

IS THE STRYKER BRIGADE COMBAT TEAM A VIABLE CONCEPT?

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The Army of tomorrow must be more deployable and capable of meeting future threats across the full spectrum of war. Essential to this transformation is the Army's new Stryker Brigade Combat Team (SBCT). This thesis examines the SBCT's role in Army transformation and how the senior leadership believes that it bridges the existing capabilities gap between the light infantry and mechanized infantry forces while serving as an interim solution as the Army continues onward to the Objective Force. In analyzing the research question, this thesis will evaluate both the pros and cons of the SBCT utilizing the criteria of deployability, survivability, lethality, and mobility. The criteria of deployability is evaluated against a mechanized infantry brigade combat team and the criteria's of survivability, lethality, and mobility is evaluated against a light infantry brigade combat team. Both comparisons will prove if the concept is viable or not as designed by the operational and organization concept of the unit.

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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

IS THE STRYKER BRIGADE COMBAT TEAM A VIABLE CONCEPT?

by MAJ Adam L. Roche, 59 pages.

The Army of tomorrow must be more deployable and capable of meeting future threats across the full spectrum of war. Essential to this transformation is the Army's new Stryker Brigade Combat Team (SBCT). This thesis examines the SBCT's role in Army transformation and how the senior leadership believes that it bridges the existing capabilities gap between the light infantry and mechanized infantry forces while serving as an interim solution as the Army continues onward to the Objective Force. In analyzing the research question, this thesis will evaluate both the pros and cons of the SBCT utilizing the criteria of deployability, survivability, lethality, and mobility. The criteria of deployability is evaluated against a mechanized infantry brigade combat team and the criteria's of survivability, lethality, and mobility is evaluated against a light infantry brigade combat team. Both comparisons will prove if the concept is viable or not as designed by the operational and organization concept of the unit.

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ACRONYMS

ABCS	Army Battle Command System
AO	Area of Operations
APOE	Arrival Port of Embarkation
APOD	Arrival Port of Debarkation
ARFOR	Army Forces
ATGM	Anti Tank Guided Missile
AUSA	Association of the United States Army
BCC	Brigade Coordination Cell
BCT	Brigade combat team
BOS	Battlefield Operating systems
C2	Command and Control
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CROP	Common Relative Operating Picture
CSS	Combat Service Support
CTTL	Common Training Task List
DoD	Department of Defense
FBCB2	Force Battle Command Brigade and Below
FMTV	Family of Medium Tactical Vehicles
HIC	High Intensity Conflict
HF	High Frequency
HMMWV	High Mobility Military Wheeled Vehicle

IOC	Initial Operational Capability
ISR	Intelligence, Surveillance, and Reconnaissance
JFAST	Joint Flow Analysis System
LAV	Light Armored Vehicle
MAV	Medium Armored Vehicle
METL	Mission Essential Task List
MGS	Mobile Gun System
MOOTW	Military Operations Other Than War
MTOE	Modified Table of Organization and Equipment
MTW	Major Theater War
NTC	National Training Center
QDR	Quadrennial Defense Review
RWS	Remote Weapons System
SATCOM	Satellite Communications
SAW	Squad Automatic Weapon System
SBCT	Stryker Brigade Combat Team
SDM	Squad Designated Marksman
SSC	Small-Scale Contingencies
SU	Situational Understanding
TACSAT	Tactical Satellite
TCP	Transformation Campaign Plan
UAV	Unmanned Aerial Vehicle
USMC	United States Marine Corps

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CHAPTER 1

INTRODUCTION

Introduction

There are many reasons for the Army to transform. The Army of tomorrow must be more deployable and capable of meeting future threats across the full spectrum of war. Key to this transformation is the Army's new Stryker Brigade Combat Team (SBCT). This thesis will examine the SBCT's role in Army transformation and how the senior leadership believes that the SBCT will bridge the capabilities gap that the Army anticipates in future conflicts.

In analyzing the research for this question, this thesis will evaluate both the pros and cons utilizing the key criteria of deployability, survivability, lethality, and mobility. Additionally, the thesis will address the SBCT's contribution to the six operational goals mentioned in the Quadrennial Defense Review (QDR). Finally, this thesis will answer the following key questions: What does the Department of Defense transformation mean to the Army? What are the six operational goals for deterring conflict and conducting military operations as outlined in the QDR and are they the appropriate goals to enable the Army to meet its transformation vision? What is the Army Chief of Staff and the Army's vision for the SBCT? Lastly, what is the SBCT?

The Secretary of Defense, Donald H. Rumsfeld, said of the need to transform, "We are in a new security environment, and unless we transform this institution, why, we will not be able to provide the security for the American people that it's our job to do" (Town Hall Meeting, 21 Aug 02). In his annual report to the President and Congress, the Secretary of Defense also added to this philosophy that "new threats call for a new

approach to defense and highlight the need to transform the nation's armed forces now the United States must prepare now for future wars " (Kozaryn 2002, 16).

In preparing for future wars and advancing the Army's transformation efforts, the Secretary of Defense released the new defense strategy in the QDR that focused on achieving six goals. Hence, the military now has six operational goals upon which to focus: (1) protect the US homeland and defeat weapons of mass destruction and their means of delivery; (2) project and sustain power in distant anti-access and area denial environments; (3) deny enemy sanctuary by developing capabilities for persistent surveillance, tracking, and rapid engagement; (4) leverage information technologies and innovative network-centric concepts to link joint forces; (5) protect information systems from attack; and (6) maintain unhindered access to space and protect US space capabilities from enemy attack (QDR 2001, 41). The challenge that the Department of Defense (DoD) faces is the assurance that the US forces have the capabilities needed to carry out this new defense strategy. With this challenge, Secretary of Defense Rumsfeld said, "Toward that end, it is imperative that the United States invests and transforms its forces and capabilities " (QDR 2001, 40).

Since taking office, the Secretary of Defense Rumsfeld has preached his vision of transformation and the need for the DoD to change which he has summarized in the aforementioned goals: "These six operational goals represent the operational focus for our efforts to transform the United States armed forces. Over the next decade defense officials will transform some force to serve the vanguard and signal of the changes to come " (Kozaryn 2002, 160). Secretary Rumsfeld further added "Ground forces will be lighter and more lethal than today; they'll be highly mobile and capable of being inserted

far from traditional ports and air bases, and they will be networked with long-range, precision-strike systems “ (Kozaryn 2002, 16). But to fully understand the context of the transformation road map set forth by the Secretary of Defense, it is first important to understand how the Army receives this guidance as well as the historical significance of this change. In order to do this, the connections between the National Security Strategy (NSS), the National Military Strategy (NMS), and the QDR must be discussed to show their linkage to the Army, hence, what was to become the catalyst for Army transformation.

The NMS provides the advice of the Chairman of the Joint Chiefs of Staff (CJCS) in consultation with the Joint Chiefs of Staff (JCS) and the combatant commanders on the strategic direction of the armed forces over the next three to five years (NMS 1997, preface). The September 1997 National Military Strategy of Shape, Respond, Prepare is based on the appropriate need to react to any crisis situation as outlined in the both the president’s 1997 National Security Strategy for a New Century and the QDR of the Secretary of Defense (NMS 1997, Preface).

Prior to President George Bush Sr’s administration of 1992, the NMS was seen as old and outdated. With the end of the Cold War and the collapse of the Soviet Union, the administration of President Bush Sr. saw that the challenges and threats to the US interests were widespread and uncertain. Because of this, in 1992, the CJCS published the first NMS since the end of the Cold War era. Since then there have been three revisions to the NMS (1995, 1997, and 2002). Reorganizing the military began at the end of the Cold War and introduced the “modern “ era of reorganization with the initiation of the Goldwater-Nichols Act of 1986.

Just after the peak of the Reagan defense buildup, the Goldwater-Nichols Act of 1986 was the most far reaching defense reorganization since the 1947 National Security Act (and its 1949 amendments). A few years later, the DoD initiated the 1989 Defense Management Review, outlined steps to improve the DoD acquisition strategies and oversight during the Bush Sr. years. This was more finely tuned in 1992 and later titled the “Base Force “ and was meant to deal with the trimming of forces without realignment. At the beginning of the Clinton administration, Defense Secretary Les Aspin produced the October 1993 Bottoms-Up Review which was a study that was intended to specifically address the post Cold War restructuring requirements of the military and the DoD as a whole (Corbin 2002, 1).

The fiscal year 1994 Defense Authorization Act, introduced a commission on roles and missions designed to evaluate the military’s structure. The commission suggested a need to conduct a four-year review of DoD strategy, and, hence, the QDR was developed. The QDR was intended to modify the Bottoms-up Review and consider questions raised by the commission, thereby creating a new strategy for the armed forces of the twenty first century (Corbin 2002, 1).

The QDR is a process of joint review involving the Office of the Secretary of Defense (OSD), the JCS, the combatant commanders, and the services. Once the QDR is released, it is the responsibility of Congress to formulate law or modify the recommendations of the QDR and the defense panel. The Secretary of Defense and the CJCS oversee the process of developing and then publishing the QDR (Brower 1996, 1).

The overarching goal of the QDR is to fundamentally review America’s defense assumptions (Brower 1996, 1). “The 1997 QDR was mandated in congressional

legislation in response to concerns that the administration was not retooling the military to deal with a changed world “ (Corbin 2002, 2). Currently, the military goes through a major review of strategy every four years. In 2001 the current QDR was released, which coincided with the arrival of the new administration (Corbin 2002, 2). Thus, the outcome of the new QDR took on some fundamental transformation initiatives.

Since the basis of this research question revolves around Army transformation, and, in particular the SBCT, it is necessary at this point in this thesis to briefly describe what Army doctrine has determined as the scope and nature of the SBCT and what functions it will provide the DoD and the combatant commanders. These provisions are mandated by the initiatives outlined in the QDR. The current doctrine for the SBCT, Field Manual 3-21.31, page five, states the following:

The Stryker Brigade Combat Team is a full-spectrum combat force that has utility in all operational environments and against all threats. The SBCT provides significant capabilities as a subordinate maneuver component to division or corps commanders in a major theater war (MTW). Senior commanders should employ the SBCT for missions within its capabilities. In a smaller-scale contingency (SSC), the SBCT deploys rapidly, executes early entry operations, and is prepared to conduct offensive operations immediately upon arrival to prevent, contain, stabilize, or resolve a conflict, or to promote peace. During a peacetime military engagement (PME), the SBCT conducts programs or training exercises with other nations to assist in shaping the international environment and improve interoperability with treaty partners or potential coalition partners.

