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INSIDE THIS ISSUE

- Strategic Planning in the Philippines
- International Fellows Coalition Building Exercise
- Iraq, the Post Saddam Challenge
- Installation Management Agency (IMA) Strategic Planning
- DoD Mobilization Conference
- FORSCOM Commanders' Conference

STRATEGIC PLANNING WORKSHOP IN THE PHILIPPINES

By Professor Bert Tussing
National Security Issues Branch

In December of 2002, the Philippine Department of National Defense, as part of its ongoing transformation effort, completed the third in a series of Senior Leader Workshops on Strategic Planning. The Army War College, through the Center for Strategic Leadership (CSL), provided assistance in organizing and executing the event.

This series of workshops is part of an ongoing effort to address sustainability and modernization issues that affect the country's defense sector. It was initiated, with the cooperation of the Commander U.S. Army Pacific (USARPAC), by the Philippine Secretary of National Defense, Honorable Angelo T. Reyes, to establish a "strategic culture" in his Department.

At the request of LTG James L. Campbell, the Commanding General of USARPAC, the Center for Strategic Leadership has assisted with the organization of these workshops, the first two of which were held in March and August of 2002. The sessions are organized under the direction of the Honorable. Antonio Santos, the Philippine Under Secretary of National Defense for Operations, who is assisted in this effort by Mr. Greg Flick, Deputy Chief of International Military Affairs Division, USARPAC.

Leading the American delegation of lecturers and facilitators was Dr. Kent Butts, Director of the National Security Initiatives Branch, Center for Strategic Leadership. Leading the Australian delegation was Mr. John FitzGerald, Director General of the Contracting Policy and Operations Department, Defence Materiel Organization, Australian Department of Defence

The December workshop, a trilateral initiative involving the Philippines, the US, and Australia, focused on the defense acquisition process. The workshop was designed as a natural follow-on to the August session, which had been devoted to an examination of the three countries' planning, programming, and budgeting processes. Following the structure of previous workshops, lectures were presented that described the acquisition process and policies for Australia, the United States, and the Republic of the Philippines. Lead lecturer for the United States was Mr. Larry "Scoop" Cooper, Director of International Programs of the United States Defense Acquisition University.

The lectures were followed by syndicate discussions, facilitated and moderated by Professor Bert Tussing of CSL. Four syndicates were established to address the issues from four different perspectives: Finance, Process, Administration, and Legislation. Forty-four attendees from the Philippine government participated in the syndicates, including representatives from the Philippines Department of National Defense, the Armed Forces of the Philippines, the National Economic Development Agency, the Department of Finance, the Department of Justice, and staff members from the Philippine Senate and House of Representatives.

The syndicate discussions were conducted in three phases:

- Identification of problems with the existing Defense Acquisition System;

Attendees at the Strategic Workshop included, from left: Mr. Greg Flick of USARPAC, Dr. Kent Butts of CSL, the Honorable Angelo Reyes, Philippine Secretary of Defense, Mr. "Scoop" Cooper from the U.S. Defense Acquisition University, and Professor Bert Tussing of CSL.

- Formulation of alternative solutions;
- The selection of the most preferred solutions for recommendation to the Department of National Defense.

Each syndicate developed issues and recommendations for later presentation to Secretary Reyes and his staff.

The syndicates identified several problem areas in the Philippines' Defense Acquisition System. Broad recommendations to address these problems were presented to Secretary Reyes and his staff on 6 December, in a brief led by Under Secretary Santos, Director FitzGerald, Mr. Flick, and Dr. Butts. Five major problems were addressed:

- Inadequate defense acquisition staff.
- Lack of support/understanding surrounding defense acquisition requirements outside of the DND/AFP.
- Lack of clearly defined roles in the planning and acquisition process.
- Excessive constraints in regulations, directives, legislation, and administrative framework surrounding DAS.
- Lack of appropriations for modernization.

