# COLLINS CENTER UPDATE

## A Center for Strategic Leadership and Development Newsletter

*Volume 16, Issues 1 & 2* *** DOUBLE ISSUE *** *October 2013-March 2014*

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## CSLD Hosts Inaugural Senior Leader Seminar-Phase II Pilot Course

***Professor Alan Bourque***
*Center for Strategic Leadership and Development*

The Center for Strategic Leadership and Development (CSLD), U.S. Army War College, unveiled the Army's newest General Officer strategic leader development course in March 2014. Under the supervision of the Chief of Staff of the Army (CSA), General Ray Odierno, the Senior Leader Education division developed and implemented the inaugural Senior Leader Seminar Phase II (SLS II) Pilot course. The SLS II course is an integral part of his Army Leader Development Strategy (ALDS) designed to enhance the strategic development of select promotable Army Colonels and Brigadier Generals. CSLD conducted the pilot course from 2-28 March 2014 in Collins Hall, at Carlisle Barracks, along with staff ride trips to the District of Colombia and New York City, NY. A total of 7 Army leaders (3 Colonels and 4 Brigadier Generals) attended the course which was designed in an intimate adult education seminar.

The primary objective of the SLS II course is to educate Colonels (P) and Brigadier Generals to improve their strategic-mindedness and their oral and written communication skills at the strategic level. The course is founded on achieving three critical Army Leader Development Strategy Imperatives:

- Imperative Number 4: "Select and develop leaders with positive leader attributes and proficiency in core leadership competencies for responsibility at higher (national) levels"
- Imperative number 5: "Prepare adaptive and creative leaders capable of operating within the complexity of the strategic environment"
- Imperative number 7: "Value a broad range of leader experiences and developmental opportunities"

The 'select leaders' in this case are young general officers with great potential to serve at the national-level in critical strategic assignments. The secondary objective of the course is to help these officers identify their own developmental gaps and foster individual learning plans to improve their abilities and potential service at the highest ranks in the U.S. Army or Department of Defense.

SLS II's education objectives provided a learning experience focused on thinking, leading, and communicating at the strategic level with the following four themes:

- Understand the Army's role in National Security
- Demonstrate strategic leadership

**An SLS II student orally defends his Op-ed**

# Report Documentation Page

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**SLS II students at the Atlantic Council**

- Understand the principles of strategic communication
- Exercise strategic communication in writing for publication and speaking publicly on issues of strategic Landpower

The course was conducted over a four week period with each week focusing on a specific theme and it included graded course work by the students. Woven throughout the course was a Resiliency and Self-Awareness (RSA) analysis conducted by Dr. Tom Williams and his RSA team. This analysis combines Executive Fitness instruction with personality and leadership evaluations designed to help the students "see themselves" and identify gaps they can individually address. Dr. Williams personally out briefed each participant on their results. A final objective of the pilot course was to determine its potential value to the Army, identify potential modifications for future courses, and develop a recommendation for the CSA regarding a way ahead for the course as a part of his strategic development plan.

The course employed an adult education model to achieve its goals, offering 32 keynote presentations, historic vignettes/ case studies, and panels by a total of 40 subject matter experts followed by extended question-answer periods. After most of these plenary sessions the students participated in a dialogue facilitated by a retired four star General officer serving as the Strategic Facilitator and two retired three star General Officers serving as Strategic Coaches. GEN (Ret.) John Abazaid (USA) and GEN (Ret.) Michael Carns (USAF) served as the Strategic Facilitators for the pilot course. In addition to helping establish relevance and expand upon points made by course speakers, they also provided their unique insight on the role, mindset and attributes of a four star strategic leader. Both generals were completely satisfied with the course and felt it met the CSA's overall objective. Each remarked there is clear merit in continuing the course and volunteered to assist with any future offerings.

The course employed both academic and experiential learning activities, with an emphasis on the latter. The course was based at Carlisle Barracks, but included key off-site engagements in Washington DC and New York City. The lessons leveraged periods of diverse high-level thought, discussion, and performance by inserting rigor, realism, and professional risk in the course through actual engagement with defense industry experts, Congress, think tanks, universities, media members, noted scholars, national security practitioners and other strategic actors. Both the Department of the Army's Office of the Chief of Legislative Liaison (OCLL) and the Office of the Chief of Public Affairs (OCPA) played pivotal roles n the development and execution of these key engagements. They included meetings with: members of Congress, the Atlantic Council, members of the Pentagon press pool and the Council on Foreign Relations.

