



# USAWC Research Newsletter

## The Commandant's Take

Greetings from the US Army's home of strategic thought! Since the last installment of the USAWC Research Newsletter, our faculty and staff have continued to produce cutting edge analysis to help make the college's curriculum even more effective and to continue to flex intellectual muscles to help Army and other national leaders think through the challenges they face during this time of strategic transition. If anything, the need for solid,

research based analysis will be even greater in the upcoming year. As [Stephanie Gaskell noted in the National Journal](#), the Department of Defense will continue to wrestle with the major challenges of 2014: Afghanistan, Syria, the defense budget, the Asia-Pacific region, Secretary Hagel getting his team in place in the Pentagon, cyber threats, and working with Congress. Since that article, we can certainly now add the Ukraine to that list.

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Much of the Department of Defense's attention is focused on the Quadrennial Defense Review report. In preparation for that report, [four of the leading Washington defense think tanks undertook an exercise in which each presented their alternative strategies, capabilities priorities, and defense budgets](#). This is a very useful window into what top security analysts propose for the future. From our particular location here at Carlisle Barracks, we found it noteworthy that all advocated major cuts in the Army.

Finally, the recently-published memoirs of former Secretary of Defense Robert Gates certainly caused a major stir in the national security and defense community. We think Secretary Gates' book not only offers important insights into the relationship between civilian policymakers and the military's strategic leaders, it is also a thoughtful generator of conversation on the roles and responsibilities of senior leaders -- both military and civilian -- who choose to engage in critical and influential public dialogue from retirement. Certainly worth the reading.

We hope you find this issue helpful and informative -- and we wish you Strength and Wisdom in all you do

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## Priority Issues

The USAWC Key Strategic Issues List remains the best source of research topics which Army and Joint leader consider important. Jef Troxell of SSI manages the annual development of the list and will have the next version ready by the end of the summer.

Here are a few of the topic from the draft that Jef is now staffing and refining:

- What is the role of land power in support of the U.S. National Security Strategy? What roles should the Army shed?
  - How can the Army prepare, train, and retain leaders, both uniformed and civilian, with the necessary multifaceted experience to take on a broad range of missions and roles? What is the best way to prepare such leaders to succeed in a world of change, complexity, and uncertainty? How will the "live casting" of military operations effect the way the Army develops leaders and operates?
  - If the United States does not plan to engage in "long wars," nor plan to "mobilize for the duration," then how should the Army change the way it thinks about the roles of the Reserve Component and how to utilize them?
  - What, if any, policy adjustments are needed to sustain the all-volunteer Army during fiscal austerity?
  - How can the Army develop and retain transformational leaders at multiple levels, maintaining a professional culture that fosters ethical practice and behavior by its Ethic?
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# In Progress

## ***USAWC Research Underway or Forthcoming***

The Commandant awarded faculty research grants to:

- COL Scott Bertinetti for research on the deployment of U.S. Army divisions to Germany, 1950-52;
- COL Douglas Mastriano for research on mission command and strategic effects; and
- Professor Frank Jones for research on a paper entitled "Engaging the World: Anthony Lake and American Grand Strategy."

Tony Echevarria is writing a book manuscript *Military History: A Very Short Introduction* which is due to Oxford University Press in August.

John Deni co-edited and contributed to *Transatlantic Energy Relations: Convergence or Divergence* which is forthcoming from Routledge.

Marybeth P. Ulrich presented a paper entitled "Afghanistan After 2014: Lessons Learned from Central Europe," at the ISSS/ISAC annual conference, Washington, DC last October and has submitted it for review as a chapter in a major new book. In July 2014 she will present papers entitled "Politics and the American Military: Assessing the Impact of Retired Officers' Political Activism on Civilian Supremacy in the United States" and "Explaining the Role of Military Professionalism and Political Behavior in the Arab Spring" at the International Political Science Association's World Congress, Montreal.

George Woods will present a paper entitled "Relationship Management in Today's Coalition Environment" at the International Political Science Association's World Congress, Montréal, July 2014.

Michael Lynch of AHEC is working on a study of Army expansibility during the last 75 years.

Conrad Crane is writing a chapter on military strategy in Afghanistan and Iraq for a joint Temple-USAWC book on those wars. He is writing the Korea case study for a DoD project analyzing how progress is assessed during the conduct of wars; and drafting a chapter for the new West Point on-line military history text.

Don Boose's *Ashgate Research Companion to the Korean War* will be published in July. This collection, which Don edited, also includes chapters by Conrad

Crane, Dr. Yu Bin, a visiting professor at SSI, Dr. (COL, Ret) Jiyul Kim, former DNSS Director of Asian Studies, and Dr. Charles R. Schrader, formerly of the USAWC Military History Institute.

