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INSIDE THIS ISSUE

- **The Strategic Leader Staff Ride Program: A Timely, Relevant and Valuable Program for Our Army**
- **Information Operations Primer Released**
- **Cyber Futures Workshop**
- **CSL Partners with Top Universities to Educate Future National Security Professionals**
- **The Hybrid Threat: Crime, Terrorism and Insurgency in Mexico**

The Strategic Leader Staff Ride Program: A Timely, Relevant and Valuable Program for Our Army.

Colonel Barry Di Ruzza

Operations and Gaming Division, CSL

...because a people uninformed about what they are asking the military to endure is a people inevitably unable to fully grasp the scope of the responsibilities our Constitution levies upon them.

—Admiral Mile Mullen, former CJCS

In light of the results of a recent Pew Research Center survey highlighting the growing gap between America's citizens and its military with fewer family connections to those that serve, the U.S. Army War College's (USAWC) Strategic Leader Staff Ride (SLSR) Program, coordinated and executed through the Center for Strategic Leadership (CSL), serves as a timely, relevant, and cost-effective means to help offset this trend.

As a key component of the U.S. Army War College outreach efforts, the SLSR directly supports our Army's strategic communication efforts by engaging the Nation and its leaders to increase their collective understanding of strategic leadership, the role of landpower in support of the National Security Strategy, the Army's core competencies, and the Army's Title 10 responsibilities. Through the 13 Senior Leader Staff Rides executed annually, CSL and the War College faculty routinely have the opportunity to exchange ideas, and increase awareness of important strategic issues mutually shared by the armed forces, the business community, and our nation with influential leaders in business, academia, and government.

A closer look at the program highlights why the SLSR is such a unique, powerful, and cost-effective means for students, faculty and staff of the USAWC to interact and educate influential non-uniformed leaders and tell the "Army Story." The SLSR unfolds over two and one-half days and includes: (1) an orientation dinner with current War College students and faculty hosted by the CSL Director; (2) a full day "staff ride" of the Gettysburg battlefield lead by one of our talented historians, focused on leadership, management, and organizational issues common to all large organizations, and (3) a half-day seminar-style discussion focused on strategic leadership and related topics facilitated by the U.S. Army War College faculty. Intellectually, the experience is considerably more rigorous than a publicly available sightseeing tour of the Gettysburg battlefield and provides opportunities to explore lessons and provide insights concerning a variety of relevant topics concerning strategic leadership and the current world situation.

Beginning in 2003, and growing throughout the years, the SLSR program continues to assist the U.S. Army War College in achieving its strategic communication goals and help close the growing military-civilian gap by focusing on corporate, non-profit and academic entities unfamiliar with the U.S. Army in its current operational environment. The U.S. Army War College normally hosts single organizations rather than individuals and participating corporations find excellent return on their 2½ day investment with the program. Since 2003, we've conducted 103 SLSRs with almost 1800 participants, with over 56% holding positions of Vice President or higher in their organizations. These opportunities have fostered a foundation for mutually beneficial, long-term, professional relationships and exchanges between business and the U.S. Army War College faculty. Participating CEOs routinely use the SLSR experience as a powerful professional development opportunity for their senior executives, with some taking very active roles. Others have institutionalized the SLSR as part of their formal leader development programs. All participants, regardless of background, appear to leave the SLSR experience with a deeper appreciation of strategic

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leadership, the professionalism of the U.S. Army War College Staff and Faculty, the investment the Army makes in leadership development and education, and the selfless service of the American Soldier.

— CSL —

Information Operations Primer Released

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The Center for Strategic Leadership, with assistance from the Department of Military Strategy, Planning, and Operations, released the U.S. Army War College Academic Year 2012 (AY12) edition of the *Information Operations Primer* on 17 November 2011. Copies of the AY12 Primer are available on the CSL DIME website at: <http://bit.ly/IOPrimerAY12>. Read more on the CSL DIME Blog at: <http://bit.ly/DIMEIOPrimer>.

