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Assessing the Strategic Environment: The Ethiopian Defense Command & Staff College

Professor Bernard F. Griffard
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As military officers progress in rank and responsibility, their perspectives must also evolve. It is critical that future leaders force themselves out of the comfort zone of the tactical level of war and strive to gain an understanding of the complexity of factors that influence national interaction within the strategic environment. A key tool in honing these skills is professional military education. In the Federal Democratic Republic of Ethiopia this mission is met by the Ethiopian Defense Command and Staff College (EDCSC). This two-year program was initiated in 2006 with on-site assistance provided by qualified U.S. military instructors. With the completion of the assistance mission in mid-2010, instruction and curriculum development became the responsibility of the senior Ethiopian officers who now head the academic departments. Educated at the national military colleges of the United States, the United Kingdom, the People's Republic of China, and the Republic of India, these groundbreaking leaders have created an educational atmosphere especially suited to their military audience.

Taking advantage of the relationships developed during the initial formation of the school, the EDCSC enhances its instruction with subject matter experts from the U.S. Army War College (USAWC). In support of this effort, the U.S. Africa Command (USAFRICOM) invited Professor Bernard F. Griffard of the USAWC Center for Strategic Leadership to deliver two seminars to the EDCSC Batch #6 students. The seminar topic was "Assessing the Strategic Environment" and directly reinforced the EDCSC strategic planning curriculum.

In preparation for the seminars, Prof. Griffard monitored on-going strategic planning instruction and worked with the EDCSC faculty to refine his seminar material to ensure it built upon previous learning and reinforced the College's learning objectives. These objectives were attained using the 2002 Federal Democratic Republic of Ethiopia's Foreign Affairs and National Security Policy and Strategy as a touch point for discussions of the national security framework, a review of the strategic assessment process, and a definition of Ethiopia's strategic environment.

Continued collaboration with the EDCSC both supports USAFRICOM Security Assistance initiatives and provides the USAWC faculty with opportunities to visit the Horn of Africa region and bring back updates that support regional studies for the War Colleges resident and non-resident populations.

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JLASS-EX: 29 Years in the Evolution of a Unique, Adjudicated Wargame

Colonel Sam White, Jr.
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From 15-16 June 2011, the Joint Land, Air, and Sea Strategic Exercise (JLASS-EX) Steering Group (SG) met to kick-off the 29th consecutive year for this popular inter-Senior Level College (SLC) experiential learning elective. Based upon a plausible futuristic scenario set ten years into the future, JLASS-EX students fill roles on either a Geographic

Combatant Commander's (GCC's) staff, as a member of the National Security Council or in other key interagency organizations, all working to achieve U.S. national security objectives in the context of an unstable future world.

JLASS-EX traces its roots back to 1983 and the Carlisle-Maxwell (CARMAX) series of computer-assisted exercises. CARMAX was the product of a formal agreement between the Army and Air Force Chiefs of Staff to incorporate into the curriculum of the Air and Army war colleges a single, coordinated, distributed wargame, conducted simutaneously for the purpose of expanding senior leader learning and developing a better understanding of Joint warfighting principles, procedures, responsibilities and actions.

In 1986, CARMAX was expanded to include the Naval War College, the Industrial College of the Armed Forces and the National War College. Because of the greatly broadened scope of the wargame, the series of annual exercises was re-designated as JLASS (Joint Land, Air and Sea Simulation). JLASS became a "semi-distributed" wargame, with the initial exercise events conducted by students at their respective colleges, and the final phase conducted collectively at a wargaming center. The collective phase initially rotated between participating Senior Level Colleges (SLC) wargaming centers through 1989 when the Air War College at Maxwell Air Force Base was selected as a permanent host to the collective phase of the exercise. With the Marine Corps War College affiliation in 1992, JLASS became a fully joint exercise with annual participation by all SLCs. In 2010, the exercise was renamed the Joint Land, Air, Sea Strategic Exercise (JLASS-EX) to reflect the evolution of JLASS from a computer simulation at the operational level to a Decision Making Exercise at the strategic level. Since 2010, the progam has included International Fellow participation.

The JLASS-EX program is conducted in two phases: first as a distributed "home-station" phase, which lasts from early January to early April, followed by the collective phase, conducted during six days in mid-April at Maxwell Air Force Base, Alabama. During both phases, students assess the crises and challenges in their Area of Responsibility, make decisions as to the best courses of action to address the challenges, and develop policy and plans to implement the decisions.

The uniqueness of JLASS-EX is that it is a fully adjudicated wargame. The scenario is interactive and responds to, and either rewards or penalizes, student actions. In this fluid environment, students experience both the positive and negative results of their decisions. Another unique aspect of JLASS-EX is the four month distributed phase, which allows participants the necessary time to think and reflect prior to making decisions. The extended exercise length also allows the effects of student decisions to more fully develop and emerge.

