

USAWC Research Newsletter

The Commandant's Take

Despite the challenges of sustaining and increasing excellence in education and research here at The War College during fiscally difficult times, the faculty and staff continue to pour increased energy into creating cutting edge, Landpower-relevant research. I'm particularly excited about the impending publication of two major books written by our faculty. Tony

Echevarria, who recently took over as editor of *Parameters: The U.S. Army War College Quarterly*, has written *Reconsidering the American Way of War: US Military Practice from the Revolution to Afghanistan* which Georgetown University Press will publish later this year. And James Matray and Don Boose have sent their edited volume the *Ashgate Research Companion to the Korean War* to the publisher. This will be a valuable contribution to scholarship on a conflict which is just now getting the attention it deserves. In addition, faculty and staff from across the entire organization have produced a wide range of articles, chapters, and essays. I commend those of you investing your precious personal time in helping the US Army, the Department of Defense and the interagency navigate through the complexity of the changing security environment by rigorous analysis and research.

In this issue:

<i>The Commandant's Take.....</i>	<i>1</i>
<i>Priority Issues.....</i>	<i>1</i>
<i>In Progress.....</i>	<i>2</i>
<i>Hot Off the Press.....</i>	<i>4</i>
<i>For Your Information</i>	<i>7</i>
<i>Primary Sources.....</i>	<i>8</i>
<i>Enduring Impact.....</i>	<i>9</i>
<i>Research Tips.....</i>	<i>10</i>

Priority Issues

Analysis Needed by Army and DoD Leaders



Every year the Strategic Studies Institute compiles a [Key Strategic Issues List](#) from across the Army and the Department of Defense. Here are a few topics from the Army Priorities For Strategic Analysis which is part of the Issues List. The Strategic Studies Institute's web page

includes a full listing of the topics.

- *What are the key skills and attributes the Army must sustain to retain the capability to conduct counterinsurgency and stability operations? How can the Army develop and sustain those skills and attributes?*

- *What are the tenets of a sustainable counter-terrorism strategy in an era of austerity?*

- *How can the Army best institutionalize the lessons learned over the past decade, or should the Army make the deliberate decision to relearn these capabilities in future conflict?*

- *How much can we increase our reliance on new and traditional friends and allies?*

USAWC vision: aggressively conduct research, publish, engage in discourse, and wargame with the entire faculty, staff, students and fellows; generate ideas and test concepts as the Army's intellectual broken field runner for the application of landpower at the strategic level.

In Progress

USAWC Research Underway or Forthcoming



The Commandant awarded faculty research grants to two USAWC faculty and staff members. Chris Lejedal received a financial grant to research a monograph entitled "Knowledge Management: A Quantitative Study of Leader Behaviors and Actions to Elicit Knowledge Usage." Larry Miller received a temporal grant for an article entitled "Writing Integrity by/for Strategic Leaders at the USAWC."

Bill Johnsen's book manuscript *Forging the Foundations of the Grand Alliance: Anglo-American Military Collaboration from the Panay Incident to Pearl Harbor, 1937-1941* is currently under review at Naval Institute Press.

Tony Echevarria's *Reconsidering the American Way of War: US Military Practice from the Revolution to Afghanistan* will be published by Georgetown University press in 2014. It examines US strategic and operational practice from the War of

Independence to the campaigns in Iraq and Afghanistan to challenge several longstanding notions about the American way of war. It finds that the American way of war was rarely about the use of overwhelming or decisive force, and that US military practice was seldom apolitical or astrategic.

Don Boose and James Matray have submitted their manuscript of *The Ashgate Research Companion to the Korean War* to the publisher.

John Deni has a number of publications and conference papers in the pipeline:

- "Strategic Landpower in the Indo-Asia-Pacific," *Parameters*, forthcoming in Summer 2013.
- *NATO Missile Defense and EPAA: The Implications of Burden-Sharing and the Underappreciated Role of the U.S. Army* (co-authored with Steve Whitmore), SSI monograph, forthcoming in August 2013.
- *Transatlantic Energy Relations: Convergence or Divergence* (co-edited with Karen Smith Stegen), Routledge, forthcoming in August 2013.
- "Getting the Band Back Together: Maintaining Strategic, Operational, and Tactical Interoperability Within NATO, Post-ISAF," paper to be presented at the 7th General Conference of the European Consortium for Political Research (ECPR) in Bordeaux, France, September 4-7, 2013.
- *The Future of American Landpower: Does Forward Presence Still Matter? The Case of the Army in the Pacific*, SSI monograph, forthcoming in Fall 2013.

