistical and contract support.

The Pathways ground forces bring inherent force protection and security capabilities. These ground forces are capable of securing C2 nodes, providing protection to both military and civilian members of the joint force, or to government and non-government agencies assisting the effort. The Pathways force may also serve other, traditional, Army roles in support of the joint force and in support of the host nation. Such support may include ground transportation, material handling and distribution, engineering capabilities, base camp support, water purification, and inspection of facilities to cover critical gaps.<sup>21</sup> The overall potential for Pathways to contribute to United States HA/DR efforts enhances the joint force during HA/DR operations.

Strategic warning times in USPACOM are eroding and key to addressing this is our ability to rapidly assess and shape events as crisis emerge.<sup>22</sup> In the case of disaster, the Pathways forces can be employed to contain the security situation or to provide critical sustainment capabilities to the joint force to prevent the emergence of an even bigger crisis.

### Shape

“America’s relationships with its allies must be constantly cultivated as the state of these relationships is crucial to collective security.”<sup>23</sup> For U.S. Combatant Commanders across the globe, shaping the security environment is a matter of utmost importance. Shaping sets the stage for future successful combat and contingency

operations. Central to shaping is the idea that building up partner militaries not only strengthens U.S. and allied relationships but adds to the overall security in the region. Oftentimes the result is a containment effect on adversaries of the United States.

Shaping the environment is much more than providing military equipment or technology to allies and partner nations - it is primarily a whole of government multinational, relationship-based and people-centric mission.<sup>24</sup> To these ends, Combatant Commanders may employ Landpower to shape the AOR by engaging with partners, fostering mutual understanding through military to military contacts, and building capacity within partners.<sup>25</sup> Additionally, the use of ground forces is important in the shaping effort since all nations have land security elements, even if lacking credible air and naval forces.<sup>26</sup> This is especially relevant in the USPACOM AOR where most militaries are configured for internal security mission sets.

The U.S. military strategy in the Asia-Pacific focuses on reinforcing our security architecture of alliances and partnerships, including building new partnerships and strengthening multilateral constructs. The importance of shaping operations is not lost on the Commander, USPACOM. In his theater strategy, he stresses the value of alliances and identifies military partnerships and security cooperation as two of the strategy's key components. The Combatant Commander (CCDR) also calls for enhanced interoperability between United States Armed Forces and allies and increased capacity within allied and partnered militaries. On partnerships, Admiral Locklear concludes that the higher purpose of the U.S. multinational military partnerships is to demonstrate America's commitment to the peace and stability in the Asia-Pacific Region.

The Pacific Pathways deployments and exercises serve to shape the Asia-Pacific security environment in a manner consistent with Admiral Locklear's intent. The military to military engagements conducted during Pathways build up U.S. partners while the exercises lay the foundation for future operations in the region. These Security Cooperation Activities strengthen the capability of allies and partners to maintain stability and security domestically as well as regionally.<sup>27</sup> Moreover, these exercises are a demonstration of the value the United States places on stability in the Asia-Pacific region. Put more plainly, Pathways is "shaping the PACOM AOR through deployments and exercises to build partner capacity while reassuring adversaries of the U.S. land force commitment."<sup>28</sup>

General Vincent Brooks, Commander of the U.S. Army Pacific and chief endorser of the program, categorizes the shaping benefits of Pathways into the three R's: relationships, reconnaissance, and rehearsals.<sup>29</sup> The relationships developed during Pathways increase the amount of trust between U.S. and multinational ground forces. In terms of reconnaissance, Pathways exercises provide the PACOM Commander real time ground assessments of the physical and political environment in the AOR. Pathways also serves as a rehearsal for future contingencies in the Joint, Interagency, Intergovernmental, Multinational (JIIM) environment.

The latest Pathways exercises affirmed the importance of people-to-people relationships, from the youngest soldier to the most senior official.<sup>30</sup> The relationships established serve as the foundation from which the Army will increase capacity building and improve interoperability.<sup>31</sup> Host nation relationships between U.S. Army Forces and

the militaries of Indonesia and Malaysia, for example, were executed at all echelons from junior enlisted members up to General Officer level.<sup>32</sup>

During his visit to Indonesia, General Vincent K Brooks, Commander of U.S. Army Pacific (USARPAC), engaged with the Indonesian military commander and inspected troops. He also conducted personal conversations with Indonesian soldiers and officers. It was a true demonstration of how much the U.S. Army values the partnership and the Army's commitment to meeting the USPACOM Commander's intent for building lasting relationships. This year's Pathways exercise (in Indonesia) was more about relationships than it was about the exercises.<sup>33</sup> As part of the exercise, the Army integrated Apache Helicopters and Stryker combat vehicles to assist the Indonesian Army in gaining an understanding and appreciation for American equipment. The Army also facilitated Department of State Security Assistance and Foreign Military Sales of the Apache Helicopters to the Indonesian Army. Overall, the engagement with the Indonesians was a strategic success.