The high level of the support for this series of workshops cannot be overstated. Both Ambassadors Pearce of Australia and Riccardone of the United States attended ceremonies marking the event. The Secretary of National Defense's personal interest was reflected by the participation of a number of Under Secretaries of Defense during the forum; and General Dionisio R. Santiago, the Chief of Staff of the Armed Forces of the Philippines, delivered the keynote address for the first day's proceedings first day's proceed

Military transformation is difficult under the best of circumstances, but it is a truly daunting task while waging both counter-insurgency and counter-terrorism campaigns during an extended period of economic downturn. The leadership of the Republic of Philippines' Department of National Defense, undaunted by these circumstances, has risen to the task and embraced the challenge of military transformation; the USARPAC Commander is assisting the effort. By supporting the USARPAC Commander's efforts to further the Theater Security Cooperation goals of the U.S. Pacific Command, the Center for Strategic Leadership has contributed to stability in the Asia-Pacific region and to the future development of the Armed Forces of the Philippines, a key ally in the global war on terror.

INTERNATIONAL FELLOWS COALITION BUILDING EXERCISE 2002

By COL Eugene L. Thompson & Mr. Ritchie Dion
Operations and Gaming Division

The Center for Strategic Leadership conducted the International Fellows Coalition Building Exercise from 5 to 6 December 2002. This two-part exercise is a key component of the core curriculum for the International Fellows of the United States Army War College .

The first part of the exercise consisted of an "Oil Pricing Exercise" designed to expose the students to negotiation skills. This prepared the students for the second part, a scenario-driven negotiations exercise focused on coalition building.

During the Oil Pricing Exercise, the forty-two International Fellows were divided into eight teams representing the oil pricing boards of two fictional counties and were required to competitively negotiate prices with a notional third country in an effort to maximize profits. This exercise introduced the students to international negotiation techniques that helped to prepare them for the coalition building exercise that followed.

For the Coalition Building Exercise, the fellows were divided into six teams representing the Ministries of Defense of nations with competing interests in the Caucasus region. A U.S. subject matter expert on their country and the region mentored each team. A control team provided the scenario drivers and played other regional and international actors.

A deal is struck; International Fellows Col Josef Heinrichs of Germany (left) and Col Stephen Appleton (Canada) reach agreement on a sensitive issue during the 2002 Coalition Building Exercise.

The Coalition Building Exercise, set in 2013, focused on building an international coalition to respond to an unstable situation in the Caucasus region. During the first half of this part of the exercise, each team had to formulate a strategy to uphold their government's positions and objectives within the region while maintaining or improving relations with other nations involved in the region.

The second part of the Coalition Building Exercise focused on engaging in negotiations to develop a military coalition to allow the introduction of a UN-mandated international peacekeeping force into the region. The U.S. contribution to the coalition was based on the U.S. Army's Objective Force concepts, which served to introduce the International Fellows to the principles, capabilities, and implications for the employment of that force.

In addition to the International Fellows and staff of the U.S. Army War College, several outside experts participated in the exercise as mentors for the students. They advised the International Fellows on the politics, militaries, economies, and cultures of the regional actors. These mentors included two retired U.S. ambassadors and military officers from the Joint Staff and the U.S. Army Staff.

IRAQ: THE POST SADDAM CHALLENGE

By LTC Bob Hesse & LTC Curtis Turner
Joint and Multinational Initiatives Branch

The United States Army War College's Center for Strategic Leadership, Department of State's Bureau of Near Eastern Affairs, and the Foreign Service Institute co-hosted a Roundtable Discussion entitled, "Iraq: The Post Saddam Challenge." The Roundtable Discussion was conducted at the Foreign Service Institute on October 17, 2002.

The Roundtable Discussion, which included senior U.S. military, diplomatic representatives as well as academicians from leading universities and think tanks, provided a forum for the discussing the potential political, military, economic and diplomatic aspects in a post Saddam era.

