

THE COLLINS CENTER UPDATE

Volume 11, Issue 1

October-December 2008



**THE CENTER FOR
STRATEGIC LEADERSHIP
U.S. ARMY WAR COLLEGE
CARLISLE, PENNSYLVANIA**



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STRATEGIC CRISIS NEGOTIATION EXERCISES

*By Mr. Ritchie Dion
Operations and Gaming Division*

This year CSL continued to enhance its partnerships with Georgetown University and the George H. W. Bush School of Government and Public Service, part of the Bush Presidential Library at Texas A&M University. The primary vehicle for these partnerships continues to be a strategic-level negotiations exercise conducted for Masters Degree students at each school.

As in the past, the USAWC's International Fellows Strategic Crisis Negotiation Exercise served as the basis for these exercises. The event is a scenario-based diplomacy exercise, set in 2018 and focused on the determination of national objectives and the development and execution of negotiation strategies to achieve them. Students were divided into teams representing nations with competing interests and were required to attempt to negotiate toward the peaceful resolution of an unstable situation in the region of the South Caucasus. The teams engaged in an extended series of student-initiated bi-, tri-, and even multi-lateral negotiations in an attempt to resolve a complex long-term dispute between the countries of Armenia and Azerbaijan over the region of Nagorno-Karabakh. At both schools members of their faculty served as mentors for the students, advising them on their positions and negotiation strategies. A CSL Control Team managed and ran both exercises.

The Texas A&M exercise was held in mid-October. Unlike Georgetown, where the exercise is an elective event, the program at the Bush School is included as part of the school's Master's of Political and International Affairs program. Forty-six students participated in a single-day version of the exercise. New this year was the assistance provided by the Army War College Fellows from the University of Texas, Austin, who acted as advisors to each of the student teams. This was a unique outreach opportunity that benefited both the officers and the Bush School students.

As was the case last year, the exercise at Georgetown followed in late November, and was conducted over a two-day period. Always a popular elective event, the field of participants was cut down from a much larger field of interested students. The Georgetown students represented a broad cross section of foreign nations with only a smattering of U.S. students, all drawn from Georgetown's School of Foreign Service. This diversity helped provide both students and faculty the opportunity to offer and observe many different perspectives and approaches toward solving a real-world crisis.

From the after action reviews sessions conducted at both schools there was general consensus that the exercises were a valuable experience. Certainly for the USAWC this event was a beneficial strategic outreach opportunity, which enhances the relationship between both of these universities and the United States Army.

Report Documentation Page

Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE DEC 2008		2. REPORT TYPE		3. DATES COVERED 00-10-2008 to 00-12-2008	
4. TITLE AND SUBTITLE The Collins Center Update. Volume 11, Issue 1, October-December 2008				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army War College, Center for Strategic Leadership, 650 Wright Avenue, Carlisle, PA, 17013-5049				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

MARO PROJECT

By Mr. Harry Phillips

Information Warfare Group

On 2 December 2008, Mr. Harry Phillips participated in the introduction of the Harvard University Carr Center for Human Rights Policy and United States Army Peacekeeping Stability Operations Institute jointly sponsored Mass Atrocity Response Operations (MARO) project for the United States Government inter-agency. The MARO Project is a groundbreaking initiative that aims to equip the United States, other states, and regional and international actors with focused military planning tools for use in preventing or halting genocide or mass atrocity. It does so by harnessing the professional expertise of retired and active U.S. military planners, who have extensive experience in planning responses to a broad range of complex contingencies, from Darfur to Iraq.

The project began by evaluating the challenges associated with conducting a military intervention within a genocide or mass atrocity scenario. That effort was followed by the development of an annotated planning framework (APF) designed for use by the military planning community.

The APF is a step-by-step guide, intended primarily for use by military planners to quickly develop response options for developing genocide or mass atrocity situations. The APF includes those sections that would traditionally be found in a Commander's Estimate developed by U.S. military planners for potential military operations: mission analysis, mission planning parameters, critical variables, main operating tasks, end states for the parties to the conflict, and courses of action development, comparison, and recommendation.

