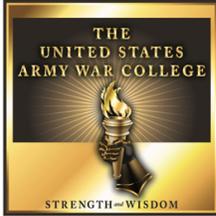


# COLLINS CENTER UPDATE

## A Center for Strategic Leadership Newsletter

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### Shaping the Environment: Combined/Joint Force Land Component Commander Course 3-15 (C/JFLCC 3-15)

*Professor Bernard F. Griffard*

*Joint Education Division, CSL*

*As we look ahead, we see a world of increasing instability and conflict, characterized by poverty, competition for resources, urbanization, overpopulation and extremism. Failed states or those that cannot adequately govern their territory can become safe havens for terrorist, insurgent and criminal groups that threaten the U.S. and our allies.*

—General John M. Paxton, Assistant Commandant of the Marine Corps

The emerging security environment requires the United States to employ its elements of national power—diplomatic, informational, military and economic—to ensure our national security and economic stability. Although not the preferred solution, to paraphrase Thomas Friedman's post-9/11 quote in the *New York Times*, "...if we don't visit bad neighborhoods....they will visit us," certain situations will require military interventions. When these situations arise, the United States intends to address them with a team of unified action partners.

To prepare the Services' future senior commanders for the complex multi-national mission command environment, the Combined/Joint Force Land Component Commander (C/JFLCC) Course 3-15 focused on the challenges of integrating U.S. and multinational forces into a cohesive operational effort. Conducted July 20-24, 2015 at the U.S. Army War College's Center for Strategic Leadership, Carlisle Barracks, PA., the course provided the attendees perspectives on cross-cultural action with a variety of leaders and organizations, such as U.S., host nation, and local political leaders, international organizations such as the UN and NATO, nongovernmental organizations, and national and international media. In addition to participants from all Services, the Defense Intelligence Agency (DIA) and the U.S. Agency for International Development (USAID), senior military officers from Columbia, the Republic of Korea, Spain, and the United Kingdom were also in attendance. The course objectives were to:

- Understand the differing political contexts, threat perceptions, doctrinal differences in operational approaches, and resource challenges facing coalition land forces operating in a complex common operational environment.
- Envision how the C/JFLCC works with a variety of international and nongovernmental organizations to build cohesion and cooperation in the conduct of land operations.
- Analyze cross-cultural cooperation, mutual support, and synchronization of the multinational elements of a coalition force with regard to joint campaign planning and operational success.
- Formulate guidance related to mission command (command and control) associated with operating effectively in a coalition or alliance.

- Determine how a land commander charged with major, enduring missions works with military and civilian department/agency leaders to define guidance and direction for the transition to and accomplishment of stability and post-conflict operations.

To accomplish these goals, attendees heard from both senior commanders and current and former civilian policymakers. General David Rodriguez, Commander, U.S. Africa Command, addressed the tyranny of distance and working with partners to bring stability to failing states. Mr. Len Hawley, former Assistant Secretary of State, discussed “Civilian-Military Interactions in International Interventions.” He emphasized that Land Component Commanders must understand that the complexity of national response options-political will, security forces, material, civilian capacity & funding resources-is multiplied in a multi-national environment.

Employing an Operation Iraqi Freedom I case study, Lieutenant General Robert Blackman, USMC, Retired, presented the challenges faced by Third U.S. Army when they undertook the transition from Theater Army to a Combined/Joint Land Component Command. He stressed the importance of personal relations because, to succeed, commander to commander relations can override any staff friction. Complementing this presentation were the personal observations of General Daniel Allyn, Vice Chief of Staff of the Army, and an experienced combined force commander. General Allyn stressed the importance of continuous dialogue with national and international leadership in theater to assist in informing national policy-making, and synchronizing national strengths and limitations in order to identify and cover capability gaps. Major General Richard Nugee, CBE, UK Army, provided his insights on coalition mission command challenges from his position as Chief of Staff, NATO International Security Assistance Force (ISAF), Afghanistan.