There are significant factors surrounding transformation and, in particular, Army transformation. There are numerous questions that arise surrounding this topic and need to be answered in order to approach to the premise of the research question. How do the six operational goals outlined in the QDR impact Army transformation? What is the overall Army strategy? What are the Army’s transformation objectives? What is the SBCTs role in transformation? What are the SBCTs capabilities? Lastly, is the Army on

track to reach its goal of the objective force with the establishment of the interim brigades? This thesis will attempt to answer these and other pertinent questions particular to Army transformation.

The primary focus of this research project will address the following question--Is the Stryker Brigade Combat Team a viable concept? The remainder of this thesis will work towards proving that the SBCT is either better or worse than a mechanized infantry brigade combat team or a light infantry brigade combat team with regard to the SBCT's viability as a fighting force.

The question of viability of the SBCT can only be answered through an understanding of how the Army first conceived of the concept of an SBCT. Given the history of the US forces in both Desert Storm and Desert Shield, the Secretary of Defense required that the unit must be capable of fulfilling a gap in capabilities in order for it to be a viable force for the future. Accordingly, the DoD, as outlined in the QDR, then instructed the Secretary of the Army, Honorable Thomas E. White, to "accelerate the introduction of forward stationed interim brigade combat teams" (QDR 2002, 27). Possible scenarios for the use of an SBCT range from employment in support of the full spectrum of operations spanning small-scale contingencies to major theater war. However, the practical question arises, can such a wide range of goals be achieved by a single, all-be-it-integrated force? The purpose of this project is to determine if the SBCT is a viable concept as compared against both a light infantry brigade combat team and a mechanized brigade combat team as evaluated against the four criteria of deployability, survivability, lethality, and mobility. (Definitions for these criteria are described in the definitions portion of this chapter on page 7).

In answering the primary question of this research project, the need to answer a series of secondary questions must first be addressed. What is the Department of Defense transformation plan as it relates to the Army? What are the six operational goals outlined in the QDR and are they the right goals in order to meet the transformation vision? What is the US Army Chief of Staff and the US Army vision for the SBCT? And finally, what is the SBCT?

Assumptions

In this thesis, there are two key assumptions. The first assumption is that the Army will validate the first SBCT, currently stationed at Fort Lewis, Washington, in June 2003 when it reaches initial operational capability (IOC). Once validated, the assumption is that the Army will continue to fund and field Stryker Brigades 1-3 based on an existing contract agreement with General Motors Corporation. This contract calls for building ten variants of the Stryker vehicle in order to provide the mobility necessary for three SBCTs. The key to this assumption is that once the first three brigades are outfitted, the Army will continue to fund and field the remaining three SBCTs for a total of six SBCTs.

The second assumption is that the first SBCT will be deployed in a real-world environment and deployed in support of a small-scale contingency. The success of the deployment, when measured against the warfighting requirements in the domains of doctrine, training, leadership, organizations, materiel, personnel, and facilities (DTLOMPF) will validate that the SBCT is a necessary force and consistent with the vision and goals as an interim solution for the yet unidentified objective force.

Definitions

Prior to discussing the SBCTs role in Army transformation, it is important to understand some key concepts that add clarity for the reader for the purposes of this research.

Transformation

A comprehensive undertaking which will impact on all aspects of the Army, from the operational Army to the institutional Army, and across Army doctrine, training, leader development, organizations, materiel, soldier systems, and facilities. Only through implementation of an adaptive and flexible plan that incorporates changes over time will the transformation survive the interim stages and make the objective force Army a reality.

Stryker Brigade Combat Team (SBCT)

A more strategically responsive force that can more rapidly deploy and effectively operate in all types of military operations, whether small-scale contingencies (SSC) or major theater wars (MTW). This brigade combat team (BCT) will have the ability to deploy anywhere in the world in 96 hours and fight upon arrival.

Quadrennial Defense Review (QDR)

The 2001 QDR reflects the President's direction to transform US military capabilities, operational concepts, and organizations to meet the security challenges of the twenty first century and thereby help to extend peace into the future.

Transformation Campaign Plan (TCP)

On 12 October 1999, the Secretary of the Army and the Chief of Staff of the Army articulated a vision designed to posture the Army to better meet the demands of the

twenty first century. This campaign plan translates the vision from concept to reality. It is a mechanism for integrating and synchronizing all elements of the Army vision.

Deployability

The ability to project force by air into a theater of operations that includes both time and external support assets required.

Survivability

: The increased protection and challenges, which includes all aspects of protecting personnel, weapons, and supplies of that of a brigade combat team.

Lethality

The ability of a unit to focus overmatching combined arms support to the infantry assault at identified decisive points.

Mobility

The tactical mobility of an SBCT as compared to that of a light infantry brigade combat team.

Viability

: Any increase in capabilities with the Stryker Brigade Combat Team is a step in the right direction towards the vision of the objective force thereby fulfilling a capabilities gap between the light infantry and the mechanized infantry.

Limitations

It has only been four years since the unveiling of Army transformation, and, therefore, the concept of a SBCT is still in the early stages of development. Because of infancy, there is not a lot of data collected. Compounding this deficit is the ability to collect pertinent information because of current training and fielding schedules. This lack

of data hinders the Army's ability to fully validate the SBCTs current capabilities. The most recent data is the Millennium Challenge 02 (MCO2) Exercise at the National Training Center (NTC), August 2002. As time proceeds, especially at this crucial point with the fielding of the Stryker vehicles to SBCTs 1 and 2, quantifiable data is being gathered, processed, and published. This will facilitate the continuation of research and analysis when evaluating the validity of the concept for these SBCT brigades.

In summary, chapter 1 of this thesis establishes the framework for answering the primary research question of the SBCT as an integral part of tomorrow's Army. The establishment of the secondary and tertiary research questions pertinent to this complex topic also contributes to the laying of a foundation for continued research. Additional background information has been provided regarding the NSS, the QDR, and the NMS to demonstrate the potential role of the SBCTs in supporting the current US defense strategy and the importance of the transformation process to these strategies. Chapter 2, "Literature Review," of this thesis will describe the current state of publications regarding this topic.

CHAPTER 2

LITERATURE REVIEW

Introduction

The literature review will be conducted in accordance with the research strategy (research pyramid). The focus of the review will be on the specific secondary and tertiary research questions as they relate to the primary research question. The review of literature appropriate to this project strives to dissect the primary question into four basic parts through the use of the secondary questions and their subsequent tertiary questions. This review will elaborate on the following two key issues for both the researcher and the reader as well address the following points: First, this review will verify that there is enough media to lend insight to the questions. Second, this thesis will identify the work already accomplished in this area to determine the trends of thinking in military art and science that already exist.

Department of Defense and Army transformation

The initial review of literature available to determine the exact nature of the DoDs transformation as it pertains to the Army shows that there is a significant amount of media available in the forms of articles, journals, transcripts, pamphlets, speeches, books, and government documents. The primary sources are found in government documents, that is, the NSS, QDR, NMS, the Army Vision, and others. From these documents, it becomes clear the direction the military leadership wants transformation to go. In his speech to the graduating cadets at the US Military Academy graduation exercise, 1 June 2002, President Bush said, "Our security will require transforming the military you will lead--a military that must be ready to strike at a moment's notice in any dark corner of

the world “ (Bush 2002). Therefore, from these and other sources, a vast amount of information is available to identify the direction the DoD wishes the transformation to take. Additional research has been conducted to determine the specific trends in the areas of its origins and strategic goal, objectives, the role of the Army, and identification of the interim steps to transformation.

Transformation is an ongoing and continuous process that the Army has undertaken since General Washington’s Continental Army, and it continues through today’s interim force onward to the objective force and beyond. Transformation in the military is a continuous process, which the President of the United States has enthusiastically endorsed. President Bush’s commitment to transforming the military is well known. At the signing of the fiscal year 2003 Defense Appropriations Bill, 10 January 2002, the President reiterated his support of the military when he said:

This nation must have ready forces that can bring victory to our country, and safety to our people. My administration is committed to transforming our forces, with innovative doctrine, strategy, and weaponry. This will allow us to revolutionize the battlefield of the future and to keep the peace by defining war on our terms. We will build the security of America by fighting our enemies abroad, and protecting our folks here at home. And we are committed to these most important goals. (Bush 2002)

The documentation on the origins and strategic goal of transformation give evidence to a changing strategic environment because of new and emerging threats. The unifying theme of the documents researched signifies a change in the national strategy and defense guidance that has lead the services to transform in order to “ensure military superiority. “ Furthermore, the research shows that transformation will take teamwork,

innovation, a change in military culture--all to improve the warfighting capability in order to meet a range of security challenges. "We will transform our forces to ensure military superiority to meet the challenges of the twenty first century " (NMS 2002, i).

The objectives of transformation for the Army are linked to the national strategy and the defense guidance. The research shows that the Office of the Secretary of Defense (OSD) clearly wants the Army to fit into the DoD transformation goals. The works show that the DoD wants the Army to transform in support of an integrated armed services effort to defend the nation's enemies in armed conflict. As part of this integrated approach, described in the Transformation Roadmap, the Army is entrusted to provide capabilities to the combatant commanders, so when employed, they provide the strategically responsive, full spectrum maneuver forces, and land power capabilities required for decisive operations across the full range of military operations (White 2002, 21).

The Army has a pivotal role in the DoD transformation. Review of the available documents has shown that the Army has conducted an extensive analysis to determine their role in the transformation campaign of the Office of the Secretary of Defense. The 1999 Army White paper titled "Concepts for the Objective Force, " The 1999 "Army Vision, " the 2001 "Transformation Campaign Plan, " and the 2002 "Transformation Roadmap, " as well as numerous other sources ranging from transcripts to speeches, have all been consistent with a common objective. This objective is recognized as "a strategically responsive and dominant force at every point on the spectrum of operations " (Shinseki 2002, 1). Furthermore, the readings upon which this thesis is based, have determined that the Army has embraced its role in transformation and, more importantly,

accepted the fact that there are specific Army capabilities that enable the DoD to achieve the six critical operational goals. Hence, the Army wants to change, and, in so doing, must ensure that it fits into the DoD transformation plan. In order to do this, the Army is creating a force for the future that starts with the interim force and leads to the objective force and beyond.

The Army began its most recent transformation campaign when Army Chief of Staff, General Eric K. Shinseki, and former Secretary of the Army, the Honorable Louis Caldera, unveiled their transformation campaign speeches at the Association of the United States Army convention (AUSA) in October 1999. This marked the start of modern day transformation for the Army. With this the Army launched the interim steps it saw necessary through increasing recognized shortfalls with enhanced capabilities that not only fill an operational gap but range the full spectrum of operations. These operations involve major theater war (MTW) at one end of the spectrum and military operations other than war (MOOTW) at the other end. But the major focus of the US Army is predominantly centered around providing a rapid force structure able to respond quickly to SSCs as having the character of past SSCs such as Kosovo, Panama, or Bosnia.