The national leaders who addressed the group were candid and focused on expanding the strategic view of all the students. Each shared their own personal insights and views on a wide range of topics that included: America's Grand Strategy; National and Defense Economics; Civil Military Relations; Strategic Character; Persuasion; "How Washington Really Works"; Communicating Strategically; Leading a Strategic JIIM Command; Building a Strategic Team; and "How to Provide Best Military Advice" at the national level. The experts provided guidance about the high-visibility, high-expectation world of the strategic leadership gained through their own insights and experiences in positions of responsibility. The long list of luminaries included many notable speakers like: GEN Ray Odierno; GEN Lloyd Austin; GEN Dan Allyn; GEN (Ret) Gordon Sullivan; GEN (Ret.) JD Thurman; Gen (Ret.) Ron Griffith; Gen (Ret.) John Allen (USMC); GEN (Ret.) James Cartwright (USMC); Gen (Ret.) James Mattis (USMC); LTG Tom Bostick; former Secretary of the Army Tom White; former

**SLS II students meet with Dr. Henry Kissinger to discuss America's Grand Strategy**

Under Secretary of Defense for Policy Michele Flournoy; Mr. Jeremy Bash (Former Chief of Staff to the SECDEF); Mr. Chris Chadwick (President and CEO of Boeing Defense, Space & Security) and the highlight of the course a private meeting with former Secretary of State, Dr. Henry Kissinger.

The course required publication of an op-ed piece, the execution of a personal meeting with a member of Congress to discuss Landpower and the CSA's pending testimony, a stand up media interview and external engagements with think tanks and academic audiences on topics relating to Strategic Landpower. The course concluded with an oral defense of the student's op-ed topic to a board of distinguished general officers and academics.

Built-in to the course were multiple opportunities for participants to receive formal feedback on their progress by the Strategic Coaches. LTG (Ret.) David Huntoon and LTG (Ret.) William Troy served as the Strategic Coaches for the course. This is the first time CSLD employed this model. Beyond adding their own views and experiences to discussions, the coaches evaluated the student's participation, understanding of the strategic issues, oral and written work. These sessions helped identify their "strategic gaps" and aided in the design of individual learning plans applicable to their future role as general officers at the national level.

At the end of the program participants had the opportunity to provide their assessment of the course in a broad based After Action Review (AAR) with the CSA and through survey instruments. Building on the success of the pilot program, CSLD is seeking approval to conduct a second pilot course in FY15 before seeking approval for its incorporation into the CSA's general officer development program called the Army Strategic Leadership Development Program (ASLDP). The SLS II pilot course demonstrated the program is a viable and cost-effective way to meet the developmental needs of the Army's brigadier generals and it adds tremendous potential to valuably enhance the Army's pool of future (senior) strategic leaders. Every student, faculty member, presenter, and active and retired general officers expressed overwhelmingly positive reviews of the course. The students also expressed genuine appreciation for the opportunity the Army provided them to be better strategic leaders. All were united in their support for continuing the course and adding SLS II to the CSA's ability to develop strategic leaders to lead the Army into the future.

On 13 May the CSA conducted the final AAR on the pilot course and directed that the course be continued with the next iteration being run in the Fall.

*CSLD*

## Wargame Considers Policy Options for Afghanistan beyond 2014

***Colonel Scott A. Forsythe***
***Lieutenant Colonel Bob Scanlon***
*Center for Strategic Leadership and Development*

Conditions in and around the Islamic Republic of Afghanistan continue to change during 2014. The 5 April 2014 national elections, combined with U.S. and other military force reductions or departures while Afghan government agencies assume full responsibility are just some of the events that promise to alter Afghanistan in the near future and raise questions regarding the role of the U.S. in Afghanistan and the region in the years to follow.