Unified Action in countering national security and stability threats will remain

a fact of life for the foreseeable future. As a result, the C/JFLCC course will continue to include an international contingent for each of the three annual courses. The personal relationships developed during the week at Carlisle Barracks will pay dividends when these officers are working together on a future operational mission.

— CSL —

## **ISCNE Program Continues to Challenge Participants while Retooling Focus**

*Mr. Ritchie Dion  
Joint Education Division, CSL*

The Strategic Crisis Negotiation Exercise program closed out FY15 with four exercises. Bookending this period were exercises at two of the top International Relations graduate schools – the Maxwell School of Citizenship and Public Affairs, at Syracuse University (mid-May), and the Edmund A. Walsh School of Foreign Service at Georgetown University (late September). In July were two inaugural ISCNE offerings: the Henry M. Jackson School of International Studies at the University of Washington in Seattle, and the Army Chief of Staff’s Strategic Studies Group, held at CSL’s home in the Collins Center on Carlisle Barracks.

As these exercises were taking place, the mission and focus of the ISCNE program came under internal review in order to both broaden and strengthen the program. Discussions centered on refocusing the program by returning to the primary mission for which it was created: the development of mutually beneficial partnership with comparable civilian educational institutions and programs that primarily focus on developing graduate students within the international relations and global policy areas, all while maintaining budgetary discipline.

The Maxwell School’s exercise was held utilizing the South China Sea scenario as their focus. For this fourth annual iteration, twenty-eight students were

separated into seven country teams – India, Indonesia, Japan, the People’s Republic of China, the Philippines, the United States, and Vietnam – assembled under the auspices of the United Nations in order to seek an equitable resolution to a developing crisis over rights and claims within the South China Sea. Virtually ripped from recent headlines, this scenario differs from the others in the program as it seeks to address a developing problem vice a so-called ‘frozen conflict,’ such as Jammu-Kashmir, Nagorno-Karabakh or Cyprus. Even so, the issues and positions of each party are well known and the ability to find a real solution just as daunting.

In early July, the CSL ISCNE team held its first exercise with the Jackson School of International Studies at the University of Washington. The ISCNE program came to the attention of the Jackson School through their partnership with I Corps at Joint Base Lewis-McChord. The need for an exercise arose with the school’s development of a new Masters of Applied International Studies (MAIS) program. The program’s primary instructor, Professor Robert Pekkanen, recalled the exercises he had participated in while working on his Ph.D. at Harvard University as being extremely impressive and impactful learning experiences, and wanted to provide the same time of immersive experience to his students. Since this is a “west coast school,” their natural focus is the Asia-Pacific region, and so the South China Sea scenario was their primary choice for this initial iteration. MAIS participants were augmented with students from other parts of the Jackson School. Altogether, some 49 students participated, with mentors drawn from the faculty and from I Corps officers who generously offered their time and expertise to continue to foster their growing partnership. The exercise was an overwhelming success and planning for next July began prior to the CSL team’s departure from Seattle.

The last week of July saw the first ISCNE partnership within the Army itself, with the Army Chief of Staff’s Strategic Studies Group traveling to Carlisle for a one day

immersion dealing with the stalemated conflict between the South Caucasus neighbors, Armenia and Azerbaijan, over the Armenian ethnic region of Nagorno-Karabakh. The Strategic Studies Group is a 22 person cohort selected from the civilian and military population within the Department of the Army. They consist of a mix of the best Colonels, Lieutenant Colonels, Majors, Captains, Sergeants Major and senior civilians; assigned for a single year to work under the Army Chief of Staff to examine and develop strategic issues of great interest and import to the Army's leadership. The aim of this single day ISCNE was to serve as a team building event early on in the group's tenure, as a precursor to the work that awaited them. The SSG's leadership requested this exercise based on the ISCNE that their deputy director had participated in as part of last January's Austin Forum, held at the LBJ School in Austin Texas. (For the Austin Forum, see the [Winter edition](#) of the Collins Center Update.) The pressure of the issues and the constricted timeline during the ISCNE indeed forced the five teams to come together quickly and develop a harmony of operation that would signify the pressures they would find themselves under once they began their main efforts for the year. These same pressures also allowed SSG leaders a better understanding of each members' strength and weaknesses as they assessed how best to create teams and divide workloads. As the exercise drew to a close, the SSG's director and deputy directors expressed satisfaction that the exercise had provided exactly what they had expected, and greatly helped in their ability to evaluate the group as a whole as well as the individual members.

