

U.S. ARMY WAR COLLEGE
KEY STRATEGIC ISSUES LIST

August 2004

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FOREWORD

The Global War on Terrorism is now in its third year, and the U.S. Army is at the center of its prosecution. Afghanistan and Iraq's maturing counterinsurgency campaigns and continuing stability and reconstruction efforts serve as catalysts for the ever-shifting strategic environment. The Strategic Studies Institute (SSI) provides the Key Strategic Issues List (KSIL) to inform the efforts of national security researchers as they prepare studies to help the Army and other elements of the Department of Defense better plan for and perform their many essential missions, now and in the future.

Similar to preceding years, SSI developed a draft list and then vetted it with the rest of the Army War College, the Army Staff, Army Major Commands, Army Component Commands, and the Joint Staff. These vetting agencies' generous responses, during this period of many competing demands on their time, provided essential input to the final document. SSI evaluated proposed topics based on the criteria that they be key for the Army and the role of landpower, strategic in focus, and broad enough to encompass many different research approaches. KSIL entries are described in general terms to allow researchers to modify or expand on the issues, utilizing their special expertise and perspectives to shape the analysis. While the general list is extensive, it is certainly not exhaustive. Topics are grouped by major headings and subordinate groupings, with a point of contact from SSI assigned to each major heading.

The SSI points of contact are not necessarily the topic sponsors, but having general oversight for the topic area, are able to recommend other topic sponsors or subject matter experts. Study issues that are more focused are presented at the end of this document and are grouped by submitting agency. Papers prepared from this list should be forwarded to the major topic point of contact for possible forwarding to the appropriate commands or staffs.

It is particularly important today to conduct research and promulgate analysis that will foster better understanding of the complex and uncertain security environment the United States and its Army now faces and will face into the foreseeable future. I commend the 2004 Key Strategic Issues List to you as you plan your research programs for the coming year.

DOUGLAS C. LOVELACE, JR.
Director
Strategic Studies Institute

KEY STRATEGIC ISSUES

GLOBAL WAR ON TERRORISM

POC: Dr. Stephen Biddle, (717) 245-4126

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1. Global strategy for the War on Terrorism
2. Strategic implications of redefining the terrorism threat in terms of violent radical Islam
3. Strategic implications of applications of military force in the War on Terrorism
4. The military and the interagency approach to the Global War on Terrorism
5. The roles of alliances and coalitions in the War on Terrorism
6. Special Operations and the War on Terrorism
 - a. Developing and employing SOF and other regional expertise
 - b. Shaping regional battlespace through information operations
 - c. The place of Civil Affairs and Psychological Operations in the Special Operations community
7. Identifying and mitigating sources of anti-Americanism and terrorism
8. Ethical and legal challenges in asymmetric warfare
 - a. Killing terrorists vs. apprehension and prosecution
 - b. Legal classification of detainees and due process
 - c. Jurisdiction of military vs. civilian courts
 - d. Impact of the Law of the Sea on protecting the United States
9. The ties between the War on Drugs, international crime, and GWOT
10. Periods of increased terrorist activity and their determinants

11. The effect of information pervasiveness on the military, nation, and GWOT
12. Intelligence gathering and sharing challenges in multinational GWOT operations
13. Measuring the effectiveness of GWOT

HOMELAND SECURITY

POC: Dr. Dallas Owens, (717) 245-4075

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1. Defining and determining intelligence, first response, protection, and reconstitution requirements for homeland security
2. Active and reserve components' roles and structure for homeland security
3. The military role in Federal, State, and local agencies' homeland security operations
4. Coordination among NORTHCOM, Assistant Secretary of Defense for Homeland Defense, Joint Staff, and the Department of Homeland Security
5. Homeland security impacts on civil-military relations
6. Assessing, countering, and responding to the threat from WMD and conventional mass effects mechanisms
7. The military role in controlling cross-border nonmilitary threats (such as immigration and drug trafficking)
8. Strategic implications of missile defense
9. Obstacles to information sharing among intelligence agencies, law enforcement at all levels, and other Federal, State, and local officials
10. Defining, identifying, and protecting critical infrastructure
11. Utilizing a mix of Federal, State, and local resources for combating homeland threats

REGIONAL STRATEGIC ISSUES

POC: Dr. Steven Metz, (717) 245-3822

Steven.Metz@carlisle.army.mil

1. Evolving regional security arrangements in **North Africa and the Middle East**

- a. Appropriate U.S. and coalition roles in a sovereign Iraq
- b. Assuring Iraq's stability, security and reconstruction while fighting an insurgency
- c. Changing the U.S. military presence in the Persian Gulf
- d. Security issues created by the Israeli-Palestinian conflict
- e. U.S. strategy toward Iran
- f. Strategic implications of Libya's revised stand on WMD
- g. The implications of a nuclear Iran
- h. The impact of Operation IRAQI FREEDOM on U.S. national security
- i. Strategic lessons from the Iraqi insurgency
- j. Strategic implications of a changing Egypt