Mike Matheny's article "Operational Art" is forthcoming in the *Oxford Bibliographies in Military History*.

Dwight Raymond's "Military Means of Preventing Mass Atrocities" will appear later this year in a book entitled *Reconstructing Prevention*. Published by Cambridge University Press, this is a collaborative project of the Cardozo Law School and the Auschwitz Institute for Peace and Reconciliation.

Paul Kan's article "Conflict in the Veins: Drug Use by Violent Non-State Actors" is forthcoming in the *Journal for the Study of Radicalism*. He is also analyzing national level gang truces Central America and the Caribbean, and developing a book proposal on ideologically motivated cyber groups.

Raymond Millen presented his paper "The Development of the Basic National Security Policy under the Dwight D. Eisenhower Administration," which is drawn from his Ph.D. dissertation, at the April 2014 SSI Strategy Conference and will later publish it in *Parameters*.

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## Hot Off the Press

### ***Recent Publications by USAWC Faculty, Students, and Staff***

It's been a very productive winter and spring for research by USAWC faculty and staff. Chuck Allen and John Deni are particularly hot when it comes to helping shape the debate on key security issues.

Professor Allen penned:

- "Trust in Action" for the May 2014 issue of *Army Magazine*;
- "Our Veteran's Deserve Better" for the April 1 issue of *Armed Forces Journal International*;
- "Senior Leader Diversity: What Does the Army Value?" for the March 31, 2014 issue of *Army Times*;
- "Shaping a 21st-Century Defense Strategy: Reconciling Military Roles" for *Joint Force Quarterly*. Trey Braun of SSI co-authored.

Professor Deni published:

- *NATO Missile Defense and the European Phased Adaptive Approach: The Implications of Burden-Sharing and the Underappreciated Role of the U.S. Army*, an SSI Monograph which came out in October 2013;
- "Strategic Landpower in the Indo-Asia-Pacific" in the Autumn 2013 *Parameters*;
- "New Realities: Energy Security in the 2010s and Implications for the U.S. Military - Executive Summaries" was an SSI Report published in January 2014 with John as editor and contributor;
- "Let NATO Keep the Peace in Palestine," in *Defense One*;
- "The Role of Europe in American Defense Strategy" in *War on the Rocks*;
- "Pivot to Europe" for *The National Interest*;
- "To Inflict Pain on Russia, Target Its Energy First" for *Defense One*; and
- "NATO in Combat, Twenty Years On" in *The National Interest*.

And there's more!

Steve Gerras and Lenny Wong published an important monograph entitled *Changing Minds in the Army: Why It Is so Difficult and What to Do About It* with the USAWC Press in October 2013.

Tony Echevarria's article "Does War Have Its Own Logic After All?" was published in the Summer 2013 issue of *Infinity Journal* and his essay "A Theory For Practice: But Where Is Machiavelli?" was in a special March 2014 edition of *Infinity Journal*.

Mike Neiberg has also had a very active few months, publishing an essay in *War on the Rocks* entitled "Crimea and Getting the Great War Right," the featured article in the most recent edition of *Military History Quarterly* entitled "Point of View: What a Century! Observing the Centenary of the First World War," and "Commanding Through Armageddon: Allied Senior Leadership in World War I" for *The World War I Companion* (London: Osprey, 2013),

Andrew Terrill's article "Strategic Landpower in the Arabian Gulf" appeared in the Autumn 2013 *Parameters*.

While serving as a visiting professor at CSLD Richard Hughbank co-authored a chapter entitled "Traits and Behavior: Psychological Approaches to Leadership" in *Collective Efficacy: International Perspective on International Leadership* (Emerald Group, 2013).

One of the future Professors USAWC, COL Doug Winton, co-authored an article in the current edition of *Joint Forces Quarterly* entitled "Targeting the JIIM Way: A More Inclusive Approach."

Richard Immerman of Temple University, USAWC's DeSerio Chair, has just published an important book entitled [The Hidden Hand: A Brief History of the CIA](#).

Donald Boose published a chapter entitled "U.S. Army Amphibious Operations in the Korean War" in *La Guerre de Corée et Ses Enjeux Stratégiques, de 1950 à nos Jours* [The Korean War and Its Strategic Issues from 1950 to the Present], edited by Pierre Journoud for the Paris publishing house L'Harmattan.

Larry Bouchat published [Dangerous Ground: The Spratly Islands and U.S. Interests and Approaches](#), a comprehensive monograph published from the USAWC Press.

Scott Forster published "Why an Army?" in [Small Wars Journal](#)

G.K. Cunningham co-authored an article entitled "An Exploration of Intuition among Senior Leaders" for [The Exchange](#).

Kent Butts (recently retired from CSLD) and Brent Bankus of AHEC co-authored a chapter entitled "Environmental Change, Insurgency and Terrorism in Africa" in *Global Environmental Change* (Nomos Publishers, 2013).