The morning plenary sessions consisting of presentations by Thomas R. Pickering (The Boeing Company), Ellen Laipson (The Henry L. Stimson Center), Anthony H. Cordesman (Center for Strategic & International Studies), Kenneth M. Pollack (Council on Foreign Relations), Rend Rahim Francke (The Iraq Foundation),

> *Toppling Saddam Hussein would be the easy task. Creating a stable, pro-Western Iraq would be the difficult job. So before the administration sets off on a march to Baghdad, it needs to have a plan to win the peace as well as to win the war.*
>
> **Ivo H. Daadler & James M. Lindsay**

and Adeed Dawisha (Univ of Miami, Ohio). The participants presentations provided the strategic backdrop for the afternoon breakout sessions.

The attendees were divided into two working groups as a means to identify policy recommendations in a post Saddam era. The breakout groups were asked to explore the following questions:

- What should be the minimally acceptable U.S. policy solutions to the "Iraqi situation"?
- Is it regime change or something else?
- If regime change, what should it look like?
- What are the internal/external and short/long term issues associate with the transition to regime change that will likely dominate U.S. diplomacy?
- What are the likely timeframes?
- Who are the key players?

The Roundtable Discussion concluded with a series of plenary presentations with each breakout group briefing succinct U.S. policy recommendations to favorably shape the conditions in a post Saddam era.

DOD MOBILIZATION

By COL Jeffrey C. Reynolds
Operations and Gaming Division

In the fourteen months following the terrorist attacks of September 11, 2001, over 99,000 Reserve Component (RC) personnel of the Armed Forces were involuntarily mobilized in support of Operations NOBLE EAGLE and ENDURING FREEDOM. Over 33,000 additional personnel have served in other Federal and State active duty statuses in support of government operations. In mid-November 2002 over 52,000 personnel remained on active duty. The DoD Mobilization Symposium reviewed this mobilization, identified problems, and proposed options for improving both the mobilization process and Reserve Component personnel management. The symposium was conducted in Alexandria, VA, November 18-20, 2002, and was

sponsored by the Assistant Secretary of Defense for Reserve Affairs (ASD/RA) and the Director, J4, the Joint Staff.

Attended by over 300 representatives of the Office of the Secretary of Defense, the Joint Staff, the Services, the Combatant Commands, and the Reserve Policy Board, this symposium heard from four panels of senior leaders on November 18 and then met in five working groups on November 19. Working groups addressed the areas of readiness, planning, execution, support, and personnel policy. Six Army War College faculty members served as workshop facilitators. A summary briefing was presented on November 20 to Dr. David Chu, Undersecretary of Defense for Personnel and Readiness.

Conferees examined the most significant flaws apparent in a mobilization process that evolved during the Cold War to mobilize massive ground and air forces following early warning of impending attack in Western Europe. Today's conflicts arise with little or no notice and require a more rapid but selective mobilization. The multi-step mobilization process remains more sequential than parallel, and the first steps of the process—generating and validating requirements and sourcing units—may take as long as a total of ninety days. Conference attendees were repeatedly reminded that "one size does not fit all" of the services. The Navy and Coast Guard mobilize primarily individuals, while the Army, Air Force, and Marine Corps mobilize whole units, derivative/tailored units, and individuals. These differences alone demand that mobilization systems and processes be flexible and provide commanders agility in accomplishing mobilization tasks.

Reserve component employment is a topic full of tension between demands and resources. Reserve forces are a low-cost alternative to a larger standing Army, but unit readiness can only be achieved when the force is adequately resourced and continuously trained. The public and the private sector both support the mobilization of Reservists when necessary, but they expect a timely alert notification, judicious use of personnel, and consistent execution in the timely release of service members from active duty. The discussion in each workshop weighed these and considerations, among others.

Each workshop group contributed its findings and recommendations to the conference sponsors. Immediate action was recommended on select issues, such as simplifying and shortening the requirements generation and validation process, streamlining security clearance procedures, and mobilizing selected individuals of alerted units for duty qualification training. A complete mobilization symposium report will be published by ASD/RA in January 2003.

