



USAWC KEY STRATEGIC ISSUES LIST 2013-2014

3. Adapt the Army to More Effectively Provide Land Power

Near-Term Objectives:

s. *Reform and Restructure the Institutional Army*

54) As the Army returns its institutional focus to combined arms maneuver, what organizational, doctrinal, and technological innovations stemming from a decade of counterinsurgency could contribute to success in conventional warfare? What should we preserve? (POC: COL Todd Key, HQDA G-3/5/7, War Plans, todd.e.key.mil@mail.mil, 703-697-7458)

55) How does the phrase Irregular Warfare (IW) help DoD understand and solve military or security challenges? Are the current definitions appropriate, and necessary? How does that definition incorporate or explain IW's relationship with Stability? With COIN? (COL Lorelei Coplen, USAWC, PKSOI, Lorelei.e.coplen.mil@mail.mil, 717-245-3740)

56) Should COIN include Stability tasks as critical components or should COIN be better described as an activity to conduct within a Stability operation? (COL Lorelei Coplen, USAWC, PKSOI, Lorelei.e.coplen.mil@mail.mil, 717-245-3740)

t. *Reset the Force*

57) ***Consider the rationale for previous force restructuring. Given the increasing emphasis on budget austerity, do the efficiencies gained in a Divisional force with a Division Support Command, Division Artillery (DISCOM, DIVARTY), Engineer Brigade, and Intelligence and Signal Battalions outweigh the advantages of a Modular Force Structure? Is the criteria for measuring "efficiencies" today different than in the past? (POC: COL Mark Berglund, HQDA G-3/5/7, Organizational Integration, mark.j.berglund.mil@mail.mil, 703-692-7953)

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58) Personnel availability tends to challenge the Army much more than it does the Air Force, Navy, and Marines. Describe the Army's ability to absorb its "unavailable" personnel. Examine the current facts, analyze the consequences of those facts, and recommend ways to mitigate the impact of the Army's unavailable personnel. (POC: COL Matthew Ferguson, HQDA G-3/5/7, Army Readiness, matthew.j.ferguson12.mil@mail.mil, 703-697-5998)

59) Evaluate the current Army readiness reporting structure:

- Do current Army readiness reporting requirements provide a portrayal of unit readiness measured during specific moments in time/ARFORGEN Cycle?
- Should the Army report unit readiness against current/future ARFORGEN aim points?
- Evaluate if "requirement equals authorizations" remains viable in an era of declining resourcing.

(POC: COL Michael Linick, HQDA G-3/5/7, Force Management and Integration, michael.e.linick.mil@mail.mil, 703-693-3240)

60) Is the Army over-structured in its Grade Plate? Do we need the Leader-Led ratio we have today because of operational changes or because of grade inflation (compensation/retention policies)? How do we define requirements-by-grade and do we do it well/correctly? How could we do it differently and should we? (POC: COL Michael Linick, HQDA G-3/5/7, Force Management and Integration, michael.e.linick.mil@mail.mil, 703-693-3240)

61) What are the relative advantages and disadvantages of the Maneuver Enhancement Brigade vs. Chemical, Engineer and Military Police Functional Brigades? Is there a place in the Army's Force Structure for both? If the number of headquarters and size of headquarters remain a challenge based on end strength reductions, which should remain in the force? (POC: COL Mark Berglund, HQDA G-3/5/7, Organizational Integration, mark.j.berglund.mil@mail.mil, 703-692-7953)

Mid-Term Objectives:

u. *Continue to Modernize Business Operations*

62) ***Re-computing "Tooth to Tail" – Lines between "tooth" and "tail" have blurred in a net-centric environment and in an environment of Combined Arms Maneuver/Wide Area Security occurring simultaneously. How do we measure "Tooth to Tail?" How should we measure it (or should we not measure)? How should we best

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frame the discussion? How can we test for “tooth to tail” sensitivity?” (POC: COL Michael Linick, HQDA G-3/5/7, Force Management and Integration, michael.e.linick.mil@mail.mil, 703-693-3240)

v. *Rebalance the Generating Force*

63) Expansibility and reversibility: How should the Army (Operational and Generating Force) organize to ensure it is expansible should it need to grow to meet demand in time of conflict? (POC: Mr. Tim Muchmore, HQDA G-8, QDR, timothy.s.muchmore.civ@mail.mil, 703-614-5591)

w. *Set Conditions to Expand the Army When Called Upon*

64) ***How important is speed—both in terms of maneuver and information? How would the requirements for the Joint Force change if we changed assumptions about required speed of responsiveness and of campaign conclusion? What does the historical record show about the levels of responsiveness we have actually been able to achieve (and the levels of readiness of the responding force), and how does that compare to how we plan to employ the force? (POC: COL Michael Linick, HQDA G-3/5/7, Force Management and Integration, michael.e.linick.mil@mail.mil, 703-693-3240)

65) The American way of war typically expands the Army to meet wartime needs and then contract it after the conflict. But, generally since WWII, the Army tends to only plan for either the expansion or the contraction. How would the Army plan differently if it developed a holistic plan on how it would both expand for conflict and then contract following conflict? How might that change personnel policy? Procurement policy? Installation planning? Roles of the RC? (POC: COL Michael Linick, HQDA G-3/5/7, Force Management and Integration, michael.e.linick.mil@mail.mil, 703-693-3240)