The *Primer* updates Department of Defense (DoD) doctrine, organizations, and activities in Information Operations (IO) and related fields. The AY12 edition includes new sections dedicated to U.S. International Strategy for Cyberspace, DoD Strategy for Operating in Cyberspace, the U.S. Center for Strategic Counterterrorism Communications, the DoD Chief Information Officer (CIO), and the U.S. Army Cyber Command.

The *Primer*, since its inception in 2004, has served as a primary resource about IO for the staff, faculty, and students of the U.S. Army War College. It also serves the larger IO community. CSL Prof. Dennis Murphy, one of the *Primer's* contributing authors, described the publication as a valuable “living” document. “This is not a static world,” Murphy observed. “This year’s *Primer*, like other editions before it, helps students and other professionals keep up with changes and advancements in Information Operations, Strategic Communication and cyberspace theory.”

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— CSL —

Cyber Futures Workshop

Professor William Waddell

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The Command, Control and Cyber-space Group of the Center for Strategic Leadership sponsored a strategic level workshop on Cyber Futures from 13-15 December, 2011 at the Collins Center. This workshop was focused on the development of scenarios for future Cyber planning, with the primary objective of creating and formalizing in-depth, realistic scenarios which can be used as education and training tools to develop the future Cyber workforce, as well as to prepare military and civilian planners for future possibilities in the areas of Cyberspace operations and Cyber warfare. Attendees included participants from military organizations (Army Cyber [ARCYBER], Joint Staff, Capabilities Development Integration Directorate [CDID], etc), academic institutions (Georgetown, Penn State, Carnegie Mellon, etc.), and other government agencies. Participants heard plenary presentations from Brigadier General Jeffery Smith, Deputy Commanding General ARCYBER Proponency; Mr Ron Plesco, CEO, National Cyber Forensics and Training Alliance; Ms Catherine Lotrionte, Executive Director, Institute of Law, Science and Global Security, Georgetown University; and Ms Christine MacNulty, President and CEO, Applied Futures Inc. Each of these speakers provided insight into their specific area of expertise and what they anticipate will emerge in the cyber future. BG Smith’s challenging and insightful presentation was exceptionally enlightening concerning the military’s anticipated future for cyber operations.

The participants then spent a day and a half developing four separate scenarios that are possible for the year 2025. Those scenarios were:

1) Life is Good: The cyber situation has improved in every dimension

2) Status Quo: There has been little to no progress in improving the cyber situation

3) Life is Bad: Cyber capability is significantly degraded due to unforeseen circumstances

4) There is no Cyber: Catastrophic events have precluded our use of cyberspace

Participants were directed to discuss key areas concerning the development of the scenarios, including: computing technology, global and national economic situations, state and cyber governance, cyber security, human issues, and other areas as decided upon by the workshop participants. Each of the workshop groups developed in-depth scenarios that included different areas of focus and interest.

Group One, *Life is Good*, is the preferred scenario for the future. The group summarized this scenario by stating that the key drivers to achieving this level were cyber security, consistent resourcing, international agreements, and public/private forums for cooperation. Additionally this scenario needs to be aided by prosperity and technology developments, with a dominant military capability as a component of the overall U.S. capability, not to control cyberspace, but to maintain freedom of maneuver. Group Two, *Status Quo*, saw their scenario as a series of tipping points that, with correct decisions and leadership, could lead to attaining scenario 1, *Life is Good*, or with wrong developments could lead to scenario 3, *Life is Bad*. Some of these tipping points included governance and legislation, budgetary and authority issues, economic stability and technology development, changes in moral values and ethics, and increased foreign influence. Group Three, *Life is Bad*, created a scenario where a “crash” occurred, leading to greatly fragmented societies based on leadership vacuums due to the physical and psychological dependence on the internet. Isolationist strategies rule the day as nations and confederacies attempt to rebuild the international systems. The use of cyberspace becomes the “wild, wild west.” Group Four, *There is no Cyber*, focused on national attempts to survive due to a total collapse of not only the internet, but many parts of the critical infrastructure. Individuals are not focused on anything but survival due to the lack of “legacy skills” with opportunities presented to adversaries of the United States due to the vulnerabilities prevalent.