Along the continuum of operations, forward deployed ground forces provide an on-site ability to continuously assess the theater's posture and potential threats to stability.<sup>34</sup> The types of reconnaissance accomplished in the Pathways Program range from basic familiarization of the terrain at the individual soldier level to a better understanding of partner nation military capabilities at the senior leader level. Pathways exercises allow soldiers to see what works and to highlight procedures that need fixing. Failures now will ensure success later, particularly during theater setting operations, of which the Army can expect to play a large role.

In terms of rehearsals, the multinational exercises conducted during Pacific Pathways are a starting point for future operations. Such operations set the theater and prepare the multinational force. It is critical to conduct these rehearsals, especially from a logistical perspective, because when our nation decides to enter a land conflict, the Army is almost always the largest participant for a number of reasons. It provides the widest variety of land force capabilities with the largest and most capable logistical network to support it.<sup>35</sup>

Multinational logistics is a challenge. However, many issues are resolved or mitigated by a thorough understanding of capabilities and procedures before operations begin.<sup>36</sup> Pathways is progressing in this regard. During the most recent exercises, logistics teams confirmed availability, acceptability and capabilities of air and sea nodes and conducted assessments of potential command and control (C2) locations. During the 25<sup>th</sup> Infantry Division's movement into Japan, it was discovered that the port of Tomakomai was not usable. An alternate port some 90 kilometers away was accepted and utilized. Lessons such as these challenge commanders, staffs and country teams and reinforce the overall "Reconnaissance" value of the Pathways model.<sup>37</sup> Pathways efforts and lessons learned serve to test partner sustainment capabilities and identify our own problems. It is an initial preparation of the battlefield, if you will.<sup>38</sup> Working through such obstacles on the ground and citing areas for future training focus and improvement is an important outcome of the Pathways exercises, particularly when it comes to the Army with its Title 10 responsibilities for theater setting and sustainment.

When it comes to shaping and establishing military partnerships in the PACOM AOR, Landpower serves as the centerpiece. Furthermore, the Army is well suited for

the job. Although dominated by maritime and air space, the Asia-Pacific region is home to six of the world's largest armies.<sup>39</sup> Additionally, the nations with militaries in the region value ground defense above all else. This is because they understand what Landpower provides, the protection of sovereignty. Of the twenty seven major military partners in the region, twenty one have Army officers as their chief of defense.<sup>40</sup> This sets the scene for a natural cooperation between U.S. ground forces and armies in the region. This answers not only the PACOM Commander's intent on shaping the AOR, but also the Defense Strategic Guidance emphasis on building partnerships.<sup>41</sup>

The focus on partnerships with nations like Indonesia and Malaysia is yielding deeper ties with a more diverse set of multinational partners. These partnerships help allow the United States to reject any role of intimidation in resolving regional territorial disputes. They also reassure allies.

### Win

If deterrence and shaping fail, the U.S. Army, along with the other elements of U.S. Landpower, must be prepared to enable the USPACOM joint force to win. During times of war, the Joint Force Commander leverages the versatility of Landpower to direct synergy across the domains. The primary roles of Landpower include gaining initial entry, offensive and defensive operations, wide area security, stability and reconstruction operations, and covert or deep shaping operations. A Commander may apply offensive operations to seize key terrain, protect valuable infrastructure, or to defeat enemy land forces or specified capabilities. Commanders may also employ Landpower in the defense to protect sovereignty of U.S. or allied territories, gain operational leverage or to buy time. The Army, as the major element of Landpower, holds the most robust theater setting assets, providing the bulk of this capability in the

forms of command and control, communications, air and missile defense, logistics, engineering, and force protection.<sup>42</sup>

The additional Landpower that Pacific Pathways brings to the PACOM AOR enables the CCDR to more effectively synchronize the joint force across all domains. The Pathways programs and exercises place a ready, capable and regionally aligned force that can conduct ground missions across the spectrum; from combat to security operations. Although the combat power participation in the Pathways is routinely that of a brigade, the exercises and deployments provide the nucleus for expansion to support tailored combat operations or major campaigns.