During the June meeting, senior faculty from the participating SLCs developed the framework for Academic Year 2012 (AY12) scenarios and finalized SLC roles. While much of the scenario and most roles will be unchanged from AY11, several important modifications were approved. Most notably, USSOUTHCOM will be an active JLASS-EX theater. Marine War College students will assume the role of the USSOUTHCOM commander and key members of the GCC staff. Another topic of discussion was the impact that real-world events of 2011 will have on the JLASS-EX world of 2021-22. The long-term impacts of the earthquake and Tsunami in Japan, the Arab Spring uprisings across northern Africa and the middle east, the European financial crisis and the NATO military missions in Afghanistan and Libya, and how they might shape the world ten years from now will be reflected in exercise scenarios.

As the program continues to evolve, an area of expansion being explored for AY 12 is the possible inclusion of civilian students from some of the nation's top-tier International Affairs programs. Although still in the planning stages, the SG approved a proposal to invite graduate students from select universities to serve in specific roles on the GCC or interagency staffs. Additionally, graduate students could serve as members of the "Green Cell" replicating the various Ambassadors and Regional Security Organizations (e.g., NATO, EU, OAS, etc.), interfacing with other student cells.

Unique for its metered pace of execution and the interactive nature of the fully adjudicated scenario, JLASS-EX offers a senior leader educational experience unlike any other wargaming event. Through experiential learning and practicum, JLASS-EX provides excellent reinforcement of the goals of the Joint Professional Military Education process. The current goal of JLASS-EX is "…to promote joint, combined, and interagency professional military education at the Senior Learning Centers by addressing key issues at the national strategic and theater strategic levels of conflict." Throughout its 29-year history, JLASS-EX has retained its fidelity to the objectives laid-out for CARMAX in 1983, while adapting to meet the educational needs of the 21st century strategic decision maker.

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The 2011 Strategic Leadership Staff Ride Program

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2011 began a busy season for the U.S. Army War College's (USAWC) Strategic Leader Staff Ride (SLSR) Program, coordinated and executed through the Center for Strategic Leadership (CSL). The staff ride program has hosted five corporations and one government agency thus far this year using the medium of the Civil War battlefield to exemplify the complex leadership challenges of the modern day. The program serves as a means to exchange ideas, and increase awareness of important strategic issues mutually shared by the armed forces, the business community, and our nation.

The SLSR program's core audience is the corporate leaders and is designed to highlight key lessons and characteristics

that are essential to successful leadership at the strategic level. The U.S. Army War College normally hosts single organizations rather than individuals, and corporations find excellent return for the 2½ days spent with at the War College. Each group will normally arrive on a Tuesday and begin the experience with a dinner with war college faculty, staff and current students. The next day is spent immersed in the challenges of the Gettysburg or Antietam battlefields taking time to study the campaigns from the difficult terrain and leadership on the battlefield to the tumultuous political-military context at the strategic level. Participants walk away with key insights on strategic leadership including the importance of self awareness, knowing your subordinates and their personalities, succession planning and the art and practice of strategy development.

To assist in better understanding its main customer, the U.S. Army Soldier, the Overseas Military Sales Corporation (OMSC) requested a staff ride in January 2011. OMSC sells automobiles and motorcycles to military personnel overseas. Twenty-five members of the corporation headquarters participated, including the Chairman, CEO and CFO, in a Gettysburg battlefield staff ride gaining insights of the historical and current sacrifices of the U.S. Army Soldier and how this applies to current operations in Iraq and Afghanistan. As a part of the event Dr. Craig Bullis discussed the development of strategic leaders using the USAWC leadership development model. The event enabled members of the corporate management team to gain a tremendous understanding and appreciation of the Army as a whole and its leadership methodology. One participant commented that the staff ride was a "superb learning experience for all of us and we certainly want to come back again."

In April, CSL hosted a first-ever women-only event, for Deloitte women executives, including the Chairwoman of the Board, Ms. Sharon L. Allen, along with 16 members of Deloitte, LLP. Deloitte is the largest client services partner providing accounting, assurance and advisory, risk, tax, strategy, financial, technology and human capital services to global clients. After a Gettysburg staff ride, Deloitte tailored the program's final day to include over 40 female executive members in a series of panel discussions on the challenges facing women in leadership, corporate lattice versus corporate ladder, and a lunch time discussion led by Dr. Tom Williams of the Army Physical Fitness Readiness Institute on "Issues Unique to Women Performing at Their Peak." This cutting edge program was a true partnership in executive leadership development between Deloitte and the USAWC.

Demonstrating the flexibility of the SLSR program, the USAWC hosted Wendt and Associates on an Antietam Battlefield staff ride. This diverse group of 18 CEOs, Hedge Fund managers and General Counsels to Fortune 100 companies experienced first-hand the complex terrain of Antietam in order to assist in understanding the importance of understanding the operational environment. They discussed the strategic perspectives of both Presidents Abraham Lincoln and Jefferson Davis and experienced the tough, restricted, undulating terrain of Antietam and how it created conditions for the bloodiest single day in American history. The concept of "understanding the operational environment" had direct application to the investment and finance world in which they operate on a daily basis. The final day consisted of discussing the "hard lessons learned of Antietam" including understanding Lee's political-strategic objective to gain foreign recognition and an understanding of the extreme tactical risk that he would incur in undertaking his first invasion of the north. Additional lessons learned included weighing risk versus objectives, the importance of the informational element of power, and that leadership style, personalities and relationships matter.