Discussing trends of thinking with regard to the interim steps is a difficult undertaking because of the numerous differences of opinion on such a controversial subject. There is much criticism over the Army's direction which now dictates that it increase its capabilities with the addition of six Stryker Brigade Combat Teams. The research has shown that there is substantial information available to answer this question. With that said, the QDR describes what the Army is charged with doing as it transforms

from a legacy force to an objective force. With that said, there are interim steps that the Army is accomplishing as it moves towards the objective force.

The operational and organizational concept (O & O) for the interim force--the SBCT, is an all inclusive and thorough document that fully describes what the SBCT is intended to provide in terms of increased capability in both the areas of materiel and personnel. Additionally, the research of this thesis strongly indicates that the intent of the SBCTs is to provide an interim force with increased capability to the combatant commanders. Lastly, these interim steps are essential to a change in thinking across the board. As the preface of the Transformation Campaign Plan (TCP) the Chief of Staff of the Army clearly states, "Army transformation is a comprehensive undertaking which will impact on all aspects of the Army, from the Operational Army to the Institutional Army, and across Army doctrine, training, leader development, organizations, materiel, soldier systems and facilities " (Shinseki 2002, preface).

Operational Goals of the QDR

The six operational goals outlined in the QDR of 30 September 2001 are essential to accomplish any research of this subject in order to determine exactly what it is the DoD is asking the Army to accomplish. In particular, for the purpose of this research paper, we must ask how these goals effect Army transformation. "In order to advance US transformation efforts, the new defense strategy identifies key operational goals for deterring conflict and conducting military operations " (DoD 2001, 41). The primary source for defining the six operational goals identified in this thesis is the QDR but it also provides secondary source materials, which helped to identify the origins of said goal as well as the context in which the Army is being directed to perform these tasks. Numerous

articles and other media have been published which added to the clarity of these goals. Additionally, an interview was conducted with the speechwriter for the current Secretary of the Army, LTC (P) John M. Nicholson, in order to assist in researching the origins of this topic. This research was conducted for the purpose of adding lucidity to the specific guidance outlined in the QDR in the areas of its defining of the goals to be achieved, how they relate to deterring conflict and conducting military operations, their relationship to the DoD transformation, and their relationship to Army transformation.

With respect to defining the goals, the QDR is the primary source. Other sources helped to define said goals, and research showed there is a common understanding of the direction the DoD wants the Army to take in meeting the operational goals. However, there also seems to be some ambiguities regarding the technological innovations the Army is seeking in order to achieve these goals. Research suggests that the OSD, namely the Secretary of Defense, is dissatisfied with the Army's strategy and progress thus far. Milestone B of the TCP has been delayed. Further, there is an increasing difference of opinion between the Secretary of Defense and the Army when it comes to acquisition of both current and future technology. The QDR has described its intent for technological advances in order to meet its six operational goals. Underscoring this is the bulk of research that clearly demonstrates a unanimous understanding of what the Army sees as its requirements. This was evident after reviewing the Transformation Roadmap of 2002. This document, Transformation Roadmap of 2002, endorsed by both the current Secretary of the Army, Honorable Thomas E. White, and the current Army Chief of Staff, General Eric K. Shinseki, is one of the Army's most important documents regarding transformation as it "outlines the transformation strategy and details how Army

transformation supports sustained progress toward the attainment of the six critical operational goals for transformation stated in the 2001 Quadrennial Defense Review “ (White 2001, Forward). These aforementioned documents, The Transformation Roadmap and the QDR, are also crucial in answering the question of how the goals relate to deterring conflict and conducting military operations.

Identification of the operational goals as they pertain to the DoD transformation campaign was found in the QDR as well as other supporting documents. The QDR established clear transformational guidance not only for the Army but for the other military services as well. The documentation supporting this thesis clearly shows that there is an established framework for the joint force describing what each service must achieve in order for interoperability to occur as such inter service cooperation relates to the near-term, mid-term, and far-term transformation objectives.

For the explanation of how the operational goals fit into Army transformation, the primary source is both the QDR and the Transformation Roadmap. Once again, it cannot be too clearly emphasized that the Transformation Roadmap has proven to be an invaluable document that has combined the directives of the OSD with the Army transformation objectives into a single source document. The Transformation Roadmap was published by the Army and signed by both the Secretary of the Army and the Army Chief of Staff. Its prevailing theme of “providing capabilities to the joint force and to the nation “ is common throughout its pages (White 2001, 1).

The Army Vision

The Army Vision--Soldiers on Point for the Nation--Persuasive in Peace, Invincible in War. (Shinseki 1999, Cover)

As articulated by the NMS, The Army Plan, The Army Vision Statement, The TCP, Army doctrine, articles, professional journals and numerous other official publications show a consistent trend in the direction of Army transformation as articulated by the Army Chief of Staff and the Army Vision for the SBCTs. The trend for the Army is a vision that better meet the demands of the twenty first century. To this end the Army has embarked on a transformation campaign to respond more rapidly and decisively across the full spectrum of operations (Shinseki 2001, 1). Further research has been conducted to answer the questions of what the doctrine outlines as the capabilities of the SBCTs, what the leadership believes the SBCT is capable of providing for the combatant commanders, and what has been learned from the SBCTs thus far with regards to its capabilities.

With respect to doctrine, there is a new and emerging focus as it applies the SBCTs. The Army proponent schools, Infantry Center, Armor Center, Intelligence Center, and others, for the respective battlefield operating systems, each has ownership of various aspects of this new interim force. The Infantry Center at Fort Benning, Georgia, has the primary responsibility for the SBCT doctrine and has recently published Field Manual (FM) 3-21.31 (SBCT) formerly FM 7-32. This revised FM describes, in detail, the doctrinal capabilities of an SBCT along with its missions, roles, and C2 structure.

Additionally, the O & O for the SBCT, dated 18 April 2000, which is based upon the 1997 National Security Strategy, lays the framework for the rationale used to develop this new concept. Designed to fill a capability gap identified by the Army the new concept was identified in the 1997 NSS as well. After a thorough review of the nation's most recent NSS of 2002, the readings make inference to a similar, if not the same

deficiency and is part of an overall evaluation called the contemporary operating environment (COE). This operating environment still calls for the need for a force with increased capabilities, such as the SBCT. Therefore, it is the O & O that provides the detail necessary to an understanding of the capabilities the new unit will provide.

The published works about what the leaders believe the SBCT is capable of providing is nearly unanimous. The most widely disseminated and talked about transformation visual, the Army Chief of Staff's popular trident (three-axis) slide for transformation, clearly depicts what it is the leadership believes are the improved capabilities the SBCT will provide. These seven capabilities have been articulated and debated throughout numerous sources and forums. No matter the debate, the common theme is the agreement on the seven capabilities and what the leadership feels the SBCTs is capable of providing.

The SBCT

The final research area of this thesis will focus on the SBCT in; how it is organized; its capabilities, missions, and limitations. Of all the areas researched, the information gathered to answer this secondary question was the most easily discovered because of the plethora of emerging doctrinal manuals and official sources.

The organization of the SBCT is outlined in specific detail in the O & O. The Infantry Center, as the proponent of the SBCT, also has ownership of the base Table of Organization and Equipment (TOE), which lays the framework for the interim brigade. Additional sources, such as the Modified Table of Organization and Equipment (MTOE) and FMs also describe the details of the organization of the SBCT. All show consistency

with each other. The most recent SBCT brigade level doctrinal manual describes the organization in the following manner:

The SBCT includes a reconnaissance, surveillance, and target acquisition (RSTA) squadron, intelligence, surveillance and reconnaissance (ISR) integration capability, imbedded human intelligence (HUMINT), psychological operations (PSYOP), civil affairs (CA), and robust combined arms infantry battalions (FM 3-21-31 2002, Preface).

The brigade's missions range the full spectrum of operations. The FM for this brigade is the doctrine that guides its evolution. This doctrine elaborates on the missions of the brigade as it currently stands prior to reaching IOC. Since the first SBCT has yet to reach IOC, it is currently training with essential tasks known as a critical training task list (CTTL) versus the doctrinal essential tasks known as a mission essential task list (METL). The first SBCT will revert to a METL once validated and declared IOC in May 2003 at the completion of its certification exercise at the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana. FM 3-21.31 states the following of the SBCT:

The Stryker Brigade Combat Team (SBCT) is designed to be a full spectrum, early entry combat force. It has utility in all operational environments against all projected future threats. It possesses significant utility for divisions and corps engaged in a major-theater war; however, the SBCT is optimized to meet the challenges of smaller-scale contingencies. The SBCT optimizes organizational effectiveness while balancing lethality, mobility, and survivability against requirements for rapid strategic deployability (Preface).

The newest doctrinal manual, FM 3-21.31 clearly defines the SBCTs operational capabilities. (All other sources researched were consistent with the following statement):

The SBCT can be deployed rapidly (96 hours) and can be sustained by an austere support structure for up to 72 hours. The SBCT conducts operations against conventional or unconventional enemy forces in all types of terrain and climate conditions, and all operational environments (MTW, SSC, PME). The SBCT can perform its mission throughout the entire spectrum of military operations (offensive, defensive, stability, and support), but may require some augmentation

for certain missions. The SBCT may deploy as part of an early entry force and may fight by itself or as part of a division or corps (FM 3-21.31 2001, 1-1).

FM 3-21.31 further defines the brigade's operational capabilities:

1. Combined arms assault in the close fight.
2. Mobility.
3. Reach-back.
4. Enhanced situational understanding (SU).
5. Lethality.
6. Force protection and survivability.
7. Force effectiveness.
8. Joint, multinational, or interagency operability.
9. Full-spectrum flexibility and augmentation.

In order to answer the question, "what is the SBCT?" any research must describe both the capabilities and the limitations of an SBCT. Hence, the research shows that there are some limitations to the SBCT that will need to be addressed as the Army forges into the future with the anticipated objective force. Some of the common trends among the readings cited what were felt to be shortfalls in area of communications described by the utilization of the unmanned aerial vehicles (UAV) and satellite communications (SATCOM) which, although having increased range, was still unable to fulfill the desired reach capability (Transformation Roadmap, White and Shinseki, F-4). Additionally, deployability of the SBCT remains a limited due to strategic lift and weight issues that will be addressed in detail in chapter 4 (analysis) of this thesis.