The last exercise of this period was the 12<sup>th</sup> annual ISCNE at the Edmund Walsh School of Foreign Service at Georgetown University, Washington DC, held on the last Saturday of September. Beginning in 2003, this exercise was the first in what has developed into the Army War College's ISCNE outreach program effort. It was initially offered in order to assist the Army Fellow assigned to the school's Institute for the Study of Diplomacy,

it is still the only exercise in which the resident Army Fellow acts as the Exercise Director. Limited to a smaller group, participants for this elective exercise are drawn from the master's degree graduate programs from across the Walsh School – the Security Studies Program, Masters in Science in Foreign Service and the Center Eurasian and Russian and Eastern European Studies. As usual, once the exercise was announced participant signup took less than a day, with a wait list. Once again the Nagorno-Karabakh scenario was employed, and the participants had the good fortune to have Ambassador Richard Norland, who had just returned from his posting as the U.S. Ambassador to Georgia, which shares the South Caucasus region with Armenia and Azerbaijan, role-played the UN Special Representative. This year's resident Army Fellow, Colonel Michael Pratt, acted as the Exercise Director, with his colleague, Lieutenant Colonel Victor Lundquist, as one of the team mentors. The other team mentors were drawn from the ISD Associate class. These included State Department Fellows Ramon Escobar and Bernadette Meehan. Mr. Escobar was most recently intimately involved in the successful peace talks between the Columbian government and the FARC guerilla group, while Ms. Meehan was a Special Assistant to Secretary of State Hillary Rodham Clinton, and most recently a Special Assistant to the President for National Security Affairs and Spokesperson for the White House National Security Council. Such is the wealth of talent and experience that was afforded to the students as they worked through the exercise. As usual, the exercise provided the students a vehicle through which to educate themselves, to try and fail, to adjust and try again, and learn without the burden of consequences.

All of the exercises within the ISCNE program offer a risk free examination of troubled parts of the world, and demonstrate the value of gaining valuable knowledge through the immeasurable experience of the simple concept of *learning by doing*.

## Army Wargaming Community of Practice Workshop

**Colonel Jack Pritchard**

*Director, Strategic Wargaming Division*

On July 21, 2015 the Army War College's Strategic Wargaming Division hosted and Army Wargaming Community of Practice Workshop. The purpose of the workshop was to bring together the various wargaming entities within the Army to discuss our roles in the overall Army Wargaming effort and to seek to provide some structure to informing the Army senior leadership on Army Wargaming capabilities and requirements. This workshop was conducted at the request of the Army G8 in response to the recent Deputy Secretary of Defense's renewed interest in wargaming as a means of innovation and collaboration among the services.

There were 20 attendees to the workshop from throughout the Army. Attendees represented the Army Staff (G3/5/7 and G8), U.S. Army Training and Doctrine Command (TRADOC), Center for Army Analysis (CAA), Army Capabilities Integration Center (ARCIC), TRADOC Analysis Center (TRAC), and the Army War College.

The workshop participants sought to

- Construct a framework of activities which Army Wargaming supports across the Army
- Identify gaps where wargaming can inform leadership
- Identify emerging requirements for Wargaming
- Develop a coordinated plan that meets emerging wargaming DoD/ Army requirements

In addition to developing a proposed framework, gaps, and requirements, some key issues were discussed that will require further study and guidance. These issues included the desire among the participant entities to a forum to collaborate and participate with

the broader Department of Defense wargaming community. Additionally, the group found that the wargaming efforts among analytical agencies are loosely connected and that we lack a coordinating body to prioritize or guide the overall efforts.

The findings and recommendations from the workshop were presented to the Army senior leadership at the Senior Analyst Review on 6 August. At that review, recommendations were presented which articulated how Army wargaming could support decision making.