On 14-15 January 2014, the Strategic Wargaming Division, supported by the Analysis, Models and Simulations Division conducted an Afghan wargame to determine factors and considerations deemed significant for policy formulation. The goal was for participants to describe U.S. strategic interests linked to Afghanistan and strategic options available for the U.S. to pursue its interests, while accounting for regional and extra regional interests and objectives. Fifteen regional and subject matter experts from the War College staff and faculty, resident students, U.S. Central Command, government agencies, academia, and think tanks participated in the wargame. The participants were divided into two groups, with each group including a mix of theorists and practitioners; one group was weighted in favor of practitioners, while the other was weighted in favor of theorists. During facilitated, non-attribution sessions each group answered four key questions:

1. What, if any, U.S. national interests exist in the region and to what level (survival, vital, important or peripheral)?
2. What other actors' interests impact U.S. interests linked to Afghanistan?
3. What options should the U.S. consider or pursue to achieve national interests in and around Afghanistan?
4. What risks are associated with the selected options?

The wargame served to identify 10 key considerations for the U.S. regarding future strategic decisions and policies related to Afghanistan and the region:

1. The nexus of Pakistan's nuclear arsenal, the presence of AQ Central and other VEOs and threats to the internal stability of both Afghanistan and Pakistan significantly heightens the importance of this region to the United States over what it would be were any of these elements missing.
2. The stability of Pakistan and Afghanistan are inextricably interlinked; policies that attempt to address one without addressing the other are likely to fail.
3. Unless specific direct linkages between regional stability and an extant threat to the U.S. Homeland can be established, in regions non-contiguous to the United States, regional stability should not be considered a survival or vital interest.
4. Widely shared common interests among multiple stakeholders provide potential opportunities for cooperation and could be a basis for advancing U.S. interests within a multilateral framework.

a. Increased prosperity within Afghanistan and across the broader region was the most widely shared common interest with the least opposition.

b. Almost all of the state actors and international organizations considered have a common interest in keeping their countries (or member states) safe and secure from terrorism.

c. Mitigation of narcotics trafficking was also a widely shared interest with only the Afghan Taliban among the stakeholders considered not identified as sharing this interest.

5. Some interests of other stakeholders in the future of Afghanistan are potential sources of friction that could generate future conflict if ignored.

   a. Significant differences in what each country would view as acceptable security or stability exist. In some instances what would be acceptable to one country might well be unacceptable to another. Such differences appear most likely between India and Pakistan, and Pakistan and Afghanistan.

   b. Interests such as maintaining or increasing influence were viewed in a competitive, sometimes zero-sum framework.

6. Overarching concern about the security or potential employment of Pakistan's nuclear arsenal makes Pakistan more important than Afghanistan to the United States going forward.

7. U.S. policies should evolve from the existing Afghanistan-centric, military-centric policy to a regional Pakistan-centric policy with a more balanced application of all elements of national power within a multilateral framework. All participants acknowledged U.S. budgetary reductions, anticipated reductions in military force structure and increased emphasis on East Asia in overall U.S. national security policy as significant limitations on U.S. policy options for Afghanistan and the surrounding region.

8. The United States should develop a carefully crafted narrative for the transition period to counter an AQ/Taliban narrative that U.S./ISAF military withdrawal represents their victory and strategic defeat for the United States and its partners. The message must be: we are reducing our support to Afghanistan because it is succeeding and needs less support.

9. It will be necessary to carefully manage the transition period, including:

   a. Maintain a CT capability in the region to enable rapid response to emergent threats.

   b. Continuing to build and sustain ANSF capabilities and capacity to provide security.

   c. Maintaining Congressional and public support for devoting sufficient resources for a successful transition in Afghanistan.

   d. Maintaining a narrative that focuses on Afghan success.

   e. 10,000 would be the minimal Army force level for necessary theater setting and enabling capabilities in post-2014 Afghanistan and that number excludes forces to execute Security Cooperation/Security Assistance (SC/SA) and Train, Advise and Assist (TAA) missions.

   f. Because Afghanistan is a land theater and the ANSF is primarily a land force, the Army should expect to provide the vast majority of forces for the SC/SA, TAA and CT missions during an extended transition period required for the ANSF to build and develop the capability to sustain their forces without external assistance.

10. Participants considered and rejected sunk costs arguments as justification for significant future investment of U.S. resources in Afghanistan.