In summary, this chapter seeks to identify the current trends of thinking through a thorough review of the literature utilized in this research. This review is designed to describe what various sources have said about the SBCTs in terms of its expectations, and, consequently, if the SBCT is a viable force as an interim solution for the modern

battlefield. An in depth review of the literature used for this study has set the foundation for continued analysis, which will be discussed in chapter 4 of this thesis.

CHAPTER 3
RESEARCH FINDINGS

Introduction

This chapter addresses the findings from the outcome of the research. A discussion of the data points gathered along with the detailed specifics of each subject is presented in order for the analysis of this thesis to continue in the following chapter. Thus far, the categorical approach to researching this topic has been used. The subjects of this research are the Department of Defense and Army transformation, Operational Goals of the QDR, the Chief of Staff's and the Army Vision for the SBCT, and lastly, the SBCT.

Extensive research has been conducted in order to answer both the tertiary and secondary questions of the research pyramid (research strategy), respectively, in an effort to answer the primary research question of this thesis. Whereas the literature review identified general lines of thinking by establishing both the themes and trends of the literature review, the focus of this chapter will be bear upon the facts relating to the problem. Therefore, the literature review provided in this chapter will result in sufficient data gathered to conduct an analysis that will enable the writer to provide recommendations in the final chapter.

Department of Defense and Army Transformation

The Department of Defense is undergoing a major transformation that has not been seen in the military since the end of the Cold War. Although today's Army transformation campaign began in October 1999 when it was unveiled at the AUSA convention, the tragic events of 11 September 2001 have placed an increased emphasis on the need for change. As General Richard B. Myers, Chairman of the Joint Chiefs of

Staff, stated at the 2002 Dwight D. Eisenhower National Conference on the topic of military transformation, “the military must be able to respond to the president when he asks the joint force to do something. The military must be able to rapidly and decisively enter any situation, analyze it, and achieve its objectives “ (Myers 2002).

The origins and strategy of the DoD transformation are in keeping with the US defense strategy. The genesis of the strategy basically purports that the US seeks to defend freedom for the US and its allies and friends, and, in so doing, helps to secure an international environment of peace that makes other goals possible (QDR 2001, 7).

When discussing transformation it is important to understand the origins of this modern day change. Guidance is top driven, starting with the President and his administration, followed by the DoD, and finally the military services in concert with recommendations from the CJCS. Each echelon must understand how it fits into the overall scheme of transformation. How then, does the Army fit into the overall scheme of transformation?

Secretary of Defense Rumsfeld, when asked why we must change, is quoted as saying that “We must change for a simple reason--the world has--and we have not yet changed sufficiently. The clearest and most important transformation is from a bipolar Cold War world where threats were visible and predictable, to one in which they arise from multiple sources, most of which are difficult to anticipate, and many of which are impossible even to know today “ (Rumsfeld Speech 10 Sept 01).

In discussing the transformation strategy as it pertains to the Army it is also important to understand the overall context in which the DoD outlines its guidance to the military services. The 2001 QDR lays the foundation for the framework in which the

defense strategy of the future is in agreement with a transforming military. This defense strategy is centered on the guidance derived from the QDR. The most recent QDR also establishes what it calls strategic tenets. These tenets define activities that are supposed to enable the services to fulfill their strategic functions. Two of these tenets are principles that provide guidance for the details of military transformation and developing a broad portfolio of military capabilities (QDR 2001, 42). Of significance is the similarities between these tenets of the 2001 version of the QDR and the 1997 QDR in which the language of the two corresponds to the injunction to “prepare now for future threats “ (The Defense Strategy Review Page, 10 Nov 02).

The 2001 QDR specifically talks about transforming defense. Some of the most vivid examples of the US transformation strategy derived from the QDR are the following:

1. Moving to a capabilities-based force also requires the United States to focus on emerging opportunities that certain capabilities, including advanced remote sensing, long-range precision strike, transformed maneuver and expeditionary forces and systems, to overcome anti-access and area denial threats, can confer on the U.S. military over time (QDR 2001, 14).
2. The defense strategy calls for the transformation of the U.S. military and Defense establishment over time. Transformation is at the heart of this new strategic approach (QDR 2001, 16).
3. Transforming the U.S. global military posture begins with the development of new ways to deter conflict. Deterrence in the future will continue to depend heavily upon the capability resident in forward stationed and forward deployed combat and expeditionary forces, including forcible entry forces, along with the rapidly employable capabilities that the U.S. military possess throughout the globe (QDR 2001, 25).

By conducting an extensive transformation, the Army is better posturing to integrate itself as part of a full spectrum force. For this reason, understanding the

objectives outlined by the DoD in the QDR is paramount to an understanding of the Army's role in transformation.

When describing the Army's objectives and its how it plans to achieve these objectives, there is a direct association between the two as both objectives relate to transformation. The Secretary of the Army, the Honorable Thomas E. White, describes the objectives and roles by saying; "Army forces or formations will provide unique capabilities in support of the six operational goals for defense transformation and that these goals are not distinct stand alone goals or mission areas. Rather, they are mutually supporting and interdependent from a strategic and operational perspective " (White 2001, vii). In order to fulfill its requirements the Army will direct its efforts to explore new concepts, people, organizations, and technology in order to produce new and increased capabilities. More succinctly put, "we [the Army] seek to institutionalize transformation as a continuous process " (White 2001, Forward).

The Army itself will play a pivotal role in DoD transformation. It is a vital link to the connectivity to interoperability among the services. The Transformation Roadmap clearly articulates the Army's focus.

Army Transformation focuses on delivering land power capabilities to meet 21st Century strategic requirements, and rests squarely within emerging Joint operational concepts and capabilities. More than building and procuring new systems and platforms, Army Transformation combines advanced technologies, organizations, people, and processes with concepts to create new sources of military power that are more responsive, deployable, agile, versatile, lethal, survivable and sustainable. The Army will integrate its development efforts for these new capabilities with those of the Joint community, and assess them through Joint and Service experimentation. This process will produce increasingly responsive capabilities and dominant formations that are modular and scalable. (White 2001, vii)

Currently, with the establishment of the interim force, the Army has a transformation plan designed to support the operational defense for the near term as well as for both the mid and far term defensive strategy. By taking the necessary steps to establish an interim force, with increased capabilities, the army is attempting to posture itself for a successful transition to the objective force.

With the unveiling of Army transformation by the Chief of Staff and Secretary of the Army in 1999, the Army began a three-phase process for transformation. Initially we see the creation of the initial brigade combat teams (IBCT) at Fort Lewis, Washington. This consisted of two conventional brigades redesigned and restructured in accordance with the O & O for the IBCT. These two IBCTs were designed to provide the Army and the combatant commanders with a brigade sized unit that was substantially different because of its increased capabilities as well as having the ability to rapidly identify necessary changes in doctrine, training, leader development, organization, material, and soldier development (DTLOMPF) required for the second phase--the interim force.

The second phase was the establishment of the interim brigade combat teams. This established four additional transformed brigades for a total of six IBCTs (now referenced as SBCTs). General Shinseki described the interim force by saying, "This action is a milestone on the road to transforming the entire Army into a force that is strategically responsive and dominant at every point on the spectrum of operations." He went on to add, "The transformation of these two brigades at Fort Lewis, using current off-the-shelf technology, will give us an interim capability as we move toward our long-term goal of the objective force" (Defense News 2000). At some point in time, to be determined by future advancements in the areas of both science and technology (S&T)

and research and development (R&D), the interim force will transition into the objective force, thus completing the third and final phase of the transformation process.

Operational Goals of the QDR

In order to understand the concept of the SBCT it is important to recognize that the objectives for Army transformation that are derived from the six operational goals for deterring conflict and conducting military operations in support of the DoD transformation.

The QDR sets the foundation for DoD transformation with the establishment of the six critical goals and explains the purpose for transformation. The QDR states, “Not all change in military capabilities, however desirable for other reasons, is transformational. The purpose of transformation is to maintain or improve US military preeminence in the face of potential disproportionate discontinuous changes in the strategic environment. Transformation must therefore be focused on emerging strategic and operational challenges and the opportunities created by these challenges. Six critical operational goals provide the focus for DoDs transformation efforts “ (QDR 2001, 30).

Six Operational Goals

1. Protect bases of operation at home and abroad and defeat the threat of CBRNE weapons.

When the QDR talks about protecting bases at both home and abroad it applies to all three levels of warfare: Strategic, Operational, and Tactical. At the Strategic level it is the defense of the United States, its people, and its way of life. At the Operational level it is the protection of command centers as well as lending aid to our allies as they defend their way of life and their lands against aggression. Finally, at the tactical level force

protection refers to the protection of such things as the airfields and ports, our embassies, and ships. To this, the QDR clearly called for the protection of the nation against terrorism as well (QDR 2001, 42).

2. Assure information systems in the face of attack and conduct effective information operations.

Information operations are the second area that is critically important for transformational purposes. Information operations provide the means to rapidly collect, process, disseminate, and protect information while denying these capabilities to adversaries. Such operations provide the capability to influence perceptions, perform computer network defense and attack missions, conduct electronic warfare, and carry out other protective actions. Information operations represent a critical capability enhancement for transformed US forces (QDR 2001, 43).

3. Project and sustain US forces in distant anti-access and area-denial environments.

Defense strategy rests on the assumption that US forces have the ability to project power worldwide. The US must retain the capability to send well-armed and logistically supported forces to critical points around the globe, even in the face of enemy opposition, or to locations where the support infrastructure is lacking or has collapsed. For US forces to gain the advantage in such situations, they must have the ability to arrive quickly at non-traditional points of debarkation, to mass fire against an alerted enemy and to mask their own movements to deceive the enemy and bypass its defenses (QDR 2001, 43).

4. Deny enemies sanctuary by providing persistent surveillance, tracking, and rapid engagement.

Likely enemies of the US and its allies will rely on sanctuaries such as remote terrain, hidden bunkers, or civilian “shields “ for protection. The capability to find and strike protected enemy forces while limiting collateral damage will improve the deterrent power of the US and give the President increased options for response if deterrence fails. Such a capability would not only reduce the likelihood of aggression but would offer the National Command Authorities the ability to respond immediately in the event of hostilities (QDR 2001, 44).

5. Enhance the capability and survivability of space systems.

Because many activities conducted in space are critical to America's national security and economic well being, the ability of the US to access and utilize space is of vital national security interest. During crisis or conflict, potential adversaries may target US, allied, and/or commercial space assets as an asymmetric means of countering or reducing US military operational effectiveness, intelligence capabilities, economic and societal stability, and national will. Ensuring the freedom of access to space and protecting US national security interests in space are priorities for the Department. The mission of space control is to ensure the freedom of action in space for the US and its allies and, when directed, to deny such freedom of action to adversaries (QDR 2001, 45).