— CSL —

## Electromagnetic Spectrum Maneuver Workshop

**Colonel Jack Pritchard**

*Director, Strategic Wargaming Division*

Electromagnetic radiation is an increasingly significant dimension of modern capabilities – both military and civilian, friendly and adversary. The congested and contested electromagnetic spectrum (EMS) is both an increasing vulnerability and an opportunity for the Army and the Joint Force. This reality is being more broadly and explicitly acknowledged. For example, cyberspace operations, in conjunction with electronic warfare and electromagnetic spectrum operations, are identified in the Army Operating Concept as one of the seven core competency areas critical to shaping the operational environment and winning decisively.

Challenges to the Department of Defense's (DoD) conduct of Joint military operations via EMS enablement include rapidly expanding commercial interests and products, along with intensifying adversarial competition for EMS access and control. In essence, spectrum-dependent-system (SDS) capabilities enable all joint functions, making DoD access and control of the EMS a critical requirement. Commanders cannot establish and maintain freedom of action in a complex electromagnetic environment until they understand how to minimize

challenges and gain advantages over an adversary in the EMS.

In order to inform Army EMS maneuver concepts for Joint Force operations, the U.S. Army – both organically and leveraging interdependence with the Joint Force – is currently exploring how it might best minimize challenges to EMS access and control while leveraging EMS to establish and maintain freedom of action, and to gain temporal, physical and/or psychological advantage over an adversary.

On July 9-10, 2015, the U.S. Army War College conducted an EMS workshop at Carlisle Barracks. The objective of this workshop was to identify the main elements of an EMS maneuver concept and develop a shared perspective on how the Army (and the Joint Force) should think about its approach to the EMS problem.

Invitees to the workshop consisted primarily of members of the Army's Cyber Electromagnetic Activities (CEMA) Working Group. The participants were divided into workgroups representing three general activities essential to the application of all the elements of electromagnetic energy: Electronic Protection (EP), Electronic Warfare Support (ES) and Electronic Attack (EA). Each workgroup was composed of representatives from the various CEMA communities including Electronic Warfare, Cyber, Spectrum Management, as well as Joint Services, Joint Staff, and DoD representation.

Each workgroup examined the tasks, targets, effects, and responsibilities necessary to achieve the mission, commander's intent, and desired end state of a particular operation. The operation was divided into three distinct phases (deter, seize the initiative, and dominate) in order to further define the changes in tasks and/or priority of effort across the phases. The workgroups developed EMS Maneuver Concepts of the Operation (CONOPs) for each phase, which described the key tasks, targets, effects, and responsibilities

resulting from the force's interaction with the scenario.

Findings: Overall the key tasks (prioritized) across all phases of the operation included:

1. Disrupt, deny, and degrad an adversaries Command, Control, Communications, Cyber, Intelligence, Surveillance, and Reconnaissance (C4ISR)
2. Establish, maintain and protect spectrum-dependent network of systems
3. Assure the availability of positioning, navigation, and timing (PNT) services
4. Manage and coordinate Electro-magnetic Spectrum Support Operation (EMSO) in support of established plans
5. Enable and support radio-frequency (RF) delivery of Cyber and Information Operations capabilities and effects
6. Support spectrum management through identification of EMS interference sources
7. Limit an adversary's exploitation and targeting of friendly spectrum dependent systems.

Additionally, the participants identified a common set of capabilities required across all phases of the operation in order to achieve the necessary effects desired for the end state. The capabilities include:

1. Interoperable, dynamic, resilient, and flexible spectrum-dependent C4I systems
2. Persistent EMS monitoring and analysis including over-the-air dynamic execution
3. Next-generation encryption-based, persistent PNT
4. Joint interoperable; near-real time, EMSO planning and management tools (with ability to deconflict, schedule, and prioritize)

5. Established, common standardized EM database formats
6. Dynamic intelligence support with ability to selectively engage targets deep and directionally

The full results of the workshop were provided to the Army G3 Electronic Warfare cell (DAMO-ODE), who is preparing a White Paper for Army Electromagnetic Spectrum Maneuver concept. This White Paper will form the basis for the upcoming re-write of FM 3-38 (Cyber-Electromagnetic Activities).

