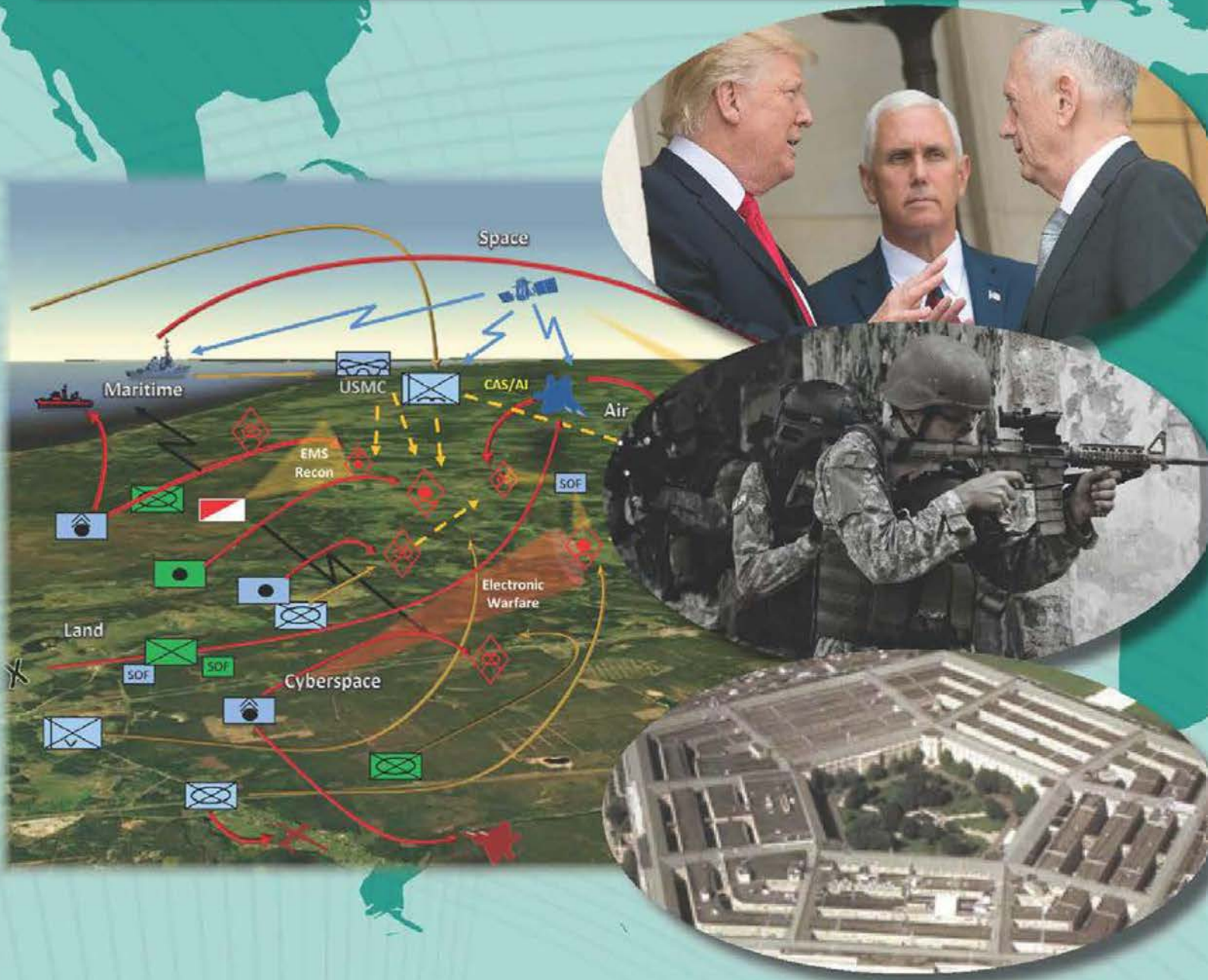


# U.S. ARMY WAR COLLEGE

## RESEARCH PLAN

ACADEMIC YEAR 2018

Supporting the  
KEY STRATEGIC ISSUES LIST



# ACADEMIC YEAR 2018 USAWC RESEARCH PLAN

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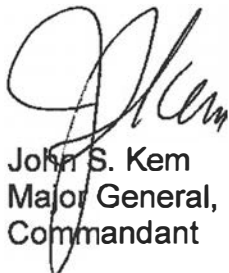
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## FOREWORD

The U.S. Army War College (USAWC) develops strategic leaders and ideas invaluable to the U.S. Army, Joint Force, and the Nation. Through scholarship, dedicated USAWC faculty and student researchers generate and develop new ideas as they work to solve some of our nation's toughest national security problems.

Research topics described in the USAWC Research Plan constitute one part of the U.S. Army War College Research Program that incorporates three interrelated documents: the Key Strategic Issues List (KSIL), the USAWC Annual Research Plan, and the USAWC Annual Research Report. While the KSIL drives USAWC research, the Research Plan is the mechanism for how resources are directed to answer questions posed in the KSIL. The Research Report serves as a compendium of research conducted during the most recent academic year and a means to identify unanswered questions that may feed into the next KSIL development cycle.

Today's global security environment remains volatile, uncertain, and complex. Near-term readiness remains the Army's priority. Nonetheless, the United States and the world face a number of disintegrative forces that pose real strategic challenges. There is adversarial competition and outright conflict in many places, and we face an imperfect strategic horizon. We still have to anticipate the broad nature of future challenges, potential threats and opportunities, and the best military options the Army and Joint Force can present to America's political leaders. The research envisioned in this year's Research Plan will shed light on known challenges not yet overcome, as well as on presently unknown challenges, and propose ways to address them. Our research is influential and unique. Collectively, we combine many of the Nations' best national security researchers and practitioners to create new strategic thought for the Army, Joint Force, and Nation. I applaud all who contribute to this Research Plan and solicit your assistance in protecting and promoting U.S. interests.



John S. Kem  
Major General, U.S. Army  
Commandant

## BACKGROUND

1. **Introduction:** For over a decade, the USAWC has published the annual Key Strategic Issues List (KSIL) to inform students, faculty, and external research associates of strategic topics requiring research and analysis. Part I of the Academic Year (AY) 2018 KSIL, the Chief of Staff of the Army Special Interest Topics, sets forth critical topics demanding special attention. A subset of these topics will be addressed as Integrated Research Projects. Part II: Army Priorities for Strategic Analysis, was developed in coordination with Headquarters Department of the Army (HQDA) and major commands throughout the Army. The KSIL helps prioritize strategic research and analysis conducted by USAWC students and faculty, USAWC Fellows, and external researchers, to orient their research efforts and results more effectively on the Army's most pressing and important topics. As the USAWC's Strategic Studies Institute (SSI) prepares the KSIL to help the research community focus its efforts on topics relevant to the U.S. Army, Joint Force and the Nation, it pursues three criteria:

a. *Relevance.* Issues must have direct Army or Joint Force relevance. This means that the research has the potential to shape Army policies, strategy, or actions, rather than being background information or "for situational awareness".

b. *Priority.* Selection of KSIL topics is informed by Department of Defense, Joint, and Army senior leader discussions and strategic guidance, as well as through collaboration with defense scholars and other military experts.

c. *Suitability.* The USAWC is not able to research every issue of strategic issue important to the Army. Highly technical issues requiring highly specialized expertise are better handled by other research and analysis organizations. The KSIL focuses on those topics for which the USAWC is organized and positioned to make significant contributions.

2. **Purpose:** The USAWC Research Plan is one part of a research program cycle that incorporates three interrelated documents: the KSIL, the USAWC Annual Research Plan and the USAWC Annual Research Report. While the KSIL drives USAWC research, the Research Plan describes how directed resources will answer many of the questions posed in the KSIL. The Research Report serves as a compendium of research completed and a means to identify unanswered questions from the current KSIL, to assist in the next cycle's KSIL formulation.

### 3. **Organization:**

a. SSI, with guidance from the Commandant and the Chief of Staff Army (CSA), organizes the KSIL into overarching and enduring strategic themes and issues. Each theme encompasses "KSIL issues" which provide the basis for research efforts.

b. KSIL Themes: This year's KSIL themes are listed below. (The complete listing of (AY) 2018 KSIL themes and associated KSIL issues are found at <http://ssi.armywarcollege.edu/pubs/display.cfm?pubID=1363>.)

- Theme 1: How can the U.S. Army be more effective in complex operational environments?
- Theme 2: At the individual, organizational, or societal level of the human dimension, how does the Army optimize its effectiveness?
- Theme 3: What is the best use of the Army to promote U.S. interests:
  - Theme 3.a: in the Asia Pacific region?
  - Theme 3.b: in the Middle East?
  - Theme 3.c: in South and Central Asia?
  - Theme 3.d: in Latin America and the Caribbean?
  - Theme 3.e: in Eurasia?
  - Theme 3.f: in Africa?
- Theme 4: What is the best use of the Army to help defend the U.S. homeland and North America?
- Theme 5: How will major trends in the strategic environment, defense strategy, national priorities, society, political authority, demographics, and technology affect the employment of Army forces?
- Theme 6: How will social, cultural, political, demographic, and economic changes affect the U.S. Army?
- Theme 7: How can defense management facilitate Army institutional resource prioritization, decision making, and adaptation?
- Theme 8: How can the U.S. Army better integrate into the Joint Force to prepare for and conduct Multi-Domain Battle (MDB)?

4. **CSA Research Priorities.** The CSA identified certain KSIL issues as priority research efforts. These issues receive command attention and are resourced accordingly. The CSA's priority research issues are described in Part I of Research Plan.



**5. USAWC Research Pathways:** The USAWC research pathways are the means for conducting research in pursuit of KSIL topics. They include:

a. **Integrated Research Projects (IRPs):** IRPs are comprehensive research efforts involving USAWC faculty and students, or faculty only, that lead to scholarship of value to the Army, Joint Force, and Department of Defense. ([Click here for more information.](#))

b. **Faculty Research Projects (FRPs):** FRPs by USAWC scholars answer topics of strategic importance or of significant national security relevance. They are produced through various means: full-time professors; adjunct faculty; Intergovernmental Personnel Act employees (IPAs); and others.

c. **External Research Associates Program (ERAPs):** ERAP projects fulfill the same goal as FRPs; however they are conducted by contracted researchers. This occurs when the USAWC does not have appropriate in-house expertise or cannot match existing resources to current demands. ([Click here for more information.](#))

d. **Directed Wargames (DW):** The USAWC Department of Strategic Wargaming (DSW) employs wargames, exercises, and simulations to assist in the development of strategic leaders and advisors, foster strategic innovation, improve strategic planning, and advance understanding of strategic issues for the Army, the Joint Force, and the Nation. ([Click here for more information.](#))

e. **Strategy Research Projects (SRPs):** SRPs are KSIL-based individual student research projects. ([Click here for more information.](#))

f. **Fellows Strategy Research Projects (FSRPs):** FSRPs are KSIL-based individual research projects conducted by USAWC Fellows.

g. **Academic Conferences (AC):** AC provide scholars venues for exchanging ideas, creating new knowledge, and exposing audiences to new scholarship. Carefully planned and executed conferences enables the USAWC to remain a good steward of taxpayer dollars by keeping costs and attendance levels to the minimum necessary to accomplish the mission, while realizing the benefits of hosting or attending a conference. The participation of every conference attendee, including support staff, must be appropriately related to official duties and demonstrably benefit the Army. Appropriately organized and conducted conferences are very cost-effective means for acquiring leading-edge research and analysis. ([Click here for more information.](#))

## **6. Research Products:**

a. The monograph is the staple of the USAWC research and publication product line. All research identified in the USAWC Research Plan will result in one or more of the following products: monographs; directed analysis/special reports (CSA, Joint Staff);

Carlisle Papers; conference reports and other papers; op-eds; books; or online journal articles.

b. These products will inform Army leadership and other national security professionals through strategic communication media such as news outlets (articles, radio, podcasts); congressional testimony; colloquia; external academic and policy publications, conferences, and social media.

7. **Research Report:** AY 2018 research results will be presented in the USAWC AY 2018 Research Report (Summer 2018). This document will include a brief summary of each project, project recommendations, and a URL for the final research product.

8. The editors for this Research Plan are COL Todd E. Key, Chairman, Strategic Research and Analysis Department, Strategic Studies Institute, at (717) 245-4125, [todd.e.key.mil@mail.mil](mailto:todd.e.key.mil@mail.mil), and LTC Charles A. Carlton, at (717) 961-2022, [charles.a.carlton2.mil@mail.mil](mailto:charles.a.carlton2.mil@mail.mil).

# ACADEMIC YEAR 2017-2018 USAWC RESEARCH PLAN

## PART I Chief of Staff Research Priorities

The five CSA-selected priority topics for AY 2017 – 2018 are listed in detail below.