66) In between conflicts, the Army cannot afford to equip and sustain the entire force with the most advanced equipment, but it must be prepared to procure large quantities once war funding is available. The U.S. Army equipment modernization strategy requires an industrial base that can react to the increased quantity demanded during national emergencies while still retaining the ability to buy smaller quantities between major conflicts. What are the implications of this approach on the defense industrial base and what policy adjustments may be needed to make this feasible? (POC: Mr. Tim Muchmore, HQDA G-8, QDR, timothy.s.muchmore.civ@mail.mil, 703-614-5591)

x. *Provide Infrastructure and Support to Fulfill its Strategic Roles and Mission*

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67) As the Armed Forces of the United States moves toward a more joint environment, there is a need to better understand the concept and application of joint basing. The Base Realignment and Closure of 2005 (BRAC) recommended the consolidation of numerous service bases into fewer joint bases. The Army, however, has failed to understand, and hence take advantage of, the joint basing concept. Describe the opportunities for the Army that exist with joint basing. Recommend ways to more efficiently align the stationing process across the military departments and services. (POC: LTC Michelle Sanchez, HQDA G-3/5/7, Mobilization, michelle.sanchez.mil@mail.mil, 703-693-6153)

68) Evaluate use of contracted logistical support for Operation IRAQI FREEDOM/Operation ENDURING FREEDOM (OIF/OEF):

- Should the Army develop a core capability in force structure to provide some aspects of logistical support provided by contractors in OIF/OEF?
- Is there capability within the current BCT structure, ARNG, and USAR that can expand to offset some of the requirements provided by contractors during OIF/OEF? What are the tradeoffs?

(POC: COL Michael Linick, HQDA G-3/5/7, Force Management and Integration, michael.e.linick.mil@mail.mil, 703-693-3240)

Long-Term Objectives:

y. *Field the Army of the Future*

68) What is the role of Landpower in support of the U.S. National Security Strategy? (POC: LTC Francis Park, HQDA G-3/5/7, Strategic Engagements, francis.j.park.mil@mail.mil, 703-692-9450)

70) ***There currently exists a dangerous gap in the development of Army doctrine in regard to countering potential asymmetric threats. Current doctrinal efforts focus on Phases II and III of the Joint operational planning phases. Propose a strategy for identifying/countering asymmetric threats in Phases 0, I, IV, and V. What are the limits to countering asymmetric threats in these phases? (POC: COL Dick Larry, HQDA G-3/5/7, Adaptive Solutions, dick.a.larry.mil@mail.mil, 703-697-4916)

71) ***How can the Army efficiently increase collaboration with the other services across the DOTMLPF spectrum towards implementation, and further spiral development, of the Joint Operational Access Concept? Which specific Army capabilities should be prioritized for further and more robust multi-service experimentation and wargaming with follow-on integration into joint exercises to implement and enhance the Joint Operational Access Concept and supporting Air-Sea Battle concept? (POC: COL John Goetz, HQDA G-3/5/7, Air/Sea, john.c.goetz3.mil@mail.mil, 703-614-9705)

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72) ***Given previous work with respect to anti-access/area denial in space and the recent Space Capabilities-Based Assessment (CBA), what changes to policy, roles, and missions should the Army consider to assure its space-dependent warfighting functions? What capabilities will the Air Force, Navy, and National Reconnaissance Office develop? Will their capabilities serve Army needs in space? If not, then how should the Army alter its roles and missions in space? (POC: COL Jeffrey Farnsworth, HQDA G-3/5/7, Space, jeffrey.a.farnsworth.mil@mail.mil, 703-607-5889)

73) What constitutes a “hostile act” or an “act of war” when it comes to engagements with UAS? Are UAS-to-UAS engagements acts of war since there is not an imminent threat to loss of human life? How does the right to self-defense change when engaging with UAS? Is the development of rules of engagement with respect to UAS analogous to the development of rules of engagement with respect to aggressive acts in cyberspace? (POC: Mr. James Ryan, HQDA G-3/5/7, Unmanned Aerial Systems, james.c.ryan2.ctr@mail.mil, 703-693-3552)

74) What is the expanding role of small UAS in ground maneuver units? Within the larger context of maneuver unit reconnaissance, are UASs and traditional aviation more like complements or substitutes? How do the respective Centers of Excellence best integrate collective UAS and maneuver training? (POC: Mr. James Ryan, HQDA G-3/5/7, Unmanned Aerial Systems, james.c.ryan2.ctr@mail.mil, 703-693-3552)

75) Organizing aviation assets by type makes sense when concerned more about training efficiency than contingency operations. During the past decade-plus of conflict, however, many aviation assets have operated in combat as composite battalion task forces and some have remained organized as composite battalion task forces during their dwell. Given the expected likely future strategic environment, what is the most efficient organization of aviation assets? Should Army Aviation remain organized for contingency operations (i.e., composite battalion task forces) or for training purposes (i.e., same-type aircraft)? (POC: LTC David George, HQDA G-3/5/7, Aviation-Current Operations, david.a.george.mil@mail.mil, 703-695-0209)

76) Given the advent of nano-satellite technology and the potential for Army missiles to be converted to low-Earth orbit launch systems, how could tactical satellite constellations be employed to augment space systems or to compensate for loss of space systems in order to ensure space-dependent warfighting functions? What might be the value of low-Earth orbit tactical satellite constellations tailored to ground component needs in particular Joint Operating Areas (JOAs)? (POC: COL Jeffrey Farnsworth, HQDA G-3/5/7, Space, jeffrey.a.farnsworth.mil@mail.mil, 703-607-5889)