— CSL —

## Mission Command Network (MCN) Wargame

**Colonel Jack Pritchard**

*Director, Strategic Wargaming Division*

In the spring of 2015, the Mission Command Capability Portfolio Review (CPR) highlighted the complexity and challenges of the current Mission Command Network. As a result, Training and Doctrine Command (TRADOC) established an Integrated Planning Team (IPT) to revalidate and document mission command network requirements and identify gaps or excesses in currently planned capabilities and solutions. Initial results from the IPT were briefed in August 2015 and further work by the IPT developed a series of modernization options for further analysis. At the direction of the HQDA G-3/5/7 the U.S. Army War College conducted an examination of the Mission Command Network modernization options through a wargame conducted at Carlisle Barracks on September 9-10, 2015.

The purpose of the wargame was to examine the modernization options by wargaming each option against a series of operational vignettes. Evaluation criteria, based on the Army Operating Concept and the Army Warfighting Challenges, were used to assess the capabilities provided by each modernization option and their ability to support or enable Mission Command

across various echelons. Additionally, the wargame participants identified operationally informed gaps, risks and alternative capabilities of three Mission Command Network modernization options.

Participants for the wargame were primarily current U.S. Army War College resident course students. Eighteen students, representing the various warfighting functions, were selected based upon their recent experience in conducting or assessing Mission Command, acquisition, or experimentation. Additionally, subject matter experts from the Program Executive Office for Command, Control, Communications and Technology (PEO-C3T) were present in each workgroup to assist the participants with understanding the capabilities provided by the systems described in the Mission Command modernization options.

The results of the Mission Command Network Wargame were presented at the Mission Command Network Summit at Fort Leavenworth on September 22, 2015. The results consisted of a qualitative operational analysis and comparison of the modernization options. The modernization options were assessed by the wargame participants as viable, but each option had varying strengths, concerns, and risks in their implementation. Participants identified the lack of seamless connectivity between echelons as a concern, which could lead to delays in decision-making and passing information. Additionally, the participants observed that the options lacked specific capabilities that improved coordination and synchronization with Unified Action Partners. There was some discussion about the need to pursue Cross Domain Solutions to improve the integration and interoperability with Unified Action Partners. And finally, training improvements should stress defensive Cyber efforts and operation in degraded environment.

At the conclusion of the briefing, recommendations or additional considerations on the implementation of the

modernization options were provided to the Summit attendees. These recommendations included:

- Every effort should be made to simplify the interaction of the systems with the users and the pursuit of a common user interface for all devices. It is not a valid assumption that more technology and capability are always better.
- The future network should consider how to leverage (current and future) commercial infrastructure. The commercial infrastructure has the potential to increase range, provide redundancy and enable seamless connectivity with NGOs and host nation assets. This is especially useful during the early phases of expeditionary operations, although we must plan for potential spectrum management issues when operating in populated areas with advanced communication infrastructures.
- There was widespread support for 4<sup>th</sup> Generation Long-Term Evolution (4G LTE) - type cellular or wireless technology and the intuitive and simple delivery of information and the use of apps to manage specific user needs.
- The participants also emphasized the requirement for a long-range terrestrial-based capability, such as high-frequency (HF). The modernization options are currently limited to (short-range) radio-frequency (RF), LTE, and satellite, and HF could provide a simple and inexpensive backup capability.
- Finally, to fully enable Mission Command, modernization options must consider not just the technology, but also the processes for managing information. The information must be assembled quickly and organized in an understandable way that promotes initiative and decentralized execution.

