

# THE COLLINS CENTER UPDATE

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



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## **STRATEGIC LEADER STAFF RIDE PROGRAM**

*by COL Eric Ashworth & LTC Eric  
McEldowney*

*Operations and Gaming Division, CSL*

The summer of 2008 was another meaningful and eventful season for the Center for Strategic Leadership's (CSL) Strategic Leader Staff Ride Program. On behalf of the Commandant and the U.S. Army War College (USAWC), CSL has hosted seven Strategic Leader Staff Rides (SLSRs) to provide a unique opportunity for over 100 participants to learn about themselves, their organizations, and their Army. Of the 118 guests this season, over 85% of them hold the position of corporate vice president or higher within their organization. Another five SLSRs are scheduled for the remainder of the 2008 season. These successful SLSRs serve as opportunities for continued relations between the Army, the USAWC and SLSR participants and participant organizations.

The SLSR program is an integral part of the USAWC strategic outreach program and continues to focus our efforts to senior leaders from academia, busi-

ness and federal government agencies. The program is in direct support of the Secretary of the Army and Army Chief of Staff's Strategic Communication efforts. The objectives of the SLSR are to increase awareness and exchange insights on the most important strategic issues facing today's Army. In addition the Army fosters mutually beneficial, long term, professional relationships and exchanges. This program is teamed with the Army War College Foundation for support and uses the enduring relevance of the Battle of Gettysburg as a key to foster and promote shared understanding and discussion regarding the challenges key strategic leaders faced with regard to the Battle of Gettysburg. The nature of those challenges transcends time and is often predominant in civilian and military organization environments today. The relevance of these challenges allows USAWC facilitators to lead meaningful dialogue with the participants to increase awareness and allow for the free exchange of insights on the most important strategic issues facing the Army, academia, the government, and the business community.

The 2008 SLSR Program began with the hosting of the Honorable Pete Geren,



USAWC faculty and guests from RPM International discuss points on strategic leadership from Little Round Top on the Gettysburg battlefield.

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Secretary of the Army, at Gettysburg for a two-day visit applying enduring lessons from one of America's most costly and personal battles to the issues that concern all contemporary strategic leaders. Since then, CSL has hosted CIT (corporate finance company); Boston Consulting Group (global investment consultants); Metals Service Center Institute (metal industry standards board); RPM International (global specialty coatings and sealant company); a group of Congressional Staff officers, and the senior leadership of the U.S. Department of State's Bureau of Economics, Energy, and Business Affairs. Before the end of the 2008 season, additional SLSRs are planned for the National Security Agency, CIT, McKinsey and Company, and special staff ride requests to Antietam for the Under Secretary of the Army and to Chancellorsville for the Secretary of the Army.

For a minimal investment of time—reading the preparation materials (*Killer Angels*, by Michael Sharra and a Battle of Gettysburg primer) and two and a half days spent on the battlefield at Gettysburg and at Carlisle Barracks—SLSR participants derive an invaluable experience that helps them to identify and overcome challenges they face as strategic leaders of large organizations. During their visit, participants receive the opportunity to interact with USAWC students with recent deployment experience and General Officer interest in supporting the Chief of Staff, Army 3-2-1 Initiative. A full day is provided to study the lessons learned from the Gettysburg battlefield, including eating lunch at a local historic tavern and walking Pickett's Charge. The final day is spent in seminar discussing strategic leadership and other participant chosen topics from USAWC faculty. As an example, McKinsey and the Institute for the Future have requested a focus on U.S. Army simulation practices and will participate in simulations seminars as well as the conduct of an actual simulation exercise conducted by CSL faculty. When completed, SLSR participants gain a greater understanding of their Army and leave knowing that the USAWC can serve as a partner in an exchange of ideas

that will meet both organizations' long-term goals.

Since its inception in 2003, CSL with assistance from the Army War College Foundation, has conducted 71 SLSRs telling the Army Story to over 1200 senior leaders of business, academic, and governmental institutions. These leaders typically provide laudatory comments about the SLSR experience and express appreciation for the knowledge gained, the professionalism of the USAWC Staff and Faculty, the investment the Army makes in its leaders education, and the selfless service of all American Soldiers. Those interested in learning more about this outreach program or interested in participating in the SLSR program during the 2009 season should contact COL Eric Ashworth at 717-245-3140, [eric.ashworth@us.army.mil](mailto:eric.ashworth@us.army.mil), or LTC Eric McEldowney at 717-245-4964, [eric.mceldowney@us.army.mil](mailto:eric.mceldowney@us.army.mil).