**CSA #1: *Expeditionary Wartime Sustainment.*** This priority topic is directly tied to **KSIL Theme #1:** “How can the U.S. Army be more effective in complex operational environments?” It is specifically addressed in **KSIL Issue 1.1:** “Are the Army’s current deployment and distribution processes and systems adequate to support an expeditionary force in future operating environments? What lessons have previous studies revealed that should inform future deployment and distribution capability choices for the Army?”

### Pathways:

- **IRP:** *Expeditionary Wartime Sustainment*

- **Research Question and Scope:** What is needed to sustain an expeditionary Army? Over the past fifteen years, the Army has become well practiced at mobilizing and deploying the reserve components—both the Army National Guard and the Army Reserve—for limited contingency operations. Despite this experience, many mobilization experts assert the current processes may prove insufficient to mobilize the total Army force rapidly for large, sustained contingency operations. A large-scale mobilization will impact the entire Joint Force due to the anticipated competition for resources including personnel, training areas, equipment, transportation, and supporting organizations.

- **Product:** Monograph
- **Timeline:** Sep 17- Jun 18
- **POC:** COL Matthew P. Shatzkin, Center for Strategic Leadership; [matthew.p.shatzkin.mil@mail.mil](mailto:matthew.p.shatzkin.mil@mail.mil).



**CSA #2: Korea – Stabilization after War.** This priority topic is tied to **KSIL Theme #3a:** “What is the best use of the Army to promote U.S. interests in the Asia Pacific region?” It is specifically tied to **KSIL Issue 3.a.1:** “Does the U.S. possess the capabilities and capacity to ensure long-term stability on the Korean Peninsula after combat operations? If not, what functions must the U.S. Army be prepared to perform to ensure success during post-conflict operations?”

**Pathways:**

- **IRP:** *Getting it Right: U.S. Army Support to the Stabilization and Reconstruction of Korea*

- **Research Question and Scope:** North Korea poses major threats to peace and stability in Northeast Asia either by a war with the United States and its allies or internal implosion. In any post-conflict scenario the United States is likely to participate in the stabilization of North Korea. This could involve humanitarian relief, counterinsurgency, operations in contaminated environments, and support to civil authorities. The burdens would fall heavily on the Army. This IRP will develop an array of post-conflict scenarios and identify the tasks that the Army may be required to perform in each of them. It will distinguish tasks common to all scenarios from scenario-specific ones. The project will not predict scenarios or offer policy recommendations.

- **Product:** Monograph

- **Timeline:** Sep 17- Jun 18

- **POCs:** Dr. David Lai, Research Professor, Strategic Studies Institute; [david.lai2.civ@mail.mil](mailto:david.lai2.civ@mail.mil).

- Dr. Richard A. Love, Professor of Peace and Stability Operations, Peacekeeping and Stability Operations Institute; [richard.a.love.civ@mail.mil](mailto:richard.a.love.civ@mail.mil).

- Dr. Steven K. Metz, Director of Research, Strategic Studies Institute; [steven.k.metz.civ@mail.mil](mailto:steven.k.metz.civ@mail.mil).

- Dr. Conrad C. Crane, Chief of Historical Services, U.S. Army Heritage and Education Center; [conrad.c.crane.civ@mail.mil](mailto:conrad.c.crane.civ@mail.mil).

- CAPT Wade D. Turvold, U.S. Navy Senior Service Representative, School of Strategic Landpower, Department of National Security and Strategy; [wade.d.turvold.mil@mail.mil](mailto:wade.d.turvold.mil@mail.mil).

**CSA #3: Friendly Force Dilemmas in Europe.** This priority topic is tied to **KSIL Theme #3e**: “What is the best use of the Army to promote U.S. interests in Eurasia?” It is specifically tied to **KSIL Issue 3.e.1**: “How do decisions and actions of intergovernmental organizations, such as NATO and the EU, impact U.S. land force missions and associated organizations, functions, capabilities, and capacity? How can the Army ensure adequate regional access and capabilities are available when required in Europe?”

**Pathways:**

- **IRP:** *Friendly Force Dilemmas in Europe: Challenges within and among Intergovernmental Organizations and the Implications for the U.S. Army*

- **Research Question and Scope:** The principal intergovernmental organizations (IGOs) in Europe – NATO and the EU – have struggled to assure member states, muster sufficient resources, and ameliorate security challenges. What are the most important and most relevant shortcomings of security-related intergovernmental organizations in Europe? What are the critical implications for the U.S. Army? How can the U.S. Army and DoD support and assist those IGOs, its allies, and its partners in overcoming the institutional shortcomings, so as to strengthen collective defense?

- **Product:** Monograph

- **Timeline:** Sep 17 – Jun 18

- **Sponsors:** U.S. Army Europe; DAMO-SS

- **Stakeholders:** EUCOM, USNATO

- **POCs:** Dr. Michael S. Neiberg, Chair of War Studies, Center for Strategic Leadership; [michael.s.neiberg.civ@mail.mil](mailto:michael.s.neiberg.civ@mail.mil).

- Dr. John R. Deni, Research Professor, Strategic Studies Institute; [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil).

- **Student Researchers:**

- LTC Markus Meyer, Germany
- LTC Klaus Klingenschmid, Austria
- COL Angus McAfee, United Kingdom
- COL Stefano Messina, Italy
- LTC Jose De Meer, El Salvador
- COL Kirk Gallinger, Canada
- COL Mick Mineni, USA
- COL Darryl Rupp, USA

**CSA #4: Total Mobilization.** This priority topic is directly tied to **KSIL Theme #4:** “What is the best use of the Army to help defend the U.S. homeland and North America?” It is specifically tied to **KSIL Issue 4.1:** “How prepared is the Army to make ready, deploy, employ, and sustain a totally mobilized Army? What actions can the Army take to prepare the mobilization enterprise, the national industrial base, and strategic transportation to support a Full Mobilization?”

**Pathways:**

- **IRP:** *Total Mobilization*

- **Research Question and Scope:** How prepared is the Army to make ready, deploy, employ, and sustain a Total Army Mobilization? What actions can the Army take to prepare the mobilization enterprise, the national industrial base, and strategic transportation to support a Full Mobilization? Multi-year Project: Full Mobilization (Year One 1); Total Mobilization (Years Two - Three).

- **Timeline:** Sep 17 – Aug 18

- **POC:** COL Kennon S. Gilliam, Director Strategic Assessments and Operations Research, Center for Strategic Leadership; [kennon.s.gilliam.mil@mail.mil](mailto:kennon.s.gilliam.mil@mail.mil).

- **Wargame:** FORSCOM Focused Readiness Wargame

- **Research Question and Scope:** How to increase Army preparedness for large-scale mobilization; assess Army preparedness to mobilize to meet national defense scenarios; clarify mobilization process for executing organizations and for digital model and simulation development.

- **Product:** Classified Wargame Report

- **Timeline:** Sep 17 – Oct 17

- **POC:** COL Kennon S. Gilliam, Director Strategic Assessments and Operations Research, Center for Strategic Leadership; [kennon.s.gilliam.mil@mail.mil](mailto:kennon.s.gilliam.mil@mail.mil).

- **SRP:** *Contested Mobilization*; COL Michael J. Bracewell; [michael.j.bracewell.mil@mail.mil](mailto:michael.j.bracewell.mil@mail.mil).

**CSA #5 (KSIL Issue #5.1): *Effects of Climate Change*.** What are the potential impacts of climate change on: a) the character of war; b) vital U.S. national interests; and c) emerging security challenges for the United States? How could these impacts affect landpower and the organization, training, and equipping of the U.S. Army?

**Pathways:**

- **IRP:** What will be Climate's Impact on Warfighting

- **Research Question and Scope:** What are the implications for global risk/threat analysis and assessment for the Joint Force? How should warming be incorporated into risk/threat frameworks? Given these threat/risk implications, how should the Joint Force (focusing on the Army) modify current force structure and force development constructs?

- **Product:** Monograph

- **Timeline:** Sep 17- Jun 18

- **Sponsor:** None (internally funded)

- **Stakeholder:** Office of the Army Chief of Staff

- **POCs:** Dr. Andrew A. Hill, Associate Professor, Chair of Strategic Leadership; [andrew.a.hill13.civ@mail.mil](mailto:andrew.a.hill13.civ@mail.mil).

- Mr. Ryan McCannell, USAID Senior Representative, Peacekeeping and Stability Operations Institute, USAWC; [ryan.s.mccannell.civ@mail.mil](mailto:ryan.s.mccannell.civ@mail.mil).

- CAPT Danny W. King, Senior Navy Advisor, Joint Integration, Peacekeeping and Stability Operations Institute; [danny.w.king1.mil@mail.mil](mailto:danny.w.king1.mil@mail.mil).

- **Student Researchers:**

- Mr. Matthew Rose, Defense Intelligence Agency (Student Lead)

- LTC Max Brosig, Army National Guard (Wisconsin)

- Ms. Nicole Thomas, Dept. of the Army Civilian

- COL Parker Frawley, USA

- LtCol Michael Marsicek, USAF

- COL Amar Shambaljamts, Mongolian Army

**CSA #8: Multi-Domain Battle: Winning in the Pacific.** This priority topic is tied to **KSIL Theme #8:** “How can the U.S. Army better integrate into the Joint Force to prepare for and conduct Multi-Domain Battle (MDB)?” It is specifically addressed in **KSIL Issue 8.1:** “What strategic components are essential for durable U.S. military advantage across and within the land, air, sea, space, cyber, information, and electromagnetic spectrum (EMS) domains in the Indo-Asia-Pacific region by 2028? Considering the multi-domain threats the U.S. will face in the next decade, what strategy and policy initiatives are critical to ensure the Joint Force can continue to meet enduring defense objectives against all IAP threats?”

**Pathways:**

- **IRP:** *Mastering Hyper-competition: Multi-Domain Battle and Military Advantage in the PACOM AOR*

- **Research Question and Scope:** What strategic components are essential for durable U.S. military advantage across and within the land, air, sea, space, cyber, information, and EMS domains in the Indo-Asia-Pacific region by 2028? Considering the multi-domain threats the U.S. will face in the next decade, what strategy and policy initiatives are critical to ensure the Joint Force can continue to meet enduring defense objectives against all IAP threats? Multi-year Project: Year One: North Korea; Year Two: Russia, China and the Region.

- **Product:** Monograph

- **Timeline:** Jul 17 – Apr 18

- **POC:** Professor Nathan P. Freier, Research Professor, Strategic Studies Institute; [nathan.p.freier.civ@mail.mil](mailto:nathan.p.freier.civ@mail.mil).

## ACADEMIC YEAR 2017-2018 USAWC RESEARCH PLAN

### PART II USAWC Commandant's Research Priorities

The Commandant, USAWC, via the Provost, directs the application of resources in order to answer the questions posed in the KSIL. Part II utilizes KSIL Themes as the basic structure for categorizing USAWC research in pursuit of that objective. (Note: because not all KSIL Issues have dedicated research efforts, only those which do are addressed below.)

#### 1. KSIL Theme #1: How can the U.S. Army be more effective in complex operational environments?

**KSIL Issue 1.1: Are the Army's current deployment and distribution processes and systems adequate to support an expeditionary force in future operating environments? What lessons have previous studies revealed that should inform future deployment and distribution capability choices for the Army?**

##### Pathways:

- **SRP:** *The Army Preposition Stocks (APS) Program Supporting Expeditionary Maneuver*; COL Bobby W. Bryant, USAWC Student; [bobby.w.bryant.mil@mail.mil](mailto:bobby.w.bryant.mil@mail.mil).

- **SRP:** *Readiness Risk: Deficiencies Providing a Ready Army Early Response Force*; LTC Arvid Hill.

- **SRP:** *Overcoming Multi-Domain Battle Sustainment Challenges through Demand Reduction Initiatives*; LTC Landis C. Maddox.

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**KSIL Issue 1.2: Evaluate whether the changing strategic environment and character of war require a corresponding change in the way Army leaders think about war.**

##### Pathways:

- **SRP:** *Where Do I Belong? Understanding Identity in Youth Radicalization*; LTC Casey J. Miner; [casey.j.miner.mil@mail.mil](mailto:casey.j.miner.mil@mail.mil).

- **SRP:** *Required Adaptation in an Increasingly Complex Operational Environment*; LTC Eric D. Beaty; [eric.d.beaty.mil@mail.mil](mailto:eric.d.beaty.mil@mail.mil).

- **SRP:** *Operations in a Subterranean Environment*; Mr. James P. Beckman; [james.p.beckman.civ@mail.mil](mailto:james.p.beckman.civ@mail.mil).



