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JOINT FORCE LAND COMPONENT COMMANDER COURSE

By COL Jerry Johnson
Department of the Army Support Branch

During the week of 21-28 February 2004, the U.S Army War College held the initial Joint Force Land Component Commander Course (JFLCC). This "pilot" course was a success, and adjustments will be made to make it even better in the future. The mission of the one-week course is to assist in preparing general officers to function effectively as a Land Component Commander in the joint environment. Following completion of the JFLCC Course, graduates are expected to have improved ability to: (1) formulate, prepare for, and execute land operations that support the Combatant Commander in the accomplishment of national policy objectives, (2) form a Land Component Command and supervise its functions, (3) coordinate the conduct of operations in conjunction with other functional commands (i.e., air, maritime, and special operations), and (4) lead and manage sustained land-dominance operations in an environment involving the interagency, international, and nongovernment organizations, as well as the international media.

The plans for the course presently include conducting three iterations the first year and then one each quarter thereafter. The target audience is Army and Marine Corps general officers, BG through LTG, especially Corps/Division Commanders and Deputy/Assistant Commanders. The goal is 12-14 general officers per course, with slightly more (up to 20) during the first year.

The Department of Military Strategy, Planning, and Operations is the lead department for the course and provides the course director. As course director, COL Jim Embry led the efforts in planning, designing, coordinating, and executing the pilot course. Instructors and facilitators for the course included Army War College faculty, Training and Doctrine command (TRADOC) subject matter experts (SMEs), and selected guest speakers. The Center for Strategic Leadership and the Chief of Information Office provided assistance as necessary to help make this a first-class event.

Additionally, in order to provide the best in leadership and experience for this training opportunity, the TRADOC Commanding General selected retired and active general officers who had previously served as a Land Component Commander to be mentors for this course. Senior Mentors during the pilot course were Lieutenant General David McKiernan, General (retired) Frederick Franks (former VII Corps and TRADOC Commander), and Lieutenant General (retired) Edwin P. Smith (former US Amy Pacific Commander).

Under the direction of the senior mentors in a seminar environment, JFLCC attendees received briefs on selected topics from Colonel-level SMEs and guest speakers. Using these briefs, the mentors led an exploration of the challenges and possible impediments to action in forming and executing the roles and responsibilities of functional Land Component Command at the theater/operational levels of war. The course also included a practical exercise as a basis for attendees to develop and provide guidance and formulate solutions to Land Component Command challenges. In keeping with the intent to keep the course current, the pilot course also included vignettes and insights observed from such recent operations as OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM.

The pilot course provided some valuable insights on the content and structure for the first full course, 16-22 May 04, that will include fourteen attendees and include full joint/combined participation by senior land, air, maritime, and coalition (British) commanders. Improvements will include an expanded discussion of effects-based operations, senior component commander communications/teaming, and increased coverage of interagency and international factors effecting campaign planning.

Army attendees for the pilot course included Lieutenant General John R. Vines, Commanding General for XVIII Airborne Corps and Fort Bragg; Major General Russel L. Honore, Commanding General Joint Force Headquarters for Homeland Security, USNORTHCOM; Major General Eric T. Olson, Commanding General 25th Infantry Division (Light); Brigadier General Gary M. Jones, Commanding General U.S. Army Special Forces Command (Airborne), Brigadier General Mark E. O'Neill, Deputy Director of Strategy, Plans and Policy, Deputy Chief of Staff, G-3, U.S. Army; Brigadier General Jose D. Riojas, Assistant Division Commander (Support), 3rd Infantry Division; Colonel Yves J. Fontaine, Commander 1st Corps Support Command, XVIII Airborne Corps; and Colonel

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Lieutenant General McKiernan was selected by the TRADOC Commander to serve as a mentor for the inaugural Joint Force Land Component Commander Course (JFLCC)

John E. Sterling, Jr. Commander, 18th Theater Army Engineer Brigade/Deputy Chief of Staff, Engineer. The two Marine attendees were Major General James N. Mattis, Commanding General, 1st Marine Division, and Major General James F. Amos, Commanding General 3rd Marine Aircraft Wing.

By preparing senior officers to function effectively as Land Component Commanders in the joint environment, this course represents a very important addition to the responsibilities of the Army War College and will prove valuable to our national defense.

MISSILE DEFENSE ACTIVATION REHEARSAL AND TESTING

By COL Dale Eikmeier
Joint and Multinational Issues Branch

The Center for Strategic Leadership hosted the fourth event of the Army's Joint Program Office's Missile Defense Activation Rehearsal and Testing (MDART) series of exercises at Collins Hall the week of 26 through 30 January. MDART's objective is to "integrate execution of ground-based midcourse defense (GMD) test events across organizations, functions, and ranges in preparation for the first interceptor launch from the Kodiak Launch Complex in FY 05. More simply, MDART is a technical rehearsal and wargame to ensure synchronization of key players and events leading up to the test launch.