Of the many operational challenges the Commander USPACOM faces, gaining access may be among the most difficult. The nature of heavily defended A2/AD capabilities makes attacking them, either kinetically or non-kinetically, more difficult than ever.<sup>43</sup> Cross domain solutions are required in order for manned and unmanned weapons systems to penetrate adversarial A2/AD capabilities. In the A2/AD battle, countering enemy technologies becomes the imperative. Anti-access denial operations also have a human objective, however, and defeating them will still be prevalent.<sup>44</sup> Landpower provides the Joint Force Commander the means to gain access to an otherwise denied area. The commander may employ Landpower to assist in disruption or destruction of adversarial A2/AD functions or to seize key terrain, facilities or command nodes outside the adversary's A2/AD coverage area. This intelligent employment of Landpower complicates the adversary's A2/AD solution and fully enables the employment of U.S. military forces across the domains.

In times of conflict, the Land Forces component undertakes essential tasks, such as securing air and sea ports (especially those in maritime chokepoints that are essential for naval operations), neutralizing threats from land, and denying opposing forces sanctuary. Most significantly though is the land forces' ability to control and influence populations — something almost impossible to achieve from the air or sea.<sup>45</sup>

#### Landpower's Future in the Pacific and the Pathways Role

A recent study of the USPACOM AOR forecasts that ground forces will more commonly be called on to respond to foreign disorder, catastrophes, or third party conflicts than they will to overt border-crossing military aggression.<sup>46</sup> The same study identified five pacing archetypes for future ground forces. These include humanitarian response which may involve some combination of stability security and enabling operations, distributed security operations, enable and support operations, peace operations and limited combat campaigns.<sup>47</sup> This leads to the increased probability of the Army's theater setting asset use and wide area security expertise being in high demand. In particular, wide area security requires large numbers of ground forces to succeed. Landpower scholar G.K. Cunningham predicts that Landpower will inevitably be expended in occupation duties and nation building operations in the future.<sup>48</sup> History certainly supports this theory and if this holds true, the requirement for United States ground forces required in the Asia-Pacific will not decrease, but go up instead. Many scholars agree that, despite the predictions that large armies will no longer clash, it would be unwise for strategists to assume that "rogue" states or even sovereign nations will no longer use conventional forces to act against the United States or its allies.

With its capacity building value, joint enabling capabilities and versatility to serve as the foundation for larger mission sets, Pacific Pathways is important to the future in

the PACOM AOR. The Pathways program should however, be balanced with improvements in joint force integration, mission command, and increased Landpower sustainment capabilities. Going forward, United States Army Pacific leaders and planners should explore options in regards to the composition of Pathways force packages and the Command and Control relationships designed for Pathways rotations. This may lead to more successfully supporting contingency operations and to designing scenarios that demand better joint force integration. Recommendations along these lines are offered in the following paragraphs.

The first recommendation is to better tailor the Pathways task organization to support HA/DR operations. The proponents of the Pathways program claim the Pathways force is capable of supporting HA/DR in stride. For this reason, Pathways planners must ensure the force composition includes a logistics package sufficient to support such operations. The current structure of the Pathways force is based on the Stryker Brigade Combat Team (SBCT) units and is tailored for capacity building or to conduct limited security or combat contingency type operations. The force does not contain the large logistical contingent most likely needed to provide support to units beyond the SBCT. The type of support and assistance needed during HA/DR will include and is not limited to the following support capabilities; transportation, civil affairs, water purification, medical support, and staff support to interagency.

The dual purpose (exercise participation and contingency response) nature of the Pathways task force may meet funding limitations. In this case, meeting both requirements could equal reconfiguring the force package to include reducing the number of combat vehicles and combat troops to make room for a sufficient number of

HA/DR enablers. If the Pathways program is seeking to gain relevance in the HA/DR arena, then this must be the approach. Otherwise the U.S. Navy and Marine Corps counter argument to the Army's inclusion of HA/DR could become confirmed.