- **SRP:** *Cyber Employment/Challenges Comparison to the Machine Gun*; LtCol Damon Burrows; [damon.burrows@usmc.mil](mailto:damon.burrows@usmc.mil).
- **SRP:** *Beyond Violence: Rethinking the Spectrum of War*; COL Gregg Engler.
- **SRP:** *Future Environmental Factors That Hold SESU Strategic Concepts at Risk*; Mr. Mark E. Fultz.
- **SRP:** *Framework to Study Civil Wars/Insurgencies within SSC PME*; LTC William C. Hummer; [william.c.hummer.mil@mail.mil](mailto:william.c.hummer.mil@mail.mil).
- **SRP:** *Operating Naked: New Reality of Adversarial Observation of the JOA*; LtCol Bret Hyla.
- **SRP:** *Twenty-First Century Warfare: Centers of Gravity or Critical Power Networks*; LTC Gerald S. Law; [gerald.s.law.mil@mail.mil](mailto:gerald.s.law.mil@mail.mil).
- **SRP:** *Organizing to Wage War*; COL Joseph T. Massengill.
- **SRP:** *What Army Leaders Can Learn from the Byzantine Empire?*; COL Oren H. McKnelly; [oren.h.mcknelly.mil@mail.mil](mailto:oren.h.mcknelly.mil@mail.mil).
- **SRP:** *A Case for Greater Diversity in Army Professional Military Education*; LTC James G. Pangelinan; [james.g.pangelinan.mil@mail.mil](mailto:james.g.pangelinan.mil@mail.mil).

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**KSIL Issue 1.3: Assess the Army's readiness and force structure to respond to a humanitarian/disaster relief and stabilization operation, resulting from the use of a weapon of mass destruction (e.g., highly contagious biological weapon or dirty bomb). Assess the effectiveness of U.S. Army relationships with partners to confront regional hegemony and secure vital U.S. interests.**

**Pathways:**

- **SRP:** *Assessing the Army's Ability to Provide DSCA*; LTC Chad Goyette.

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**KSIL Issue 1.4: Assess the Army's ability to conduct joint operations in contested cyber and space environments.**

- **SRP:** *Cyberspace Defense of Critical Infrastructure - Legal and Policy Limitations*; LtCol Jonathan M. Boling; [jonathan.m.boling.mil@mail.mil](mailto:jonathan.m.boling.mil@mail.mil).

- **SRP:** *Army Joint Force Cyber Operations in an Anti-Access/Area Denial Environment*; LTC James L. Eipper; [james.l.eipper.mil@mail.mil](mailto:james.l.eipper.mil@mail.mil).

- **SRP:** *A Separate Cyber Service in DOD?*; LTC Dexter C. Nunnally; [dexter.c.nunnally.mil@mail.mil](mailto:dexter.c.nunnally.mil@mail.mil).

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**KSIL Issue 1.5: Assess the Army's readiness to conduct joint operations in a megacity.**

**Pathways:**

- **SRP:** *Evaluate the Efficacy of U.S. Army Operations in a Population-dense Urban Environment/Megacity*; LTC Martin C. Jung; [Martin.C.Jung@usace.army.mil](mailto:Martin.C.Jung@usace.army.mil).

- **SRP:** *Mission Command and Urban Operations*; LTC Mark W. Susnis; [mark.w.susnis.mil@mail.mil](mailto:mark.w.susnis.mil@mail.mil).

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**KSIL Issue 1.6: Analyze how U.S. land forces can reverse or counter Russia's anti-access and area-denial (A2AD) capabilities in northeastern Europe.**

- **ERAP:** *Russia's Anti-Access and Area Denial Capabilities: Real and Imagined Challenges*; Mr. Keir Giles and Mr. Mathieu Boulegue.

- **SRP:** *Landpower as a Deterrent in the Russian Western Military District*; COL James C. Laslie; [james.c.laslie3.mil@mail.mil](mailto:james.c.laslie3.mil@mail.mil).

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**KSIL Issue 1.8: Evaluate the Army's requirement to be expeditionary considering the changing security environment.**

- **ERAP:** *U.S. Army's Evolving Roles Involving Nuclear Weapons*; Mr. Jeffrey L. Caton.

- **SRP:** *Global Army Air and Missile Defense Forces Deployments are Unsustainable*; LTC Matthew W. Dalton; [matthew.w.dalton3.mil@mail.mil](mailto:matthew.w.dalton3.mil@mail.mil).

- **SRP:** *Responding to Early Offensive Communications Requirements in the 21st Century*; LTC Matthew J. Foulk; [matthew.j.foulk.mil@mail.mil](mailto:matthew.j.foulk.mil@mail.mil).

- **SRP:** *6th Generation Warfare - Advise, Assist, and Accompaniment*; COL Joseph O'Callaghan.

- **SRP:** *The Role of the Security Force Assistance Brigade*; LTC Andrew F. Pekala; [andrew.f.pekala.mil@mail.mil](mailto:andrew.f.pekala.mil@mail.mil).

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**KSIL Issue 1.9: Evaluate the operational advantages and disadvantages of sharing sensitive technology with our most capable, and most likely future coalition partners.**

- **SRP:** *The U.S. Will Lose a Multi-Domain War without Collaboration*; LTC Andre L. Burks; [andre.l.burks2.mil@mail.mil](mailto:andre.l.burks2.mil@mail.mil).

- **SRP:** *Defining and Assessing the Army's Campaign Qualities*; LTC Glenn A. Henke.

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**KSIL Issue 1.10: Assess the Army's ability to execute mission command and control on a multi-domain battlefield that includes: friendly and adversary unmanned systems, semi-autonomous (human in the loop) robotic systems, and autonomous (no human in the loop) robotic systems.**

**Pathways:**

- **SRP:** *Citizen Soldier, Sensor Swarm*; LTC Geoffrey Jeram.

- **SRP:** *Systems of Systems-Enhanced Small Units Command and Control*; LtCol Bradley Phillips.

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**KSIL Issue 1.11: Evaluate the efficacy of the U.S. Army in conducting local governance in the wake of combat or humanitarian operations.**

**Pathways:**

- **SRP:** *Building Military Capacity for Post Conflict and Failed State Stabilization*; LTC Brian Henderson.

- **SRP:** *An Examination of Alternative Phase IV and V Options*; COL Leon E. Hooten; [leon.e.hooten.mil@mail.mil](mailto:leon.e.hooten.mil@mail.mil).

- **SRP:** *Windows of Opportunity: Emergence in the Aftermath of Conflict*; LTC Leo J. Wyszynski; [leo.j.wyszynski.mil@mail.mil](mailto:leo.j.wyszynski.mil@mail.mil).

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**KSIL Issue 1.16: Assess the degree to which hybrid warfare and constant competition in the information domain to achieve political objectives short of war have changed the Joint Phasing Construct; how should an expeditionary Army adapt?**

**Pathways:**

- **SRP**: *The Information Environment and Impacts to the SESU*; LTC John Perrine.

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**KSIL Issue 1.18: Evaluate the extent of U.S. interoperability with NATO partners and the value of increased interoperability to counter Anti-Access/Area Denial (A2AD) in Europe.**

**Pathways:**

- **SRP**: *Capability-based Planning: The Way for The Czech Land Forces Development*; COL Zdenek Mikula; [zdenek.mikula.fm@mail.mil](mailto:zdenek.mikula.fm@mail.mil).

**2. KSIL Theme #2: At the individual, organizational, or societal level of the human dimension, how does the Army optimize its effectiveness?**

**KSIL Issue 2.1: Analyze the Army's effectiveness in identifying the traits, training, education, and experience necessary for leaders of military organizations to be effective in the future environment.**

**Pathways:**

- **Conference:** *Annual Army Strategy Conference*
- **Research Question and Scope:** *Strategic Leadership 2030: Transcending Challenges in a Time of Deep Change.*
- **Product:** Conference Report
- **Timeline:** Apr – Jul 18
- **POC:** Dr. Steven K. Metz; Director of Research, Strategic Studies Institute; [steven.k.metz.civ@mail.mil](mailto:steven.k.metz.civ@mail.mil).
- **SRP:** *Attributes Governors should seek in Army National Guard Adjutants General;* LTC Douglas Clay.
- **SRP:** *USAR Talent Management: Building a Bench for General Officer;* LTC Richard Corner.
- **SRP:** *Army's Challenge in Building Effective Teams in the 21st Century;* Mr. Michael Haney.
- **SRP:** *Preserving and Enhancing U.S. Army Logistics Expertise;* LTC Martin J. Hendrix.
- **SRP:** *Talent Management: How Does it Apply to Non-Commissioned Officers;* LTC Scott Holland.
- **SRP:** *United States Army Chaplain Talent Management Model;* CH (COL) Rajmund Kopec; [rajmund.kopec.mil@mail.mil](mailto:rajmund.kopec.mil@mail.mil).
- **SRP:** *Strategic Leader Development; Career Evolution to meet Future Demands;* COL Kip A. Korth; [kip.a.korth.mil@mail.mil](mailto:kip.a.korth.mil@mail.mil).
- **SRP:** *The Incorporation of Experiential Education into Senior Service Colleges;* Cdr Christopher Nigon.

- **SRP:** *Educating Future Generations of the Officer Corps*; LTC Ryan P. O'Connor; [ryan.p.oconnor.mil@mail.mil](mailto:ryan.p.oconnor.mil@mail.mil).

- **SRP:** *How to Build A Better JAG: Judge Advocate Talent Management*; LTC Tracianna L. Winston; [tracianna.l.winston.mil@mail.mil](mailto:tracianna.l.winston.mil@mail.mil).

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**KSIL Issue 2.2: What internal and external factors affect cognition and decision-making in senior leaders across a broad spectrum of decision categories, within operational and strategic contexts, and in what manner do they do so?**

**Pathways:**

- **SRP:** *Leaders Using Results of Safety Investigation for Cultural Change*; COL Mark K. McPherson.

- **SRP:** *Senior Leader Resilience: Who is Taking Care of the Leaders?*; LTC Joel D. Newsom.

- **SRP:** *Strategic Advising During Domestic Crisis; LTG Russel Honore During Katrina*; COL Mark L. Tromblee; [mark.l.tromblee.mil@mail.mil](mailto:mark.l.tromblee.mil@mail.mil).

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**KSIL Issue 2.3: Analyze how the Army can achieve consistent officer quality without detrimentally affecting diversity.**

**Pathways:**

- **SRP:** *The Army's Diversity Strategy: What Should Be Included?*; LTC Lee C. Matthews; [lee.c.matthews.mil@mail.mil](mailto:lee.c.matthews.mil@mail.mil).

- **SRP:** *Achieving Consistent Officer Quality in the U.S. Army*; COL Marcus A. Motley; [marcus.a.motley.mil@mail.mil](mailto:marcus.a.motley.mil@mail.mil).

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**KSIL Issue 2.4: Evaluate if the Army is developing and assessing leaders correctly.**

**Pathways:**

- **SRP:** *Identifying and Addressing Toxic Marine Corps Strategic Leadership*; LtCol Garrett Benson.

- **SRP:** *Enhancing the Civilian Defense Senior Leader Development Program*; Mr. Mark R. Crockett.



- **SRP:** *Ethics Training: Do We Have it Right?*; LTC Jason Davis.
  - **SRP:** *Talent Management in the Army Reserve: Are We There Yet?*; LTC Rachel E. Humphrey; [rachel.e.humphrey.mil@mail.mil](mailto:rachel.e.humphrey.mil@mail.mil).
  - **SRP:** *Is the Army Preparing Women to Be Senior Strategic Leaders?*; LTC Yolanda Maddox.
  - **SRP:** *Promoting Success: Optimizing Human Capital for the Future Environment*; LTC Brian R. Rauen; [brian.r.rauen.mil@mail.mil](mailto:brian.r.rauen.mil@mail.mil).
  - **SRP:** *How to build a quality Civilian Warforce*; Mr Gregg C. VanOrden; [gregg.c.vanorden.civ@mail.mil](mailto:gregg.c.vanorden.civ@mail.mil).
  - **SRP:** *USAF Officer Management vs Development—Words Matter*; LtCol Michael O. Walters.
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**KSIL Issue 2.5: Evaluate whether the Army is retaining and promoting the right people.**

**Pathways:**

- **SRP:** *Using Adaptive Leadership and Communication to Retain Cyber Professionals*; LTC Diane M. Armbruster; [diane.m.armbruster.mil@mail.mil](mailto:diane.m.armbruster.mil@mail.mil).
- **SRP:** *Talent Management (Human Dimension) Army Enlisted Force Recruitment Strategies*; COL Gregory N. Ash.
- **SRP:** *Army Personnel Management - from Recruiting Soldiers to Managing Talent*; COL Steven Hanson.
- **SRP:** *Talent Management-Challenges Selecting the Best Army Leaders*; COL Ernest J. Irvin.
- **SRP:** *Talent Management: Recruiting and Retaining the Military Millennial*; LtCol Bernadette Maldonado; [bernadette.maldonado.mil@mail.mil](mailto:bernadette.maldonado.mil@mail.mil).
- **SRP:** *Army is Purging Quality Officers*; COL Christopher Ostby.
- **SRP:** *Improving Officer Retention: Time to Acknowledge Professional Working Spouses*; LTC Andrew Short.
- **SRP:** *Maintaining the Talent*; COL Christopher J. Ward.