Participants included representatives from the Missile Defense Agency, U.S. Strategic Command, Army Space and Missile Defense Command, the state of Alaska, Alaska Command, National Guard Bureau, the U.S. Coast Guard, the U.S. Army Corps of Engineers, the test ranges, and several defense contractors. The exercise organized participants into regional teams representing the various test sites and functional teams that focused on issues, critical events, risks, and actions. Site teams included Colorado Springs, Kodiak Launch Complex, Fort Greely/Eareckson Air Station, Regan Test Site, and Vandenburg/Beal Air Force Bases. Functional teams included facilities/construction, transportation/logistics, range safety, communications, environmental, and security/force protection.

The exercise concluded with a plenary session and a Senior Leader Seminar on 30 January that discussed the program's plan, issues and recommendations, indicators of failure, and unfunded requirements. MDART successfully met its objectives of integrating test and evaluation programs across the sites, refining the test bed plans, and providing documentation and analysis of test bed issues.

Insights, data, and discussions from conferences such as MDART are used by Collins Hall to update and revise classroom instruction and wargaming simulations such as the Strategic Crisis Exercise (SCE), thus keeping the Army War College's curriculum on the cutting edge.

CENTER FOR STRATEGIC LEADERSHIP ELECTIVE COURSES

By Mr. William Waddell
Science and Technology Division

In order to meet the emerging requirements for senior military leaders in the 21st Century, the Center for Strategic Leadership develops and presents a series of electives for resident and distant education students of the U.S. Army War College (USAWC). These courses investigate a diverse set of subjects designed to challenge future military decision makers in the areas of strategic operations and planning, information operations, and modeling and simulation. The Center also provides academic classrooms and support to other USAWC courses. The elective courses are designed to support and expand on the issues and concepts presented to the students during the core curriculum, providing students with the ability to specialize in their course work or to take courses in areas of study that are of special interest to them.

For the resident students, there are four courses that provide the opportunity for hands-on development in the Strategic Crisis Action Planning process. These include SCAP (Strategic Crisis Action Planning), JLASS (Joint Land, Aerospace, and Sea Simulation), Strategic Planning: Practical Applications, and JCAP (Joint Crisis Action Planning and Execution across the Spectrum of Conflict). SCAP is an interactive planning course where students are provided a scenario and utilize real-world command and control systems to conduct their planning. Faculty instructors and facilitators add a sense of reality to the planning process. JLASS provides students with the opportunity to conduct strategic planning while coordinating with sister senior service colleges to meet the scenario challenges. This course culminates with a trip to Maxwell AFB for the final "wargaming" of each institution's planning. Both Strategic Planning and JCAP are experiential courses in strategic planning—outlining the planning process in both the corporate world and in the Regional Combatant Commander (RCC) arenas.

There are five courses that look at strategic issues: Just War Analysis, Peace and Stability Operations, Weapons of Mass Destruction, Urban Operations, and U.S. Defense Policy. These courses provide students the opportunity to consider major emerging strategic issues with regard to past successes and future considerations. In each course, students look into the major military considerations for the national strategy, research specific historic operations, and present future considerations in both presentation format and written papers. Additionally, there are two courses considering strategic logistics, including the industrial base, and two courses in geographic and environmental security.

In the area of information operations, CSL contributes to five courses, including the two-term "Information Operations Track", course. This track covers the strategic areas of Information Operations (IO) concepts and planning, provides courses in emerging operational concepts and technology, and facilitates the students in IO planning by providing opportunities for students to write and brief the IO plans for the Warfighting Studies Program elective. Additional courses offered by CSL in the area of information operations include Implications of Network Centric Warfare, Information Warfare: Current Issues and Strategic Issues, and Modern Aids to Command and Control Warfare. Each of these courses offers students insights into the warfare areas of Information Operations while looking into the future of IO in terms of methods and technology. Issues such as network and operations security, deception and psychological operations, electronic warfare, computer network operations, and civil/military and public affairs are discussed in detail. The use of computer networks assists in several of the classes.

Finally, CSL offers two courses in the area of modeling and simulation. These courses provide hands-on opportunities to consider decision analysis and modeling, simulation, and gaming. Students use computers on the CSL network to facilitate their learning opportunities. There are also several courses that take advantage of Collins Hall's state-of-the-art facility, including Center of Gravity Determination and Non-lethal Weapons..

Distant education students are provided course opportunities in Crisis Planning and Strategic C2 systems, Network Centric Warfare, Peace and Stability Operations, and Strategic Logistics. These courses, although abbreviated from the resident curriculum, provide students with insights and hands-on opportunities concerning the specified subjects.