6. Leverage information technology and innovative concepts to develop interoperable Joint C4ISR.

Information technology will provide a key foundation for the effort to transform US armed forces for the twenty first century. The recent US experience in Kosovo underscores the need for high-capacity, interoperable communications systems that can

rapidly transmit information over secure, jam-resistant datalinks to support joint forces. In the near future, the US must also develop alternatives capable of overcoming current and projected bandwidth constraints. The Department must stay abreast of the new communications landscape and leverage it to maximize US advantages in this area. Future operations will not only be joint, but also include Reserve Components, civilian specialists, and other federal agencies and state organizations. Most likely they will involve a coalition effort with other countries. The effectiveness of these operations will depend upon the ability of DoD to share information and collaborate externally as well as internally. Information technology offers US forces the potential of conducting joint operations more effectively, with smaller forces and fewer weapon systems (QDR 2001, 45).

In any projection of how the six operational goals relate to DoD transformation, and more importantly, how they fit into deterring conflict and conducting military operations, it is necessary to discuss the future security environment. The QDR explains the nature of our future security environment by saying, “US adversaries will have new capabilities that previous opponents lacked “ (QDR 2001, 7). It further adds that the “US defense strategy must take into account the need to transform US forces to address several key emerging operational challenges that are inherent in current security trends “ (QDR 2001, 7).

The six operational goals that provide the transformation envisioned by the DoD will ultimately achieve the climate of interoperability among all of the services as outlined by the Secretary of Defense in the QDR of 2001. Each goal represents an effort

to advance the transformation within the new defense strategy and within the Army itself. It is a way to “improve the linkage between strategy and investments “ (QDR 2001, 41).

The six operational goals give an increased emphasis to Army transformation. In order to meet the operational goals the Army has a fundamental challenge ahead of itself. It is imperative that the Army continues its aggressive approach in both research and development (R&D) as well as in science and technology (S&T) programs in order to ensure that it has the capabilities necessary to meet the demands of the twenty first century.

The Army Vision

The cover page to the IBCT O & O boldly describes the Army’s newest brigade combat team in three sentences. First, as “a force for the Army's full spectrum strategic responsiveness; “ second, as a force that is “early dominant response in small scale contingencies; “ and lastly, as a “capable contributor in major theater war and stability and support operations “ (O & O 2000, cover). These phrases are in concert with the philosophy of the Chief of Staff and the Army Vision when describing the SBCT. Within the pages of the O & O, the SBCT is further defined in the following manner.

The Army's responsibility to satisfy 21st Century requirements for effective full spectrum strategic responsiveness demands an improved capability for the rapid deployment of highly-integrated, combined arms forces possessing overmatching capabilities, exploiting the power of information and human potential, and combining the advantages of both light and mechanized forces, across the full range of military operations. Meeting this requirement and providing warfighting CINCs with an important new option for (decisive) contingency response is the central near-term objective of the Army's decision to develop full spectrum medium weight brigades, known as the Interim Brigade Combat Teams. (IBCT) (O & O 2000, 3-5)

The Army leadership believes the SBCT is needed in order to establish “strategic dominance across the full spectrum of operations as an explicit requirement for the Army of the 21st Century to become more strategically responsive “ (O & O 2000, 4). Perhaps this transformation is more clearly defined in the following flow chart (figure 1).

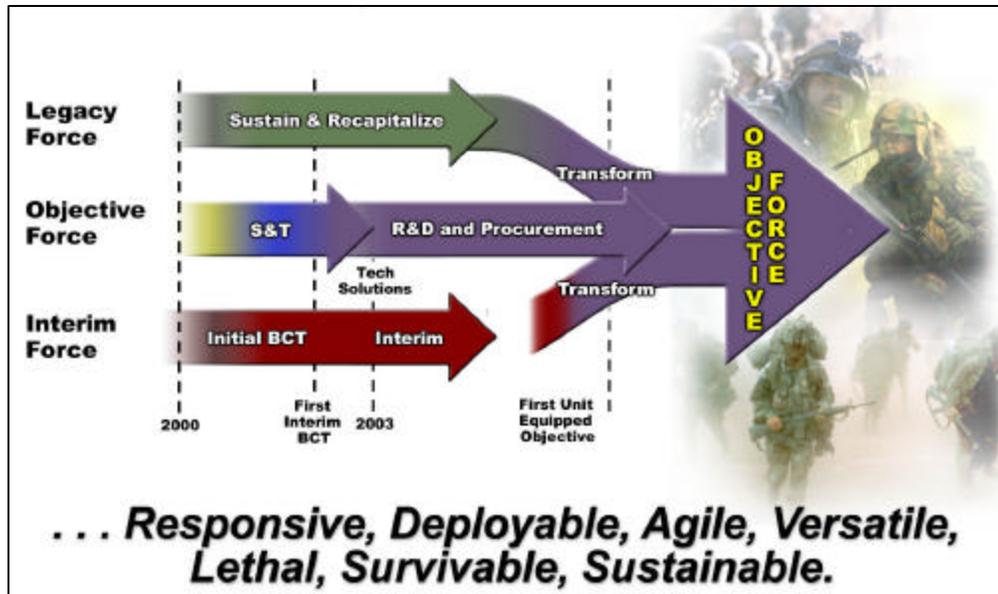


Figure 1. Army CoS Vision--(BCC 101 Special Brief 2002, 7)

The SBCT

The Stryker Brigades represent the Army’s attempt to bridge the gap in capabilities between its armor and mechanized units, which pack a powerful punch but are slow to deploy, and its airborne and light infantry units, which can get to a conflict quickly, but lack lethality and mobility over the ground (Nayler 2002, 8).

The SBCT is organized differently than any other conventional infantry brigade in the Army today. A significant change in the conventional infantry design is that the

companies of the infantry battalions will be combined-arms teams, consisting primarily of medium armored gun systems, infantry, and mortars.

A standard SBCT consists of a command group and a brigade headquarters and headquarters company; three infantry battalions; a reconnaissance, surveillance and target-acquisition squadron (RSTA); a field artillery battalion; a brigade support battalion (BSB); military-intelligence company; antitank company; signal company, and an engineer company for mobility. The brigade also has a civil-affairs and psychological-operations cell.

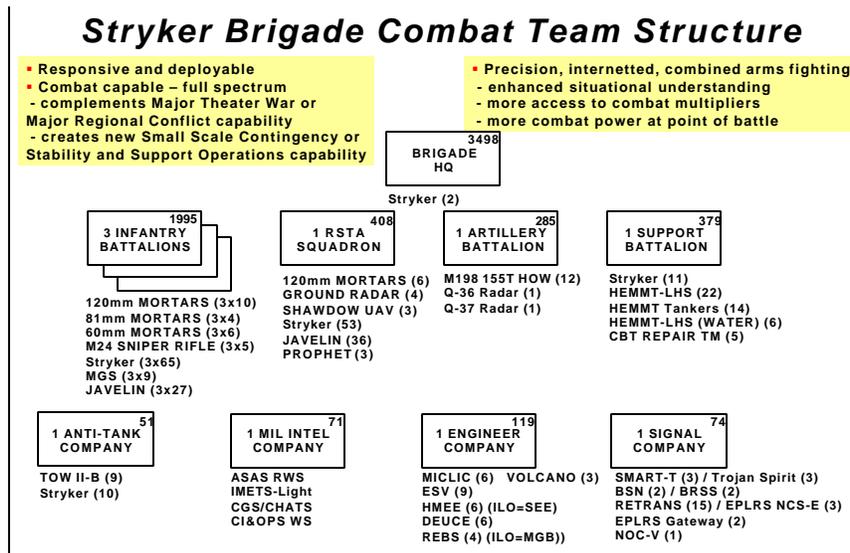


Figure 2. SBCT Organization--(BCC 101 Special Brief April 2002, 15)

An infantry battalion consists of three rifle companies and a Headquarters and Headquarters Company. Each rifle company has 60 millimeter and 120 millimeter mortars, Javelin antitank missiles, and each squad has a squad designated marksmen

(SDM). Each company will have a weapons platoon with a Mobile Gun System (MGS) when developed. Additionally, rifle companies have a company sniper team, fire support team, and medical section. Each battalion has both 81 millimeter and 120 millimeter mortars.

The RSTA squadron has four unmanned aerial vehicles (UAV), with two having the capability of being airborne at all times. The RSTA squadron has six 120 millimeter mortars to support the maneuver of its reconnaissance elements.

Having once understood the organizational makeup of the SBCT we may now proceed to an explanation of the mission of the unit and the capabilities of each of its combat, combat support, and combat service support units. The mission of the SBCT is described in the following manner.

The IBCT is a full spectrum, combat force. It has utility, in all operational environments against all projected future threats, but it is designed and optimized primarily for employment in small scale contingencies (SSC) in complex and urban terrain, confronting low-end and mid-range threats that may employ both conventional and asymmetric capabilities. Fully integrated within the joint contingency force (under command and control of a division) the IBCT deploys very rapidly, executes early entry, and conducts effective combat operations immediately on arrival to prevent, contain, stabilize, or resolve a conflict through shaping and decisive operations. The IBCT participates in major theater war (MTW), with augmentation, as a subordinate maneuver component within a division or corps, in a variety of possible roles. The IBCT also participates with appropriate augmentation in stability and support operations (SASO) as an initial entry force and/or as a guarantor to provide security for stability forces by means of its extensive combat capabilities. (O & O 2000, 3-4)

The SBCT currently operates using a Centralized Training Task List (CTTL) which will later be replaced by a standard Mission Essential Task List (METL). A CTTL consists of those tasks necessary to achieve O & O proficiency and does not equate to a METL. The CTTLs intent is designed to limit the number of tasks a unit has to perform

in order to validate its proficiency. In the case of the SBCT, the conditions set forth for its evaluation and validation utilizing the current CTTL are 1) semi permissive environments, 2) MOUT and complex urban terrain, and, 3) day and night operations. The CTTL of the SBCT consists of the following tasks: Deploy and Redeploy by Air, Conduct Battle Command, Conduct Simultaneous Distributed Offensive and Defensive Operations, Conduct Area Presence, Sustain the Brigade Combat Team and, Protect the Force. (3/2 ID Capabilities Brief Aug 2002, slide 10). These CTTL tasks are important when applying them against its capabilities.

The SBCTs unique capabilities are important and must be described in detail at this point in the research. The SBCT is designed with two distinct purposes. First, it provides the combatant commanders with a new option for decisive contingency response, and second, it provides an early entry force capable of deploying within ninety six hours.