Frank Jones has published "Haig's 'Waterloo': Lessons from a Failure in International Mediation" in the September 2013 edition of the *International Journal on World Peace*.

Paul Kan's essay "The Year of Living Dangerously: Pena Nieto's Presidency of Shadows" was published in [Small Wars Journal](#).

Mike Spangler's article "Opium and Peace in Afghanistan: Transforming a Conflict Economy" was published by [PKSOI](#).

Conrad Crane wrote the introduction for the *ABC-CLIO Encyclopedia of Insurgency and Counterinsurgency* and served on the editorial board for the multi-volume *SAGE Encyclopedia of Military Science*.

Rob Citino, a visiting professor in DNSS, has published two articles in *World War II Magazine*: "Kharkov 1943: The Wehrmacht's Last Victory" and "Hell Week: Why Kursk and Sicily Shattered the Germans."

Bill Flavin's chapter "Always an Outsider: U.S. Military Role in International Peacekeeping" Dwight Raymond's chapter "Mass Atrocity Prevention and Response Options: Addressing the Policy Challenges" appeared in *Conflict Management and Peacebuilding: Pillars of a New American Grand Strategy* which was published by the USAWC Press in October 2013.

Three current and former USAWC Fellows have published their scholarship:

- Rich Debany published his strategy paper as "Historical Perspective: To understand the challenges of today's Army organic industrial base, it helps to look to the past" in *Army Acquisition, Logistics, and Technology Magazine*
- Dave Pendall published "Biometric-enabled Intelligence in Regional Command - East" in *Joint Force Quarterly*.
- Heath Roscoe co-authored "Improving Safety in the U.S. Arctic" for *Joint Force Quarterly*.

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## Primary Sources

### ***Speeches and Documents from America's Strategic Leaders***

The most important recent primary source on U.S. national security is the 2014 [Quadrennial Defense Review](#). The review "is principally focused on preparing for the future by rebalancing our defense efforts in a period of increasing fiscal constraint. The 2014 QDR advances three important initiatives. First, it builds on the Defense Strategic Guidance, published in 2012, by outlining an updated defense strategy that protects and advances U.S. interests and sustains U.S. leadership. Second, the QDR describes how the Department is responsibly and realistically taking steps to rebalance major elements of the Joint Force given the changing environment. Third, the QDR demonstrates our intent to rebalance the Department itself as part of our effort to control internal cost growth that is threatening to erode our combat power in this period of fiscal austerity."

The Department of Defense has released a [report on the estimated impact of sequestration-level funding](#) as part of its fiscal year 2015 budget request.

Secretary Hagel's [opening statement](#) at the Senate Armed Services Committee hearing on the DoD budget request explains that "With this budget, we are repositioning the military for the new strategic challenges and opportunities that will define our future: new technologies, new centers of power, and a world that is growing more volatile, more unpredictable, and in some instances more threatening to the United States. We are also helping navigate through a period of great uncertainty regarding the future level of resources DoD will have to defend the nation."

In November 2013 then-Deputy Secretary of Defense Ashton Carter gave an important [speech](#) at the U.S. Naval Academy entitled "National Security Leadership for the 21st Century."

Also in November 2013, Secretary of Defense Hagel outlined the Obama administration's national security priorities in [a speech](#) to the Global Security Forum of the Center for Strategic and International Studies.

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## For Your Information

### ***Important Strategic Analysis From Outside USAWC***

A few months ago former Secretary of Defense Robert Gates released [Duty](#) (Alfred A. Knopf, 2014), his second volume of memoirs which deals with his time leading the Pentagon. One important implication is that the Army's current and future strategic leaders will face a hyperpartisan political climate and missions that devolve to the military less because it is designed for them than because it is the least bad option.

A new scholarly book of particular value to USAWC faculty and students is Hal Brands, [What Good Is Grand Strategy? Power and Purpose in American Statecraft From Harry S. Truman to George W. Bush](#) (Cornell University Press, 2014).

Kenneth Pollack's book [Unthinkable: Iran, the Bomb, and American Strategy](#) (Simon and Schuster, 2013) is a magisterial treatment of one of the most pressing security problems of today.

In late 2013 the Atlantic Council published a noteworthy report entitled [Envisioning 2030: US Strategy For the Coming Technology Revolution](#) which argued that "We are not prepared for the negative consequences of many new

technologies or as well-positioned as we should be to take full advantage of the benefits." Given the extent to which U.S. military strategy is predicated on qualitative and technological superiority, this issue merits careful attention.

In February 2014 the Center for Naval Analyses released a congressional mandated [assessment of the Afghan National Security Forces](#). It concluded that Afghanistan will need a force of about 373,400 through 2018 but this will be larger and more expensive than the force envisioned by the United States and NATO.