It is also recommended that upcoming Pathways exercises increase the level of joint integration in preparation for future scenarios. A suggestion is to place a Pathways force under the operational control of the Joint Force Maritime Component Commander (JFMCC) for a portion of the exercise or for the duration. This has several advantages when considering the potential for the application of the Pathways force during HA/DR or during theater setting operations. This C2 relationship also helps the PACOM Commander prepare scenarios which require activation of multiple Joint Operating Areas (JOAs) in the PACOM Theater.

Third, a Pathways exercise should be used as the foundation for rehearsing a land centric contingency which involves gaining initial entry and conducting wide area security operations inland – well beyond the littoral areas. The exercise should be led and commanded by the USPACOM Joint Force Land Component Commander (JFLCC) and all elements of Landpower should be integrated into this exercise. At a minimum, the task organization for this exercise should include a Marine Expeditionary Brigade (MEB), a U.S. Special Forces (SOF) contingent, the Pathways force, and a multinational force. An exercise of this type presents many opportunities for synchronizing the inherent capabilities of the services to meet mission demands. Key tasks to rehearse include linkup of Army and Marine Corps units on the ground, transition of ground C2 from the MEB to an Army Division or Corps Headquarters, and the establishment of Army Theater setting assets.

The Army's Pacific Pathways Program is a creative service model for projecting power, building security abroad and protecting the homeland. The Program places a highly trained, regionally aligned force in motion in the Pacific.<sup>49</sup> As U.S. military strategists look to the future they should consider the Pacific Pathways program as an effective way to add Landpower to the USPACOM Joint Force.

Pathways is effectively supporting the USPACOM Commander's theater engagement strategy and reassuring friendly nations of the United States commitment to security in the Asia-Pacific Region. Given the significance of the Asia-Pacific Rebalance to the prosperity of the United States, the Pathways program should be used as a foundation for more joint exercises in the USPACOM AOR. These types of exercises will answer the demands of our partners and allies, and deter potential adversaries from acting in a way that threatens the stability of the Asia-Pacific Region.

## Endnotes

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<sup>2</sup> Brig. Gen. David T. Zabecki, "Landpower in History, Strategists Must Regain an Understanding of The Role of Ground Forces," *Armed Forces Journal International*, August, 2002, 40.

<sup>3</sup> Barack Obama, *National Security Strategy* (Washington, DC: The White House, February 2015), 7.

<sup>4</sup> Nathan Freier, *Beyond the Last War, Balancing Ground Forces and Future Challenges and Risk in USCENTCOM and USPACOM* (New York: Center for Strategic and International Studies, April, 2013), 9.

<sup>5</sup> Locklear, *U.S. PACOM Strategy*.

<sup>6</sup> Raymond T. Odierno and John M. McHugh, *Army Strategic Planning Guidance, 2014* (Washington, DC: U.S. Department of the Army, 2014), 5.

<sup>7</sup> John R. Deni, *The Future of American Landpower: Does Forward Presence Matter? The Case of the Army in the Pacific* (Carlisle Barracks, PA: U.S. Army War College, June 2014), 29.

<sup>8</sup> Locklear, *U.S. PACOM Strategy*.

<sup>9</sup> COL Tom Galvin, "Military Preparedness," taken from "Colins' Nine Principles of Preparedness" (Carlisle Barracks, PA: U.S. Army War College Department of Command, Leadership, and Management, 2013), 4.

<sup>10</sup> BG Bryan Fenton, Deputy Commanding General, 25th Infantry Division, interview by author, Carlisle, PA, November 8, 2014.

<sup>11</sup> U.S. Joint Chiefs of Staff, *Joint Operations*, Joint Publication 3-0 (Washington, DC: U.S. Joint Chiefs of Staff, August 11, 2011), III-19.

<sup>12</sup> The National Training Center is located on Fort Irwin California. It's purpose is to certify U.S. Army battalions and brigades for world-wide deployment.

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<sup>14</sup> U.S. Joint Chiefs of Staff, *Foreign Humanitarian Assistance*, Joint Publication 3-29 (Washington, DC: Joint Chiefs of Staff, March 17, 2009).

<sup>15</sup> Locklear, *US PACOM Strategy*.

<sup>16</sup> Bureau for Crisis Prevention and Recovery, *United Nations Development Programme, Disaster-Conflict Interface, Comparative Experiences* (New York: Bureau for Crisis and Prevention Recovery, 2011), 8.