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## 2008 PROTEUS FUTURES ACADEMIC WORKSHOP

*by Mr. William O. Waddell*

*Director, Command and Control Group*

The Command and Control Group, Science and Technology Division of the Collins Center hosted the Third Annual Proteus Futures Academic Workshop from 16–18 September 2008. Over one hundred and forty international professionals from the military, national security, and intelligence communities, academia, and the private sector participated in this year's event. The three-day workshop was co-sponsored by the Office of the Director of National Intelligence (ODNI) and the Center for Strategic Leadership, United States Army War College. This year's theme, *Analyzing Future 21<sup>st</sup> Century National Security Challenges: Strategic Reconnaissance and Creative Thinking to Prevent Strategic Surprise*, centered on identifying and analyzing major future trends across various functional areas, and examining methods and processes to gain foresight.

The workshop's objective was to assist ongoing efforts to view the future more

clearly by bringing together an international audience of experts from the military, national security and intelligence communities, government and non-governmental organizations, academia and the private sector to present papers on global trends that will offer significant challenges and opportunities for the United States and its partners well into the 21st century, and to exchange ideas and showcase studies on "futuring" methods and processes for gaining foresight and coping with future uncertainty and complexity.

The focus of this year's effort was "Strategic Reconnaissance," the art and science of "futuring" or looking over the horizon beyond current or short term events in order to identify, define and examine global and regional future scenarios and trends that will challenge national and international security in the year 2030.

The 3-day event centered on paper and panel discussions and guest speaker presentations. The workshop featured a total of five panels. Four panels covered presentation topical categories dealing with future trends and implications in Governance, Politics, and Conflict; Demography, Societies and Cultures; Energy, Resources, Globalization and the Environment; and Science and Technology. A fifth topical category was entitled Advanced Futures and Foresight: Analytical Methods, Processes and Approaches. A total of 33 panel presentations were conducted during the event and 26 papers were accepted to be posted and printed by the Proteus USA group.

Seven guest speakers highlighted the event. Mr. Pat Gorman, Assistant Deputy Director of National Intelligence for Strategy, Policy and Plans spoke on "Vision 2015: A Global Networked and Integrated Intelligence Enterprise"; Mr. Kenneth Knight, National Intelligence Officer for Warning, National Intelligence Council spoke on "Strategic Reconnaissance in an Age of Complexity"; Dr. Thomas Mahnken, Assistant Deputy Secretary of Defense for Policy Planning addressed the workshop on "Trends and Shocks in the Future Secu-



Environment”; Dr. Jerome Glenn, Director of the United Nations Millennium Project, World Federation of United Nations Associations, spoke on “The Millennium project and Some Long-term Strategic Issues”; Mr. Andrew Reynolds, Deputy Science and Technology Advisor to the Secretary of State provided a presentation entitled “State 2025: 21<sup>st</sup> Century Diplomatic Challenges”; Dr. James Canton, President and CEO, Institute for Global Futures spoke on “The Extreme Future: Towards a New Paradigm for Forecasting and Managing Global Risk in the 21<sup>st</sup> Century”; and Dr. Peter Bishop, Professor of Strategic Foresight and Futures Studies Program Director, University of Houston, Texas spoke on “Futures Education: A Critical National Priority.”

All participants received a CD with the papers and presentations given at the event. Workshop products may be accessed at <http://www.carlisle.army.mil/proteus/workshop/2008.cfm>.

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## MODERNIZATION AND PROFESSIONALIZATION OF THE MONTENEGRO ARMED FORCES

*by COL (Ret.) B.F. Griffard*

*Professor of Strategic Logistics, OGD*

In June 2006 Montenegro became the sixth Balkan country generated from the collapse of the Socialist Federal Republic of Yugoslavia. During its two years of existence Montenegro has overcome or avoided many of the self-destructive tendencies of its neighbors. Although corruption exists, it does not appear to be as pervasive as it is in Bosnia, Macedonia, or Albania. Montenegro has maximized the attraction of its Adriatic coast with a thriving tourist trade and the infrastructure to support it. If the government manages to keep its economy on track Montenegro could become a valued supporting player in the region.

A key piece of the Montenegrin transformation is the modernization and professionalization of its armed forces. The

vision for the Armed Forces is that of a NATO compatible force consisting of a light infantry brigade, a helicopter-based air force and a navy capable of coastal patrolling, SAR, and counter-terror operations. As with any modernizing force the two major challenges are personnel and equipment. To assist in addressing these issues U.S. European Command (USEUCOM) employs traveling contact teams (TCT) under the auspices of the Chairman of the Joint Chiefs of Staff's (CJCS's) Joint Contact Team Program. In support of this Combatant Command effort the U.S. Army War College (USAWC) provided a TCT to Montenegro 15-17 July 2008.