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**KSIL Issue 2.8: Evaluate whether the Army now has the culture of trust essential to behavior as a profession, vice a government bureaucracy, and how well the Army is inculcating its own professional ethic into individuals, unit climates, and institutional culture; recommend adaptations as needed.**

**Pathways:**

- **SRP:** *What Congress Can Learn from Army's Sexual Harassment Reckoning*; LTC Anne Brophy.

- **SRP:** *Mission Command and Leadership Evaluating the Army's Culture of Trust*; LTC Jonathan M. Chung; [jonathan.m.chung.mil@mail.mil](mailto:jonathan.m.chung.mil@mail.mil).

- **SRP:** *The Army Has Not Hit the Mark in Trust*; COL Amy Fields.

- **SRP:** *Army Character and Ethics Development: A Practitioner's Approach*; COL Michelle Goyette.

- **SRP:** *Virtus: Toward a Model for Strategic Virtue*; COL Charles O'Neal.

- **SRP:** *Promoting Civil-Military Relations through Garrison Partnerships with Local Communities*; COL Neil Tator; [neil.tator.mil@mail.mil](mailto:neil.tator.mil@mail.mil).

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**KSIL Issue 2.9: Analyze how the U.S. Army can best export military professionalism to its international partners, while accounting for local and regional political, social, and cultural concerns.**

**Pathways:**

- **SRP:** *Strategic Lessons for Military Advising*; LTC Varman S. Chhoeung; [varman.s.chhoeung.mil@mail.mil](mailto:varman.s.chhoeung.mil@mail.mil).

- **SRP:** *Exporting Military Chaplaincy Professionalism through National Guard State Partnership Program*; LTC Kurt A. Mueller; [kurt.a.mueller.mil@mail.mil](mailto:kurt.a.mueller.mil@mail.mil).

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**KSIL Issue 2.10: Analyze the nature of mission command at the strategic level and evaluate the Army's ability to employ this concept effectively.**

**Pathways:**

- **SRP:** *Mission Command: Opportunity and Challenges for Romanian Armed Forces*; COL Cristinel Apopei; [cristinel.apopei2.fm@mail.mil](mailto:cristinel.apopei2.fm@mail.mil).

- **SRP:** *Assessing Mission Command of the Army's Leaders*; LTC Travis Habhab.
  - **SRP:** *Halt-Fix-Pivot: Beyond a Materiel Solution to Network Modernization*; LTC Osvaldo N. Ortiz; [osvaldo.n.ortiz.mil@mail.mil](mailto:osvaldo.n.ortiz.mil@mail.mil).
  - **SRP:** *Assessing Mission Command in the United State Army*; LTC Monica Reid.
  - **SRP:** *Attaining Physical Supremacy Starts with Governance of Soldier Fitness Programs*; LTC Zack T. Solomon; [zack.t.solomon.mil@mail.mil](mailto:zack.t.solomon.mil@mail.mil).
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**KSIL Issue 2.11: Assess the impact on war planning on the insertion of artificially intelligent systems and achieving technological singularity.**

**Pathways:**

- **FRP:** *Automating Just War: The Impact of Artificial Intelligence on Ethical Military Decision-making*

- **Research Question and Scope:** Artificial Intelligence Impact on Human Moral Decision Making

- **Product:** Monograph, Journal Articles

- **Timeline:** Jun 17 - Aug 18

- **POC:** Dr. Charles A. Pfaff; Strategic Studies Institute, [charles.a.pfaff2.civ@mail.mil](mailto:charles.a.pfaff2.civ@mail.mil).

- **SRP:** *iStrategy-Intellectual Power Through Artificial Intelligence*; LtCol Michael J. Winter; [michael.j.winter.mil@mail.mil](mailto:michael.j.winter.mil@mail.mil).

**3. KSIL Theme #3a: What is the best use of the Army to promote U.S. interests in the Asia Pacific region?**

**KSIL Issue 3.a.1: Does the U.S. possess the capabilities and capacity to ensure long-term stability on the Korean Peninsula after combat operations? If not, what functions must the U.S. Army be prepared to perform to ensure success during post-conflict operations?**

**Pathways:**

**- PKSOI Collegiate Undergraduate Intern Program**

• **Research Question and Scope:** With the potential implosion of North Korea, what are the key tasks for DoD to assist in the rebuilding of the North Korean infrastructure and what are the considerations for unification?

• **Product:** PKSOI Journal Article

• **Timeline:** Dec 17

• **POC:** Mr. Connor Moore, Dickinson College Intern; [mooreco@dickinson.edu](mailto:mooreco@dickinson.edu).

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**KSIL Issue 3.a.2: Analyze the evolution of Chinese gray zone approaches and the U.S./allied role in countering them effectively.**

**Pathways:**

- **SRP:** *The Impact of Presidential Power on U.S. Relations with China*; COL Terri J. Erisman; [terri.j.erisman.mil@mail.mil](mailto:terri.j.erisman.mil@mail.mil).

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**KSIL Issue 3.a.4: Evaluate China's military strategy and tactics in the Western Pacific and assess the effectiveness of U.S. Army responses to counter those actions.**

**Pathways:**

- **SRP:** *The Dilemma of China's Grand Strategy in the Western Pacific*; CDR Brett Holdiman.

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**KSIL Issue 3.a.5: Evaluate the effectiveness of the U.S. military strategy and the use of U.S. land forces toward North Korea and Northeast Asia. Suggest an alternative strategy.**

**Pathways:**

- **SRP:** *North Korean Containment Strategy*; LTC Ross Brashears.

- **SRP:** *Implications of Accepting North Korea as a Nuclear Power*; LTC Matthew W. Luzzatto; [matthew.w.luzzatto.mil@mail.mil](mailto:matthew.w.luzzatto.mil@mail.mil).

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**KSIL Issue 3.a.6: Evaluate the value of forward Army basing/presence in the Asia-Pacific in achieving U.S. national interests.**

**Pathways:**

- **SRP:** *Politics Versus Capability in the U.S./Japan Alliance*; COL Thomas J. Verell; [thomas.j.verell.mil@mail.mil](mailto:thomas.j.verell.mil@mail.mil).

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**KSIL Issue 3.a.9: Assess the implications for U.S. land forces to China's growing support to U.N. peacekeeping operations worldwide.**

**Pathways:**

- **SRP:** *Building Trust with China Using Peacekeeping Stability Police*; LTC Frederick J. Toti; [frederick.j.toti.mil@mail.mil](mailto:frederick.j.toti.mil@mail.mil).

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**KSIL Issue 3.a.16: How can the U.S. work with the Association of Southeast Asian Nations (ASEAN) and its related institutions to encourage China to become a multilateral partner in the region that accepts the precepts of international law; and what role can the U.S. military play with respect to ASEAN?**

**Pathways:**

- **Conference:** *Annual Conference on the Chinese People's Liberation Army: Securing the China Dream; The [People's Liberation Army] PLA's Role in a Time of Reform and Change*; 19-27 Oct 17.

- **Research Question and Scope:** While China's broader strategic vision has expanded, unresolved sovereignty issues and potential instability along its near periphery continue to weigh heavily in the minds of China's political and military leaders.

- **Product:** Conference Book
- **Timeline:** 2018
- **POC:** Dr. David Lai, Research Professor, Strategic Studies Institute; [david.lai2.civ@mail.mil](mailto:david.lai2.civ@mail.mil).
  - **SRP:** *The Ambition of China in the South China Sea*; LTC Khanh Khong; [quockhanh.khong.fm@mail.mil](mailto:quockhanh.khong.fm@mail.mil).

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**KSIL Issue 3.a.18: Multi-domain Battle (MDB) purpose: neutralizing adversary A2AD capabilities; how is this best achieved from a Joint, Interagency, Intergovernmental, and Multinational (JIIM) perspective? Is this the right purpose? What are the key responsibilities each JIIM partner has as it relates to long-range A2AD?**

**Pathways:**

- **SRP:** *Air and Missile Defense in A2AD Environments within PACOM AOR*; LTC Gary W. Beard; [gary.w.beard3.mil@mail.mil](mailto:gary.w.beard3.mil@mail.mil).

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**KSIL Issue 3.a.20: How should the Army respond and provide mission command in contingencies involving treaty partners (i.e. South Korea, Japan, Thailand, Philippines, and Australia)? What capabilities are needed for steady state activities and for rapid response requirements?**

**Pathways:**

- **Conference:** *Annual Conference on the Chinese People's Liberation Army: Securing the China Dream; The PLA's Role in a Time of Reform and Change*; 19-27 Oct 17.

- **Research Question and Scope:** The second and third panels will explore how the People's Liberation Army (PLA) operational planning has developed over time, focusing on whether there have been any priority shifts under President Xi Jinping and how this affects preparedness and effectiveness in regards to achieving national objectives. The panels will focus on four contingencies—the Taiwan Strait, the Korean Peninsula, China's Near Seas, and the Belt and Road Initiative.

- **Product:** Conference Book
- **Timeline:** 2018



- **POC:** Dr. David Lai, Research Professor, Strategic Studies Institute; [david.lai2.civ@mail.mil](mailto:david.lai2.civ@mail.mil).

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**KSIL Issue: 3.a.21: How can U.S. Army Pacific best support the Department of State, DoD, the Joint Staff, and USPACOM engagement strategies with China? How can the Army develop a comprehensive military partnership with the PLA and incentivize greater participation in USARPAC activities and exercises that are within NDAA guidance?**

**Pathways:**

- **Conference:** *Annual Conference on the Chinese People's Liberation Army: Securing the China Dream; The PLA's Role in a Time of Reform and Change*; 19-27 Oct 17.

- **Research Question and Scope:** Given PLA developments, what strategies Washington DC can pursue to better manage its relationship with Beijing while securing its interests and those of its allies. Experts will assess the policy framework for U.S.-China military-to-military engagements as well as U.S. policy considerations when it comes to reconnaissance operations and operational tools.

- **Product:** Conference Book

- **Timeline:** 2018

- **POC:** Dr. David Lai, Research Professor, Strategic Studies Institute; [david.lai2.civ@mail.mil](mailto:david.lai2.civ@mail.mil).

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**KSIL Issue 3.a.23: What are the existing and emerging opportunities for U.S. Military operations, activities and actions to create multiple, complex, and compelling dilemmas for the Peoples Republic of China (PRC) from the PRC perspective, thus contributing to achieving U.S. interests in the Pacific Region and beyond? Provide assessments and recommendations on policies, capabilities, posture, and forces required to create such dilemmas. (Note: it is important to assess activities that would compel interest, concern, and provide stimulus for change based on what motivates the PRC/PLA and not from a U.S. perspective or value system).**

**Pathways:**

- **Conference:** *Annual PLA Conference*

- **Research Question and Scope:** The international political and strategic environment in which the PLA operates has changed dramatically since the founding of the PRC. China plays an ever greater role in the world today and is changing the balance of power in the post-Cold War order in Asia. President Xi's priority of national rejuvenation to achieve the China Dream through domestic reform, international clout, and military might has implications for PLA roles and responsibilities. This panel sets the stage for the conference discussions by examining PLA developments in recent years-assessing how the PLA supports China's new strategic goals and how current reforms will impact operational capabilities.

- **Product:** Conference Book

- **Timeline:** 2018

- **POC:** Dr. David Lai, Research Professor, Strategic Studies Institute; [david.lai2.civ@mail.mil](mailto:david.lai2.civ@mail.mil).

- **SRP:** *United States Defense Posture in the Pacific after Korean Unification*; LTC Scott Dellinger.

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**KSIL Issue 3.a.25: To what extent does India represent a counter-balance in the Indo-Asia Pacific to help ensure China remains a status quo power; and how can the U.S. reinforce that counter-balance generally, and from a military standpoint?**

**Pathways:**

- **SRP:** *Bookend Alliance: India as Balance to a Rising China*; LTC Jonathan Shine.

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**KSIL Issue 3.a.26: Korea pressurization options and long-term posture change: does pressure work and how can you change posture to truly affect pressure?**

**Pathways:**

- **SRP:** *Historical Analogy: the Cuban Missile Crisis and North Korea*; LTC Timothy M. Brower; [timothy.m.brower2.mil@mail.mil](mailto:timothy.m.brower2.mil@mail.mil).

- **SRP:** *Understanding North Korea's Senior Leadership through an Orwellian Lens*; LTC Adam T. Dietrich.

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**KSIL Issue 3.a.27: Projecting power and fighting on a Chemical/Biological/Radiological/Nuclear (CBRN) battlefield: how does the Army get better?**

**Pathways:**

- **SRP:** *Multi-Domain Battle Success in Nuclear and Radiological Environments*; LTC Kristofer Labowski.