2. Evolving regional security arrangements in the **Asia-Pacific Region**

- a. Balancing U.S. security interests in China and Taiwan
- b. The future of the Japan-U.S. security relationship
- c. Impact of China's growing economic and military power in the Asia-Pacific Region
- d. Security concerns in Southeast Asia and implications for the United States
- e. Strategic response to North Korea's intentions and capabilities
- f. Changing Republic of Korea-U.S. security relations
- g. Future of ASEAN and U.S. strategic posture in the region
- h. U.S. military role in a unified Korea

3. Evolving regional security arrangements in **Sub-Saharan Africa**

- a. The role of South Africa in African Peacekeeping Operations

- b. Army International Activities Programs in Africa
 - c. Sub-Saharan Africa as a potential source of terrorism or its financing
 - d. Long-term implications of continent-wide failure due to AIDS and political strife
 - e. Forming regional cooperative security arrangement
 - f. Security effects of corporate energy and resource exploitation
4. Evolving regional security arrangements in **Europe**
- a. Army roles in future Balkan security
 - b. Russia's future relationships with Europe and the United States
 - c. The impact of growing Muslim populations on Western European security policy
 - d. The U.S. military's role in Eastern Europe
 - e. Reconfiguring the U.S. military presence in Europe
 - f. Implications of a changing NATO
 - g. The U.S. leadership role in NATO
 - h. NATO and EU/European security and defense initiatives
 - i. Implications of OIF for European cooperation in GWOT
 - j. EU expansion while excluding Turkey from membership
5. Evolving regional security arrangements in **Southwest Asia**
- a. Balancing U.S. security interests between India and Pakistan
 - b. Maintaining stability and security in Afghanistan
 - c. Long-term implications and consequences of maintaining the OIF coalition
 - d. Implications of major changes in Pakistan's government
6. Evolving regional security arrangements in **Central Asia**
- a. Growing U.S. security interests in the Caucasus and Central Asia
 - b. Russian-U.S. competition in Central Asia
 - c. Strategic implications of energy development in the Caucasus and Caspian regions

7. Evolving regional security arrangements in **Latin America**
 - a. U.S. interests in Caribbean security issues
 - b. Military role in providing security for enhanced free trade in the Western Hemisphere
 - c. Improving security ties with Brazil
 - d. Lessons from the Colombian insurgency
 - e. Reemergence of Sendero Luminoso
 - f. Ungoverned space and implications for territorial security
 - g. Military role in securing a stable Haiti
 - h. Political instability in Venezuela
 - i. Implications of narco-funded terrorism and narco-terrorism for GWOT
 - j. Instability generated by politically and economically disenfranchised indigenous populations
8. Supporting and integrating Regional Security Cooperation Plans and their relationship to integrated basing and presence policy
9. Identifying, deterring, and responding to regional asymmetric threats
10. The international criminal court and future American military operations
11. The impact of globalization on U.S. national security
12. Environmental issues as a basis for enhancing security cooperation
13. Social, cultural, political, economic, and governance trends and their effects on the future strategic environment

MILITARY CHANGE

POC: Dr. Douglas V. Johnson, (717) 245-4057

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1. Recognizing and understanding revolutionary change in warfare
2. Analyzing future warfare trends
3. Linking Army and Joint transformation through the Transformation Planning Guidance and the Joint Operations Concept
4. Alternative paths for transformation
5. The impact of transformation on operations with and logistic support for allies and coalition partners
6. Transforming OSD, the Joint Staff, and the service staffs
7. Maintaining Army institutional support for transformation
8. The role of the Army National Guard and U.S. Army Reserve in transformation
9. Responding to unexpected technological breakthroughs
10. The persistence of fog and friction in the transformed force
11. Assessing the requirements for full spectrum land force dominance
12. Evaluating the mix of heavy, medium, and light elements in future forces
13. Strategic implications of future force operational concepts
14. Implications of Joint functional concepts for Army operations and logistical support
15. Future force vulnerabilities to technology failures

16. Force structure savings and costs from the future force construct
17. Assessing the characteristics and requirements necessary to realize the potential of network centric warfare
18. Impacts of OIF and other current operations on transformation
19. Interdependence among branch and service functions in the future force
20. Strategic impacts of modularity on Army and Joint operations
21. New information assurance requirements in a net-centric Army
22. Impact of technology on inter and intra theater mobility
23. Urban operations in 21st century warfare
24. Availability, use, and impact of shared commercial technologies
25. Managing sensitive and classified information in an information pervasive digital world
26. Evolution of the military decisionmaking process

NATIONAL SECURITY STRATEGY/NATIONAL MILITARY STRATEGY

POC: LTC Nathan Freier, (717) 245-4073

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1. National Security Strategy (NSS), Defense Strategy (DS), National Military Strategy (NMS), and Strategic Planning Guidance (SPG):
 - a. Assessing the NSS, DS, NMS, and SPG
 - b. Alternatives to the NSS, DS, NMS, and SPG
 - c. The continuing importance of energy resources for U.S. national security and its impact on strategy
 - d. Impact of international treaties on the NSS, DS, NMS, and SPG
 - e. Updating national security legislation and the national security apparatus for GWOT
 - f. Maintaining strategic balance while conducting OIF and GWOT
 - g. Defining and assessing acceptable strategic risk
 - h. Maintaining effective deterrence
 - i. Linking GWOT, deterrence, and combating weapons of mass destruction
 - j. The strategic implications of American unilateralism
 - k. Strategic missions of the 21st century
2. Army issues for the QDR 2005
3. Assessing the 1-4-2-1 sizing paradigm
4. Integrating military and nonmilitary tools for coercive diplomacy
5. The effect of U.S. missile defense on allies and potential adversaries
6. Interagency cooperation in conflict prevention and resolution
7. Requirements and responsibilities for peacekeeping and nation-building

