

Organization

UCP CHANGES

The Secretary of Defense announced changes on February 7, 1996 to the unified command plan (UCP) which allocates responsibilities among combatant commands. This plan provides guidance to unified combatant commanders; establishes their missions, responsibilities, and force structure; delineates geographic areas of regional combatant commanders; and specifies the responsibilities of functional commanders. The five regional commands are U.S. European Command (EUCOM), U.S. Pacific Command (PACOM), U.S. Atlantic Command (ACOM), U.S. Southern Command (SOUTHCOM), and U.S. Central Command (CENTCOM); the four functional commands include U.S. Space Command (SPACECOM), U.S. Special Operations Command (SOCOM), U.S. Transportation Command (TRANSCOM), and U.S. Strategic Command (STRATCOM).

The Americas. The SOUTHCOM area has been expanded to include the waters adjoining Central and South America and the Gulf of Mexico, formerly ACOM responsibilities. This will enhance interaction between SOUTHCOM and the navies of Central and South America as well as assign control of all U.S. military activities in the Caribbean basin and Central and South America to one unified commander. This transfer is being implemented in distinct phases. The first, which shifted responsibility for the waters adjoining Central and South America, occurred on January 1. The second phase, to be implemented by the Secretary not earlier than June 1, 1997, will transfer an additional portion of the Atlantic Ocean, the Caribbean Sea and its island nations, and the Gulf of Mexico to SOUTHCOM (a map of the region will accompany the JFQ Forum on "The Security of the Americas" in the next issue).

The Gulf Region. The boundary between the PACOM and the CENTCOM areas has been adjusted to assign responsibility for the Arabian Sea and part of the Indian Ocean to CENTCOM. This transfer moved the boundary away from choke points in the region and provides CENTCOM with the land, sea, and air battlespace needed to conduct joint operations and training.

Strategic Reconnaissance. The mission of STRATCOM has assumed responsibility for the conduct of global airborne reconnaissance in support of strategic operations, the single integrated operation

plane (SIOP), or other strategic missions as directed.

By law the plan is reviewed periodically by the Chairman. The most recent review was concluded early last year and the Chairman's recommendations were submitted to the Secretary of Defense who then forwarded them to the President who approved the new UCP December 28, 1995. **JFQ**

STANDING JTF HEADQUARTERS

When confronted by a pending crisis that requires military action, the principal response is to form a joint task force (JTF) under ad hoc headquarters. Unfortunately, this method of standing up JTF headquarters precludes quick attainment of staff efficiency and effectiveness, both of which are critical to crisis action planning. To eliminate these problems, the Marine Corps established the core of a standing JTF headquarters in December 1995. Formally designated Standing Joint Task Force Headquarters (SJTF HQ), Marine Forces Atlantic, and located at Camp Lejeune, it is being organized and equipped to rapidly respond to crises anywhere along the world's littorals.

The core of SJTF HQ was formed around 49 marines and sailors with joint experience and is scheduled to expand the nucleus to include nearly 200 members drawn from every service. While the JTF headquarters will be able to execute a lesser regional contingency for combatant commanders, its primary focus will be on military operations other than war (MOOTW).

SJTF HQ is currently undergoing initial staff training and identifying long-term equipment and support needs. The target date for achieving a fully capable, joint nucleus with expeditionary C-I capabilities is August 1997. Thereafter, the unit will continue to refine its tactics, techniques, and procedures and to increase its operational expertise through follow-on training and exercises. The inaugural exercise deployment is slated for September 1996 when it will serve as the combined JTF headquarters under U.S. Southern Command for Fuerzas Aliadas Riverine '96.

For additional information, the Standing Joint Task Force Headquarters may be contacted at (910) 521-8581/DSN 484-8581. **JFQ**

Doctrine

JOINT DOCTRINE WORKING PARTY

The 16th meeting of the Joint Doctrine Working Party was hosted by the Joint Warfighting Center at Fort Monroe on October 24 and 25, 1995. The center is an integral part of the Directorate for Operational Plans and Interoperability (J-7), Joint Staff, and assists the Chairman, service chiefs, and CINCs by developing and assessing doctrine for joint and multinational operations as well as by providing support for joint and multinational training and exercises.

At the meeting, the Chairman commended working party members for their achievements but stressed the need to refine doctrine through high-level debate, specifically recommending JFQ as an ideal forum in which to conduct an exchange of ideas. He also emphasized that warfighting must be based on joint doctrine and that senior leaders must become more involved in the joint doctrine process. Joint pubs, the Chairman said, must be living documents that test the validity of joint doctrine in operations and exercises. Moreover, he indicated that doctrine development must be disciplined yet flexible to take advances in technology into account.

In a follow-up to this meeting, the Chairman approved a "Joint Doctrine Awareness Action Plan" to keep joint doctrine at the forefront of military affairs. The plan will inaugurate a series of professional products to enhance joint doctrine awareness throughout the Armed Forces.

The next meeting of the Joint Doctrine Working Party will be held on April 16-17 in Norfolk, Virginia. **JFQ**

Education

NEW PEACEKEEPING CENTER

Founded by the Canadian government, the Lester B. Pearson Canadian International Peacekeeping Training Centre began its activities in April 1995. The centre offers programs on every aspect of peacekeeping to intermediate and senior leaders including interdisciplinary cooperation, negotiation and mediation techniques, personal support for peacekeepers, the maritime dimension of

peacekeeping, human rights in peacekeeping, refugees and displaced persons, investigating atrocities and crimes against humanity, the legal framework of peacekeeping, military operations, and administrative and logistical problems of peacekeeping missions.