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**KSIL Issue 3.a.29: How can the Army and the rest of DoD (in coordination with other government agencies and host nations) optimize funding, composition, location, and utilization of pre-positioned equipment activity sets for use in operations short of Major Combat Operations: Humanitarian Assistance/Disaster Relief (HA/DR), Peacekeeping Operations (PKO), Training, and Capacity Building)?**

**Pathways:**

- **SRP:** *Capacity Building: Programs and Guidance to Achieve Strategic Endstates*; COL Frode A. Kristoffersen; [frode.a.kristoffersen.fm@mail.mil](mailto:frode.a.kristoffersen.fm@mail.mil).

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**KSIL Issue 3.a.31: If the Democratic People's Republic of Korea (DPRK) implodes and becomes an ungoverned space, what are the most plausible scenarios in consideration of U.S., Russian, and Chinese interests? What are the most appropriate courses of action for U.S. policy and strategy in the context of each scenario?**

**Pathways:**

- **SRP:** *Maintaining Regional Stability if the DPRK Were to Collapse*; LTC Michael S. Avey; [michael.s.avey.mil@mail.mil](mailto:michael.s.avey.mil@mail.mil).

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**KSIL Issue 3.a.33: What levers are available to the U.S. to further its interests in the Indo-Asia-Pacific region? How can the U.S. use these levers and elements of national power to embrace change in the status quo that has benefitted the U.S. since the end of World War II?**

**Pathways:**

- **SRP:** *Is the Economic Policy of Sanctions Against North Korea Effective*; LTC Keith R. Kruelski; [keith.r.kruelski.mil@mail.mil](mailto:keith.r.kruelski.mil@mail.mil).

- **SRP:** *U.S. Alliance Structure in the Asia-Pacific Theater*, COL John W. Lubas;  
[john.w.lubas.mil@mail.mil](mailto:john.w.lubas.mil@mail.mil).

**KSIL Theme 3b: What is the best use of the Army to promote U.S. interests in the Middle East?**

**KSIL Issue 3.b.1: Are U.S. security cooperation and partner building programs and activities in the Middle East adequate to assure U.S. interests in the region and promote long-term stability?**

**Pathways:**

- **SRP:** *Logistics Statesman: Logistics Effects for Soft Power*, CDR Erik Naley.
- **SRP:** *U.S. Role in Israeli - Palestinian Security Coordination*; LTC Michael J. Ponchak; [michael.j.ponchak.mil@mail.mil](mailto:michael.j.ponchak.mil@mail.mil).

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**KSIL Issue 3.b.2: Evaluate Army implications of heightened Sunni-Shi'a sectarianism.**

**Pathways:**

- **ERAP:** *Waging the War of Ideas against Jihadism: Parameters, Reality Checks, and Approaches*; Mr. Norman Cigar.

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**KSIL Issue 3.b.4: Analyze Army implications of growing Russian activism in the Middle East.**

**Pathways:**

- **SRP:** *Syria Conflict and Russian Ambition in Middle East*, COL Basim Abdulrazzaq.
- **SRP:** *Russia's Actions in the Middle East and U.S. Army Implications*; LTC Frank Victor.

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**KSIL Issue 3.b.5: Analyze if Army forces can stabilize and reconstruct regional states after civil wars.**

**Pathways:**

- **SRP:** *Policy Options to Support Our Vital Interests in Syria*; LTC Gregory Worley.

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**KSIL Issue: 3.b.8: Assess Army options to balance direct action, advisory roles, and capacity development when partnering with Middle Eastern and Central Asian militaries combating transnational violent extremist organizations.**

**Pathways:**

- **FRP:** *U.S. Strategic Options for a Middle East in Transition*

- **Research Question and Scope:** Strategic options for U.S. regional policy in the Middle East: Implications for current and future missions and force structure.

- **Timeline:** Sep 17 – Jun 18

- **Product:** Monograph

- **POC:** Dr. Christopher J. Bolan, Research Professor, Strategic Studies Institute; [christopher.j.bolan2.civ@mail.mil](mailto:christopher.j.bolan2.civ@mail.mil).

- **ERAP:** *Counter-Islamic State Extremist Battlefield Migration Strategies*; Mr. Robert J. Bunker.

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**KSIL Issue: 3.b.9: Assess options for preventing extremists from leaving one battlefield in one part of the world to join another in a different part of the world. (Extremist migration).**

**Pathways:**

- **ERAP:** *A Security Role for the United States in a Post-ISIS Syria? Challenges and Opportunities for U.S. Policy*; Mr. Gregory Aftandilian.

- **ERAP:** *Understanding and Tackling Extremist Migration: Jihadist Foreign Fighter Threat Assessment and Mitigation Strategies*; Mr. Shima D. Keene.

**Theme 3c: What is the best use of the Army to promote U.S. interests in South and Central Asia?**

**Pathways:**

- **IRP:** *The Four Key Challenges to the Success of U.S. Security Policy in Afghanistan and the Implications for the U.S. Army*

- **Research Question and Scope:** What are the most important and most relevant challenges to the success of the new U.S. strategy in Afghanistan? What are the critical implications for the U.S. Army? Through what means can the U.S. Army support and assist Afghanistan on its path to peace and stability?
- **Product:** Monograph
- **Timeline:** Sep 17- Jun 18
- **POC:** Dr. Matthew C. (Chris) Mason; Professor of National Security Affairs, Strategic Studies Institute; [matthew.c.mason4.civ@mail.mil](mailto:matthew.c.mason4.civ@mail.mil).
- **Students:**
  - BG Singh Shrinjay, India
  - BG Kambiz Yama, Afghanistan
  - COL Fernando E Farfan Castro, Colombia
  - COL John Crisafulli, USA
  - LtCol Aaron French, USAF
  - COL Matthew Maybouer, USA
  - LTC John Sannes, USA
  - LTC Bryan Kirk, USA

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**KSIL Issue 3.c.9: Assess the impact of Chinese economic dominance in Central Asia for U.S. land forces.**

**Pathways:**

- **FRP:** *Enhancing Us-India Strategic Cooperation*

- **Research Question and Scope:** The extent India represents a counter-balance in the Indo-Asia Pacific to help ensure China remains a status quo power; and how the U.S. can reinforce that counter-balance generally, and from a military standpoint.
- **Product:** Monograph
- **Timeline:** Sep 17- Jun 18



- **POCs:** Dr. Sumit Ganguly, Research Professor, Strategic Studies Institute; [ganguly@indiana.edu](mailto:ganguly@indiana.edu).

- Dr. Matthew C. (Chris) Mason, Professor of National Security, Strategic Studies Institute; [matthew.c.mason4.civ@mail.mil](mailto:matthew.c.mason4.civ@mail.mil).

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**KSIL Issue 3.c.10: Assess U.S. land force options for partnering with Eurasian forces to combat terrorism while addressing Russian assertiveness.**

**Pathways:**

- **ERAP:** *Russia's Options for Military Intervention in Estonia – Implications for the U.S. Army*, Mr. Keir Giles.

**KSIL Theme 3d: What is the best use of the Army to promote U.S. interests in Latin America and the Caribbean?**

**KSIL Issue 3.d.2: Evaluate the U.S. Army's opportunities and challenges with Cuba's reintegration into the international community.**

**Pathways:**

- **SRP:** *The Cuba Crossroads: Should the United States Pursue Normalized Relations?*; LTC John M. Cooper; [john.m.cooper7.mil@mail.mil](mailto:john.m.cooper7.mil@mail.mil).

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**KSIL Issue 3.d.3. Assess Russian and Chinese activities in the Americas and the appropriate U.S. Army response.**

**Pathways:**

- **SRP:** *Countering Russian Activity in the Americas*; COL Jay Persons.

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**KSIL Issue 3.d.5. Assess the challenge posed by transnational and transregional threat networks in Mexico, Central America, and the Caribbean and the appropriate U.S. Army response.**

**Pathways:**

- **SRP:** *The Trafficking of Weapons from USA to Mexico*; LTC Roberto Rene Carranza Solorzano; [robertorene.carranzasolorzano2.fm@mail.mil](mailto:robertorene.carranzasolorzano2.fm@mail.mil).

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**KSIL Issue 3.d.6: Evaluate how the U.S. Army can best engage with capable Latin American and Caribbean partners such as Brazil, Uruguay, Chile, Colombia and Mexico to encourage or expand their participation in international peacekeeping activities.**

**Pathways:**

- **FRP:** *Conference with SOUTHCOM and Florida International University*; Mar 18.

- **Research Question and Scope:** Extra-Hemispheric Actors (PRC, Russia, Iran, India) in Latin America and the Caribbean (LAC); Transnational Crime & Illicit networks in LAC (incl. gangs and narco-trafficking); Role of LAC militaries in internal security (e.g. Colombia, Peru, CENTAM); Leftist Populism (Venezuela, Nicaragua, Ecuador, Bolivia, Cuba

- **Timeline:** Sep 17- Jun 18

- **Product:** Book Chapters, Articles
- **POC:** Dr. Robert E. (Evan) Ellis, Research Professor, Strategic Studies Institute; [Robert.E.Ellis.civ@mail.mil](mailto:Robert.E.Ellis.civ@mail.mil).

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**KSIL Issue 3.d.8: Evaluate how the U.S. Army can best engage with capable Latin American and Caribbean partners such as Brazil, Uruguay, Chile, Colombia and Mexico to encourage or expand their participation in international peacekeeping activities.**

**Pathways:**

- **SRP:** *Regional U.S. Army SFAB Employment Options for USSOUTHCOM*; LTC Glenn Kozelka.

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**KSIL Issue 3.d.12: Assess the roll and opportunities for Army forces supporting law enforcement actions to counter the criminal / terrorist nexus emanating from South and Central America.**

**Pathways:**

- **SRP:** *The Role of the Brazilian Armed Forces in Law Enforcement*; COL Giovanni Moretto; [giovani.moretto2.fm@mail.mil](mailto:giovani.moretto2.fm@mail.mil).

**KSIL Theme 3e: What is the best use of the Army to promote U.S. interests in Eurasia?**

**KSIL Issue 3.e.1: How do decisions and actions of intergovernmental organizations, such as NATO and the EU, impact U.S. land force missions and associated organizations, functions, capabilities, and capacity? How can the Army ensure adequate regional access and capabilities are available when required in Europe?**

**Pathways:**

- **FSRP:** *The Evolution of US-European Relations and Their Impact on Readiness*

- **Research Question and Scope:** Continuing efforts by the European Union to develop autonomous security and defense policy and structures will require the United States to modify its approach to working with its European allies and partners to ensure adequate regional access and capabilities are available when required in Europe.

- **Product:** Research Paper.

- **Timeline:** Mar 18

- **POC:** COL Nathan “Scott” Cline, USAWC Fellow; [nathan.s.cline.mil@mail.mil](mailto:nathan.s.cline.mil@mail.mil).

- **SRP:** *European Defense Beyond NATO: With or Without U.S.?*; LtCol Andrew Roddan; [andrew.l.roddan.mil@mail.mil](mailto:andrew.l.roddan.mil@mail.mil).

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**KSIL Issue 3.e.2: Assess the Army’s effectiveness in accomplishing U.S. theater security cooperation plan objectives in Eurasia.**

**Pathways:**

- **SRP:** *Focusing Air Domain Security Cooperation in Europe*; LtCol Gregory Mayer.

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**KSIL Issue 3.e.3: Assess the evolution of Russian gray zone approaches and the U.S. Army and allied role in effectively countering them?**

**Pathways:**

- **FRP:** *Asymmetric Approaches to Deter and Manage Escalation with Russia*

- **Research Question and Scope:** Can horizontal escalation or unconventional warfare strategies help deter Russian aggression in Eastern Europe or manage escalation in a U.S.-Russia conflict?
- **Product:** Monograph and two articles
- **Timeline:** Sep 17- Sep 18
- **POC:** Dr. Michael F. Fitzsimmons, Intergovernmental Personnel Act (IPA) Research Professor, Strategic Studies Institute; [michael.f.fitzsimmons4.civ@mail.mil](mailto:michael.f.fitzsimmons4.civ@mail.mil).
  - **ERAP:** *How Russia Sees Conflict in the Gray Zone*; Mr. Jānis Bērziņš and Mr. Keir Giles.
  - **SRP:** *Russian Influence in the Balkans and Its Implications*; LTC Mazllum Alla.
  - **SRP:** *Going on the Offensive to Counter Russian Gray Zone Aggression*; LTC Timothy M. Baer; [timothy.m.baer.mil@mail.mil](mailto:timothy.m.baer.mil@mail.mil).
  - **SRP:** *Russian Influence in the Balkans*; LTC Agron Bajram.
  - **SRP:** *Russian Gray Zone Operations and the Baltic States*; LTC Sidney Knox.
  - **SRP:** *Sweden's Role in the Baltic Sea Region*; LTC Dan Lindfors; [dan.lindfors.fm@mail.mil](mailto:dan.lindfors.fm@mail.mil).
  - **SRP:** *Defending the Baltics: Dropping a DIME on Russia*; Mr. Paul Mekkelson.
  - **SRP:** *Russian Gray Zone Activities - Weaponization of Disinformation*; LTC Delton Nix.
  - **SRP:** *Demystifying Russian Strategy towards Moldova*; COL Sergiu Vicol; [sergiu.vicol.fm@mail.mil](mailto:sergiu.vicol.fm@mail.mil).