8. The implications of preemption and preventive war
9. Assessing the effects of long-term, post-conflict stability and support operations
10. Incorporating LOGCAP and other augmentation agreements into Department of Defense and Department of State strategy
11. Alternatives to the current spectrum of conflict model
12. Updating TAP and Army processes to better align with the new DPG process
13. Focusing the U.S. Government's long-term security assistance efforts
14. Implications of the proposed Intelligence Reform Act and creation of a Director of National Intelligence

LANDPOWER EMPLOYMENT

POC: LTC Raymond Millen (717) 245-4086

Raymond.Millen@carlisle.army.mil

1. Achieving information superiority and its impact on operational capabilities and concepts
2. The Army's institutional response to asymmetric and nontraditional threats
3. Requirements for defeating insurgencies
4. Strategic lessons from OIF integration of Stryker Brigade Combat Teams with current and future forces
5. Strategic implications of trends toward military operations in complex terrain
6. Improving operations between conventional and special operating forces
7. Effective employment of information operations in theater
8. Transitioning from combat to civil stability to nation-building
9. Force protection in dispersed/distributed combat operations
10. Future Army roles in stabilization and reconstruction operations
11. Improving operations with other agencies and nations
12. Operational consequences from the emerging concept of Intelligence Overwatch
13. The Army's role in global strike

LANDPOWER GENERATION AND SUSTAINMENT

POC: Dr. Dallas Owens, (717) 245-4075

Dallas.Owens@carlisle.army.mil

1. Changing requirements and legal basis for mobilization
2. Effectiveness of the War Reserve Materiel Program
3. Impact of increasing force protection requirements on power projection and force employment
4. Globalization and reductions in the military-industrial base
5. Planning and implementing base closures
6. Overcoming anti-access and area-denial strategies
7. Planning for operations in areas with primitive and austere infrastructures
8. Power projection, pre-positioning, and forward stationing tradeoffs
9. Planning to fight and win protracted wars
10. Logistics for dispersed/distributed combat operations against predominantly insurgent forces or for early entry special operating forces
11. Impact of increased numbers and expanded roles of civilians in forward areas of the battlefield
12. Army support to standing Joint headquarters
13. Analysis of "Navy-like" task force deployment cycles
14. Implementing "sense and respond" logistics in an Enterprise Resource Planning (ERP) environment

15. USMC/U.S. Army roles in the Joint force
16. Changing the role for reserve components through rebalancing and legislation
17. The Army role in seabasing as a logistical and operational concept
18. Sustaining a modular capabilities-based Army
19. Developing a national global logistics command
20. Contractor impact on Total Army Analysis
21. Establishing a single Army logistics enterprise
22. Managing Joint commodities

FORCE MANAGEMENT AND LEADERSHIP

POC: Dr. Leonard Wong, (717) 245-3010

Leonard.Wong@carlisle.army.mil

1. Retention and readiness of active and reserve forces
2. Unique doctrine, training, leader development, organization, materiel, and soldier systems requirements for expeditionary operations
3. Creating effective forces and doctrine for security cooperation, assurance, dissuasion, and deterrence
4. Developing soldiers and leaders for the future force
5. Analysis of the increased emphasis on the warrior culture
6. Changing the continuum of service
7. The gap between civilian and military cultures
8. Civil control of the military in the 21st century
9. Identifying, managing, and sustaining the Army's intellectual and technological talent
10. The status of the Army as a profession
11. Sustaining public support for the U.S. armed forces
12. How the Army develops and responds to "lessons learned"
13. Obtaining Joint synergy despite different service cultures
14. Establishing and maintaining a culture of innovation
15. Implications of adopting commercial best business practices for the military

16. Managing changes in temporary end strength
17. The all-volunteer force during war
18. Implications of DoD reorganization initiatives and military reform
19. Managing deployed civilians and contractors
20. Managing nondeployable soldiers
21. Strategic purpose and effectiveness of the Individual Ready Reserve
22. Efficiency and effectiveness of the ROTC program