The products of this workshop will be developed into a post workshop monograph which will be available at a later date. Additionally, there is interest in using these scenarios at civilian universities, for use in exercises, and for usage by organizations that consider the future. Hopefully the results of this workshop can assist in attaining scenario 1, Life is Good.

— CSL —

CSL Partners with Top Universities to Educate Future National Security Professionals

Colonel Sam White
Operations and Gaming Division, CSL

In his 1969 inaugural address, President Richard Nixon said that peace and security do not come by wishful thinking but instead by patient and prolonged diplomacy. The 2010 National Security Strategy (NSS) of the United States echoes President Nixon's sentiments four decades later by recognizing that diplomacy is as fundamental to our national security as our defense capability. In support of this strategy, diplomats are charged by the NSS to be America's first line of defense.

To assist in educating and developing these future diplomats and national security professionals, the Center for Strategic Leadership (CSL) at the U.S. Army War College (USAWC) has partnered with top-tier international universities and institutes to present the International Strategic Crisis Negotiation Exercise (ISCNE) – a fast-

paced role-playing simulation that stresses diplomacy, strategic thinking and team-work.

From 17 October to 5 November, CSL conducted three iterations of the ISCNE at partner institutes across the country: The Edmund A. Walsh School at Georgetown University, the U.S. Air Force Academy and The Patterson School at The University of Kentucky. Through experiential learning (*learning by doing*) over 160 graduate and undergraduate students as well as senior international relations faculty and expert practitioners honed their strategic thinking and negotiation skills.

At each location, participants were divided into 7 country-teams representing the participants at a United Nations-sponsored conference called to address a tough, real-world stalemated conflict. Each team developed a strategy and worked to negotiate the best solution to the conflict based on the scenario and instructions from their governments. Career diplomats and regional experts coached and mentored each team through the diplomatic process. The exercise concluded with a special Ministerial Meeting hosted by the UN Secretary General's Special Representative.

The USAWC partnership with international relations institutions began in 2003 with Georgetown University's Institute for the Study of Diplomacy and has expanded to similar organizations at Princeton University, The University of Kentucky, Texas A&M University, The United States Air Force Academy (USAFA), The University of Texas, Penn State University, Syracuse University and the Center for Strategic and International Studies (CSIS).

These partnerships are beneficial to the institutions as well as the U.S. Army and the USAWC. Many of the ISCNE participants, though they are preparing for careers in national security, have little experience with the military. The ISCNE creates the opportunity for them to discover that the U.S. Army has experience and expertise across a range of skill-sets – to include the elements of 'soft power.' This experience will broaden their understanding of the military and facilitate interaction later in their careers. In addition, the

USAWC is able to establish academic and research partnerships with universities to civilian subject matter expertise to Carlisle Barracks in support of USAWC academics and programs.

A team from CSL brings the ISCNE to each university – complete with the scenario, maps, background information and the special (and confidential) instructions each team will follow as they negotiate their way towards the best outcome for their team. The exercise is very popular among both students as well as faculty. At many universities the exercise is an annual event in their International Relations curriculum and here is an increasing demand for the USAWC to bring the ISCNE to more campuses.

The visit to the USAFA was the first time the exercise was conducted in Colorado Springs. Last winter, after participating in the ISCNE at Texas A&M University, Air Force Academy officials asked CSL to incorporate the ISCNE into the 53th annual Academy Assembly at the U.S. Air Force Academy. The event was a huge success as delegates to Academy Assembly from around the nation arrived in Colorado Springs 2 days early to participate in the exercise. Both the USAWC and the Air Force Academy look forward to making the ISCNE a regular part of Academy Assembly. In contrast, this year marked the 9th year the exercise was conducted at Georgetown University making it the longest running partnership in the program.

At the Patterson School of Diplomacy and International Commerce at The University of Kentucky, 73 students participated in the exercise; the largest group ever to take part in the ISCNE. An added highlight of the Patterson School exercise was the introduction of a new scenario build around the long-running conflict on the island of Cyprus. The new scenario was the result of months of work by CSL and allows an expanded offering of experiences to partner universities.