Mike Lynch and intern Joe Williams are working on a historical look at Army expansibility beginning with WWII. They are focusing on manpower and the industrial base.

Ray Millen has three articles submitted for publication: "The Resilient Defense" (under review at the The Institute of Land Warfare); "Air-Sea Battle and the Danger of Fostering a Maginot Line Mentality" (under review at *Armed Forces Journal*); and "There is No Substitute for Landpower" (under review at *VFW Magazine*).



Con Crane's commentary "The Lure of Strike" will lead off the coming issue of Parameters. He also wrote a paper on "Possible Future Missions for the US Army in the Pacific" for the Center for Naval Analyses which will be included in a report for the Army staff and "Maintaining and Modernizing the Force in Periods of Reduced Resources" for the Social Sciences Department at USMA, for a Future of Landpower compendium.

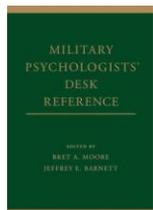
Larry Bouchat's monograph *Dangerous Ground: The Spratly Islands and United States Interests and Approaches* is forthcoming from SSI.

Chuck Allen will present a paper entitled "Ethics and the Senior Military Officer: Climate Matters!" at the Inter-University Seminar on Armed Forces and Society in Chicago in October 2013.

Chuck Allen and Jeff Groh will present a paper entitled, "Avoiding Strategic Misfortune: A Framework for US Defense Leaders" at the International Security Studies Section-International Studies Association conference in Washington in October 2013.

Hot Off the Press

Recent Publications by USAWC Faculty and Staff



Tom Williams' chapter "Operational Psychology" has appeared in the *Military Psychologists' Desk Reference* (Oxford University Press). The chapter provides an overview of how operational psychologists provide support to national security and strategic-level intelligence operations.

Christian Keller's chapter "New Perspectives on Civil War Ethnic History and Their Implications for Twenty-First Century Scholarship" was published in *The Distracted and Anarchical People: New Answers for Old Questions About the Civil War-Era*

North, ed. Andrew L. Slap and Michael Thomas Smith (Fordham University Press, 2013).

Chuck Allen and Trey Braun's article , "Trust--Implications for the Army Profession" will appear in the *Military Review Special Edition for The Army Profession*, September-October 2013.

Nate Freier's op-ed "[The Pentagon's Own Road to Damascus](#)" appeared in *Breaking Defense* on September 11, 2013.



Mike Neiberg's chapter entitled "1917: Global War" will appear in the first volume of the three-volume set, *The Cambridge History of the First World War*.

Mike Marra and Bill Pierce's article "[Somalia 20 Years Later - Lessons Learned, Re-learned and Forgotten](#)" was published in *Small Wars Journal*. The journal's editor prefaced this by noting, "As we near the 20- year anniversary of the Battle of Mogadishu, it is worthwhile to look back at U.S. and U.N. involvement in that effort to see what we have learned and can learn as we debate current narratives for military involvement in contemporary hotspots. Somalia was the beginning of a new paradigm, where predominantly combat forces from the U.S. and other nations were tasked to conduct humanitarian assistance and peacekeeping operations in environments of complex-catastrophe. "

Andy Terrill recently published *The Struggle for Yemen and the Challenge of Al-Qaeda in the Arabian Peninsula* (SSI-US Army War College Press, June 2013) and "Drones Over Yemen: Military Benefits and Political Costs," in *Parameters: US Army War College Quarterly*, Winter/Spring 2013, pp. 17-23.

Tony Echevarria's article "Strategic Culture: More Problems than Prospects" appeared in the *Infinity Journal's* June 2013 issue.

Rich Meinhart's important SSI monograph *Joint Strategic Planning System Insights: Chairmen Joint Chiefs of Staff 1990 to 2012* was published in June 2013.

John Deni remains one of USAWC's most prolific researchers. His recent publications include:

- "Energy Self-Sufficient Military Installations: Rewards and Obstacles," *Energy Security: Operational Highlights*, July 22, 2013
- "AFRICOM's Role in Shaping the Future in Africa," *inFOCUS*, July 2013,
- "The Military's Role in America's Global Reach: Can the U.S. Army Meet Its Key Obligations?" *inFOCUS*, July 2013
- "Whose Responsibility is Interoperability?" *Small Wars Journal*, June 26, 2013
- "Land Power Is Still Necessary," *The National Interest*, June 4, 2013.