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**KSIL Issue 3.e.5: Analyze how U.S. land forces can reverse or counter Russia's A2AD capabilities in northeastern Europe.**

**Pathways:**

- **ERAP:** *Russian Military-Technological Modernization: A Critical Appraisal*; Mr. Keir Giles and Mathieu Boulegue.

- **ERAP:** *Non-State Actors and Anti-Access Capabilities: The Coming Challenge*; Mr. Jean-Loup Samaan.

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**KSIL Issue 3.e.6: Assess the role of U.S. Army and allied military forces in responding to state-sponsored disinformation.**

**Pathways:**

- **ERAP:** *The Islamic State English-Language Online Magazine Rumiya (Rome): Research Guide, Narrative and Threat Analysis, and U.S. Policy Response*; Mr. Robert Bunker.

- **ERAP:** *The Role of the U.S. Army in Effectively Countering Russian Disinformation*; Mr. Keir Giles and Mr. Ivo Juurvee.

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**KSIL Issue 3.e.7: Analyze the role NATO member states' forces might play in helping U.S. land forces fulfill operational requirements in Europe.**

**Pathways:**

- **FRP/Conference:** *Current Russian Military Affairs*

- **Research Question and Scope:** Building and Maintaining Allies: NATO's Reinvigorated Defense Planning Process & Implications for the Army

- **Product:** Monograph and Conference Report

- **Timeline:** Sep 17- Jun 18; Conference with EUCOM, Apr 18

- **POC:** Dr. John R. Deni; Research Professor, Strategic Studies Institute; [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil).

- **ERAP:** *Turkey and the United State on the Brink: Implications for NATO and the U.S. - Turkey Strategic and Military Partnership*; Mr. Kamal A. Beyoglow; [beyokam@gwu.edu](mailto:beyokam@gwu.edu).

- **SRP:** *Small State Contributions to NATO*; LTC William C. Ashmore; [william.c.ashmore.mil@mail.mil](mailto:william.c.ashmore.mil@mail.mil)

- **SRP:** *The Applicability of Deterrence Strategy to the Baltic States*; LTC Dainius Pasvenskas; [dainius.pasvenskas.fm@mail.mil](mailto:dainius.pasvenskas.fm@mail.mil).

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**KSIL Issue 3.e.9: Assess the Army's ability to conduct large scale land operations [multi-corps] in Europe, given current Army headquarters reductions.**

**Pathways:**

- **Conference:** *Annual Kingston Conference on International Security*

- **Research Question and Scope:** The conference will examine the evolving role and force posture of Canada, the United States and its allies in both Europe and the Asia-Pacific with regards to conventional deterrence, [cyber deterrence, gray-zone deterrence], missile defense and nuclear deterrence. We anticipate sessions on the history and theory of deterrence; the relationship between reassurance and deterrence; conventional deterrence in a number of regional contexts, including Europe and Northeast Asia; the future of nuclear deterrence, including missile defense.

- **Product:** Book

- **Timeline:** May 18

- **POC:** Professor William G. (Trey) Braun, Research Professor, Strategic Studies Institute; [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil).

**KSIL Theme 3f: What is the best use of the Army to promote U.S. interests in Africa?**

**KSIL Issue 3.f.1: Evaluate the ramifications of China's and/or Russia's interests in Africa for U.S. land forces and suggest options, both to compete and to cooperate, to further U.S. interests.**

**Pathways:**

- **FRP:** *A Case Study Approach to China's Investment and Development Strategy in Africa: National Interest or Purely Economic Development*

- **Research Question and Scope:** China's Security and Economic Interests in Africa: To Compete or not Compete. PKSOI has taken a comparative case study approach looking at the true intentions of China in such countries as Ethiopia, Liberia, Nigeria, Somalia and Zimbabwe. The research focuses on whether China's economic investment is based on a grand strategy to build host nation capacity, or an attempt to gain control of the nation's natural resources. Is part of China's grand strategy to simply gain greater favor in African nations as U.S. interest wanes.

- **Product:** A PKSOI anthology of multiple compiled case studies from undergraduate interns on Ethiopia, Liberia, Nigeria, Somalia and Zimbabwe. Intended publication date is Feb 18.

- **Timeline:** Jan 18

- **POC:** James S. (Scott) Braderman, Chief, Research and Strategic Communication, Peacekeeping and Stability Operations Institute; [james.s.braderman.civ@mail.mil](mailto:james.s.braderman.civ@mail.mil).

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**KSIL Issue 3.f.2: Evaluate the role of U.S. land forces in the stabilization of an African megacity and whether existing doctrine, training, equipment, and cultural expertise would be adequate.**

**Pathways:**

- **SRP:** *The Role of Maneuver Support in African Dense of Urban Environments;* LTC William C. Hannan; [william.c.hannan2.mil@mail.mil](mailto:william.c.hannan2.mil@mail.mil).



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**KSIL Issue 3.f.3: Analyze U.S. land forces contribution and effectiveness in reducing transnational Islamic extremism in Africa.**

**Pathways:**

- **SRP:** *Countering Violent Extremist Organizations in the Sahel*; LTC Yssouf Traore; [yssouf.traore2.fm@mail.mil](mailto:yssouf.traore2.fm@mail.mil).

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**KSIL Issue 3.f.5: Analyze how the U.S. Army can help African militaries be more effective at increasing stability on the continent, countering the illicit trafficking of WMD materials, and providing assistance to other African partners.**

**Pathways:**

- **IPA White Paper:** Dr. Matthew Schmidt is a contracted IPA Research Professor from the University of New Haven, and a former School of Advanced Military Studies (SAMS) instructor, whose academic research hours were purchased to compile a basic assessment framework and planning tool for right sizing and aligning appropriate skill sets for a joint force stability operation.

- **Research Question and Scope:** The scope of the research is to define a country/region agnostic framework and methodology for developing a force planning tool specifically tailored for providing forces to conduct stability activities in complex contingency operations characteristic of the post-9/11 era. The methodology will define core variables and a theoretical framework for weighting them.

- **Product:** 2018 University-based Minerva research proposal and White Paper with an associated analytic proof of framework concept study.

- **Timeline:** May 18

- **POCs:** Dr. Matthew Schmidt, National Security and Political Science Professor at the University of New Haven, [MSchmidt@newhaven.edu](mailto:MSchmidt@newhaven.edu); and James S. (Scott) Braderman, Chief, Research and Strategic Communication, Peacekeeping and Stability Operations Institute; [james.s.braderman.civ@mail.mil](mailto:james.s.braderman.civ@mail.mil).

- **SRP:** *Morocco's Admission into the African Union: Stakes and Perspectives* LTC Majid Elmouhaddib; [abdelmjid.elmouhaddib.fm@mail.mil](mailto:abdelmjid.elmouhaddib.fm@mail.mil).

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**KSIL Issue 3.f.6: Analyze how the U.S. Army and other non-African militaries can collectively promote regional security.**

**Pathways:**

- **SRP:** *A New Approach to Stability in the Great Lakes Region*; Col Jeffrey Allison; [jeffrey.t.allison.mil@mail.mil](mailto:jeffrey.t.allison.mil@mail.mil).

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**KSIL Issue 3.f.7: Assess U.S. Army Africa's effectiveness in accomplishing Theater Campaign Plan objectives.**

**Pathways:**

- **SRP:** *Setting the Theater While Promoting Stability and Prosperity*; LTC Trenton Conner; [trenton.j.conner.mil@mail.mil](mailto:trenton.j.conner.mil@mail.mil).

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**KSIL Issue 3.f.8: Assess the effectiveness of U.S. Army Africa's mission command capability to respond to small-scale contingencies, humanitarian assistance, and disaster relief, or to respond to U.S. Government requests to contain outbreaks of pandemic influenza and other infectious diseases.**

**Pathways:**

**SRP:** *Hospital Ships-The Right Solution for the Right Price?*; CDR Curtis A. Culwell; [curtis.a.culwell.mil@mail.mil](mailto:curtis.a.culwell.mil@mail.mil).

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**KSIL Issue 3.f.9: Identify how the U.S. Army can best contribute to developing Somalia National Security Forces to enable transition of the African Union Mission in Somalia (AMISOM) to Somalia.**

**Pathways:**

**SRP:** *Path to Rebuilding the Somalia National Army*; COL Patrick M. Mifsud; [patrick.m.mifsud.mil@mail.mil](mailto:patrick.m.mifsud.mil@mail.mil).

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**KSIL Issue 3.f.11: Identify how the U.S. Army can develop the institutional and force generation capacity of Libya security forces to support both political reconciliation as well as counter-violent extremist organization (VEO) operations.**

**Pathways:**

- **FRP:** *A Comparative Case Study of Security Sector Assistance to Libya and Iran*

- **Research Question and Scope:** A Comparative Case Study of Security Sector Assistance to Libya and Iran. As the U.S. continues to engage with transitional states to ensure the development of this state resembles a democratic nation which adheres to fundamental human rights, this study will evaluate previous security sector assistance engagements to identify the most effective measure. The research will focus specifically on capacity building initiatives in the rule of law and security sectors, emphasizing those common practices that benefit and effect both sectors.

- **Product:** Case Study.

- **Timeline:** May 18

- **POC:** James S. (Scott) Braderman, Chief, Research and Strategic Communication, Peacekeeping and Stability Operations Institute; [james.s.braderman.civ@mail.mil](mailto:james.s.braderman.civ@mail.mil).

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**KSIL Issue 3.f.16: Assess the ability of U.S. Army Africa to sustain small-scale, widely distributed joint force operations in the USAFRICOM AOR.**

**Pathways:**

- **SRP:** *Sustainment Challenges in Africa*; LtCol James B. Dickey; [james.b.dickey2.mil@mail.mil](mailto:james.b.dickey2.mil@mail.mil).

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**KSIL Issue 3.f.17: Analyze how the U.S. Army can best apply its available authorities and limited resources for the greatest effect, to advance U.S. interests in Africa (i.e., where should the Army focus its efforts)?**

**Pathways:**

- **SRP:** *The Western Sahara Conflict: A Desert Frontier of Lose-Lose Scenarios*; Van Schmidt, USAWC DDE Student; [SchmidtKV@state.gov](mailto:SchmidtKV@state.gov).

**4. KSIL Theme #4: What is the best use of the Army to help defend the U.S homeland and North America?**

**KSIL Issue 4.1: How prepared is the Army to make ready, deploy, employ, and sustain a totally mobilized Army? What actions can the Army take to prepare the mobilization enterprise, the national industrial base, and strategic transportation to support full mobilization?**

**Pathways:**

- **SRP:** *What effects do DSCA Requirements Have on National Guard Mobilizations?*; LTC Erica Christie.
- **SRP:** *Medical Readiness Transformation and Its Impact on the Army Reserve*; LTC Thomas W. Hrabal; [thomas.w.hrabal.mil@mail.mil](mailto:thomas.w.hrabal.mil@mail.mil).
- **SRP:** *Reserve Civil Affairs Readiness Challenges*; LTC Christian E. Jenni; [christian.e.jenni.mil@mail.mil](mailto:christian.e.jenni.mil@mail.mil).
- **SRP:** *Impact of Full Mobilization on Organizations in the Contested Homeland*; LTC Stephen Ladd.
- **SRP:** *Infrastructure Reinvestment Needed for a Contested Deployment*; LTC Edmund M. Riely; [edmund.m.riely.mil@mail.mil](mailto:edmund.m.riely.mil@mail.mil).

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**KSIL Issue 4.2. Assess the U.S. Army's role in preparing for and responding to a cyberattack on the nation's critical infrastructure and the impact on the military's ability to support civil authorities while deploying forces in response to an overseas crisis.**

**Pathways:**

- **SRP:** *Critical Infrastructure: Do Cyber Mission Forces Have the Defense Capabilities?*; LTC Christian Haffey.
- **SRP:** *The Army Cyber Mission Force's Role in Defending the Nation*; LTC William C. McDowell; [william.c.mcdowell2.mil@mail.mil](mailto:william.c.mcdowell2.mil@mail.mil).

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**KSIL Issue 4.4: Compare the cost for readiness of Active versus National Guard Units and propose the best force mix (active/NG) for the future security environment.**

**Pathways:**

- **SRP:** *Hedging for Risk: Building Operational Readiness in the Reserves*; LTC Donald E. Stewart; [donald.e.stewart.mil@mail.mil](mailto:donald.e.stewart.mil@mail.mil).

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**KSIL Issue 4.5: Assess the appropriate and inappropriate roles the U.S. Army can play in addressing homeland security and support to civil authorities.**

**Pathways:**

- **SRP:** *The Appropriate Role of the U.S. Military in Domestic Surveillance*; LTC Bryan Babich.

- **SRP:** *Appropriate DSCA Tasks for Active and Reserve Component Units*; LTC Alan Gronewold.