The insights gained from this wargame about the strategic environment in Afghanistan and the region, leveraging the unique capabilities of the Center for Strategic Leadership and Development to design and execute wargames at the strategic level, will help inform Army and Central Command leadership and other Army and Joint audiences on this timely national security issue.

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## Wargame Examines Ways to Assist Iraq in Becoming Secure, Stable and Self Reliant

***Colonel Scott A. Forsythe***
***Lieutenant Colonel Ned Ritzmann***
*Center for Strategic Leadership and Development*

The Republic of Iraq is showing increased instability after the departure of U.S. combat forces in 2011. On 6-7 November 2013, the Strategic Wargaming Division, supported by the Analysis, Models and Simulations Division conducted an Iraq wargame to determine how the United States can use various instruments of national power to help Iraq move toward the future described in the 2010 U.S. National Security Strategy. Twenty regional and subject matter experts from the war college staff and faculty, resident students (including international fellows from the region), U.S. Central Command, academia, and think tanks participated in the wargame.

The participants were divided into two groups and each group was provided with a deliberately extreme future for Iraq, one positive, the other negative. The goal was for the participants to describe how the U.S. could employ various tools to either achieve the positive future or avoid the negative future. Among the key findings of the wargame is that increasing political alienation, especially among Sunni Arabs, has led to renewed support for Al Qaida

in Iraq (AQI) and other violent extremist organizations. In addition, stability in Iraq is driven by the stability of the region. Iraq will not be stable while the Syrian Civil War continues. Moreover, the participants told us that any solution in Iraq must be part of a regional solution, and as such must include Iran.

The insights about the strategic environment in Iraq and the region gained from this wargame, leveraging the unique capabilities of the Center for Strategic Leadership and Development to design and execute wargames at the strategic level, will help inform Army and Central Command leadership and other Army and Joint audiences on this timely national security issue.

**General Odierno, LTG (Ret.) Ed Smith, and LTG (Ret.) William Webster**

*CSLD*

## Combined/Joint Force Land Component Commander (C/JFLCC) Course 2-14

***Professor B.F. Griffard***
*Center for Strategic Leadership and Development*

In June 2003 the Commander, U.S. Army Training and Doctrine Command (TRADOC) identified a need for a program of instruction that prepared selected general officers for "… duty as Joint Force Land Component Commanders (JFLCC) or on staff." From this identified need, the U.S. Army War College developed and executed a concept for the Joint Land Component Commander (JFLCC) course. The course mission was to "Prepare senior officers to function effectively as Land Component Commanders in the joint environment." Following the execution of a successful pilot program in February 2004, the U.S. Army Chief of Staff approved the program and directed that it build upon the positive lessons of Army and Marine Corps cooperation during overseas contingency operations.

Ten years on the program has matured into the Combined/Joint Force Land Component Commanders (C/JFLCC) course with the addition of three permanent international participants representing Australia, Canada, and the United Kingdom. Additionally, the program of instruction represents the dynamism of today's changing global political-military environment. With the conclusion of C/JFLCC 2-14 conducted March 24-28, 2014 the program had 431 graduates representing all the Armed Services, the Defense and Interagency communities, and 106 international partners.

Concentrating on the high end of the Army Leadership Framework model where leaders must operate in an environment of increased uncertainty and complexity, the C/JFLCC course reinforces the goal of preparing general and flag officers for high-level, joint, interagency, intergovernmental, and multinational (JIIM) responsibilities. It is senior warfighting professional continuing education, and is integrated with other, existing general officer training programs, such as CAPSTONE and the Joint Flag Officer Warfighting Course (JFOWC), but does not replicate their content.

The Honorable Paul McHale, former Assistant Secretary of Defense for Homeland Defense, opened the March 2014 course with an overview of the national level decision-making process. He was followed by Mr. Len Hawley, former Deputy Assistant Secretary of State, who discussed civil-military interactions during conflict interventions. General (Retired) J.D. Thurman provided the perspective of a combatant commander, and discussed the relationships between the theater commander and his land component and other functional commanders.

Throughout the week the formal and informal discussion topics included operating in the cyber domain, C/JFLCC-Judge Advocate interactions, the intelligence and logistics challenges of setting a theater for operations, and a lively and stimulating media interface panel. The exchange of experiences and professional expertise between the participants and guest speakers effectively enabled the accomplishment of all course objectives.