Future courses being developed for Academic Year 2005 include a simulation-driven course in the emerging "Proteus" concept; a set of insights for planners and intelligence analysts in the development of future plans. This course will use the Collins Hall simulation capabilities to provide the opportunity to experience these insights in a computer-assisted wargame. Additionally, the Simulations Group is developing a course in the potential use of a role-playing simulation (RPS) in an experiential education environment. This course will provide a hands-on simulation experience for students while they work through a dynamic scenario.

The Center for Strategic Leadership continues to provide the U.S. Army War College with a robust, diverse, timely, and future-looking set of courses that will prepare future military leaders with the tools and education to meet emerging strategic and operational situations.

INTERNATIONAL PERSPECTIVES ON HOMELAND SECURITY

By Prof Bert Tussing
National Security Issues Branch

In order to gain a better understanding of international perspectives on issues of Homeland Security and Counterterrorism, the Center for Strategic Leadership's Professor Bert Tussing recently attended a Homeland Security Conference in London. The conference was held from 23 to 24 February, and included presentations offering domestic security perspectives from the governments of the United Kingdom, the United States and Norway; from NATO and the European Union; from Interpol and Europol; and from several representatives of the European private sector. Among the "functional areas" that came under examination in the forum were port security and maritime defense; public and private sector attacks on terrorist financial infrastructure; defense against chemical, biological, radiological and nuclear attack; and cooperative ventures against terrorism across the spectrum of international law enforcement.

The Right Honorable Bruce George, Chairman of the Defence Select Committee, House of Commons, began the conference with an analysis of the current developments in Homeland Security policy and doctrine within the UK. Mr. David Veness, OBE QPM, the Assistant Commissioner for Specialist Operations followed with a presentation on the London Metropolitan Police Service latest initiatives in combating terrorist operations within the United Kingdom. Mr. Veness opined that that the greatest challenge for the world community is to be as flexible in our global response as is the global threat itself. Following his presentation, an assessment of cyber-security initiatives within Great Britain's private sector was offered by Mr. Roger Cumming, Director of the British National Infrastructure Security Coordination Centre.

Some key aspects of the national viewpoint of the United States on Homeland Security and Homeland Defense were presented by Assistant Secretary of Defense for Homeland Defense, the Honorable Paul McHale; and Mr. Karl Wycoff, Deputy Coordinator for the Department of State Office of the Coordinator for Counter Terrorism. Mr. McHale spoke on new initiatives being undertaken by the U.S. Department of Defense in conducting the Global War on Terrorism, emphasizing the two sides of DoD's domestic security mission, Homeland Defense and Civil Support. He reminded his audience that domestic defense must begin as far from our nation's shores as possible, reiterating the importance of the maintaining a *global* perspective in the Global War on Terror. Mr. Wycoff reinforced Mr. McHale's position while describing the essential role diplomacy plays as a key element of national power to be utilized against terrorism. The importance of an interagency approach to the United States' battle against terrorism continued in a presentation offered by Supervisory Special Agent Frank Battle, Chief of the FBI Counter Terrorism Division's Operational Response Section, who reviewed the Bureau's involvement in homeland security operations in his presentation, "Neutralizing National Security Threats in the U.S."

Current initiatives in the area of Critical Infrastructure Protection in Norway were put forward by Mr. Jan Erik Larsen, Director General of the Norwegian National Security Authority. Mr. Larsen drew attention to a series of studies surrounding infrastructure protection that will be conducted by Norway's prestigious Defense Research Establishment (Forsvarets forskningsinstitutt–FFI), under the cognizance of the Norwegian National Security Authority. These reports will be simultaneously prepared for both the Minister of Defense and Minister of Justice, for military and civil sector considerations, respectively.

Strategies from both NATO and the European Union were presented at the forum. A NATO perspective was provided by Dr. Deniz Beten, Head of the Threats and Challenges Section of the Public Diplomacy Division of NATO, in her presentation, "Prevention of and Responses to Threats of Social Disruption." Dr. Beten was clear in her message that NATO is no longer just a political and military forum, but has evolved to address a broader "security" mission across more of an interagency perspective, and thereby empowering an enhanced collective response. Following Dr. Beten's presentation, a discussion on initiatives taken by the European Union improve homeland security among its member states was led by Dr Gustav Lindstrom, a research fellow with the European Union (EU) Institute for Security Studies. Dr. Lindstrom followed a common line of thinking at the symposium, noting that the multidimensional nature of the threat requires a multi-pronged approach from the EU. This multifaceted requirement will necessarily include sharing responsibilities in monitoring a complex and pervasive threat; free information exchange regarding that threat; and establishing an open environment in which to develop cooperative initiatives.