## **CSL's Strategic Simulation Division Up and Running**

**Colonel Jerry Hall**

*Director, Strategic Simulations Division*

Coming in from the USAWC Class of 2015, I became the first Simulations Operations Colonel (FA57) to be assigned to CSL in several years. My first task was to complete the establishment of the Strategic Simulation Division by combining the military and civilian simulations personnel into one office within CSL. In support of the CSL Director's vision of becoming the Strategic Leadership Laboratory for the U.S. Army, my vision is to transform the Strategic Simulation Division into CSL's (and the Army's) Strategic Leadership "Battle Lab." To accomplish this, SSD will develop capabilities to make it the Army's first choice for responsive, realistic and valued Modeling and Simulation (M&S) capabilities in support of strategic leader education and advancing knowledge through strategic examination. SSD will accomplish this along three major lines of effort: support to strategic leader education at the War College (both resident and distance programs) and CSL; support to advancing knowledge and strategic examination; and communicating, influencing and conducting outreach.

### ***Supporting Strategic Leader Education***

M&S capabilities can provide immersive, experiential environments to enhance the learning experience for War College and CSL strategic leadership students. The SSD team is analyzing the various curricula to identify course and lesson objectives that can be supported by M&S; collaborating with sister service and allied senior service colleges, command and staff colleges and military academies to identify and share best practices in the use of M&S in the classroom; consulting with industry and academia on M&S capabilities in support of strategic leadership education; and championing the creation of an Institutional Modeling and Simulation domain with the Army Modeling and

Simulation Office (AMSO) to better obtain funding, support and recognition for the use of M&S in support of the U.S. Military Academy, the Command and General Staff College and the U.S. Army War College.

To accomplish the above, the SSD team is assessing existing Commercial and Government Off the Shelf (COTS/GOTS) M&S tools for use in the classroom; identifying capabilities gaps for future development of low overhead M&S tools in the classroom; and preparing to work with the U.S. Army War College Educational Methodology and Technology Work Group to ensure that SSD supports faculty and student desired objectives. SSD is also analyzing options for future additional M&S electives; directed study options; noon-time lectures; Research, Writing and Reading (RWR) game days and Staff Ride support. Finally, SSD will in the future establish an on-line repository of strategic level experiential education M&S tools to support lifelong learning by deepening strategic leadership concepts and skills. This portal will be open to all students before, during and after Army War College and CSL strategic leadership courses.

### ***Supporting Advancing Knowledge through Strategic Examination***

M&S capabilities can also provide enhanced adjudication, visualization and realism in wargaming and analysis in support of advancing knowledge through strategic examination. This is the main effort of the Division and an identified Army M&S capability gap. SSD is working with Department of Defense, academia and industry to identify potential COTS/GOTS M&S solutions to provide SSD, CSL and the Army responsive, realistic and low overhead M&S capabilities to support wargaming. These capabilities will range from traditional manual board and wargames to comprehensive DIME-FIL (Diplomatic, Information, Military, Economic – Financial, Intelligence, and Law Enforcement) constructive simulations with interactive map displays, and can be used to support traditional seminar-

style wargaming, as well as wargaming conducted in support of Army War College Integrated Research Projects (IRPs).

To obtain the desired capabilities, SSD is assessing current COTS/GOTS solutions and developing a request for proposals to stimulate industry to develop capabilities to meet the identified strategic simulation capability gap. SSD is also developing concepts to conduct multi-disciplinary, themed wargame conferences to harness the experience of military, industry, academic and commercial wargamers ("crowd-sourcing" of M&S capabilities). These conferences would provide diverse perspectives on contemporary and futures problems and significantly advance CSL, the Army War College, and the Army's ability to advance knowledge through strategic examination.

### ***Communicating, Influencing and Conducting Outreach***

To lead the U.S. Army in M&S support of strategic education and examination, SSD must develop networks within and between the Center, College, U.S. Army, Joint Force, academia and industry that bring additional support and shares best practices to the field. SSD must also experiment with simulation and collaborative technologies and approaches to develop immersive, experiential education and examination environments in order to establish the Center as the USAWC and U.S. Army strategic simulation laboratory, the core of U.S. Army strategic simulation activities and innovation; and meet the vision of the USAWC Strategic Plan and CSL Supporting Plan.