As with all programs of this type, input from the Army's senior leaders is critical. The March course benefited from face to face discussions with the U.S. Army Chief of Staff, and the TRADOC and U.S. Forces Command (FORSCOM) Commanders. The key takeaway from these dialogues was that with the end of combat operations comes the challenge for the Army's leaders to train today's force to be prepared to meet tomorrow's challenges.

C/JFLCC graduates leave with the understanding that proficiency in the conduct of sustained land operations in a JIIM context is not a single service, or even a single nation accomplishment. Operations within the global domain will take place in a vague, uncertain, complex, and ambiguous (VUCA) operational environment that will require the effective

application of joint and coalition enablers in order to succeed.

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## Senior Leader Staff Ride Program Concludes Another Successful Year

***Colonel Barry Di Ruzza***
*Center for Strategic Leadership and Development*

The U.S. Army War College's (USAWC) Strategic Leader Staff Ride (SLSR) program for 2013 began in earnest this past April and has since hosted 8 participating organizations. The SLSR is a focused interaction between Army strategic leaders and key leaders from business, academia, and government, and is coordinated by the USAWC's Center for Strategic Leadership and Development (CSLD) in direct support of the Secretary and Chief of Staff, Army's Strategic Communication efforts. The program's goal is to increase awareness and to exchange insights on important strategic issues facing the nation and the Army, and to foster mutually beneficial, long-term, professional relationships and exchanges between the war college and participating organizations.

For over the past ten years the USAWC has conducted over 115 strategic-level staff rides with over 2,200 senior leaders of business, academia, and government, the vast majority of whom are senior-level decision makers in their respective organizations. The SLSR is typically conducted over two days and includes a one-day "staff ride" of the Gettysburg battlefield followed by a day of seminar discussions at Carlisle Barracks, Pennsylvania. During the SLSR, General Officers, senior civilians, and resident students aid in communicating current Army issues to these prominent leaders in America.

Tufts University's Fletcher School of Law and Diplomacy kicked off the 2013 season in early April with 22 participating graduate students enrolled in the International Security Studies Program, including two USAWC Fellows. The Fletcher School prepares students for policy positions within national security organizations and, after a stimulating staff ride to Gettysburg led by Professor Doug Campbell, many students felt that the experience gave them a better appreciation for the Army and mentioned how the experience will better prepare them to serve at the national level in the future.

During the last week of April, CSLD hosted the Hearst Corporation for a very rewarding SLSR. As Hearst is one of the nation's largest diversified communications companies with major interests in newspaper, magazine, and business publishing, television and radio broadcasting, cable network programming, television production and distribution, this made for unique and interesting opportunity for both war college and Hearst participants to exchange ideas on leadership. Mr. Robert Danzig, Dean of Hearst's professional development arm, led 38 senior executives who travelled from 12 different states as well as the United Kingdom to participate in the three day program. Following a Gettysburg Staff Ride led by Dr. Paul Jussel, the Hearst group participated in a half-day strategic decision making and strategic communications exercise facilitated by CSLD's Senior Leader Experiential Education Division.

In Late May, Deloitte, the largest private professional services organization in the world, once again chose the USAWC's SLSR Program to meet their leader development needs. Because of the success they have had with the program over the years, Deloitte has formally institutionalized the SLSR as one of several elements of their intensive leader development program. Mr. Steven Sprinkle, Lead Client Service Partner, along with 4 Principal Partners, and 12 additional Partners travelled from 9 different states to participate in the event. Professor Al Lord led the staff ride to Gettysburg and on the following day, Deloitte enjoyed presentations and discussions on "Senior Leader Development and Resiliency" and "U.S. and Chinese Interests in Africa" facilitated by Dr. Tom Williams and COL Thomas Sheperd, respectively.