Several presentations dealt with responding to terror through law enforcement efforts, both nationally and internationally. Mr. Willie Deridder, Executive Director for the International Criminal Police Organization (Interpol) provided a perspective on "Interpol's Efforts in countering the Global Threat of Terrorism," explaining how the Global War on Terrorism was being addressed by the organization's 181 member countries. In the presentation "Europol and Homeland Security in Europe," Mariano Simancas, Deputy Director of Europol, offered a presentation on that agency's assessment of the current European threat. He explained that Europol has four mandates in this arena: Combating Terrorism; Halting the Trafficking of Nuclear/Radioactive Substances; Stemming the Flow of Arms, Ammunition, and Explosives; and Monitoring Racism and Xenophobia. Mr. Simancas emphasized that all four of these mandates are integral components of Europol's battle against terrorism. He closed with a warning over the

development of a pronounced "anti-globalist" movement in many parts of Europe, which, while not yet categorized as terrorist, shows ominous inclinations in that direction.

Two presentations were offered dealing with the financial aspects of the struggle against terrorism: "The Commercial Sector's Role in Combating Terrorism," presented by Mr. Bob Upton, head of Lloyds of London Money Laundering Prevention and Monitoring; and "Fighting the Financial War on Terrorism," presented by Detective Chief Inspector Steve Ratcliffe of the Metropolitan Police Service National Terrorist Financial Investigation Unit. These presentations framed the role of the commercial financial sector in these efforts as encompassing a "social, moral and ethical imperative." Moreover, they showed the clear effectiveness of the sector's efforts in these regards, noting (for instance) that 80-90% of the information leading to the 9-11 hijackers came to authorities by way of financial investigations.

Measures surrounding international diplomacy and transnational law enforcement were examined in three presentations dealing with maritime security at the forum. Mr. Chris Trelawny, Senior Technical Officer of the Maritime Security Section of the International Maritime Organization (IMO), presented an assessment of new threats to the shipping industry, which the IMO believes are tied closely to the growing problem of piracy on the open seas. In response, the IMO has developed special measures to enhance maritime security through the medium of the International Ship and Port Facility Security Code (ISPS Code), which contains requirements for governments, port authorities, and shipping companies. This Code epitomizes new attitudes toward shared responsibility between the public and private sector in the Maritime Domain.

In outlining the United States Coast Guard's role in Homeland Security, Vice Admiral James Hull, Commander of the Coast Guard Atlantic Area, described the capabilities and responsibilities of the Coast Guard surrounding port security and protection of the homeland. The Admiral commented on the paramount importance of international partnerships in Maritime Security endeavors, hearkening again to the role of the IMO, the importance of the ISPS Code, and other issues designed to make the maritime

regime more secure while facilitating the free flow of commerce around the world.

Mr. Douglas Browning, the Deputy Commissioner for the Bureau of Customs and Border Protection, Department of Homeland Security addressed the vital importance assigned in the United States to developing and sustaining border protection initiatives. He continued a theme heard throughout the two-day symposium that emphasized the critical role of information and intelligence exchange in protecting our shared borders. Mr. Browning showcased a host of new national and international initiatives that have already contributed to greater security along our coasts and borders, including the Trade Act of 2002 (which provided for advance "tracking" of inbound and outbound cargo information); the Bio-Terrorism Act (requiring advanced notice for imported food shipments); the Passenger Name Record (PNR) data gathering initiative (for airline passengers traveling to the U.S.); and the U.S. VISIT (Visitor and Immigrant Status Indicator Technology) program, a bio-metrics initiative used to register and track visitors in the United States.

Every speaker, in every presentation stressed the need for cooperation between nations, non-governmental agencies, and between the public and private sectors. Again and again, the message conveyed was that terrorism was a global problem that required a global response. Equal unanimity was stressed over the need to break down artificial barriers that exist to information exchange between all of these entities, and especially between law enforcement and the intelligence agencies. The Right Honorable Mr. George reflected these imperatives succinctly, calling for a seamless integration between warfighting and domestic defense, and saying, "Terrorism cannot be compartmented, as governments tend to do."

The symposium reinforced the fact that outstanding police work is and will continue to be vital to the counterterrorism effort worldwide. Beyond the critical importance of intelligence, the forum reiterated the criticality of this work being coordinated between national and international law enforcement entities to the greatest degree possible. Likewise, integrating efforts to track and cripple terrorists through their financial lifelines will be a crucial element of any strategy against this transnational threat.

As Assistant Secretary of Defense McHale noted, it is vital that domestic defense begin as far as possible from the homeland; but this can only be effectively accomplished through cooperation *between* the homelands. This underscores the necessity of creating and retaining the initiative among our friends and allies, and taking the fight to the enemy. The alternative, to wait passively until the threat materializes on Wall Street, or Downing Street, or the Champs d'Elysées, is to wait too long.

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