The SBCT is designed as a full spectrum combat force which typically maintains an offensive orientation. However, depending on the nature and evolution of the contingency, the SBCT is capable of conducting all major operations, including offensive, defensive, stability, and support operations (O & O 2000, 7). Its organization is expandable through either augmentation or scalability in accordance with the factors of mission, enemy, troops, terrain, time, and civilians (METT-TC) in any given contingency. Further, the SBCT is specifically designed for employment as an early entry combat force (O & O 2000, 7). Each of the brigades' units come with distinct capabilities that warrant a brief description in order to answer the question--what is the SBCT?

The infantry battalion is the principal fighting component of the SBCT and is the SBCTs predominant force for seizing, securing, retaining, and controlling terrain. It can operate autonomously within an SBCT Area of Operations (AO) or as part of any combat brigade. The battalion is well suited for operations in close, complex, or urban terrain. (BCC 2001, 5).

The RSTA squadron provides increased capabilities by performing multi dimensional reconnaissance, surveillance, and target acquisition in providing all weather, around the clock, accurate, and timely reconnaissance and surveillance. It is able to recon up to nine routes simultaneously or conduct surveillance of up to eighteen designated areas simultaneously or any combination thereof. It can gather information about multi-dimensional threats. And lastly, RSTA can develop a neighborhood level situational understanding of all aspects of the human environment within the AO (BCC 2001, 12).

The field artillery battalion provides accurate, long-range, counter fire support in any assigned battle space. It is able to execute missions in SSC, SASO or MTW and can reinforce infantry battalion mortars as needed (BCC 2001, 16).

The brigade support battalion (BSB) is designed to provide sustainment support for initial seventy two hours before resupply. The BSB provides unit distribution and operates supply points within the brigade support area (BSA) to sustain the SBCT. Of major significance is that the BSB conducts reach-back linkages with division and higher echelons to expand its CSS capabilities (BCC 2001, 17).

The anti-tank company provides accurate, long-range anti-armor fire support in any assigned battle space. It is able to execute missions in SSC, SASO or MTW, under

all weather conditions. Most importantly, the company has the lethality to destroy all types of enemy ground vehicles and many field fortifications (BCC 2001, 21).

The engineer company is designed with mobility platoons that support the SBCT maneuver by providing mobility support to mounted maneuver, dismounted assault, and urban operations. The company provides a terrain visualization (topographic) section in the SBCT HQ in order to support situational awareness (BCC 2001, 22).

The brigade's military intelligence company provides increased capabilities by maintaining organic reach-back for linkage to ARFOR (theater, joint, and national analysis, products, and databases). It conducts dynamic retasking of assets to support Now Battle visualization and targeting. It maintains organic ability to store and exploit preprocessed SIGINT and IMINT products. It also conducts single, all source and cross-BOS analysis provides relevant and timely threat situation awareness. It fuses distributed analytic products to provide input into overall common relevant operating picture. And lastly, it provides planning and execution of ISR activities to support the commander's intent (BCC 2001, 23).

The brigade's signal company provides numerous capabilities. It establishes the SBCT C4ISR network. It also provides telephone, data, collaborative planning, and battlefield video teleconference (BVTC) services combat net radio (CNR). It provides FBCB2 situational awareness and command and control data exchange using the tactical internet. And finally, the brigade's signal company provides the SBCT with very high frequency-frequency modulated (VHF-FM), high frequency (HF), and single-channel tactical satellite (TACSAT) capabilities (BCC 2001, 24).

The brigade has additional increased capabilities, which have not been mentioned in the above paragraphs but are articulated in the chart provided at figure 3. Thus far the data researched in this thesis has described, in detail, the SBCTs capabilities, however, it should also be noted that the SBCT has some limitations as well which will be examined shortly.

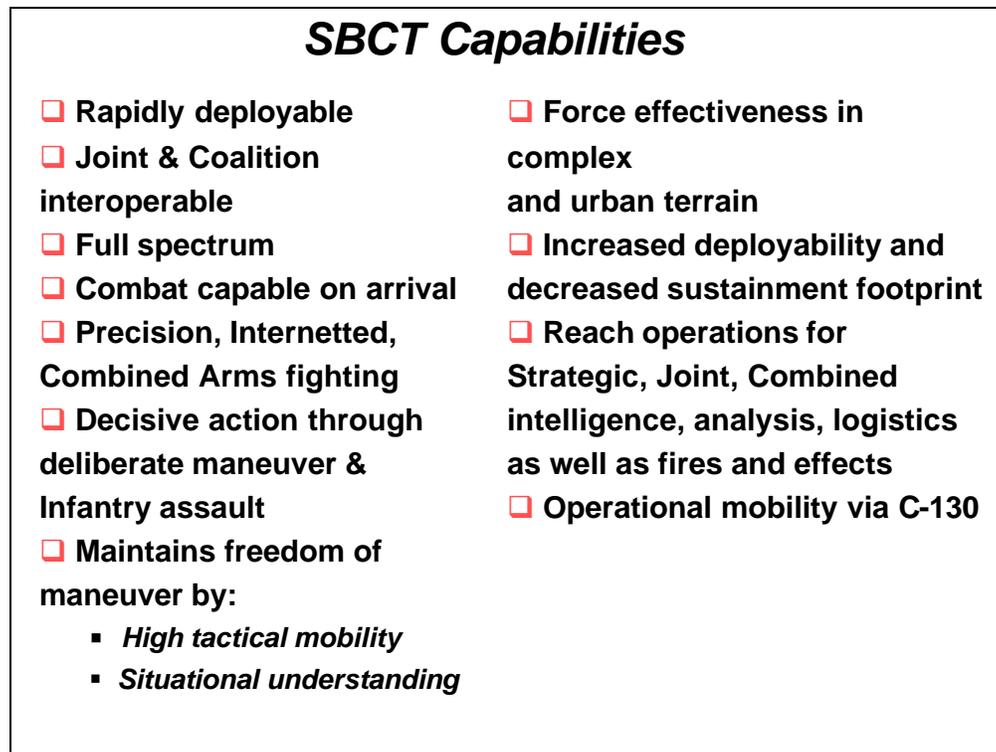


Figure 3. SBCT Capabilities (BCC 101 Special Brief 2002, 16)

Limitations

Limitations are identified in order to give an exposure to the shortcomings of this newly developed unit. As previously noted, some of the likely missions for the SBCT in

MTW include supporting the main attack, reconnaissance, limited security, economy of force operations, and functioning as a division reserve. In these roles, the SBCT must be suitably tailored per factors of METT-TC to compensate for shortfalls in its capabilities for fires/effects, aviation operations, counter-mobility, command and control, communications (outside the brigade network), and force protection. The SBCT faces the challenge of achieving an adequate level of force protection and survivability against enemy fires without significant passive protection embedded within its vehicles. In addition, the SBCT structure does not include an organic air defense unit, relying instead on small arms and crew-served weapons, bolstered heavily by an air cap. It must also be noted that the unit is vulnerable to enemy artillery fire and must be redressed by means of an organic, proactive counter-fire capability along with employing focused ISR capabilities that enable units to engage enemy artillery before they engage SBCT elements. Additionally, the FA battalion has no organic CSS, and, therefore, requires all CSS from the BSB while the BSB requires augmentation from echelon above brigade (EAB) elements to provide field services. Lastly, a limitation has been identified in the engineer company's capability to construct protective obstacles and survivability positions (O & O 1999, 16-17).

In summary, this chapter of the thesis provides finite detail in answering both the tertiary and secondary questions of the research question. The intent is to establish a fundamental understanding of the data gathered in order to provide a transition to the next chapter of this thesis and its answer to the research question. In the fourth chapter a comprehensive analysis will be provided utilizing facts gathered in the previous three

chapters. These facts will be measured against the four criteria of deployability, survivability, lethality, and mobility.

CHAPTER 4

ANALYSIS

Introduction

Thus far this thesis has discussed the DoD and Army transformation, the operational goals of the QDR, both the Chief of Staff's and the Army Vision for the SBCT and transformation, and the detailed capabilities of the SBCT. Having done so, this thesis will now compare the information developed in chapters 1 through 3 of this project against the four criteria to determine the viability of the SBCT. However, first we must review the SBCT organizational and operational concept that explains the purpose of the SBCT.

Army options available to warfighting CINCs for joint contingency response are too limited. Army light forces can deploy quite rapidly--within a matter of days- but they lack the lethality, mobility, and staying power necessary to assure decision. On the other hand, Army mechanized forces possess substantial lethality and staying power, but they require too much time to deploy, given current joint capabilities for strategic lift, affording the adversary too much time to prepare for the arrival of US forces. (O & O 1999, 4)

The methodology used to determine the answer to the research question is to compare the SBCT against a legacy force brigade combat team. This comparison will use historical examples pertaining to both light infantry and mechanized infantry from Operation Desert Shield in Iraq, Operation Allied Force in Kosovo, and Operation Enduring Freedom in Afghanistan to amplify each argument. In particular, deployability

will be evaluated against a mechanized brigade combat team as well as a light infantry brigade combat team and the remaining three criteria of survivability, lethality, and mobility evaluated against a light infantry brigade combat team. This evaluation leads to an answer of the viability of the SBCT when measured against each of the evaluated areas as determined by their definitions in chapter one. Finally, a comparison based on the criteria will evaluate the SBCTs viability in fulfilling an interim solution to the capabilities gap between the legacy force and the yet to be defined objective force.

Deployability

Deployability is analyzed against the five factors of strategic airlift requirements, intra theater airlift requirements, short tons, days to deploy, and square footage. In order to fully analyze the criteria of deployability, it is important to first explain what the objectives and requirements are for each of the various types of brigades being compared. For the purpose of this research, the definition of deployability is the ability to project force by air into a theater of operations, which includes both the time and external support assets required. It is also important to understand that entry requirements for deployment varies, and, therefore, a brigade's entry into an area of operations can be either opposed or unopposed. Additionally, deployments take place in four phases: movement to the point of embarkation, strategic lift, reception at the point of debarkation, and onward movement.

The objectives and requirements for the SBCT focus on its deployability. The SBCT is designed for rapid deployment. Its goal is “to place a credible combat force on the ground anywhere in the world in 96 hours from liftoff “ (Rand 2002, 8). The aircraft deployment time starts when the first aircraft is airborne from the departure airfield and

concludes when the last aircraft needed to deploy the unit touches down at the APOD

(Rand 2002, 14). General Shinseki is quoted as follows:

We will develop that capability to put combat forces anywhere in the world in 96 hours after lift off in brigade combat teams for both stability and support operations and for warfighting. We will build that capacity into a momentum that generates a warfighting division on the ground in 120 hours and five divisions in 30 days. (Shinseki 1999, 1)

Additionally, the operational and organizational concept for the SBCT specifically states that the SBCT must be air transportable and is intended to be capable of deployment to anywhere on the globe in a combat ready configuration. Therefore, the SBCTs MAV (medium armor vehicle) must be transportable in a C-130 aircraft.