Larry Bouchat co-authored an SSI monograph entitled *Nigerian Unity: In the Balance* which is sparking discussion in the Nigerian media.

Frank Jones' "The High Priest of Deterrence: Sir Michael Quinlan, Nuclear Weapons, and the Just War Tradition," is the lead article in the current issue of *Logos: A Journal of Catholic Thought and Culture*. The article explores Quinlan's role as a significant thinker on nuclear strategy and international security by examining his arguments for the possession and potential use of nuclear weapons within the just war tradition.

Mike Lynch prepared an extensive collection of documents on "Sexual Harassment and Assault: The Persistent Problem," revealing and analyzing Army actions to deal with the issue since 1980. Copies have been furnished to the DA staff and the chief of staff of the new SHARP Task Force

Jeffrey Caton published two articles in the 2013 *Proceedings of the International Conference on Cyber Conflict* (held in Tallinn, Estonia). The proceedings were

published by the NATO Cooperative Cyber Defence Center of Excellence. Jeff's articles are entitled "Exploring the Prudent Limits of Automated Cyber Attack" and "Complexity and Emergence in Ultra-Tactical Cyberspace Operations."

For Your Information

Important Strategic Analysis From Outside USAWC

Dr. Kori Schake's "Three Questions the Army Needs to Answer Persuasively" from *Foreign Policy* continues to stoke debate. The questions she poses are:

- Why so similar to the 1990s?
- Why not more in the reserve component?
- Should Army and Marine Corps roles and missions be further disaggregated?

Schake concludes that:

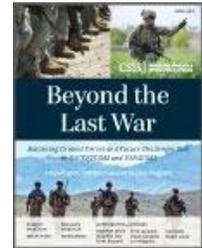
The Army cannot sustain an active duty end-strength of 490,000 in the current budget and threat environment without doing a dramatically better job of explaining their rationale for the size Army. As it currently stands, General Odierno comes across as trying to salvage as much end strength as he can, falling back slowly as budget pressure and Congressional intransigence make his current position untenable. And that may be the best the Army can do, if they honestly don't have answers to these questions. But it's not a winning strategy.

In another provocative *Foreign Policy* essay, Gordon Lubold argues that the Pentagon's policy shop has "gone MIA" leaving strategy to be shaped mostly by the Cost Assessment and Program Evaluation Office.

A new study by Barry Watts of the Center for Strategic and Budgetary Assessments contends that the proliferation of precision-strike capabilities may soon challenge the U.S. military's ability to project power overseas and alter America's role in the world. Watts concludes that in such a world the United States would either have to find alternative ways to project military power

accept progressively greater limits on its ability to intervene where vital American interests may be at risk.

The Center for Strategic and International Studies (CSIS) has established a path-breaking multimedia web site called "Ground Forces Dialogue." This builds on the 2011 CSIS report *U.S. Ground Force Capabilities Through 2020* and *Beyond the Last War: Balancing Ground Forces and Future Challenges Risk in USCENTCOM and USPACOM*. Nathan Freier, who recently joined the Strategic Studies Institute and USAWC Press, was the lead author for both reports.



Mark Gunzinger of the Center for Strategic and Budgetary Assessments has written a major report entitled *Shaping America's Future Military: Toward a New Force Planning Construct*. He suggests that a new construct be based on a clear set of principles:

- Establish priorities across the Pentagon's primary mission areas
- Focus on shaping first
- Develop forward-looking planning scenarios
- Develop new operational concepts that foster change
- Maintain capabilities to deny multiple aggressors their objectives
- DoD as a whole should maintain full-spectrum capability
- Take full advantage of the indirect approach
- Add clarity to DoD's strategic narrative

Primary Sources

Speeches and Documents from America's Strategic Leaders



During a May 2013 speech at the National Defense University, President Obama announced some major revisions to America's conflict with al Qaeda and its affiliates. He noted that, "the core of al Qaeda in Afghanistan and Pakistan is on the path to defeat. Their remaining operatives spend more time thinking

about their own safety than plotting against us. They did not direct the attacks in Benghazi or Boston. They've not carried out a successful attack on our homeland since 9/11." Speaking soon after the Boston bombings, the President emphasized the challenge of home grown terrorism. While vowing to continue the use of force against al Qaeda, he said, "the next element of our strategy involves addressing the underlying grievances and conflicts that feed extremism."