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## **An Experiment in Support of the Gettysburg Battlefield Staff Ride**

*Major Dennis Davis and  
Lieutenant Colonel Joe Chretien  
Simulations Support Division, CSL*

As U.S. Army War College (USAWC) students completed their Gettysburg Battlefield Staff Ride in the first week of October, the Center for Strategic Leadership (CSL) conducted an experiment to see if Modeling and Simulation (M&S) could enhance the experience. Members of the Strategic Simulation Division (SSD) of CSL asked for student volunteers to conduct a limited virtual battlefield experience with a Commercial off the Shelf (COTS) game called Scourge of War (SOW) – Gettysburg. The SOW simulation is a tactical computer wargame replicating the command of Union or Confederate forces during the Battle of Gettysburg. Because the terrain of the battlefield has significantly changed since 1863, SOW students can see how the battlefield and town looked in July of 1863. SOW was thoroughly researched and developed using actual historical maps, photos, and documents.

During the experiment, SSD staff briefed the students on the terrain, provided a basic tutorial, and then coached the students as they maneuvered their forces in a short scenario. The students were able to command their forces using artificial direct game commands augmented by the ability to view the battlefield from any perspective, as well as by the game’s “Historical in the Saddle” (HITS) system where the player is constrained to the view of his general on horseback and the use of couriers. The experiment concluded with an AAR of the experience.

The students agreed that the ability to conduct a “virtual staff ride” in simulated 1863 Gettysburg was a valuable experience, and that experiencing the “Mission Command” capabilities of the Civil War era was a revelation in the fog and friction of war. This

experience reinforced the importance of commander’s intent provided during pre-battle planning. They also gained an appreciation for how Civil War formations maneuvered and fought on the battlefields of the era. Finally, they provided valuable recommendations on how SSD could leverage SOW or other simulations in the future to enhance the Gettysburg Staff Ride experience, from using the simulation to produce video clips of key parts of the battle which could be included in preparatory briefings, to developing map applications to provide augmented reality views of the battlefield using tablets or smartphones. SSD is utilizing the feedback to refine courses of action for future M&S support to the Gettysburg Staff Ride to enhance the experience for all participants.

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— CSL —

## **China Futures II Wargame: Hypothetical Conflict between the United States and People’s Republic of China**

*Lieutenant Colonel Donald Travis  
Strategic Wargaming Division, CSL*

The Center for Strategic Leadership conducted a two-day China Futures II strategic seminar wargame on 26-27 August 2015. The purpose of the wargame was to explore key strategic aspects of a future (2040) global conflict involving the Peoples Republic of China (PRC) and the United States.

The eighteen subject matter experts that participated in the wargame were drawn from various departments and organizations to include the National Intelligence Council, the Department of State, Headquarters Department of the Army G-35, the Center for Army Analysis, the U.S. Marine Corps Staff, U.S. Africa Command, U.S. Southern Command, U.S. Pacific Command,

U.S. Northern Command, the U.S. Army War College, the Stimson Center, and several academic institutions. Over the course of two days, the players were presented with a future scenario and then asked to role-play a team of experts to provide analysis and advice to the U.S. National Security Council. To develop an understanding of key strategic aspects of a global conflict involving the PRC and the United States, the players worked to achieve three objectives:

- Identify partners and allies that align with each side of the conflict
- Identify likely localities (geographic and functional) of operations, the objectives, and how to apply DIMFIL (Diplomatic, Information, Military, Economic – Financial, Intelligence, and Law Enforcement) to try and achieve those objectives
- Identify U.S. security challenges

The completed China Futures wargame report is scheduled for publication in November 2015. For more information on the Army War College’s Strategic Wargame Series, or to view wargame reports, direct your browser to: <http://www.csl.army.mil/lcdw/strategicwargamingdivision/default.aspx>

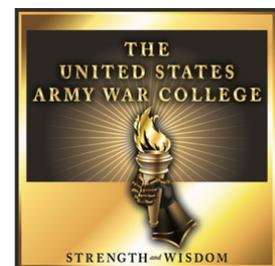
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