Using history as a cornerstone for strategy development, the Office of the Secretary of Defense (OSD) participated in a SLSR with 18 members of OSD (Policy), including Ms. Amanda Dory, and her principle director Mr. Daniel Chiu. The group engaged in a discussion of national policy objectives of both sides during the Civil War. Aspects of leadership, organization and technology, and their influence on the development of strategy were discussed. The staff ride finished at the Gettysburg National Cemetery where the group discussed how President Lincoln had to change his views in order to achieve his ends – the preservation of the Union.

In June, the Commandant, MG Gregg F. Martin, again welcomed Deloitte, LLP. This time the participants represented some of the corporation's up and coming, high potential partners. Professor Len Fullenkamp and Dr. Jim Embrey each led a group in their reflections on the leadership lessons of Gettysburg and application these lessons to their current and future challenges. Dr. Jim Helis closed the staff ride by facilitating a discussion on the United States national security interests and their application to Deloitte.

Another corporate leadership development program, Hearst Management Institute, participated with over 40 media executives in a June staff ride. COL Tom Collins, Chief of Army Media Relations, Office of the Chief of Public Affairs (OCPA) participated. Dr. Helis and CAPT Steve Knott (USN) served as historians for two groups of 20 for facilitated small group discussion. Dr. Bullis and Dr. Tom Williams rounded out the USAWC engagement, presenting "Developing Strategic Leaders" and "Strategic Leader Self-Awareness: Optimizing Individual Assessment & Feedback," respectively. The participants experienced the Gettysburg campaign as a means to increasing their understanding of strategic leadership and the art and practice of linking a campaign to overall strategy.

Participants routinely depart the SLSR experience expressing appreciation for the knowledge gained, the professionalism of the USAWC Staff and Faculty, the investment the Army makes in leadership development and education, and the selfless service of the American Soldier.

CSL

Cyberspace Education

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The Department of Defense has designated Cyberspace as the fifth warfighting domain and has presented military leaders and planners with new challenges. Existing national and international laws and charters do not fully address the actions of nations and citizens in Cyberspace. Thus, decision makers and planners are often left to speculate how such principles apply to the defense of our cyber infrastructure. Networks established for military, government and commerce are probed and bombarded hundreds of thousands of times every day. Clearly even as we have become more technologically capable and dependent, vulnerabilities of Cyberspace operations have continued to increase in scope across government, military and commercial venues. To prepare the next generation of military leadership for dealing with Cyberspace issues and decisions, the Center for Strategic Leadership (CSL) formed the Cyberspace Operations Group for the development of academics and exercise scenarios in the strategic issues related to military operations in a Cyber driven and enhanced environment. The charter of the group is to develop academic courseware and exercise scenario material for U.S. Army War College students, to research and publish on strategic issues and implications related to Cyberspace, and to organize and conduct symposia to further develop future concepts of Cyberspace operations.

Academic material focusing on Cyber Warfare was first used in the resident course in Academic Year (AY) 2010 as part of the resident core and elective courses, as well as the Distance Education electives. During AY 2011, the academic opportunities doubled with the addition of a second elective offering during both the resident and distance education courses that focused on Cyberspace theory and its strategic implications. There also was an increase in Cyber exercise play during the AY 2011 Strategic Decision Making Exercise (SDME) as well as 22 student Strategy Research Projects that explored Cyberspace-related topics. Additionally, on behalf of the U.S. Army War College, the Cyberspace Operations Group conducted two workshops during FY 2010; one on Cyberspace Operations requirements for senior leaders and one on the potentially catastrophic threat of Cyber and electromagnetic pulse attacks which would render portions of the U.S. critical infrastructure inoperative. Members of CSL also participated in external symposia, speaking at and attending numerous events concerning strategic issues in cyberspace. These included venues such as the Government Security Conference, Federal News Radio, U.S. Naval War College and the 2011 Air Force Association Space and Cyberspace Warfare Symposium. Members of CSL also supported Cyberspace scenario development for the Army's Unified Quest and Air Force's Schriever Wargames aimed at refining future force structure requirements. Members of CSL continue to develop professional rapport with experts and practitioners across academic, government and commercial organizations. Group members have published several works on cyberspace issues.

As AY 2012 approaches, the group plans to expand its academic and exercise support by adding several opportunities to discuss Cyberspace during the War College's core curriculum, an increased emphasis on cyber events during SDME 2012, noon time lectures and the development of a workshop focused on the future of Cyberspace issues. Additionally, Cyberspace education continues to expand in other programs across the Army War College, including other warfighting electives, the Basic and Advanced Strategic Arts Programs and the Distance Education program. During some of these courses students will visit U.S. Cyber Command and the National Security Agency for real time presentations from practitioners. Members of CSL will continue to provide presentations to local and national audiences, participate in the development of scenarios for large scale exercises and simulations and, in general, advance the understanding of the role of Cyberspace as an evolving warfighting domain.

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

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