The United Nations Representative for the Patterson School exercise was played by Mr. Gustave Feissel, a career diplomat who spent more than 15 years as a member of the United Nations team working on the Cyprus issue – culminated by his duties as the Chief of the UN Mission to Cyprus. Mr. Feissel's experience and insight added immeasurably to the exercise and provided affirmation of the quality of the new Cyprus scenario. In fact, Mr. Feissel wrote, "I was very impressed with the way the exercise was organized and with



Mr. Gustave Feissel (center of table) presides over the UN Ministerial Meeting at the University of Kentucky

the background material that was prepared. I have not seen a better paper setting out the history of the Cyprus problem than the one [that was] prepared.”

CSL and the USAWC are excited to be able to offer the ISCNE to international relations and national security institutions across the country. The ISCNE is an important component of the U.S. Army War College’s outreach program. Through this program, the USAWC builds long-term partnerships with like-minded institutions and begins relationships that will allow each to leverage the other’s strengths in future projects. It also exposes and familiarizes future interagency professionals to the Army.

— CSL —

The Hybrid Threat: Crime, Terrorism and Insurgency in Mexico

*Professor Bert Tussing and
Colonel Steve Carney*

Operations and Gaming Division, CSL

The potential nexus of insurgency, organized crime, and transnational terrorism is a growing concern in many areas of the world today, to include the Western Hemisphere. The last decade of the 20th century and the first decade of the 21st saw this ominous intersection dissected and largely eliminated in Colombia, culminating in the near annihilation of *Fuerzas Armadas Revolucionarias de Colombia* (FARC). But

as these kinds of activities waned in South America, like activities grew stronger in Mexico. In light of the threat these partnerships pose to both of our peoples, The George Washington University’s Homeland Security Policy Institute (HSPI) and the U.S. Army War College’s Center for Strategic Leadership co-convened a symposium in Washington D.C. on October 20, 2011 addressing the issues, and suggesting means of intervention against the same.

The symposium began with keynote remarks presented by General (Retired) Barry McCaffrey, U.S. Army, former Director of the Office of the White House National Drug Control Policy and former Commander of the U.S. Southern Command. Following General McCaffrey’s remarks, two panels of subject matter experts in transnational criminal organizations (TCO’s), terrorism and insurgency – particularly in South and Central America – were convened. The first panel addressed existing and necessary doctrine to tackle what the nexus – what they referred to as being “the hybrid threat.” The second panel examined the nexus through the prism of Mexico, and postulated as to how lessons applied at the end of the last century in South America could either meet, or fall short of the challenge now faced by our neighbors to the south.

The espoused purpose of the symposium was to address “significant security challenges as an understudied matter of policy, strategy and doctrine in Mexico.” The forum highlighted attempts by the drug

cartels to establish themselves as *de facto* governments in certain regions of Mexico, in order to ensure their own illicit freedom of movement. The violent result of their efforts has led to tens of thousands of murders in the past year alone, facilitated by gangs like *Mara Salvatrucha* (MS) who have frequently served as the cartel’s “foot soldiers.” Whereas the most prevalent and most violent actions have occurred in the Northern Mexican states, literally along our border; and whereas the tentacles of the MS and their like have established a presence in virtually every major metropolis in the United States; the threat to our nation has become more and more apparent. Add to these concerns the lack of any moral compunction against cooperation between these criminal elements and transnational terrorists, and the threat becomes clearer still.

The symposium proceedings were compiled and have been recorded in a monograph produced by the Center for Strategic Leadership and HSPI. Together with a policy brief authored by Frank Cilluffo and Sharon Cardash of HSPI, and Professor Bert Tussing of CSL’s Homeland Defense and Security Issues Group, the study provides an insightful, and sobering review of the scope and magnitude of the current challenges facing our two governments. Contributors to the report include academic and government subject matter experts seeking to advance theory, scholarship and practical application in this important and evolving area of national security.

This and other CSL publications can be obtained free of charge online at <http://www.csl.army.mil>.

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