A mechanized brigade combat team has the mission to deploy on short notice, rapidly build combat power, deter, destroy, capture, or repel enemy forces; using maneuver and shock effect (FM 71-3 1996, 1-1). Short notice is not quantified in Army publications, and, therefore, the standard is left to interpretation unless specified by unit SOPs.

The Army's vision is to fill the deployability gap that currently exists between the heavy and light forces. Mechanized forces are survivable, lethal, and mobile but require weeks to deploy as in the case of the 24th Infantry Division (Mechanized) during Operation Desert Shield which took 48 days from notification for the brigade to deploy into theater by ship (Scales 1994, 87).

In contrast, the light infantry brigade's mission is to close with the enemy by means of fire and maneuver to destroy or capture him, or to repel his assaults by fire, close combat, and counterattack. The brigade is extremely well suited to operate across a wide range of military operations. The infantry brigade can be deployed rapidly and can

be sustained by an austere support structure (FM 7-30 1995, 1-1). Therefore, a light infantry brigade can deploy within a ninety six hour goal if properly trained and provided with the adequate airlift. Infantry BCTs, as well as divisions, have proven this on numerous occasions at the combat training centers (both the NTC and JRTC) and in combat during Operation Desert Shield in 1990. The strategic ability was proven when the ready brigade of the 82d Airborne Division took only two days to deploy and required as few as 26 C-17 sorties (Rand 2002, 3).

Although the ready brigade of the 82d Airborne Division could deploy within the required timetable, they did not have the necessary capabilities based upon the threat. A major limitation of the division was their lack of sufficient armor protection. In particular, the Iraqi enemy they faced in 1990 consisted of both armored and mechanized vehicles, which would have been a potential challenge had the enemy attacked US forces.

In summary, after examining the criteria of deployability against its definition, the light infantry brigade clearly demonstrates an advantage in terms of speed over the other two brigades. A comparison of the five factors of strategic airlift requirements, intra theater airlift requirements, short tons, days to deploy, and square footage shows the variation between the three types of units (see figure 1). This evaluation is critical in comparison because, although the light infantry brigade achieves better results, as expected, the light infantry brigade proves more deployable in all five factors as we have seen demonstrated by the 82d Airborne Division during Operation Desert Shield. On the other hand, the comparison found on the following page also shows that the SBCT is more deployable than a mechanized brigade combat team in all of the required areas, which is what had been initially envisioned for the brigade. Although the SBCTs

deployability has only been tested in a Joint Flow Analysis System (JFAST) simulated environment, as compared to that of the other two BCTs which were real world operations, the SBCT still did not meet the intended 96 hour goal as the vision states (Brockman 2002, 9). Even if the appropriate aircraft were available to adequately resource the SBCT, there are a host of other factors outside the control of force designers, that prevent a ninety six hour timeline being met as stated in the most recent Rand Study on the SBCT. Some of these additional factors entail things such as MOG, MHE availability, crews availability, distances, and refuel capability to name a few (Rand 2002).

Table 1. BCT vs. Critical Factors Comparison

Unit / Factors	Strat Airlift Reqt's (by a/c type)	Intra Theater Airlift Reqt's (1000 nm)	Short Tons (Total)	Days to Deploy	Square Footage (Total)
Light Infantry BCT	C-17: 141 C-5: 110	C-130: 572 C-17: 7	7,297	2 days (Desert Shield)	180,225
SBCT	C-17: 260 C-5: 190	C-130: 857 C-17: 27	14,406	7.1 days (Simulation to Kosovo)	261,989
Mechanized BCT	C-17: 442 C-5: 325	C-130: 462 C-17: 251	26,659	43days (Sea) (Desert Shield)	354,686

(MTMCTEA Pamphlet 700-5 2001 and BCC Deployability Brief 2002)

Survivability

Survivability is the second criteria analyzed. In particular, this analysis examines the SBCT versus a light infantry brigade combat team against the factors of protection, situational understanding, and lastly, the psychological aspect. The requirements for each of the two brigades compared are stated in its definition. Survivability is defined as the

increased protection and challenges which includes all aspects of protecting personnel, weapons, and supplies of that of a brigade combat team.

The most obvious comparison is the factor of protection. In the case of the SBCT there is clearly an increase in protection provided by the Army's newest mounted platform known as the Stryker vehicle. The Army's newest vehicle provides 14.5 millimeter of armor protection encasing the entire vehicle. The armor offers ballistic protection from 50 caliber bullets and protects against 152 millimeter airburst shells. (BCC 2002). By comparison, the light infantry brigade, lacks this type of protection. First, the soldiers are light fighters and are limited to the number of vehicles available which may provide protection. The light infantry brigade's vehicular protection does not extend beyond that of a HMMWV or FMTV as authorized by the design of the MTOE. Additionally, individual soldier protection is limited to that of improved Level III Body Armor, or in some cases, the outdated Flak Vest which clearly is not the same degree of protection of that provided by a Stryker vehicle. Therefore, in terms of exposure time to the enemy when inside the Stryker vehicle, the SBCT soldier has a marked advantage to that of the light infantry soldier who is seldom afforded this additional protection.

Information is an element of combat power that needs to be managed appropriately in order to provide relevant information to the right person at the right time, thus, enhancing both situational understanding and decision making (FM 3-0 2001, 6-22). When examining situational understanding (SU) a comparison should be made between the two brigades in the use of digitized versus analogue technology. The Army Battle Command System (ABCS) enhances situational understanding by enabling leaders to exercise Command and Control (C2) by providing them a visual means to see both the

enemy and friendly forces in order to maneuver friendly forces in the most advantageous manner. It is fair to say that digitized technology, when used properly, provides a significant advantage over analogue technology because of the situational awareness and improvements in sensor to shooter technology. In particular, it allows the user to see himself, his buddy, and the enemy, thus allowing him to make contact with the enemy at a time and place of his choosing. However, the light infantry brigade combat team using analogue or non-digitized technology, finds itself at a distinct disadvantage. When a light infantry brigade (non-digitized) makes contact with the enemy, it is at that precise moment that the enemy location is determined, decisions are made, and combat power applied in order to be decisive. When a light infantry BCT using analogue technology makes contact with the enemy it lacks both the time and space advantage gained by the SBCT because the light infantry BCT lacks digitization. The SBCT is enhanced by its ability to make contact with the enemy out of contact, by virtue of its ability to see out of contact, and then delivers combat power in order to be decisive at the time and place of its choosing. This digital advantage is recognized as a significant part of the Army's evolving doctrine. Both the SBCTs at Fort Lewis and the 4th Infantry Division at Fort Hood are contributors to the doctrine due to their digitization.

The final factor of survivability is the psychological factor. The fact of knowing one has a large armored vehicle and the shock effect that it has on the enemy provides a significant advantage over that of a light infantry brigade. The Stryker vehicle comes equipped with a medium machine gun as its protective weapons system. The fifty caliber and MK-19 on the Remote Weapons Station (RWS) mounted on the Stryker vehicle have a significant advantage over the mounted fifty caliber, MK-19, or Squad Automatic

Weapon (SAW) on a HMMWV or FMTV in a light infantry brigade as the weaponry does not have the same shock effect on an opposing force as that employed by the Stryker vehicle. These attributes combined with the Stryker vehicles physical stature gives the unit an obvious psychological advantage over a light infantry BCT not only in confidence but also in the fear that such a weapons system evokes in the enemy.

In summary, after examining the criteria of survivability against the three factors of protection, situational understanding, and the psychological aspect, the SBCT proves to be better suited in the role it must play than a light infantry brigade combat team. By its definition, therefore, the SBCT is collectively more survivable than that of a light infantry BCT.

Lethality

The criteria of lethality is analyzed against the factors of collective lethality, indirect fire weapons systems, and anti tank killing capability as compared between the SBCT and a light infantry brigade combat team. Lethality is defined as the ability of a unit to focus greater overmatching combined arms support to the infantry assault.

Both the SBCT and the light infantry BCT, although infantry by design, have different and unique capabilities with regard to lethality that deserve some exposure. Of significant importance is each brigade's collective lethality. That is, its decisive action by means of combined arms beginning at the company level. There is a significant difference when comparing company level lethality between the two brigade BCTs. This comparison clearly distinguishes the SBCT as having a more lethal capability because of the quantities of weapons systems available for integration. Further, it is the increased

capability of range, ballistics, and the additional platforms that support the SBCT that provide the SBCT with its advantage.

Both the SBCT and the light infantry BCT are supported by direct and indirect fire weapons systems organic to their companies as prescribed by each MTOE (see figure 2). However, a critical difference is that the SBCT includes crew served weapons on infantry carriers, Mobile Gun Systems, and snipers all at company level. On the other hand a light infantry company does not have a base of platforms with medium machine guns for both protective fires and supporting fires. It should be noted that each of the light infantry battalions in the light infantry BCT has a anti-tank platoon that can provide a mix of either fifty caliber machine guns or MK-19s for a total of four in a battalion. If necessary, this option can serve in a support by fire role for a maneuver company if task organized accordingly. It must be noted, however, that this may be at the expense of diminishing the anti-tank platoon and severely degrading the tank killing capability of the TOW II anti tank guided missile weapon system. The TOW II is designed primarily to provide long range anti tank fire at a range extending to 3.5 kilometers. If equipped as a supporting weapon system it can be seen, perhaps, as a tactical risk when fighting in a High Intensity Conflict (HIC) or Major Theater War (MTW) to a commander.

The second factor is a comparison between the integration of indirect fires of artillery, mortars, and joint fires/effects. Each type of BCT has this capability except that the SBCT has more in terms of raw numbers along with larger caliber and increased ranges. The indirect fires systems at the company level for the SBCT incorporates two organic mortar systems as part of the “arms room concept “ (2 x 120 millimeter and 2 x

60 millimeter mortars) as compared to a conventional light infantry company only having two 60 mm mortars systems.

At battalion level, there is a significant difference as well. The SBCT has four 81 millimeter mortars and four 120 millimeter mortars, again, supporting the “arms room “ concept, as compared to four 81 millimeter mortars in a light infantry battalion. Additionally, the SBCT has a Mortar Carrier Stryker Vehicle designed to fire and fight without soldiers having to dismount, thus enhancing survivability and force effectiveness. In contrast, the light infantry, must continue to manipulate the HMMWV with trailer configured mounted 81 millimeter mortar system and the hand carried 60 millimeter mortar system, which has substantially less survivability and force effectiveness than the SBCT vehicle. A comparison of the organic systems each company is authorized clearly demonstrates the superior firepower of the SBCT over the light infantry BCT (See Table 2.)