The USAWC team consisted of Professor Bernard F. Griffard, Center for Strategic Leadership (CSL), and Colonel William R. Applegate, Department of National Security and Strategy (DNSS). Using the U.S. Joint Staff structure as the model, the team provided the leadership of the Montenegrin Armed Forces with a joint staff concept, and the responsibilities the staff has based on a unified command model. They also discussed staff integration and communication techniques. Given the small size of the armed forces (projected to be 2400) and the limited population base (approximately 678,000 people) from which they draw, the importance of leveraging personnel (officers, NCOs, & Civilians) was stressed throughout the seminar.

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## CARIBBEAN ENGINEER AND ENVIRONMENTAL SECURITY CONFERENCE

*by COL (Ret.) Arthur L. Bradshaw*  
*Operations and Gaming Division, CSL*

The U.S. Army War College Center for Strategic Leadership, supporting the United States Southern Command (USSOUTHCOM) Engineers Office organized and conducted the *Caribbean Engineer and Environmental Security Conference*, September 2-5, 2008, in San Juan, Puerto Rico. The event brought

together elements of the U.S. Government (USG), Caribbean states, military leaders, civil authorities, and the regional academic community in an effort to promote cooperation between on Disaster Response activities and environmental engineering issues. The conference specifically sought to help build stronger capacities in the institutions and organizations, as part of a well developed SOUTHCOM Security Cooperation program in the region.

The objectives of the conference were to:

- Use environmental security, environmental engineering and disaster preparedness to build institutional capacities and create a lasting environmental security cooperation program between Caribbean states and USG
- Provide a free exchange of ideas forum about how military/security forces can work with civilian authorities to address environmental engineering and disaster response issues
- Encourage cooperation activities between the military, governmental, non-governmental, academic sector and international organizations to efficiently manage their resources and enhance their environmental security capabilities
- Identify ways to improve the Participating Nations Network (PNN) website
- Continue to foster a dialogue with a follow-on environmental security training workshop to be developed in 2009

Most governmental organizations responsible for environmental engineering and disaster response in the Caribbean are relatively under-staffed and under-resourced. They often lack the manpower to undertake the activities necessary to most efficiently accomplish their broader mission. Members of the armed forces have a unique ability to support civil authorities and regional organizations in addressing those issues and to help sustain the natural resource base on which the country's vitality depends.

The conference supported USSOUTHCOM's Theater Security Cooperation (TSC) and Transformation objectives within an interagency structure. It advanced regional information exchange while supporting a major defense policy theme of transforming alliances and building coalitions for the future.

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## SUPPORTING SECURITY COOPERATION EFFORTS IN AZERBAIJAN

by COL (Ret.) B.F. Griffard

*Professor of Strategic Logistics, OGD*

Like most countries of the Caucasus, Azerbaijan has a storied history. Baku, its capital, was a sacred place for Zoroastrians because of the many natural fires fueled by escaping gas. Over the centuries it hosted Arabs, Turks, and Persians before its annexation by the Czar in 1813. Since that time, except for a short period of freedom from 1918 to 1920, it was a part of the Russian-Soviet Empire. As

the Soviet Union began to disintegrate, the Caucasus nations saw their opportunity and, following the Georgian lead, Azerbaijan declared its independence in August 1991.

Since independence Azerbaijan has worked to develop closer ties with the West, and is actively pursuing NATO integration. In support of this goal it provided a 34-member unit in Kosovo as part of a Turkish-led force under NATO supervision. This unit was withdrawn following Kosovo's declaration of independence. In addition, Azerbaijani troops participate in peacekeeping operations in Afghanistan and Iraq. These experiences support the continuing modernization and professionalization of the Azerbaijani Armed Forces.

In support of these modernization and professionalization efforts, and as part of the U.S. European Command's (USEUCOM) theater security cooperation program, the U.S. Army War College (USAWC) conducted a seminar in Azerbaijan 9-11 September 2008 that

addressed *U.S. / NATO Military Organization, Operations & Standardization*. The USAWC team consisted of Professor Bernard F. Griffard, and Colonel James W. Shufelt, Jr., both from the Center for Strategic Leadership (CSL). Drawing from NATO operations in the Balkans and Afghanistan and from personal experience, the team provided members of the Azerbaijan Armed Forces with a perspective on NATO military structure, and the National and NATO roles of U.S. organizations. They also stressed the key role that NATO military standards and standardization play in successful operations.

As a major oil and natural gas producer, and as the origin for the Baku-T'bilisi-Ceyhan (BTC) pipeline, Azerbaijan is a major player in the energy politics of the Caucasus. Oil profits are providing a big boost to both military and infrastructure modernization efforts. Closer cooperation with NATO offers Azerbaijan an alternative to the political pressure being applied by its northern neighbor.



Azerbaijani Armed Forces officers participate in USAWC-conducted NATO Operations Seminar.

This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.

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