On July 31 Secretary of Defense Hagel introduced DoD's recently completed Strategic Choices Management Review. The Secretary explained a number of cost saving measures including:

- Changing military health care for retirement -- for retirees to increase use of private-sector insurance when available;
- Changing how the basic allowance for housing is calculated, so that individuals are asked to pay a little more of their own housing costs;
- Reducing the overseas cost-of-living adjustments; and
- Continuing to limit military and civilian pay increases.

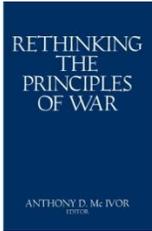
On August 1 Deputy Secretary of Defense Ashton Carter and Vice Chairman of the Joint Chiefs of Staff James A. Winnefeld Jr. testified before the House Armed Services Committee on the review. Their written testimony summarizes the findings.

Enduring Impact

USAWC Research Which Stood the Test of Time

Few research products from the U.S. Army War College had a greater impact than Harry G. Summers' *On Strategy: A Critical Analysis of the Vietnam War*. While COL Summers later published this commercially, it began as a Strategic Studies Institute monograph. His core argument is that military leaders mismanaged the war by deviating from Clausewitzian principles. Not all strategic analysts and leaders accept Summers' contention that Vietnam should have been treated as a war rather than something different, but all subsequent strategic analysis of Vietnam has had to address it.





The recommended professional reading lists of both the Chief of Staff of the Army and the Commandant of the Marine Corps include a 2005 book entitled *Rethinking the Principles of War*. This included two chapters by USAWC authors: Tony Echevarria's "Principles of War or Principles of Battle?" and Steve Metz's "Small Wars: From Low Intensity Conflict to Irregular Challenges."

The Australian Chief of Army's reading list includes Steve Metz's book *Iraq and the Evolution of American Strategy* which was written during a USAWC faculty sabbatical.

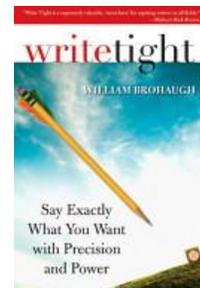
In addition to being consulted by scholars and strategic leaders, and used as required reading in civilian and military colleges, USAWC research also shapes doctrine. For example, the bibliographies of both the 2006 version of FM 3-24/MCWP 3-33.5, *Counterinsurgency* and the 2009 Joint Publication 3-24, *Counterinsurgency Operations*, included Strategic Studies Institute monographs as well as books and articles written by USAWC faculty members.

Research Tips

When writing for publication, it's smart to identify your priority venue beforehand and write using the style, length, and focus of that publication. Reconnaissance is vital: make sure that *what* you've written as well as *how* you've written it matches what a given publication produces. Editors get annoyed at submissions that aren't close to the type of article, issue paper, or monograph they publish. With policy-focused journals "pitching" an idea to the editors before writing increases your chances of success. However, this is not the normal practice for scholarly journals.

Remember that the USAWC research grant program can provide money and time to support research. CBks Regulation 11-4 explains the application process.

In addition to basic resources like a good dictionary, thesaurus,



and book of quotations, every author and potential author should read (and periodically re-read) William Brohaugh, *Write Tight: Say Exactly What You Mean With Precision and Power*. Lean, focused, jargon-free prose greatly increases the chances of a manuscript being accepted.

A recent [article](#) from the *Chronicle of Higher Education* offered ten tips to "write less badly":

- Writing is an exercise.
- Set goals based on output, not input.
- Find a voice; don't just "get published."
- Give yourself time.
- Everyone's unwritten work is brilliant.
- Pick a puzzle.
- Write, then squeeze the other things in.
- Not all of your thoughts are profound.
- Your most profound thoughts are often wrong.
- Edit your work, over and over.

Finally, nothing is more important for publication than having a network of colleagues to offer brutally frank advice on the style, logic, and content of draft manuscripts. A writer must develop a thick skin: rejection only stings the first 50,000 to 60,000 times. Then you get used to it.

The USAWC Research Newsletter is edited by Steve Metz of the Strategic Studies Institute and appears quarterly. Distribution is unlimited. Send information for future issues including works-in-progress, recent publications, research tips, or other strategic analysis of note to: steven.k.metz.civ@mail.mil