SSI SUBJECT MATTER/REGIONAL EXPERTS

Analyst	Topic	(717) 245 -
Stephen Biddle, Ph.D. <i>Stephen.Biddle@carlisle.army.mil</i>	Global War on Terrorism	4126
Stephen Blank, Ph.D. <i>Stephen.Blank@carlisle.army.mil</i>	Former Soviet Union States	4085
LTC Nathan Freier <i>Nathan.Freier@carlisle.army.mil</i>	National Security Strategy/ National Military Strategy	4073
Douglas Johnson, Ph.D. <i>Douglas.Johnson@carlisle.army.mil</i>	Military Change	4057
Max Manwaring, Ph.D. <i>Max.Manwaring@carlisle.army.mil</i>	Western Hemisphere/ Latin America	4076
Steven Metz, Ph.D. <i>Steven.Metz@carlisle.army.mil</i>	Global and Regional Strategic Issues	3822
LTC Raymond Millen <i>Raymond.Millen@carlisle.army.mil</i>	Landpower Employment	4086
Dallas Owens, Ph.D. <i>Dallas.Owens@carlisle.army.mil</i>	Landpower Generation and Sustainment/Homeland Security	4075
Andrew Scobell, Ph.D. <i>Andrew.Scobell@carlisle.army.mil</i>	Asia-Pacific	4123
Andrew Terrill, Ph.D. <i>Wallace.Terrill@carlisle.army.mil</i>	Middle East/North Africa	4056
Leonard Wong, Ph.D. <i>Leonard.Wong@carlisle.army.mil</i>	Force Management and Leadership	3010

EXPANDED TOPIC LIST

Deputy Chief of Staff, G-1

POC: Dr. Michael Drillings (703) 695-6761

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1. Global War on Terrorism: What is the role and impact of civilian employees on the battlefield?
2. Military Change:
 - a. Consider the difficulties created by how quickly force structure is changing.
 - b. Should Civil Affairs and Psychological Operations remain in the Special Operations community?
3. Landpower Generation and Sustainment: What is the role and impact of civilian employees on the battlefield?
4. Force Management and Leadership:
 - a. What incentives should be offered to improve retention? Should those incentives differ depending on rank?
 - b. How can we increase the manning levels of Army Reserve high demand/low density units (i.e., civil affairs, psyops)? Consider the geographical distribution of the units.
 - c. What would be the comparable benefits, entitlements, and accountability for deployed civilians and contractors?
 - d. What legislative, policy, and management changes must be made to reduce the number of soldiers who are permanently nondeployable and to minimize the impact that nondeployable (permanently or temporarily) soldiers have on unit readiness?
 - e. What is the purpose of the IRR and how much or should the Army depend on it?
 - f. What can be done to increase the number of health care professionals?
 - g. The Army Training and Leader Development Panel (ATLDP) made several recommendations concerning the development of the officer corps. For the development of junior officers, company command is

an important experience. How should a company be defined (for this purpose)? How will the limited number of positions affect the cohort? What other experiences can be substituted for company command? Is there a better strategy?

- h. Evaluate the success of current and past AC/RC integration efforts. Cover training, personnel policies, and execution outcome in operational performance (perceptions vs. realities), using measurable results if available, across the Services in the past 15 years. Start with the USCG/R, which has the most integration history and studies on record, and expand the study to the Army at several levels of application, either by intent or by necessity (e.g., MACOMs independent of DA, USASOC, in Theater, and at HQDA). Provide recommendations on the value of the integration concept to the Expeditionary Force, which purports that the RC are complementary, not supplementary, to the active duty force.
- i. Does the merger of multiple, like MOSs necessitate management of soldiers and positions by ASI in order to capture the actual skills required for the position, unit, and soldier? (This topic can best be supported through the analysis of a particular MOS, like 11B, with its multiple skill sets.)
- j. Evaluate how current and future force soldiers could leverage DIMHRS and Army eHRS to provide improved delivery of essential personnel services support (PSS) in war. Consider the ABCS (Army Battle Command Systems) architecture in a multicomponent and Joint expeditionary environment. Determine what the architecture should be and how DIMHRS/Army eHRs will interface with other key automated systems in the future. Assess the wartime requirements challenges for the personnel community, focusing on casualty reporting, strength accounting, theater accounting, and replacement operations.
- k. Compensation and Entitlements: Conduct a strategic review of the military compensation and entitlements system and its effectiveness in recruiting and retaining a high-quality force in light of changing demographics, a dynamic economy, and new military strategy. Include applicability for both Reserve (Reserve and National Guard) and Active Components.
- l. Complete review of reenlistment management (i.e., mission allocation, retention structure, SRB budget, etc.).
- m. Complete review of ROTC program (i.e., scholarship award process, PMS management, school selection, curriculum, etc.).

Deputy Chief of Staff, G-2

POC: Mr. Collin Agee (703) 695-4202

1. Global War on Terrorism: Red Teaming against Asymmetric Enemies (note: this topic could also be applicable to Landpower Employment)
2. Homeland Security: Restrictions on the Intelligence Community in handling domestic intelligence
3. Military Change
 - a. Evolution of Military Decision Making Process (MDMP)
 - b. Optimizing Military Application of Civilian Technologies
4. National Security Strategy/National Military Strategy: Implications of the proposed Intelligence Reform Act of 2004 and the creation of a Director of National Intelligence (DNI) for DoD and Army Intelligence
5. Landpower Employment: Emerging Concept of Intelligence Overwatch
6. Landpower Generation and Sustainment:
 - a. Reassessment of the role of the reserves for a nation in a long-term state of war
 - b. Exhaustion of specific force elements due to continuous, prolonged deployment
7. Force Management: Increasing dependence on contractors—force readiness and legal implications