<sup>17</sup> Locklear, *US PACOM Strategy*.

<sup>18</sup> Bureau for Crisis Prevention and Recovery, *United Nations Development Programme Disaster-Conflict Interface, Comparative Experiences*, 9.

<sup>19</sup> U.S. Department of the Navy, *Navy Humanitarian Assistance/Disaster Relief (HA/DR) Operations Planning* TM 3-07.6-05 (Newport, RI: U.S. Navy Warfare Development Command, November 2005), 3-3.

<sup>20</sup> General Vincent K. Brooks, Commander, U.S. Army Pacific, Interview by Center for Army Lessons Learned, Indonesia, September 24, 2014.

<sup>21</sup> U.S. Joint Chiefs of Staff, *Foreign Humanitarian Assistance*, Joint Publication 3-29 (Washington, DC: U.S. Joint Chiefs of Staff, March 17, 2009), III-15.

<sup>22</sup> Statement of Admiral Samuel J. Locklear III, U.S. Navy, United States Pacific Command Commander, *USPACOM Posture Statement* (Aiea, HI: U.S. Pacific Command, March 25, 2014), 18.

<sup>23</sup> Barack Obama, *National Security Strategy* (Washington, DC: The White House, May 2010), 41.

<sup>24</sup> Odierno and McHugh, *Army Strategic Planning Guidance, 2014*, 10.

<sup>25</sup> U.S. Department of the Army, *The Army*, Army Doctrine Publication (ADP) 1 (Washington, DC: U.S. Department of the Army, September 17, 2012.), 1-1.

<sup>26</sup> *Ibid.*, 1-6.

<sup>27</sup> John R. Deni, "U.S. Landpower in Regional Focus, Strategic Landpower in the Indo-Asia-Pacific," *Parameters* 43, no. 3 (Autumn 2013), 81.

<sup>28</sup> Fenton, interview by author.

<sup>29</sup> Brooks, Interview by Center for Army Lessons Learned.

<sup>30</sup> Brigadier General Dan Karbler, *Boots on Our Ground, Please!: The Army in the Pacific*, [https://twitter.com/steven\\_metz/status/537616849538519041](https://twitter.com/steven_metz/status/537616849538519041) (accessed February 16, 2015).

<sup>31</sup> Brooks, Interview by Center for Army Lessons Learned.

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<sup>33</sup> Brooks, Interview by Center for Army Lessons Learned.

<sup>34</sup> G.K. Cunningham, *Landpower in Traditional Theory and Contemporary Application* (New York: Strategic Studies Institute, April 2002), 168.

<sup>35</sup> Strategic Landpower Task Force: *Strategic Landpower in U.S. Conduct of Modern Warfare* (Carlisle Barracks, PA: U.S. Army War College, November 5, 2014), <http://www.strategicstudiesinstitute.army.mil/index.cfm/articles/strategic-landpower-in-us-conduct-of-modern-warfare/2014/11/05> (accessed January 25, 2015).

<sup>36</sup> U.S. Joint Chiefs of Staff, *Joint Operations*, Joint Publication 3-0 (Washington, DC: U.S. Joint Chiefs of Staff, August 11, 2011), II-8.

<sup>37</sup> Lanza, "Pacific Pathways 14 Update."

<sup>38</sup> Fenton, interview by author.

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<sup>40</sup> Deni, *The Future of American Landpower*, 3.

<sup>41</sup> Leon Panetta, *Sustaining U.S. Leadership: priorities for the 21<sup>st</sup> Century Defense* (Washington, DC: U.S. Department of Defense, 2012), 2-3.

<sup>42</sup> Freier, *Beyond the Last War*, 72.

<sup>43</sup> "Air Sea Battle," May 2013, 11, <http://www.defense.gov/pubs/ASB-ConceptImplementation-Summary-May-2013.pdf> (accessed February 13, 2015).

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<sup>45</sup> Peter J. Dean, "Air-Sea Battle and the Utility of Land Power in the Asia Pacific," *East Asia Forum*, October 5, 2012, <http://www.eastasiaforum.org/2012/10/05/air-sea-battle-and-the-utility-of-land-power-in-the-asia-pacific> (accessed January 25, 2015).

<sup>46</sup> Freier, *Beyond the Last War*, 9.

<sup>47</sup> *Ibid.*, 60.

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<sup>49</sup> Fenton, interview by author.