In September 2013 the Stimson Center published a report entitled, [Strategic Agility: Strong Defense For Today's Global and Fiscal Realities](#). This analysis, which was prepared by a team of national security experts and former government officials, recommended the development of "strategic agility" as a core concept in U.S. national security.

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## Enduring Impact

### ***USAWC Research Which Stood the Test of Time***

Leonard Wong's 2000 SSI study *Generations Apart: Xers and Boomers in the Officer Corps* remains in high demand by audiences ranging from students at the US Army War College to officers at the pre-command course at the Maneuver Center of Excellence at Fort Benning. Dr. Wong's presentation based on his research for the monograph has been updated to include the Baby Boomers, Generation X, and the Millennials with a focus on developing the newest generation into the future leaders of the Army.

In their 1995 SSI monograph *U.S. Department of Defense Strategic Planning: The Missing Nexus* Professor Douglas C. Lovelace, Jr. and Dr. Thomas Durell-Young advocated more comprehensive and proactive strategic planning designed to promote U.S. interests during times of peace, prepare for potential excursions to war, and then transition the U.S. armed forces to a better peace. Their thinking continues to provide a conceptual basis for the Combatant Commands' peacetime theater engagement planning which would later be renamed theater security cooperation.

The November 2013 revision of Joint Publication 3-24, *Counterinsurgency*, included three Strategic Studies Institute monographs and a book co-authored by then-USAWC faculty member Max Manwaring in its references section, showing the enduring impact on Joint and Army doctrine from USAWC research.

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## Research Resources and Tips

The Strategic Studies Institute is now offering an [SSI Live Podcast Series](#) dealing with a range of national security issues.

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Much of the most exciting and innovative discussion on national security policy and military strategy today takes place in new media. This means that it's important for researchers to be aware of these sources even if they don't directly participate.

One example of new media are the online magazines that are more than traditional blogs, but more flexible than traditional print journals and thus able to scoop print sources. Among the most important are [War on the Rocks](#) which blends commentary, analysis, book reviews, and interviews, and [Infinity Journal](#) whose stable of authors include people like Colin Gray, Antulio Echevarria, T.X. Hammes, and Paul Van Riper.

Twitter, the microblogging site, can be a surprisingly fruitful source for research on national security policy and military strategy. It is particularly useful for finding sources of information, including international ones, that might otherwise be missed. Anyone who signs up for an account can tailor who they "follow" so even researchers who aren't interested in posting themselves can have access to a stream of information focused on the issues and threats they work on.

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Newspaper op-eds are a very important way for researchers to shape thinking on their issues. The most influential newspapers like the *New York Times*, *Washington Post*, and *Wall Street Journal* get many more submissions than they can use, so it is always a long shot to place an essay with them. The odds are a little better (but still long) with other important newspapers like the *Baltimore Sun*, *Philadelphia Inquirer*, *Los Angeles Times*, and *Chicago Tribune*.

All of these have op-ed submission guidelines on their web page. It is very important to follow these scrupulously and to make sure that the writing in any essay is jargon-free and aimed at a general audience. The *New York Times* printed a nice blog essay on the importance of pithiness [here](#). This applies not only to op-eds, but all writing.

In the old days when authors printed and mailed submissions to major newspapers, it took weeks to get an answer. Now that all submissions are by email, you'll know with a day or so whether the editors are interested.

Another useful venue for op-eds is [Project Syndicate](#). In addition to appearing online, essays accepted by this organization are often picked up and printed in newspapers around the world. As with regular newspapers, it's important to follow Project Syndicate's submission guidelines which is on its web page.

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Most researchers and writers would never be without a notebook to capture thoughts--I have a collection of filed Moleskines on my shelf. But it is so hard to find anything in them, particularly something from months or years ago, that I began looking for a technological solution. While there are a number of notebook programs around, I'm a huge fan of Evernote.

Evernote is easy to learn and is free (there is a pay version with additional features). You can create as many notebooks as you need and put as many notes as you want within each notebook. In contrast to a paper notebook, these can be easily searched or shared, and you can include hyperlinks and other types of files including graphics and audio clips.

Right now I have 57 notes organized into five notebooks. It's rare day that I don't jot down a thought or save a link from Twitter or elsewhere that I may need later.

And here's the best part--Evernote is cross platform and can be used with either a web browser or a native program that you install. I have it on my cell phone, my personal laptop, and my personal desk top. I have it linked through Internet Explorer on my work computer. I can access my notes with any computer or device with Internet access anywhere in the world. If you opt for the pay version (which I do), you also have offline access to your notes. Whenever you add or edit a note on one device, it synchronizes so that the change is available on any other device you might use.

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