The APF was introduced in September 2008 to the U.S. military community and endorsed by General (retired) Gordon Sullivan, a former Chief of Staff of the U.S. Army. At the December meeting the APF was presented for comment to an interagency audience that included the Department of Defense, Department of State (S-CRS), United States Agency for International Development, CENTCOM, SOUTHCOM, Army G3, Joint Staff and others. The keynote presentation on the importance of the project was given by Ambassador John Menzies, the former U.S. Ambassador to Bosnia-Herzegovina. Plenary and breakout sessions served to further explain the purpose of the APF and to elicit comments and observations from workshop participants. Key observations from the meeting included:

- The need for training and educating appropriate staffs on MARO and the APF
- Incorporating both functional and regional expertise in support of MARO
- Incorporating MARO into the interagency management system;
- The requirement for the publication of MARO related handbooks
- The MARO project has an important relationship to the United States Institute of Peace, United States Holocaust Memorial Museum and the American Academy of Diplomacy sponsored Genocide Prevention Task Force (co-chaired by Madeline Albright and William Cohen) report *Preventing Genocide: A Blueprint for U.S. Policymakers*, which was released on Monday, 8 December 2008. Mr. Phillips is listed as a consultant to the report.

ROLE PLAYING SIMULATION ENVIRONMENT

By LTC Jim Harvey

Strategic Experiential Education Group

The Center for Strategic Leadership's Strategic Experiential Education Group (SEEG) identifies, acquires, and modifies simulations, models, and games to enhance strategic-level experiential education at the U.S. Army War College. One product is the Role Playing Simulation, or RPS, environment. SEEG first provided the RPS environment in May 2005 to support a Department of Distance Education (DDE) requirement. Since then, SEEG has conducted five RPS events per academic year, each supporting approximately 300 second-year students. This spring, SEEG and DDE will expand support to include an additional 400 students in the first-year program.

RPS supports strategic experiential education by placing students in a multi-player, on-line environment where they are given clear objectives in a realistic and relevant scenario, and then allowed to experience their role and learn through reflective thinking and research. The asynchronous aspect of the RPS helps enable these critical thinking and research functions, as well as allowing for the disparate time zones and duties of on-line students. Students assume specific situational roles within the RPS and interact with other students playing other roles to simulate decision-making in the strategic environment. Students research their roles to learn the ways they should respond in their roles to different situations. In this way the students are able to experience the process of being in their role through interaction with other role players. Instructors monitor, facilitate, and contribute as appropriate to

ensure the appropriate learning points are addressed and met.

SEEG is continuing research to determine the best way for RPS to support experiential learning. A combination of RPS software and DoD collaboration platforms may, in the near future, provide an efficient and effective way to allow students to collaborate with one another while capitalizing on the benefits of experiential education.

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STRATEGIC PLANNING IN THE ALBANIAN ARMED FORCES

*By Professor Bernard F. Griffard
Operations and Gaming Division*

Critical to having and maintaining a credible military, nations must institutionalize the strategic planning process and translate that planning into resource allocation that effectively builds and maintains their armed forces. Since the signing of the North Atlantic Treaty Organization (NATO) Accession Protocols on July 9 2008, the Albanian Armed Forces (AAF) made the building of a strong planning cadre a priority.

In support of this effort, and under the auspices of the United States European Command (USEUCOM) Joint Contact Team Program, the U.S. Army War College (USAWC) sent a three-person team to Tirana, Albania, to facilitate a strategic planning seminar for the Albanian Armed Forces from December 14-18, 2008. The USAWC team members included Professor Bernard F. Griffard and Colonel Daniel G. Grey from the USAWC Center for Strategic Leadership (CSL), and Professor R. Craig Nation, Ph.D., USAWC Department of National Security and Strategy (DNSS). Fifteen senior AAF leaders,

to include the Director of the General Staff and all General Staff Directorate Heads, actively participated in the entire seminar. Additionally, key leaders from the Albanian Joint Forces Command and the Albanian Training and Doctrine Command provided invaluable insights throughout the seminar.

Since 1993, with the assistance of the United States and other NATO member countries, the AAF has been transforming from a force of approximately 40,000 poorly trained personnel operating obsolete World War II and Korean War vintage equipment to a smaller, more effective, well-trained, joint force capable of contributing to NATO operations. A major step in the AAF's transformation was the publication of "The Military Strategy of the Republic of Albania" in 2008. Using this document as a touchstone the USAWC team worked with the seminar participants to refine their strategic planning processes.