- **SRP:** *The U.S. Army's Future Role in Homeland Security*; LTC Michael Jensik.

- **SRP:** *Transform Posse Comitatus from Criminal Law to Title 10 USC*; LTC Mickie J. Skaggs; [mickie.j.skaggs.mil@mail.mil](mailto:mickie.j.skaggs.mil@mail.mil).

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**KSIL Issue 4.6: Assess the appropriateness of transferring Army equipment to U.S. civilian police organizations and under what conditions should what equipment be considered for transfer.**

**Pathways:**

- **SRP:** *Subsidizing Militarization to Civilian Law Enforcement*; LTC Phillip Hirsch.

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**KSIL Issue 4.7: Assess the role of U.S. Army forces, in conjunction with other Services including the U.S. Coast Guard, and the Department of State in promoting U.S. interests in the Arctic.**

**Pathways:**

- **SRP:** *USAF in the High North: Creating a Strategy for Success*; LtCol Paul Sheets; [paul.sheets@us.af.mil](mailto:paul.sheets@us.af.mil).

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**KSIL Issue 4.9: Analyze and compare authorities and procedures for the U.S. Army's role in disaster relief and humanitarian assistance inside vs. outside U.S. territory and suggest policy changes to improve response efforts.**

**Pathways:**

- **SRP:** *Aligning U.S. Humanitarian Intervention Operations with U.S. Foreign Policy*; COL Michael Brooks.

- **SRP:** *Challenges of the Force Human Dimension in Domestic Operations*; LTC Pedro Casiano.

- **SRP:** *Sustainable Medical Systems During and After Conflict*; COL Robert J. Ferry; [robert.j.ferry12.mil@mail.mil](mailto:robert.j.ferry12.mil@mail.mil).

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**KSIL Issue 4.12: Assess the vulnerability of installations to attack and disruption in Multi-Domain Battle and the need for resiliency and a new approach to installation preparedness, protection and doctrine, given new technologies, such as cyber threats, UAVs, robotics, etc.**

**Pathways:**

- **SRP:** *The Greatest Strategic Blunder of the United States of America*; Mr. Danny Barron.

- **SRP:** *Expanding the Aperture on the Information Technology Weapon System*; LTC Kevin MacNeil.

- **SRP:** *Countering Unmanned Aircraft Systems in the National Capital Region: Understanding OE*; CDR Sean J. O'Brien; [sean.j.o'brien@uscg.mil](mailto:sean.j.o'brien@uscg.mil).

- **SRP:** *Assessing Operational Resilience within Critical Infrastructure*; LTC Brian Wisniewski.

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**KSIL Issue 4.13: Does the Army have clearly defined roles and missions to prepare for and respond to cyberattacks on National Critical Infrastructure (NCI)? What capabilities does the Army require to continue to protect NCI and support civil authorities, while simultaneously deploying forces in response to an overseas crisis?**

**Pathways:**

- **SRP:** *Department of Defense Information Network (DODIN) Operation and Defense, Organizational Responsibilities and Authorities*; LTC Jason Hester.

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**KSIL Issue 4.14: Is the Army prepared to provide Defense Support to Civilian Agencies (DSCA), Defense Support to Civil Law Enforcement Agencies (DSCLEA) and post-event support necessitated by the use of a weapon of mass destruction on the Homeland? What capabilities must the Army possess to adequately support civil authorities before, during, and after a WMD event in the Homeland?**

**Pathways:**

- **PKSOI Collegiate Undergraduate Intern Program:** *Implications of a WMD Attack in North Korea — Is the U.S. Army Prepared to Provide Humanitarian Assistance?*

- **Research Question and Scope:** Is the Army prepared to respond to a humanitarian assistance, disaster relief, and post-event stabilization operation resulting from the use of a weapon of mass destruction? What capabilities must the Army possess to adequately support civil authorities before, during, and after a WMD event?

- **Product:** PKSOI Journal article, and potential framework for 2019 IRP

- **Timeline:** Dec 17 – Jun 18

- **POC:** Annaliese Tucci, Dickinson College Intern; [tuccian@dickinson.edu](mailto:tuccian@dickinson.edu); (718) 877-4773.

- **SRP:** *Assessing Army Support to Joint Task Force Civil Support*; LTC John K. Curry.

- **SRP:** *Creating Conditions to Enhance DSCA Success*; LTC Monica Foley.

- **SRP:** *DCRF Capability Gaps, Ineffective at Homeland Defense*; COL Daniel J. Moore; [daniel.j.moore62@mail.mil](mailto:daniel.j.moore62@mail.mil).



**5. KSIL Theme #5: How will major trends in the strategic environment, defense strategy or priorities, society, political authority, demographics, and technology affect the employment of Army forces?**

**KSIL Issue 5.1: What are the potential impacts of climate change on: a) the character of war, b) vital U.S. national interests; and c) emerging security challenges for the United States? How could these impacts affect land power and the organization, training, and equipping of the U.S. Army?**

**Pathways:**

- **SRP:** Climate Change in Wisconsin: Effects on Food Safety/ National Security; LTC Max A. Brosig; [max.a.brosig.mil@mail.mil](mailto:max.a.brosig.mil@mail.mil).

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**KSIL Issue 5.2: Evaluate the prospect for near to mid-term strategic shock, its potential origin and character, and its prospective impact on defense strategy, concepts and capabilities.**

**Pathways:**

- **FRP:** *Known Unknowns 2.0: Strategic Shocks and Future Defense Planning*

- **Research Question and Scope:** How does DoD better anticipate, buffer against, and adapt to disruptive adverse change in international security conditions?

- **Product:** Monograph

- **Timeline:** Apr 18 - Apr 19

- **POC:** Prof. Nathan (Nate) P. Freier, Professor of National Security Studies, Strategic Studies Institute; [nathan.p.freier.civ@mail.mil](mailto:nathan.p.freier.civ@mail.mil).

- **SRP:** *The Changing Sinews of War: Cryptocurrency and U.S. Financial Power*; LTC Clifford R. Gunst; [clifford.r.gunst.mil@mail.mil](mailto:clifford.r.gunst.mil@mail.mil).

- **SRP:** *Unwriting the Future: Decoding the Next Strategic Shock*; COL Sean Kuester.

- **SRP:** *Formulating a National Military Strategy (NMS) for Jamaica*; COL Radgh N. Mason.

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**KSIL Issue 5.3: Analyze how extreme weather conditions (climate change) will affect the employment of the Army.**

**Pathways:**

- **SRP:** *Assessing and Mitigating Digital Threats to Food Security*; LTC Robert J. Weingart; [robert.j.weingart.mil@mail.mil](mailto:robert.j.weingart.mil@mail.mil).

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**KSIL Issue 5.4: Evaluate how technologies like Soldier enhancement programs, robotics, nanotechnology, new materials, new fuels, artificial intelligence, and virtual reality and micro air vehicles capable of delivering biological weapons will affect the employment of the Army and military strategy.**

**Pathways:**

- **FRP:** *The Ethics of Soldier Enhancement: Moral Autonomy and the Super-Soldier*

- **Research Question and Scope:** Human Enhancement's effect on the Military Profession

- **Product:** Monograph, Journal Articles

- **Timeline:** Jun 17 - Aug 18

- **POC:** Dr. Charles (Tony) A. Pfaff, Research Professor; Strategic Studies Institute; [charles.a.pfaff2.civ@mail.mil](mailto:charles.a.pfaff2.civ@mail.mil).

- **SRP:** *Artificial Intelligence*; LtCol Michael E. Navicky; [michael.e.navicky.mil@mail.mil](mailto:michael.e.navicky.mil@mail.mil).

- **SRP:** *Talent Management of the System of Systems Enhanced Small Unit*, LTC John S. Transue; [john.s.transue3.mil@mail.mil](mailto:john.s.transue3.mil@mail.mil).

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**KSIL Issue 5.5: Assess the Army's ability to sustain increased end strength, in light of future social, cultural, political, demographic, and economic changes.**

**Pathways:**

- **SRP:** *Healthcare as a Function of Readiness in a Joint Environment*, COL Anthony A. Meador.

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**KSIL Issue 5.7: Analyze the impact of law fare on the U.S. Army.**

**Pathways:**

- **FRP:** *Proxy War Ethics: Norms for Partnering in the 21st Century*
- **Research Question and Scope:** Proxy War Effect on Defense Planning
- **Product:** Book
- **Timeline:** Jun 17 – Aug 18
- **POC:** Dr. Charles (Tony) A. Pfaff; Research Professor, Strategic Studies Institute, [charles.a.pfaff.civ@mail.mil](mailto:charles.a.pfaff.civ@mail.mil).

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**KSIL Issue 5.9: Assess the feasibility, suitability and acceptability of establishing a cybersecurity function for the National Guard in support of state and local infrastructure.**

**Pathways:**

- **ERAP:** *Estonia as a Model for a National Guard Cybersecurity Function*; Mr. Keir Giles, Mr. Rain Ottis, and Mr. Piret Pernik.

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**KSIL Issue 5.10: Evaluate the advantages and risks of mission command and its relevance and practicality on the multi-domain battlefield of the 21st Century.**

**Pathways:**

- **FRP:** *Mission Command: The Critical Path to Operationalizing MDB*
- **Research Question and Scope:**

Primary Research Question: What are the military advantages and risks to operationalizing Mission Command to effectively conduct military operations across and within the hyper-competitive environments of air, land, sea, space, cyberspace/EMS, and cognitive/decision?

Subordinate questions: What are the fundamental components essential to operationalize the concept of mission command within the contested and hyper-competitive multi-domain security environment? Over the next decade, what strategy

and policy initiatives are critical to ensuring effective mission command of a multi-domain capable U.S./allied force to achieve enduring defense objectives?

- **Product:** Section/chapter of Integrated Research Project Report
- **Timeline:** Jan 18 - Dec 18
- **POC:** Professor William (Trey) G. Braun; Research Professor, Strategic Studies Institute; [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil).

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**KSIL Issue 5.11: Assess the Army's DOTLMPF impediments to leading and building a JTF- capable HQs capable of fighting hybrid, cyber and gray-area conflicts.**

**Pathways:**

- **SRP:** *Gray Zone Operations Using a Whole of Government Approach*; Ms. Elizabeth G. Troeder.

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**KSIL Issue 5.13: Assess the impact of economic inequality in western societies on defense strategies, addressing mass migration, dislocated populations, and the rise in the number of failed states.**

**Pathways:**

- **ERAP:** *Rising Economic Inequality in the U.S. and the UK: Army Forces Employment Implications*; Mr. Robert J. Bunker.

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**KSIL Issue 5.16: Using innovative ideas, propose what logistics could look like in 2030-2050, taking into account our future operating environments.**

**Pathways:**

- **SRP:** *Future Logistics*; LTC Joseph A. Cognitore; [joseph.a.cognitore.mil@mail.mil](mailto:joseph.a.cognitore.mil@mail.mil).
- **SRP:** *Logistics Concepts in a System-of-Systems Enhanced Small Unit (SESU), Futures*; LTC Gregory K. Gibbons.

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**KSIL Issue 5.17: Assess how energy and water security will be integrated into Army operations and contingency/enduring locations.**

**Pathways:**

- **SRP:** *Global Security through Minimizing Food Loss and Food Waste*; COL Rebecca Evans.

- **SRP:** *Fault Line: Water Security in the Eastern Sahel*; LTC Robert A. Hilliard; [robert.a.hilliard2.mil@mail.mil](mailto:robert.a.hilliard2.mil@mail.mil).

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**KSIL Issue 5.19: Prioritize where the Army should invest in Science and Technology over the next 10, 20 and 30 years to increase combat power over emerging peer-threats.**

**Pathways:**

- **SRP:** *Internet of Things*; Ms. Cynthia K. Dixon; [cynthia.k.dixon2.civ@mail.mil](mailto:cynthia.k.dixon2.civ@mail.mil).

- **SRP:** *Directed Energy Weapons the next Revolution in Military Affairs*; LTC Siegfried Ullrich.

- **SRP:** *The Electromagnetic Spectrum Supporting the Army of the Future*; LTC Russell J. Wolf; [russell.j.wolf.mil@mail.mil](mailto:russell.j.wolf.mil@mail.mil).

**6. KSIL Theme #6: How will social, cultural, political, demographic, and economic changes affect the U.S. Army?**

**KSIL Issue 6.1: Assess public attitudes and perceptions of the all-volunteer force and evaluate alternative strategies for countering any negative trends.**

**Pathways:**

- **SRP:** *The Civil-Military Gap: A Threat to the Nation*; COL Eric P. Lopez; [eric.p.lopez3.mil@mail.mil](mailto:eric.p.lopez3.mil@mail.mil).

- **SRP:** *Assessing the U.S. Army's All-Volunteer Force Recruit Quality Trends*; LTC Jared A. Reid.