Deputy Chief of Staff, G-3

POC: Charles Reimer (703) 692-6909

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1. Global War on Terrorism: Historical analysis of periods of increased terrorist activity
2. Homeland Security: Strategic implications of missile defense
3. North Africa/Middle East:
 - a. Collapsed or hostile state in Maghreb or Levant
 - b. Analysis of Algerian experience versus Islamic terrorists and implications for GWOT
4. Asia-Pacific: Future of ASEAN and U.S. strategic posture in region
5. Sub-Saharan Africa:
 - a. Africa as financing source for terrorist organizations (diamonds, etc.)
 - b. Analysis of failed or failing states and potential for terrorist operations from ungoverned space
 - c. Long-term implications of continent-wide “failure” due to AIDS, etc.
 - d. Nigerian collapse; ability to form a regional cooperative security arrangement
6. Europe: Implications of OIF for European cooperation in GWOT
7. Southwest Asia: Implications of failed Pakistani state
8. Central Asia: Strategic implications of energy development in Caucasus and Caspian regions
9. Latin America: Analysis and implications of narco-funded terrorism and narco-terrorism for GWOT

10. Regional Security Cooperation: Developing threats from demographic or environmental issues (e.g., logging, water, etc.)
11. Military Force:
 - a. Future force and stability operations
 - b. Use of transformed military in Low Intensity Conflict
12. National Security Strategy/National Military Strategy:
 - a. Change counterproliferation to read combating weapons of mass destruction. Recommend this be raised to a higher priority
 - b. Updating TAP and Army processes to better align with new DPG process

Deputy Chief of Staff, G-4

POC: MAJ Jeffery Garland (703) 692-6171

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1. Global War on Terrorism:
 - a. The media and GWOT
 - i. U.S., western, and friendly government sponsored/controlled media
 - ii. Al Jazeera, a neutral and openly hostile media—impact/mitigation
 - b. Approach to countries which have or currently support terrorist organizations such as the axis of evil; North Korea, Iran, Syria, Sudan, Libya
 - c. The Law of the Sea and its potential impact on America
 - d. Institutional training and education of American and allied citizens and military regarding Arabic and Muslim cultural norms and mores.
 - e. The coming biology-based economy and impact on warfare
2. Homeland Security:
 - a. Military sustainment requirements/constraints in homeland defense
 - b. Utilizing Federal, State and local resources for homeland security and combating international terror
 - c. Defining homeland security command and control relationships and responsibilities
 - d. Defining the elements and characteristics of homeland security defense operations
 - e. Relationships between lead Federal agencies, Department of Defense, crisis management, and consequence management
 - f. Civilian and militia (Civil Air Patrol) roles and responsibilities in supporting active and reserve components and structure for homeland security

3. Regional Strategic Issues
 - a. Integrating Army logistics concepts with Focused Logistics
 - b. The role of NATO Reactionary Force and support implications brought about by NATO transformation
 - c. Implications of increased reliance on multinational coalition forces for future operations
 - d. Implications of EU exclusion of Turkey from its membership while adding Eastern European states
 - e. In every region—address the issues of conflict prevention through economic development, poverty reduction, and education. Study the inverse proportionality between poverty and political stability by region.
4. Military Change
 - a. Transformation of logistics: The impact on operations with allies and coalition partners
 - b. Implications of Joint functional concepts for Army operations on logistics support
 - c. Joint interdependence and interservice support
 - i. Necessary redundancy of capabilities
 - ii. Strategic interdependence, operational and tactical dependence
 - d. Institutional training, education, and culture change of American and allied military regarding post-expeditionary operations
5. National Security Strategy/National Military Strategy: Annexation of critical landmasses for national security, global stability, and reconstruction operations
6. Landpower Generation and Sustainment
 - a. Sustaining early entry special operating forces
 - b. Improving Force Reception: A new theatre opening package
 - c. A changing mindset toward global maneuver
 - d. The Army Power Projection Program and Joint Deployment; where do we go from here?
 - e. Impact of contractors on CS/CSS force structure

- f. Accountability and visibility of contractors on the battlefield
 - g. Legal ramifications of contractor integration
 - h. Contractor impact on TAA
 - i. Logistics as an Enterprise part of land war net
 - j. Advanced technology and materials to reduce military logistics support
 - k. Development of a single and standardized (purple) force from drawdown of current services
 - l. Implementing Enterprise Logistics Process
 - m. The increasing role of aerial resupply and sustainment in an operational environment of extended maneuver area; noncontiguous, dispersed operations; and extended, nonsecure or nonexistent ground LOCs
 - n. Inserting Commander's Intent in distribution planning and execution
7. Force Management and Leadership
- a. Competition for scarce sustainment resources to support multiple, simultaneous force deployments worldwide
 - b. Analysis of costs to create and maintain an afloat staging base (or bases) for Army role in Joint sea base concept
 - c. Address current segmentation of C2 for logistics and resulting reduction in effectiveness/timeliness of support for the warfighter

Deputy Chief of Staff, G-6

POC: LTG Steven W. Boutelle (703) 695-4366

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1. The impact on our military and our nation caused by the pervasiveness of information as we fight the GWOT
2. A re-look at the military's handling of sensitive and classified information in a "information pervasive, digital" world
3. The availability, use, and impact of the same commercial technologies that our military is leveraging as enablers, by adversaries
4. The information explosion and its concurrent effect on our world