The Joint Contact Team Program is a key tool in the Security Cooperation activities portion of USEUCOM's Strategy of Active Security. Continued support of the command's engagement initiatives by the USAWC not only allows the college to meet its mission requirement to support the regional Combatant Commanders, it provides unrivalled opportunities for its faculty to increase their knowledge through first hand experiences in the theater.

A CSL Issue Paper on this subject can be accessed at: http://www.csl.army.mil/usacsl/publications/IP_1_09_AAFStratPlanning.pdf.

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CYBER ANALYSIS WORKSHOP

*By Professor Dennis M. Murphy
Information Warfare Group*

Professor Dennis Murphy led a working group focused on Department of Defense (DOD) web policy at the Military Operations Research Society (MORS) "Cyber Analysis Workshop" held in Reston, Virginia from 28-30 October 2008. Over 100 interagency, military and private industry attendees considered analysis and modeling and simulation considerations for cyberspace issues. The results were briefed out to senior leaders from the Air Force Staff, DOD, U.S. Strategic Command and the Joint Staff. The workshop terms of reference note that the *United States' National Strategy to Secure Cyberspace* lays out the serious threats to our nation and our coalition partners. Cyber adversaries pose threats similar in magnitude of natural disasters. In addressing any major threat, the government needs to predict the consequences of alternative courses of action, plan implementation, and assess realized effectiveness. Like other types of threats, these analysis tasks occur in both acquisition and operations for cyberspace.

Professor Murphy's group raised and addressed three significant challenges: current DOD Internet policies are numerous and often outdated and contradictory; current policy protects DOD networks at the expense of strategic communication practices which can be approved only by exception at DOD or 4 star general/flag officer level and; strategic communication in cyberspace is not fully understood

or supported by many senior leaders due to rapid evolution of the information environment. The results of the workshop to include recommendations to address these challenges will be published in a report by MORS.

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**ARCENT LAND FORCES
SYMPOSIUM 2009
CONCEPT DEVELOPMENT
CONFERENCE**

*By Professor Bernard F. Griffard
Operations and Gaming Division*

Headquarters, U.S. Army Central (USARCENT) conducted the Land Forces Symposium 2009 (LFS 09) Concept Development Conference (CDC) at the Westin Atlanta Airport Hotel October 27-30, 2008. The CDC brought together Senior Officers from USARCENT partner nations from the U.S. Central Command (USCENTCOM) area of responsibility (AOR) and the Horn of Africa (HOA) to select the theme, and program construct for LFS 09. In the process attendees also identified relevant and actionable topics along with the national responsibility for speakers who can

advise on implementation strategies. The twelve countries that participated in the CDC included Afghanistan, Bahrain, Iraq, Kazakhstan, Kenya, Kyrgyzstan, Lebanon, Saudi Arabia, Seychelles, Tajikistan, UAE, and Uzbekistan. As a result of their deliberations the recommended overarching theme for the 2009 LFS is *Land Forces' Challenges in a Full Spectrum Environment*. Supporting this theme are three major panels.

Panel 1, *Global Trends Impacting on the Central Region Operating Environment*, looks at selected global trends and relates their impacts to the USCENTCOM Area of Responsibility and the HOA, providing a situational understanding of both the contemporary and future operating environment. Panel 2, *Full Spectrum Enablers*, provides insights on the tools and resources available to multinational forces operating in a full spectrum environment. While Panel 3, *Multi-National Army Training and Preparedness*, looks at the requirement for full spectrum land forces to have the ability to operate unilaterally or with multinational and civilian part-

ners to defeat any adversary or dominate any operational situation.

Although U.S. Africa Command (USAFRICOM) assumed operational responsibility for Africa on 1 October 2008, the USCENTCOM retains theater engagement responsibility in the HOA until 2010. As a preparation for assuming engagement responsibilities on the African continent, U.S. Army Africa, the Southern European Task Force (SETAF), participated in the CDC. The Commander, SETAF will attend LFS 09 providing the opportunity for the passing of the land forces engagement torch in the HOA from USARCENT to SETAF. For the third year, Professor Bernard Griffard served as the CDC moderator and worked closely with the USARCENT staff to develop the CDC agenda. During the CDC Prof. Griffard led the plenary discussions and worked with individual facilitators to collate the results of the three regional workshops. He also took an active role in the development of the results presentation to the Commander, USARCENT on 30 October 2008.

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COLLINS CENTER UPDATE - WINTER 2009

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