Schneider National partnered with the USAWC in late June. Schneider is a premier provider of transportation and logistics services offering the broadest portfolio of services in the industry. A $3.5 billion company, Schneider has provided expert transportation and logistics services throughout North America and China for over 76 years. COL (Ret.) Don Osterberg, a USAWC Alum who now serves as one of Schneider's Senior Vice Presidents, encouraged Mr. Christopher Lofgren, President and Chief Executive Officer, and 10 additional Vice Presidents to use this opportunity to discuss the applicability of lessons from the battlefield of Gettysburg to their complex organization. Professor Lord provided the group with exceptional insights into the lessons of Gettysburg while COL John Mauk and COL Sam White provided the participants with a half-day orientation on the strategic-level gaming and exercises routinely facilitated by CSLD.

In mid-August, Mr. Frank Sullivan, CEO of RPM International, returned to Carlisle Barracks for what has become a welcomed annual partnership. RPM International is a multi-billion dollar corporation that specializes in coatings and sealants. This year Mr. Sullivan, along with 18 senior company executives, including 2 members of their Board of Directors, 2 Presidents, 5 Vice Presidents, and 9 Directors travelled from 6 different states, as well as Mexico, Brazil, Netherlands, and the United Kingdom to visit Carlisle Barracks and Gettysburg. As an RPM board member, General (Ret) John Abizaid accompanied the staff ride and provided invaluable senior leader insight and engagement. The visit also included discussions on "Commander's Intent and the After Action Review" and "Leading and Managing Change," both superbly facilitated by USAWC faculty.

Employing approximately 8,300 people nationwide with $2.8 billion in net sales for 2012, Packaging Corporation of America is the fourth largest of its kind in the United States, producing 2-plus million tons of containerboard annually.

**The Deloitte Group touring the Gettysburg Battlefield**

In late August, Mr. Bruce Ellsberry, Vice President and Eastern General Manager, led 8 PCA Vice-Presidents and General Managers, along with 15 Senior Executives from their customer companies of Hillshire Brands, Berry Plastics, Snyder's-Lance, Jardin Corporation, Little Tikes, McCain Foods, and GalxoSmithKline to participate in the three day program. Steve Knott led the group through an exceptional staff ride where they discussed several strategic leadership lessons including the importance for leaders to clearly communicate their vision and intent, to develop subordinates and do succession planning, and to understand the importance of "leading up." The visit also included discussions on "The Army's Domestic Imperative" and "Leading and Managing Change" facilitated by Prof. Bert Tussing, CSLD, and COL Mike McCrea, DCLM.

In September, Deloitte returned once again to partner with the USAWC. Mr. Mark Edmunds, Lead Client Service Partner, along with 7 Principal Partners, and 10 additional Partners travelled from 9 different states to participate in an SLSR. Professor Len Fullenkamp led the group through a stimulating experience during which the group discussed key strategic leadership issues such as the importance for leaders to simultaneously balance the strategic, operational and tactical levels of leadership. The visit was capped off with seminars on "U.S. and Chinese Interests in Africa" and "Senior Leader Development and Resiliency."

The SLSR program closed the 2013 season in October with Audia Group, a private holding company for three plastics raw materials businesses: Washington Penn Plastics, which compounds polypropylenes; Uniform Color Company, which manufactures plastic colorants; and Southern Polymer, Inc., which brokers the purchase and sale of polyolefin resins. Mr. Rob Andy, CEO along with two board members, one of his company presidents, and five additional Audia Group executives were joined by ten top-level executives from John Deere, Johns Manville, Taghleef Industries, Century Mold, Carlisle SynTech, and ExxonMobil to partner with the USAWC. The group also chose to participate in a half-day strategic decision-making and strategic communications exercise facilitated by COL Muskopf and his experiential education team from CSLD.

In addition to learning some timeless lessons concerning leadership at the strategic level, participants routinely depart the SLSR experience with a deeper appreciation for the Army as well as the selfless service of the American Soldier. The professionalism from the supporting members from across the USAWC continues to make this a highly successful Army outreach endeavor and showcases the enormous talent and aptitude resident in the staff, faculty and students of the U.S. Army War College. Those interested in learning more about this outreach program should contact the following: Government Agency Contact: COL Barry Di Ruzza barry.s.diruzza.mil@mail.mil, phone 717-245-4744 or Corporate/Business Contact: Mr. Dan Monken, U.S. Army War College Foundation, dan.monken@usawc.org, or 717-243-1756.