Deputy Chief of Staff, G-8

POC: Timothy S. Muchmore (703) 614-5591

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1. Would like to see more emphasis on Joint issues and Joint solutions, vice Army only. With the increasing importance of jointness and the CSA's emphasis on interdependence, AWC students need to think beyond the Army.
2. New defense strategy emphasizes the growing importance of irregular warfare, although it is not specifically identified as an issue. Believe DoD would be well-served by an improved understanding of the strategies, policies, and capabilities required to defeat an adversary conducting irregular warfare.
3. Propose that the importance of nation-building be explored, given our new defense strategy and recent experiences in Afghanistan and Iraq. Additionally, we should identify the role of the U.S. Armed Forces in nation-building.
4. While the interagency process, or lack thereof, has been mentioned, believe it should be singled out as a key strategic issue. The interagency process needs to be refined to enable the President to bring all instruments of national power to bear in a synchronized manner.
5. Given the potential negative impact that American freedom of the press can have on international stability and American security, we should examine whether there should be bounds placed on freedom of the press. This issue springs from the ongoing Iraqi prison abuses controversy and the global release of associated photos. Although a thorough military investigation was conducted and made public, the media's release of the photos may have resulted in the murder of an American civilian in Iraq and potentially has set back American-Muslim relations for decades. We may need a new set of journalism standards when American security and international stability are at risk.
6. Given publicized conflicts between senior military leaders and political appointees, perhaps the concept of civilian control of the military

should be reassessed, not to change the concept, but rather to preserve the independent voice of military leaders.

The Directorate for Defense Intelligence Agency, J-2

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1. Global War on Terrorism:
 - a. The role of the war of ideas, especially radical religious ideas, in the GWOT
 - b. The role of perception management as it relates to worldwide perceptions of U.S. power and actions
2. Homeland Security:
 - a. Recommend focusing the topic “defining and determining requirements for Homeland Security” by defining the intelligence, first response, protection, and reconstitution requirements.
 - b. Continuing obstacles to full information sharing among intelligence agencies, law enforcement at all levels, and other Federal, State, and local officials. An examination of the current status of policies, laws, and statutes that either inhibit or promote information sharing, plus cultural and technology obstacles
3. Regional Strategic Issues:
 - a. Regional responses (North Africa/Middle East, Asia-Pacific, Europe, Southwest Asia, and Central Asia) to the changing U.S. global defense posture, especially our changing integrated basing and presence policy
 - b. Prospects for modernization and interoperability in Latin American armies
 - c. Prospects for instability generated by politically and economically disenfranchised indigenous populations in Latin America
 - d. The ability of Latin American armies with large indigenous enlisted ranks to cope with instability
 - e. Prospects for the decline or disestablishment of Latin American armies due to economic drivers and the absence of traditional threats

4. Military Change: Intelligence planning at the national level—lessons learned and current evolution of planning doctrine—is moving toward Intelligence Campaign Planning as an integral process supporting COCOM and CJTF campaign plans
5. National Security Strategy: National level intelligence operations—conduct a review of the Iraq Survey Group (ISG), the NSS, and COCOM OPLANs to determine if a national intelligence organization should be formed to perform tasks similar to the ISG
6. Force Management and Leadership: Army intelligence force management system—no comprehensive manpower/force management system exists for Army intelligence, creating problems for Reserve and National Guard units, for training proficiency, and for MOS skill matches to requirements

Directorate for Strategic Plans and Policy, J-5

POC: LTC Bill Wignall

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1. By what metrics should progress in the War on Terrorism be measured?
2. What are the policies and actions the U.S. Government needs to establish and support in order to shape conditions for regional security?
3. When regional security fails, what are the policies and actions the U.S. Government needs to establish (process and procedures) in order to effect the rapid building and sustaining of coalitions?
4. What should be the long-term strategy for Iraq?
5. What should be the long-term strategy for North Korea?
6. What should be the long-term strategy for India/Pakistan?
7. Would an interagency "Goldwater-Nichols-type" initiative enhance integration of all U.S. Government elements of power? What would such a program or process look like?
8. How can we better focus U.S. Government long-term security assistance efforts? Currently there is no coherent focused methodology for coordinating security assistance efforts and resources across the interagency arena based on U.S. Government priorities.
9. What should long-term U.S.-Russia strategic relations look like?
10. What should long-term U.S.-European Union relations look like?

Military Surface Deployment and Distribution Command

POC: John Minford (703) 428-8757

1. Global War of Terrorism:
 - a. Protection of critical infrastructure
 - b. GWOT sustainability
2. Homeland Security: Critical infrastructure protection
3. Military Change:
 - a. Synergy through Component Integration (COMPO Integration)
 - b. Rebalancing active/reserve capabilities
4. Landpower Employment: Transitioning Joint Force Land Component Command (JFLCC) Responsibilities
5. Landpower Generation and Sustainment:
 - a. Distribution operations
 - b. Army role in Joint logistics
6. Force Management and Leadership: Long-term use of reserve components