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**KSIL Issue 6.2: What legislative changes should the Army propose to improve readiness, quality of life, and mission effectiveness?**

**Pathways:**

- **SRP:** *Talent Management, The Army's Approach Does Not Span Generational Gaps*; COL Matthew S. Bresko; [matthew.s.bresko.mil@mail.mil](mailto:matthew.s.bresko.mil@mail.mil).

- **SRP:** *Army Reserve Sustainable Readiness for Rapid Deployment*; LTC Antoinette Rainey.

- **SRP:** *Reducing Redundancies in the Hospital System*; LTC Philip T. Tennant.

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**KSIL Issue 6.3: Assess how the rise of regional hegemons will impact U.S. Army decisions to forward deploy U.S. land forces or engage in proxy relationships.**

**Pathways:**

- **FRP:** *Getting Off-shore Balancing Right: the Ethics of Proxy Relationships*

- **Research Question and Scope:** Proxy War Effect on Defense Planning
- **Product:** Monograph and journal articles
- **Timeline:** Jun 17 – Aug 18
- **POC:** Dr. Charles (Tony) A. Pfaff, Research Professor, Strategic Studies Institute; [charles.a.pfaff2.civ@mail.mil](mailto:charles.a.pfaff2.civ@mail.mil).

- **SRP:** *Indian National Interests in Afghanistan: New Opportunities for U.S. Collaboration*; LTC Tyrell O. Mayfield; [tyrell.o.mayfield.mil@mail.mil](mailto:tyrell.o.mayfield.mil@mail.mil).

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**KSIL Issue 6.4: Assess how changes in U.S. trade policy might affect U.S. security policy, alliance structures, and Army requirements.**

**Pathways:**

- **FRP:** *Geo-economics*

- **Research Question and Scope:** Geo-economics impact on statecraft
- **Product:** Journal Article
- **Timeline:** Jan 18
- **POC:** John (Jef) F. Troxell; Research Professor, Strategic Studies Institute; (contact: COL Todd E. Key; [todd.e.key.mil@mail.mil](mailto:todd.e.key.mil@mail.mil); (717) 245-4125.)

- **SRP:** *The Economy, Stupid*; LTC Michael R. McBride; [michael.r.mcbride10.mil@mail.mil](mailto:michael.r.mcbride10.mil@mail.mil).

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**KSIL Issue 6.7: Assess the value of larger, less capable units compared to smaller more capable units given the complex strategic environment.**

- **SRP:** *The Relevance of Clausewitz's Small War lectures: A Case Study*; Ms. Janae Cooley.

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**KSIL Issue 6.11: Assess the impact of budget constraints and budget unpredictability on U.S. Army readiness, personnel, and operations.**

**Pathways:**

- **SRP:** *Obesity, the Army's Epidemic*; COL Andrew L. Landers; [andrew.l.landens.mil@mail.mil](mailto:andrew.l.landens.mil@mail.mil).

- **SRP:** *Impact of Budget Uncertainty within the Army*; Mr. Mark Watson.

**7. KSIL Theme #7: How can defense management facilitate Army institutional resource prioritization, decision making, and adaptation?**

**KSIL Issue 7.1: Assess defense management structure, roles, and decision-support processes to enhance Army requirements generation and prioritization.**

**Pathways:**

- **SRP:** *Army Futures and Modernization Command*; LTC Terry L. Clark;  
[terry.l.clark.mil@mail.mil](mailto:terry.l.clark.mil@mail.mil).

- **SRP:** *Producing a Requirement from Need to the Materiel Development Decision*;  
COL Derek Draper.

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**KSIL Issue 7.2: Assess the Army's planning and programing decision-support processes, and recommend actions to improve resource prioritization outcomes.**

**Pathways:**

- **SRP:** *Strategic Investment Analysis for ARNG Installations and Infrastructure*; LTC Kendrick L. Cager; [kendrick.l.cager.mil@mail.mil](mailto:kendrick.l.cager.mil@mail.mil).

- **SRP:** *Strategic Medical Shelf-Life Contingency Stocks: An Analysis*; LTC Ryan Eckmeier.

- **SRP:** *Budgeting for Everchanging Cyber Capabilities*; COL Kevin E. Finch;  
[kevin.e.finch.mil@mail.mil](mailto:kevin.e.finch.mil@mail.mil).

- **SRP:** *Talent Management in the Polish Army*; COL Krzysztof Nolbert;  
[krzysztof.nolbert.fm@mail.mil](mailto:krzysztof.nolbert.fm@mail.mil).

- **SRP:** *Paper or Plastic?*; Mr. Christopher A. Tew;  
[christopher.a.tew@usace.army.mil](mailto:christopher.a.tew@usace.army.mil).

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**KSIL Issue 7.3: Compare Army requirements, programming, acquisition, and budget priorities to assess the effectiveness of system and process interface.**

**Pathways:**

- **SRP:** *Acquisition Reform Efforts Need to Focus on the Edge*; COL Joseph S. Anderson.

- **SRP:** *Acquisition Reform*; COL Donald Burton.



- **SRP:** *Tiered Equipment Readiness Requires a Long-Term Strategic Outlook*; COL Garth Winterle.

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**KSIL Issue 7.4: Assess the adequacy of the defense management structure, roles and decision-support processes necessary to support total mobilization, including three cases for expansion of the United States Army: 50%, 100%, and 200%.**

**Pathways:**

- **SRP:** *Using Mission Command to Succeed at Full Mobilization*; COL Stephen J. Stasevich; [stephen.j.stasevich.mil@mail.mil](mailto:stephen.j.stasevich.mil@mail.mil).

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**KSIL Issue 7.5: Analyze the appropriate role of intuition, defense management processes, bargaining, and advisor networks in Army institutional enterprise level management choices.**

**Pathways:**

- **SRP:** *Incorporating Uncertainty in the CJCS Risk Assessment*; LTC Robert E. Croft; [robert.e.croft.mil@mail.mil](mailto:robert.e.croft.mil@mail.mil).

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**KSIL Issue 7.7: Examine the right force mix and missions for Army active and reserve components and whether the Army can maintain this force mix with multi-component and/or cadre units.**

**Pathways:**

- **SRP:** *Have the Reserve Components' Purpose and Intent Fundamentally Changed*; LtCol Jason E. Burkett.

- **SRP:** *Associated Unit: Army Total Force Strategy for an Operational Reserve*; COL Jason W. Fryman; [jason.w.fryman.mil@mail.mil](mailto:jason.w.fryman.mil@mail.mil).

- **SRP:** *An Integrated Approach to a Balanced Force*; LTC Scott P. Nicholas; [scott.p.nicholas.mil@mail.mil](mailto:scott.p.nicholas.mil@mail.mil).

- **SRP:** *Objective T and the Army National Guard: Realistic and Attainable?*; LTC David M. Pidone; [david.m.pidone.mil@mail.mil](mailto:david.m.pidone.mil@mail.mil).

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**KSIL Issue 7.8: Assess whether the Army develops the appropriate knowledge, skills, and abilities of its' leaders to effectively work at Department of the Army level.**

**Pathways:**

- **SRP**: *Strategic Art and Design for Military Strategists*; LtCol Shanon Anderson.

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**KSIL Issue 7.13: Are current and planned defense management structures, roles, and decision support processes adequate to address requirements generation and prioritization in support of future Army and Joint Expeditionary Forces?**

**Pathways:**

- **SRP**: *Division Force Structure for a Peer Fight*, LTC John M. Barefield; [john.m.barefield.mil@mail.mil](mailto:john.m.barefield.mil@mail.mil).

- **SRP**: *How Can RM Professionals Better Support the Strategic Decision-making Process?*; Ms. Kim N. Cousins; [kim.n.cousins.civ@mail.mil](mailto:kim.n.cousins.civ@mail.mil).

- **SRP**: *Israel's Army Force Development Strategy in Light of Recent Conflicts*; COL Amir Ebstein; [amir.ebstein2.fm@mail.mil](mailto:amir.ebstein2.fm@mail.mil).

**8. KSIL Theme #8: How can the U.S. Army better integrate into the Joint Force to prepare for and conduct Multi-Domain Battle (MDB)?**

**KSIL Issue 8.2: Evaluate how the evolving character of war will impact the strategic environment across all domains, and how the Army and the Joint Force should adapt in key DOTMLPF-P areas. Assess key inhibitors to needed change and possible ways of dealing with them.**

**Pathways:**

- **SRP:** *Shaping Army Aviation Maintenance: Adaptation to Support Future Vertical Lift*; LTC James P. Velesky.

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**KSIL Issue 8.3: Assess and analyze capability gaps and future requirements for Army forces to operate in cross-domain operations short of war—the Competition Period (phase 0-phase I). Describe how Army forces, as part of a Joint, Interagency, and Multinational team, could then operate and compete with peer competitors to defeat their subversive activities, unconventional warfare, and information warfare short of armed conflict.**

**Pathways:**

- **SRP:** *U.S. Strategy in Eastern Europe: Contain Russian Expansion*; LTC Christopher S. Alfeiri; [christopher.s.alfieri@mail.mil](mailto:christopher.s.alfieri@mail.mil).

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**KSIL Issue 8.5: Explain how theater and/or operational level commanders might open windows of advantage and exploit the initiative in MDB. Account for the operating environment, peer competitors' capabilities, and emerging U.S. and allied capabilities to assess our abilities and challenges to see on a future battlefield.**

**Pathways:**

- **SRP:** *Army Space Forces' Contribution to Multi-Domain Battle*; LTC Matthew J. Schreiber; [matthew.j.schreiber4@mail.mil](mailto:matthew.j.schreiber4@mail.mil).

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**KSIL Issue 8.7: Evaluate how operational commanders can operate in and exploit contested and congested cyberspace, space domains, and the electro-magnetic spectrum. Assess and describe the organization, capabilities, and authorities required for these operational commanders and their staffs to operate against peer competitors who wield similar capabilities with different and often less-limited authorities.**

**Pathways:**

- **ERAP:** *United States Cyber Command: Implications for Operational Structure Changes*; Mr. Jeffrey L. Caton.

- **SRP:** *Maintaining Military Advantage in a GPS Contested Environment*; LTC Kenneth Klock.

- **SRP:** *The Operational Commander and Cyberspace*; LTC John F. Whitfield; [john.f.whitfield2.mil@mail.mil](mailto:john.f.whitfield2.mil@mail.mil).

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**KSIL Issue 8.11: Identify Echelon Above Bridge (EAB) roles and functions to support MDB across an expanded battlespace. Describe how EAB forces shape operations in support of MDB. Describe how EAB forces enable, direct, and support tactical (BCT and below) operations. Are EAB elements simply headquarters or are they fighting formations? Why?**

**Pathways:**

- **SRP:** *Army's Logistics Force Structure Imbalance and the Risk of Defeat*; LTC Scott Kindberg.

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**KSIL Issue 8.13: Define, describe, and explain how cross-domain maneuver and cross-domain fires will be executed in the multi-domain environment. What changes to DOTMLPF are required to successfully execute such an operation?**

**Pathways:**

- **SRP:** *Army Challenges with Integrating Joint Fires in Multi-Domain Battle*; LTC Adam M. Cobb; [adam.m.cobb.mil@mail.mil](mailto:adam.m.cobb.mil@mail.mil).

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**KSIL Issue 8.14: Describe how Multi-Domain Battle should (or should not) change leader development, readiness and training for the U.S. Army? What, if any, training will become obsolete? Describe the process by which a brigade-level unit would train and become ready to operate in support of an MDB operation?**

**Pathways:**

- **SRP:** *Integration of Cyber Environments*; LTC Scott Craig.

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**KSIL Issue 8.15. Assess the U.S. Army Warfighting Functions and the impact MDB will have on them. Examine the DOTMLPF impacts and capabilities required to operationalize MDB. How should the U.S. Army adapt? What are the risks in these adaptations?**

**Pathways:**

- **SRP:** *Future Vertical Lift: A Holistic Approach to Development*; COL Johnathan B. Frasier; [johnathan.b.frasier.mil@mail.mil](mailto:johnathan.b.frasier.mil@mail.mil).

- **SRP:** *PED Support to the System of Systems Enhanced Small Unit*; LTC Eric Smith.

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**KSIL Issue 8.16: Assess how the U.S. Navy's Distributed Maritime Operations and MDB can integrate and support each other. Examine whether or not a combined concept is possible between the two ideas. How can the Army and Navy best create a cross-domain fires linkage, similar to the Army's Battlefield Coordination Detachment concept with the Air Force and beyond?**

**Pathways:**

- **SRP:** *Is Multi-Domain Battle the Right Service Concept?*; LtCol Jon Livingston.

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**KSIL Issue 8.19: Assess and analyze the Army's role and use of watercraft in a multi-domain conflict.**

**Pathways:**

- **SRP**: *Army Water Craft Operations in Multi-Domain Battle*; LTC Keith G. Harley;  
[keith.g.harley.mil@mail.mil](mailto:keith.g.harley.mil@mail.mil).

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