INSTALLATION MANAGEMENT AGENCY'S STRATEGIC PLANNING CONFERENCE

By LTC Bob Hesse
Joint and Multinational Initiatives Branch

In late October, MG Robert Ivany, the U.S. Army War College Commandant, along with COL Dennis Murphy, Professor James Kievit, and LTC Bob Hesse from the Center for Strategic Leadership, participated in a Strategic Planning Conference at the Airlie Conference Center in Warrenton, Virginia. The purpose of the conference was to develop an institutional strategic plan for the newly established (1 Oct 2002) Installation Management Agency (IMA).

As a field operating agency under the Army's Assistant Chief of Staff for Installation Management (ACSIM), the Installation Management Agency is at the center of an Army initiative to mold installation support functions into a corporate structure, enabling equitable, efficient and effective management of Army installations worldwide. The IMA will support readiness, promote the well-being of soldiers, civilians, and family members, and at the same time, preserve infrastructure and the environment.

Conference participants represented all Army installation equities in the continental United States, the Pacific, Europe, and Korea. After opening remarks by Dr.

Fiori, (Assistant Secretary of the Army, Installations and Environment), MG Ivany led the IMA senior officials in a discussion about institutional strategic planning at the U.S. Army War College. Through a series of plenary presentations and breakout groups facilitated by members of the CSL team, conference participants developed a vision for the Installation Management Agency, a comprehensive mission statement, mission essential tasks, and organizational goals (3 to 5 years out) and objectives (1 to 3 years out).

Conferees agreed that the two-day effort laid a solid foundation for all future mission and organizational planning at the Installation Management Agency.

As a next step, the Center for Strategic Leadership will host a follow-up strategic planning conference for the Installation Management Agency in January 2003. This event is intended to develop metrics for monitoring objective and goal attainment and, also, to develop a comprehensive organizational strategy to realize the IMA vision.

> ***"Establishment of the Installation Management Agency (IMA) is an historic, comprehensive change for the Army that will allow us to enhance quality of life for our soldiers, enable our tactical units to focus on training, deployment and operations, strengthen our readiness to prevail in every mission, and lay a solid foundation for successful execution of the Army Transformation."***
>
> MG Anders B. Aadland
> Director
> Installation Management Agency

THE FORSCOM COMMANDERS' CONFERENCE

By LTC Brian Jones
Operations and Gaming Division

The USAWC hosted the FORSCOM Commanders' Conference on 2-4 October 2002 in Collins Hall. The Commander, FORSCOM, the FORSCOM CSM, and FORSCOM principle staff officers joined over 50 CONUSA, Corps, Division, and Separate Brigade Commanders and their CSMs from across Forces Command at the conference.

The Commander, FORSCOM established three primary objectives for this conference. These included the following:

- Team Building. Provide team building and a professional development opportunity for the FORSCOM command team
- Transformation. Train leaders and synchronize support for the transformation campaign plan in both FORSCOM and the Army
- Trained and Ready. Assess implications of sustaining readiness with the long term campaign against terrorism and its impacts on FORSCOM operations

To accomplish these goals, the FORSCOM leadership combined a Staff Ride of the Gettysburg battlefield with a series of briefings on topics related to command issues. The Gettysburg Staff Ride focused on the study of three strategic points: reorganizing while in contact, transformation, and technology. With these points in mind, participants received a guided battlefield tour from Professor Len Fullenkamp, Dr. Sam Newland, and Dr. Jerry Comello, members of the USAWC faculty. The facilitators focused on the supporting themes of technology, transformation, commander's intent, senior leader attributes, C2 relationships, logistics, senior-subordinate relationships, resolve, and non-linearity.

The staff ride was followed by briefings on the Global War on Terrorism, Army Transformation, Synchronizing Army Transformation, Operation Anaconda, Afghanistan and the Future of Warfare, the FORSCOM Transformation Plan, MACOM Realignment, Transformation of Installation Management, the Campaign Plan to Improve Maintenance, and concluded with an operational update.

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

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