## International Strategic Crisis Negotiation Exercise Program Continues to Expand and Adapt

***Mr. Ritchie L. Dion***
*Center for Strategic Leadership and Development*

Since its 2003 introduction to graduate students at the Edmund A. Walsh School of Foreign Affairs, Georgetown University in Washington DC, the International Strategic Crisis Negotiation Exercise, or ISCNE program, has continued to grow in popularity. As reported in a previous article, the United States Army War College, as part of its Outreach program, has increased its efforts to partner with civilian academic institutions, and the ISCNE program continues to be an increasingly popular mainstay of that effort. This event, executed for the U.S. Army War College by the Center for Strategic Leadership and Development (CSLD), continues to be conducted for educational programs at top-tier international affairs schools, such as the Maxwell School, Syracuse University; the Patterson School of Diplomacy and International Commerce, University of Kentucky; the Lyndon B. Johnson School of Public Affairs, University of Texas; the Student Conference on International Affairs (SCONA), Texas A&M University; separately for both the Penn State School of International Affairs and the Penn State Presidential Leadership Academy; the Triangle Institute for Security Studies (TISS), a joint effort by Duke, North Carolina and North Carolina State universities; and the Center for Strategic and International Studies (CSIS), the largest and most prolific of the Washington DC-area think-tanks.

The reason for the program's popularity and continued expansion can be seen in the uniqueness of the event – it presents a rare opportunity for participants to engage in an open-ended exercise in the conduct of high-level, formal negotiations regarding a seemingly intransigent real world crisis where the participants drive the exercise

and determine its outcome. Participants also gain a better understanding of the Army and the utility and limitations of military force.

Teams are composed of between 35 to 75 people and charged with the responsibility to negotiate with the other nations within the context of a United Nations Security Council mandated peace conference. Participants are provided exercise materials that include a scenario that accurately represents the real-world crisis being addressed supported by relevant maps, documents and references. Most importantly, each team receives a set of confidential instructions from the foreign ministries of the nation they represent. These instructions provide each team with their nation's fundamental principles, desired end states, negotiation positions, red lines, and negotiation instructions under which each delegation must operate. Guided by these instructions, the students must protect their national interests while working to find common ground amongst all parties across all major issues; a near impossible task.

Recently several new schools have been added to the schedule. These include the School of International and Public Affairs, Columbia University; the Josef Korbel School of International Studies, University of Denver; and the Heinz School of Public Policy and Management, Carnegie Mellon University.

A previous article focused on the expanding partnership with the LBJ School of Public Policy, University of Texas, Austin, with the creation of an elective course, called a Policy Research Project (PRP), offered to second year Master of Global Policy Studies students and focused exclusively on scenario writing with a deliverable product built specifically for the ISCNE program, which delivered a Sudan/South Sudan scenario. That scenario premiered as part of the ISCNE program at SCONA 59, Texas A&M University, in late February, to be followed by a second iteration at CSIS in early April.

Given its initial success, the PRP was once again offered for the current academic year. It attracted some 18 students,who are taking on one of the longest, toughest and most intractable "frozen conflicts" still in existence – the conflict between India and Pakistan over the region known as Jammu-Kashmir.

Another recent development has opened up a new area internal to the war college and the Army itself that is well addressed by this type of exercise. The pilot of the Senior Leader Seminar, Phase II (see lead article on page one) employed a scaled down version of the South Cauacaus exercise during the course. With only seven students, the exercise was trimed down to three teams and conducted over three-quarters of a single day. Each of the teams was mentored by a retired U.S. Ambassador, with another serving as the UN Special Representative. The trimmed down exercise worked quite well, proving to be a very effective tool in teaching how foreign relations works, with the officiers involved commenting that it should be retained and lengthened.

Based on that success, the abbreviated version of the ISCNE will also be offered as an option to organizations participating in the war college's Strategic Leader Staff Ride program.

What began in 2000 as an educational vehicle for the International Fellows class has grown into one of the best, most enduring, and now most flexible and adaptive, educational programs offered by the Army War College. The timeless nature of the strategic issues that this exercise, and the many scenarios that it employs, forces participants to deal with have lessons to be learned by an increasingly varied range of participants – from foreign military officers, to young professionals, to college students, and now to both industry professionals and rising general officers.

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