United States Army Training and Doctrine Command

POC: Bruce Zophy (757)788-4924

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1. Global and Regional Strategic Issues:
 - a. North Africa and the Middle East: Lessons learned from the Iraqi insurgency
 - b. Latin America: Political instability in Venezuela
 - c. Social/cultural trends driving the future Joint operational environment (military, demographic and/or scientific trends)
 - d. Religious factions likely to adopt violent fundamentalist approach to evangelism
 - e. Political/governance trends that will drive the future Joint operational environment
 - f. Potential alliances that will oppose U.S. interests
 - g. Future economic peer or near peer competitors
 - h. Global competition for scarce resources versus environmental concerns

2. Military Change:
 - a. Alternative topic to impacts of OIF and other current operations on transformation: Transforming the Army while at war
 - b. Alternative topic to strategic impacts of modularity on Army and Joint operations: Impact of modularity on future operations
 - c. The impact of technology on inter and intra theater mobility capabilities
 - d. Network enabled battle command
 - e. Networked fires for the future force
 - f. Impact of directed energy weapons on future warfare
 - g. Impact of counter measures to precision guided munitions
 - h. Operational capabilities—Lift enablers, strategic and intra-theater (lift that depends less on infrastructure)

3. National Security Strategy/National Military Strategy:
 - a. Strategic missions of the 21st century
 - b. Alternatives to the current spectrum of conflict model
 - c. Future counterinsurgency environment
 - d. Service implications due to changes in the Joint capabilities development process
 - e. The policy of preemption and the effect on a transforming Army
 - f. Achieving interagency unity of effort
 - g. Where is the military in the “cycle of change”?
 - h. Potential “wild cards” that can change the future environment
 - i. Strategic implications of military operations against nonstate adversaries
 - j. Strategic implications of the global trend toward urbanization

4. Landpower Employment:
 - a. Operational capabilities in the information domain
 - b. Operational cognition
 - c. Operational design and decisionmaking (Dynamic MDMP)
 - d. Organizational red team (challenging planning assumptions)
 - e. Unconventional warfare
 - f. Alternative topic to strategic implications of trends toward military operations in complex terrain: Imperatives of 21st century urban operations; strategic implications of trends toward military operations in “mega-cities”
 - g. Alternative topic to effective employment of information operations in theater: Information operations in Joint warfight
 - h. Alternative topic to transitioning from combat to civil stability to nation-building: Implications of conducting simultaneous combat, stability, and civil support operations
 - i. Information operations (influence operations)

5. Landpower Generation and Sustainment:
 - a. Joint logistics; managing bulk supplies as “purple” commodities
 - b. Sustaining an all-volunteer force while at war

6. Force Management and Leadership: Implications of DoD reorganization initiatives and military reform.
7. Critical logistics support capabilities that might have to be provided to allies or coalition partners.

United States Army Pacific

POC: Frederick Hoskins (808) 438-6333

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1. Landpower Employment: The Army's Role in Global Strike. Rationale: The Army, through the development of "future force" capabilities, is enhancing its current capability to respond rapidly to global situations. The Army has unique strategic capabilities that must be combined with current global strike capabilities to increase DoD's effectiveness in global strike missions.

United States Military Academy

POC: LTC Rodney Lusher (845) 938-5963

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1. Homeland Security:
 - a. America's ability to respond effectively to a WMD attack.
 - b. First responders and NG/RC: Overlapping members, understaffed response
 - c. Homeland security implications of and for the United States and the Global Economy
 - d. The issue concerning WMD seems to imply that the research topic is focused on mass-effect attacks. Suggest that the question of low-casualty WMD attacks also be considered. What are the implications, for the Army and for Homeland Security, of a series of unconventional attacks that do not kill a large number of people? Would this affect budgets for preparedness positively or negatively? Would/should the Army and other organizations with WMD response roles get involved in such a case?

2. Military Change:
 - a. Crafting new doctrine to support a transformed force
 - b. A history of U.S. military transformation
 - c. Force structure savings and costs from the future force construct
 - d. The role of PME in military change
 - e. The uses and misuses of history in transformation
 - f. Transformation and asymmetric threats
 - g. Force structure savings and costs from the future force construct
 - h. Transformation in training—such as changing the curriculum at the military schools to study the Army's role in SASO/nation-building
 - i. Suggest research on interagency operations, not only between the Army and other U.S. Government agencies, but also between the U.S. armed forces and other nations, and between U.S. armed forces and various nongovernmental civilian organizations such as relief

organizations, civil groups involved in peacebuilding, and perhaps even the media?

3. Asia/Pacific Region:

- a. The implications of a deployable Japanese military
- b. Responses to a unified, nuclear armed, post-reunification Korea
- c. Changing Japan security posture and implications for future U.S. role
- d. Changing ROK security posture and implications for future U.S. role
- e. U.S. military roles in post-reunification Korea
- f. Impact of U.S.-PRC mil-mil relations on Korean security and stability
- g. Indonesia and political instability

4. Europe:

- a. The down spiral of Russian democratization efforts under Putin and the rise of anti-democratic and anti-U.S. military-security elites in the political establishment
- b. Ukraine political instability and the threat of massive trafficking problems if the Ukrainian state further declines in terms of legitimacy and effectiveness
- c. NATO and EU/European security and defense initiatives are under-emphasized. What are the implications of an emerging European autonomous defense capability? What are the implications of this capability being solely focused on peacekeeping and humanitarian tasks (i.e., no drive to come up with hard combat capability within Europe)? What are the implications of resource (manpower and equipment) and mission conflicts between the new NATO Response Force (NRF) and the ESDP using the European Rapid Reaction Force (ERRF); where does the priority lie in the event of simultaneous missions?
- d. The role of bilateral and multilateral relationships, outside of NATO, in promoting or reducing U.S. influence there?