The Peacekeeping Management, Command, and Staff Course is the capstone activity and aims to develop an international, multidisciplinary group of leaders capable of assuming positions in their respective organizations. This seven-week course includes field trips to U.N. headquarters in New York as well as to the peacekeeping mission in Haiti.

Of particular interest is a visiting scholar program open to experts from around the world which has attracted scholars from Japan, Italy, and the United States. Moreover, a Korean officer recently became the first fulltime international faculty member. The centre has hosted military and civilian participants from more than forty countries and is forging ahead with a number of activities in the areas of research, education, and training.

For further details, write: Pearson Peacekeeping Centre, Cornwallis Park, P.O. Box 100, Clementsport, Nova Scotia BOS 1E0; telephone: (902) 638-8611; FAX: (902) 638-8888. **JFQ**

STRATEGIC LANDPOWER ESSAY CONTEST

The U.S. Army War College and the U.S. Army War College Foundation have announced the first annual "Army War College Strategic Landpower Essay Contest." The topic of all entries must be related to the advancement of professional knowledge of the strategic role of landpower in joint and multinational operations. A cash prize of \$1,000 will be awarded for the best essay. Entries must be postmarked on or before May 1, 1996. For more information write to COL John Bonin, USA, ATTN: DMSPO, U.S. Army War College, Carlisle Barracks, Pennsylvania 17013, or telephone (717) 245-3435/DSN 242-3435. **JFQ**

JOINT WARFIGHTING ESSAY CONTEST

The U.S. Naval Institute is inviting entries in the annual "Colin L. Powell Joint Warfighting Essay Contest." Essays

should focus on combat readiness in a joint context—persuasive discussions of tactics, strategy, weaponry, combat training, force structure, doctrine, operations, organization for combat, interoperability, or other issues involving two or more services. Submissions from both military personnel and civilians are welcome but must be postmarked on or before April 1, 1996. The three best essays will be awarded cash prizes of \$2,500, \$2,000, and \$1,000 and published in the *Proceedings*. Contest rules and further details are available by writing the U.S. Naval Institute, 118 Maryland Avenue, Annapolis, Maryland 21402-5035, or by contacting Valry Fetrow at (410) 268-6110. **JFQ**

AIR FORCE HISTORY SYMPOSIUM

The Air Force History and Museums Program has issued a call for papers to be given at a two-day symposium, entitled "Aim High: History of the U.S. Air Force, 1947-1997," to be convened in Washington during either April or May 1997 to commemorate the 50th anniversary of the service. For particulars write: Dr. Jacob Neufeld, ATTN: AFHSO/HOX, 110 Luke Avenue (Suite 405), Bolling Air Force Base, Washington, D.C. 20332-5113; or FAX: (202) 767-5527. **JFQ**

For 100 years, the New York Public Library has been a haven for readers. It is also a research center and a refuge for writers.

—The New York Times

JFQ is only in its third year of publication, but you'll find the journal in the periodical reading room at the New York Public Library. Does your agency or institution subscribe to America's joint professional military journal? Why not tell your librarian about *JFQ* so that your colleagues don't miss what you've come to expect each quarter.

Periodical Literature

- Gary W. Anderson, "Campaign Planning for Operations Other Than War," *Marine Corps Gazette*, vol. 80, no. 2 (February 1996), pp. 45-47.
- Henry A. Black, "The Service Component Command," *Marine Corps Gazette*, vol. 80, no. 1 (January 1996), pp. 49-51.
- Randall G. Bowdish, "The Revolution in Military Affairs: The Sixth Generation," *Military Review*, vol. 75, no. 6 (November-December 1995), pp. 26-33.
- Robert J. Bunker, "Rethinking OOTW," *Military Review*, vol. 75, no. 6 (November-December 1995), pp. 34-41.
- Eliot A. Cohen, "Airpower, the Next War, and the Marine Corps," *Marine Corps Gazette*, vol. 79, no. 11 (November 1995), pp. 38-44.
- John M. Collins, "Military Intervention: A Checklist of Key Considerations," *Parameters*, vol. 25, no. 4 (Winter 1995-96), pp. 53-58.
- R.L. DiNardo and Daniel J. Hughes, "Some Cautionary Thoughts on Information Warfare," *Airpower Journal*, vol. 9, no. 4 (Winter 1995), pp. 69-79.
- Peter Fromm, "War and OOTW: Philosophical Foundations," *Military Review*, vol. 75, no. 5 (September-October 1995), pp. 57-62.
- Ken Given, "A Revolution in Military Affairs—The Stuff of Fables?" *Australian Defence Force Journal*, no. 116 (January-February 1996), pp. 5-10.
- William R. Hittinger, "Making the Joint Readiness Training Center a Real Joint Exercise," *Marine Corps Gazette*, vol. 80, no. 2 (February 1996), pp. 35-37.
- F.M. Lorenz, "Forging Rules of Engagement: Lessons Learned in Operation United Shield," *Military Review*, vol. 75, no. 6 (November-December 1995), pp. 17-25.
- James F. Miskel, "Observations on the Role of the Military in Disaster Relief," *Naval War College Review*, vol. 49, no. 1 (Winter 1996), pp. 105-14.
- James T. Quinlivan, "Force Requirements in Stability Operations," *Parameters*, vol. 25, no. 4 (Winter 1995-96), pp. 59-69.
- David A. Smith, "Who Needs the Secretariats," *U.S. Naval Institute Proceedings*, vol. 121, no. 12 (December 1995), pp. 42-44.
- William G. Welch, "We're Still Not Joint," *U.S. Naval Institute Proceedings*, vol. 122, no. 2 (February 1996), pp. 59-61. **JFQ**