The third factor is tank killing capability. Each of the BCTs evaluated has TOW II missiles as its primary tank killing capability. The purpose of the AT company in the SBCT, as well as the AT platoons in the light infantry brigade, is to increase the BCTs flexibility and improve its survivability, particularly in open terrain when facing enemy tanks. Further, an AT company or platoon is also designed to reduce the enemy’s ability to interfere with the movement of the maneuver force and assist in the destruction of the enemy’s ability to fight. In the case of the SBCT an AT Company under brigade control comprises the BCTs primary tank killing capability. In the case of the light infantry BCT, there are three AT platoons that comprise the anti tank killing capability. While the manpower strength and weaponry of both are almost equal, the flexibility of the SBCT at

the brigade level clearly offers more flexibility. Each platoon is task organized to an infantry battalion and is under the control of a battalion commander. The brigade commander has no direct control of said platoons unless he specifically task organizes the brigade in that manner. In a comparison between the two, the SBCT has nine anti-tank Guided Missile Stryker vehicles (ATGM) with TOW IIBs versus four HMMWV TOW II Missile Carriers in a light infantry battalion and three platoons in the brigade for a total of twelve TOW IIs. Clearly the weight of the anti tank killing power rests with the SBCT.

Table 2. Infantry Rifle Company Weapons Comparison

Weapon	SBCT	Light Infantry
M-16/M-4	139	139
M203	18	18
M249	18	18
M240B	6	6
.50 cal MG	13	0
MK-19	6	0
9mm pistol	20	20
60mm	2	2
81mm	0	0
120mm	2	0
Javelin	9	3
SDM	9	0
Shot Gun	9	0
M-24	1	0
MGS	3	0

(SBCT MTOE 2002 and a Light Infantry Company MTOE 2002)

The improved tracking system on the TOW IIBs increases the capability for the SBCT, but the missile range remains the same as the TOW II is the missile used for each BCT. A major difference is the increased capability of the TOW II sight and tracker. The

SBCT has fielded the improved ITAS tracking system which significantly improves the SBCTs hit to kill ratio. By comparison, the light infantry BCT outnumbers the SBCT in TOWs with 12 giving it an increased tank killing capability in the mounted anti tank weapons systems if said missiles are used efficiently.

In regards to single man “fire and forget “ anti armor weapons systems each of the BCTs are equipped with the Javelin Anti Tank guided weapon system. The Javelin is a lightweight medium range anti armor weapon system with a range of approximately 2.5 kilometers in each of the infantry companies. The SBCT has a total of eighty one Javelins as well as the means to carry them on board the Stryker vehicles; however, the light infantry BCT, has only a total of twenty seven Javelins and no vehicle means to carry them. One of the major limitations of the Javelin is that it exposes the gunner when they fire the missile. Hence, the SBCT must consider the tradeoff of having a greater number of Javelins against the greater exposure time to its soldiers than that of the light infantry BCT.

Table 3. Anti Tank Capabilities

System / Unit	SBCT	Light Infantry BCT
TOW II Anti Tank Weapons Systems	9	12
Javelin	81	27

(SBCT MTOE 2002 and a Light Infantry Battalion MTOE 2002).

In summary we see that although the SBCT has less anti tank killing capability in the number of TOW missiles systems assigned, it has more Javelins that make up for this shortfall. And, while this can be seen as a disadvantage to the SBCT when compared

against that of a light infantry BCT, the overall collective lethality of the SBCT has a significant advantage to that of the light infantry BCT. When combining the factors of indirect fire systems, anti tank weapons systems, and the combined arms concept of warfare, a very strong case can be made in support of the SBCT over the light infantry BCT in the area of lethality as it applies to this research.

Mobility

The final analysis is the comparison of the criteria of tactical mobility of an SBCT against a light infantry brigade combat team. For the purposes of this research, the definition of mobility is defined as the tactical mobility of an SBCT as compared to that of a light infantry brigade combat team. The factors of operational reach, speed, and terrain, will each be addressed to determine advantages and disadvantages to both the SBCT and the light infantry BCT.

One of the core capabilities of the SBCT Stryker vehicle is the ability to move rapidly about the battlefield. A sustained speed of 40 miles per hour gives the SBCT the ability to conduct road marches at 30-35 miles per hour and offers individual platforms the ability to have catch up speed to maintain momentum. Immediately upon landing at an APOD a Stryker equipped SBCT can rapidly displace to critical areas and immediately relocate to meet emerging threats and to assist in shaping the battlefield. During Operation Enduring Freedom in Afghanistan the Marines drove their vehicles (LAVs) from Karachi, Pakistan to Kandahar, Afghanistan, a range of 461 statutory miles overland (BCC 2002, 8). The SBCT has this same capability and could easily have deployed over operational ground distances like the United States Marine Corps (USMC)

given the range of the Stryker vehicle. It must also be noted that it would be very difficult to self deploy tracked vehicles of any kind over such great distances as well.

By comparison, a light infantry BCT has neither the operational reach nor the speed of an SBCT. When analyzing the factor of terrain, however, it must be understood that a light infantry BCT has some advantages denied to a vehicular mounted infantry unit. In particular, the ability to move in restrictive terrain is an advantage to the light infantry. A Stryker vehicle, although specifically designed for the purpose of diverse terrain, is limited in its ability to move in restrictive terrain and urban environments. A light infantry soldier has much greater flexibility for movement when compared to a soldier riding in the back of a Stryker vehicle in a similar environment; although once dismounted, the two types of soldiers are obviously equal.

In summary, a comparison demonstrates that the SBCT clearly has some limitations with regard to tactical mobility, the most obvious being fuel consumption, traction, bridge weights, narrow streets, and urban environments. However, the SBCT's advantages outweigh its limitations and in a comparison, its advantages outnumber those of the light infantry BCT which make the SBCT more tactically mobile when compared to the tactical mobility of a light infantry brigade combat team.

The final conclusion to the analysis of the posed research question in this thesis is the SBCT as a viable concept. Although overall the SBCT proves a better solution in each of the four criteria, (deployability, survivability, lethality, and mobility) therefore making it a viable concept, we have also seen that the SBCT has certain shortfalls defined by each of the criteria which has also been pointed out in this paper. However, taken in total, the SBCT has significant advantages making it more capable than both a light

infantry brigade and a mechanized brigade to provide the necessary capabilities needed to fill a gap between the legacy force and the yet to be identified objective force. The final chapter of this thesis will conclude with a summation of the thesis as well as address recommendations for further research with regard to the primary research question.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

As we have seen the Army of tomorrow must be more deployable and capable of meeting future threats across the full spectrum of war. This is even more prevalent today given the current state of ongoing military operations throughout the world. An essential element of the details of this transformation is the Army's new Stryker Brigade Combat Team, and its role as an interim solution to Army transformation. Over the past 25 years the Army has engaged in various military operations that clearly demonstrate its need for a new type of military force demonstrating the qualities embodied in the SBCT. It is, therefore, the intent of this thesis to examine the SBCT's role in Army transformation and the senior leadership's view of how the SBCT will bridge the capabilities gap that the Army anticipates in future conflicts.

The Army has recognized a need for a new force mobile and capable of swift decisive action. In particular, the Army has had neither the necessary nor appropriate force structure to adequately fulfill the demand imposed on it by the nature of these past conflicts. Small-scale contingencies that spanned from Operation Urgent Fury, Grenada, Operation Just Cause, Panama, Operation Uphold Democracy, Haiti, and Operation Allied Force, Kosovo, are significant operations that help justify a need for the SBCTs. In addition, High Intensity Conflicts such as Operation Desert Shield and Desert Storm add validity to this shortcoming. And, while in each of these conflicts the Army has succeeded, the Army has also identified and assessed its lack of capabilities as well. As a result, a substantially different and unique force is emerging based on the requirements generated from some of its capability shortfalls. Hence, under the direction of current

Army Chief of Staff, General Shinseki, the Army has embarked upon its current transformation campaign and with it has emerged the SBCT.

The purpose of the SBCT is to enhance the Army's ability to rapidly build combined arms combat power at a point of entry without needing advance combat service support (CSS) elements on the ground. The SBCT will fill the capability gap that currently exists between the light infantry forces and the current heavy mechanized forces. By design, the SBCT was intended to be more deployable than a mechanized brigade combat team and more survivable, lethal, and mobile than a light infantry brigade combat team. Therefore, in answering the research question posed in this thesis; what is the SBCT and is it a valid concept? The answer has been researched and proven to be yes. Although some shortcomings have been identified the SBCT provides an interim solution of increased capabilities to the combatant commanders as the Army continues to progress in the areas of science and technology, as well as research and development, toward the yet unidentified objective force.

The purpose of this chapter is to make recommendations to the Army to enhance the SBCT based on the results of the analysis conducted against the criteria of deployability, survivability, lethality, and mobility. As a result of the analysis provided in this thesis we must conclude that the SBCT proves a viable option to a rapid deployment light infantry brigade combat team. The SBCT reduces risk to forces by providing a more survivable and mobile force with a capability to defeat heavier armor. Further, the SBCT may be mixed with deployments of lighter forces complementing the entire force survivability and creating a base for heavier follow on forces.

There are three recommendations generated that transpired from this research. First, continue to define the concept and refine as necessary based on testing and evaluation of the unit. Second, at the first opportunity, deploy a SBCT, to participate in a real world conflict to accurately evaluate this concept and its increased capabilities. Finally, provide the adequate resources necessary to train within the band of excellence, and the SBCT's potential as a full spectrum force under the Army's newest training methodology of Train, Alert, and Deploy.

Although this thesis was intended to conclude the validity of the SBCT and ultimately establish its viability envisioned by the DoD neither time nor scope permitted an investigation of other important and vital areas that obviously prove of value in future thesis investigations. As a means to ascertain the objective force, the SBCT is the Army's solution to an interim force. Therefore, additional questions of concern would be of interest. Do any failures to meet any of the stated purposes of the SBCT negate its viability? And, if so, what is the alternative? Do we wait for the Unit of Action (UA) to provide an answer or do we do nothing? If the SBCT is not the right solution, do we start all over and begin to redesign another solution? Lastly, does the cost of conversion warrant the SBCT as opposed to waiting for the Unit of Action (UA)?

Time will tell is the SBCT was the right brigade force structure based on a need to fulfill the shortfalls in capabilities between our light and heavy forces. The current contemporary operating environment (COE) is volatile and unpredictable. As the US and its allies continue to aggressively pursue our perceived threats in the Global War on Terrorism (GWOT), without question, the SBCT is a vital force and viable concept as an interim solution that can be utilized in various roles to assist in the security of our nation.

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