5. Central Asia:

- a. Weak states in Central Asia: Kyrgyzstan, etc. and their impact on regional instability—impact on U.S. ability to keep or expand bases.

- b. Prospective conflict between Russia and the United States over Russia's lost sphere of influence in Central Asia
 - c. The role of China in Central Asia
- 6. Southwest Asia: Pakistan's failure to create a new political identity under Musharaff. His failure to shut down the religious schools and replace them with more secular-minded instruction.
- 7. Sub-Saharan Africa:
 - a. The role of the African Union (AU) in regional security and development initiatives
 - b. The security effects of corporate energy and resource exploitation
- 8. North Africa and the Middle East:
 - a. The instability in Egypt
 - b. What can/should the United States do to influence succession, or to prepare for possible new interlocutors in these regions?
- 9. Global War on Terrorism:
 - a. Terrorist alliances and coalitions in GWOT
 - b. Ties between international crime and GWOT
 - c. Ties between international economics/finance and GWOT
 - d. Intelligence gathering and sharing challenges in multinational GWOT operations
 - e. PME and GWOT—building the bench for the long, hard slog
 - f. The implications of OIF on the GWOT, and of the GWOT on OIF
- 10. National Security Strategy/National Military Strategy:
 - a. PME and the NSS bench: learning to assess and address multiple horizons
 - b. PME and the management of strategic risks
 - c. Assessing the role of domestic support in NSS making and execution
 - d. Maintaining strategic balance while conducting GWOT and OIF

11. Landpower Employment:
 - a. Redesigning combat power/redefining combat arms
 - b. Possible innovations in the way we employ landpower in Korea. Can we sustain our current deployment? Is the current deployment actually the best tool to attaining our aims there? What other options are there for the Army and for the U.S. military overall?
12. Landpower Generation and Sustainment: Domestic foundations of strategic goals in protracted wars
13. Force Management and Leadership:
 - a. Establishing, sustaining, and rewarding a culture of innovation
 - b. The role of PME in force management and leadership training
14. The failure of many states to withstand the demanding environment of economic globalization

United States Army Materiel Command

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1. Homeland Security: The viability of a ground centric (Army) Sustainment Support Command integrating U.S. Army Reserve assets
2. Realizing the potential of network centric warfare:
 - a. Evaluating new information assurance requirements in a net-centric army or analyzing effects of a transforming army at war on information assurance
 - b. Strategic implications for combat service support operations given planned mix of FCS systems and current systems that will equip the UAs of the near future
 - c. Operational and cost benefit opportunities from leasing of Combat Support/Combat Service Support equipment to include: cost effectiveness, impact on national security/military operations, logistics management of leased equipment (safety implications, transportability implications, supportability considerations)
 - d. Implementation of sense and respond logistics concepts integrated with AIT technology, demonstrating improved warfighter support from supply chain management, fault isolation, and maintenance technical data usage for logistics
 - e. Increasing and changing role of contractors in forward areas (interacting with the military force)
 - f. Strategic and logistical planning for increasing numbers of contractors who will accompany the military force
 - g. Maintaining Army industrial support (organic/private) for transformation
 - h. The role of the Army's organic manufacturing base in transformation
3. National Security Strategy/National Military Strategy:
 - a. The impact of raw material for Class V production
 - b. Viability of a CONUS ground-centric sustainment/support structure

- c. Risk of offshore production of tires, electronics, ball bearings, etc.
 - d. LOGCAP/other augmentation agreements as a part of Departments of State and Defense strategy
4. Landpower Employment:
- a. LOGCAP and other similar instruments in stabilization and reconstruction operations
 - b. Sustaining a modular capabilities-based Army
 - c. Joint applicability of Army weapon systems
5. Landpower Generation and Sustainment:
- a. APS as a force multiplier, and implications of “sea-basing”
 - b. Impact of all civilians (government and contractors) on the battlefield
 - c. Implementing “sense and respond” logistics in an Enterprise Resource Planning (ERP) environment
 - d. The role of the Army’s ground systems industrial base (organic/private) in supporting land power generation and sustainment
 - e. Joint Theatre Logistics Management
 - f. Development of a national level Global Logistics Command
 - g. Establishment of a Single Army Logistics Enterprise
 - h. The Army planning, budgeting and funding schema for new systems in light of the extended contractual periods associated with performance based logistics
 - i. Logistics operations in dispersed/distributed combat operations against predominantly insurgent forces
 - j. Changing materiel requirements as operations transition from combat to stabilization to reconstruction/nation-building
 - k. New requirements for the organic industrial base given the changing force structure and nature of conflict
 - l. Implications for reliance on the commercial industrial base given changing force structure and nature of conflict
 - m. Sustaining a modular capabilities-based Army
 - n. Joint applicability of Army weapon systems