



# ARMY CAMPAIGN OF LEARNING SENIOR LEADER SEMINAR



## EVENT SUMMARY

### Overview

The November 2013 Army Campaign of Learning Senior Leader Seminar was the culminating event in a series of efforts that comprised the Army's 2013 Campaign of Learning (CoL). The seminar format allowed senior leaders to discuss and elicit comment on significant insights from the 2013 Campaign including Deep Futures exploration, Brigade Modernization Command activities, experimentation, concept development, war-gaming events, seminars, and focused study efforts.

### Event Background

Throughout history, intellectual exploration has been critical to the Army's post-war transition. The Army Training and Doctrine Command (TRADOC) leads the Army's Campaign of Learning – a comprehensive exploration of the Army's challenges and opportunities as it transitions from sustaining more than 12 years of continuous war-time operations to posturing its forces for an uncertain future. Unified Quest, the Chief of Staff of the Army's future study program, provides the campaign foundation through integrated studies and wargames to explore ideas and concepts. Other efforts in the campaign include simulation-based experimentation to transition concepts to capabilities and live experimentation to validate those capabilities before they are implemented.



### Event Description

The TRADOC Commanding General hosted the Senior Leader Seminar at National Defense University in Washington, DC, on 20 November 2013. The Senior Leader Seminar serves as the primary method to present the Army CoL outcomes to the Chief of Staff of the Army. These outcomes are conveyed through the lens of Strategic Landpower, and draw from key events across all CoL lines of effort.

The Chief of Staff of the Army chaired the group of 135 senior leaders from sister services, the Joint Staff, the Department of the Army staff, Army major commands, Army service component commands, Army centers of excellence, multinational military partners, think tanks, and academic institutions, as well as media representatives and congressional observers. Panels of Army, multinational, and civilian participants from CoL efforts added depth to the discussions by providing examples from campaign events relative to six topic areas:

- **Framing the Challenge** – A TRADOC G2 representative and the Chief, Future Warfare Division discussed the challenge of transitioning the Army from one of execution to one preparing for an uncertain future
- **Globally Responsive Army** – The Deep Futures Wargame operational working group commanders, lead adjudicator; and Green Cell lead; Chief, Joint and Army Experimentation Division; and Commanding General, Brigade Modernization Command discussed what future capabilities need to be explored to be globally responsive and to execute expeditionary maneuver with “Speed that Matters”
- **Regionally Engaged Army** – A Department of the Army G-3/5/7 representative, Deep Futures Wargame Green Cell lead, and U.S. Army Special Operations Command representative discussed regional engagement through special operations and conventional force interdependence as the critical link between stability and defeat mechanisms and enabling access for expeditionary maneuver
- **Human Performance Optimization** – The Chief, Human Dimension Task Force and Executive Director of the Harvard Decision Science Laboratory discussed how a long range approach to human capital capability development can have exponential effects ... People remain our top priority and centerpiece of our strategy
- **Rebalancing Science & Technology** – The Chief, Science and Technology Division discussed how supporting an Army of execution the last 12 years, while appropriate to meet near-term demands, has put the investment strategy out of balance...the current strategy is inadequate to meet future demands
- **Implications & Summary** – The Chief, Joint and Army Concepts Division discussed a combination of insights from the most recent CoL events and senior leader guidance that revealed a set of implications for rebalancing to ensure the Army is fully prepared and postured for the future

The Army Chief of Staff rounded out each topic by engaging participants in frank discussion of how the knowledge gained through the campaign should drive change in the Army, as part of the Joint force.

### Event Outcomes

The senior leader discussions illuminated several important issues for the Army, including:

- **Theme:** The Army must continue to develop as an expeditionary force – able to provide decisive landpower to the joint force. The Army will remain globally responsive through tailored and scaled force packages, while expanding regional engagement. The Army must rebalance investments today to ensure the future force can achieve more, at speeds that matter.
- **2025:** Pressure on defense budgets is likely to continue through 2025. The Army must develop concepts to take advantage of emerging technologies to build right-sized formations. The Army must experiment on those concepts in the near-term to enable an expeditionary Army that can meet 2025 requirements.
- **Reduce Footprint:** The Army cannot assume a future increase in strategic power projection platforms. To become the expeditionary force the Nation requires, the Army must be as capable but with fewer personnel and a smaller footprint. The Army must reduce the size and support requirements of communications, logistics, and lethality systems to enable increased speed. The Army must have mission command on the move capabilities, be able to fight upon arrival at the objective, and increase self-sufficiency to continue whatever fight is required.
- **Situational Awareness:** The expeditionary force must have reconnaissance and security capabilities to fight for information throughout the operational environment, including areas like megacities.
- **Regional Engagement:** The joint, interagency, intergovernmental, and multinational environment will be the centerpiece of future operations. Conventional and special operations forces must be fully integrated with unified action partners in that environment. Soldiers and leaders must understand and adapt to a range of societies and cultures. Future forces must feature tailored packages to meet combatant commander needs for setting the theater, developing access, shaping the environment, and building trust among our partners.
- **Human Dimension:** The expeditionary force requires the Army to optimize individual and team performance through a systematic, comprehensive approach, with continued science and technology investments to help Soldiers learn faster and accelerate their information to decision capabilities. The Army must assume leadership in the human dimension field, building increased collaborative networks with academia and industry to shape basic research linked to future requirements.
- **Science & Technology:** Budgetary realities require innovative solutions for future required capabilities. Specifically, the Army must build a network without relying on fixed infrastructure, sustain competitive advantages on the battlefield, and prevent threat overmatch. Necessary and fundamental change can be accomplished for the mid- to far-term respectively, but the Army must invest now and integrate across Army and Joint stakeholders.

The Army Chief of Staff and senior leader participant discussion focused on several future related topics:

- Develop concepts and conduct on-the-ground experiments within two years to deliver 2025 formation options enabled by technology
- Determine whether or how to leverage existing technologies and global networks to reduce the Army's communications architecture footprint
- Determine requirements for unit self sufficiency; close the gap between initial and follow-on forces/sustainment
- Identify capabilities required for reconnaissance and security in megacities and other plausible environments
- Determine what Army regionally aligned forces will look like in 2025
- Do not assume an increase in strategic power projection platforms; instead focus on making the Army lighter
- Continue to develop the campaign quality of the CoL; incorporate it into the Army Campaign Plan
- Maintain the Soldier as the centerpiece of our strategy; optimize their performance physically and cognitively through collaboration with academia and industry to improve leader development opportunities

## Way Ahead

Training and Doctrine Command, with the Army Campaign of Learning as its vehicle, embarks on a robust 2014 campaign of studies, wargaming, and simulation-based and live experimentation to further develop the ideas of Strategic Landpower and Expeditionary Maneuver; reinforce Army comparative advantages in leader development, command and control, sustained logistics, mobility, combined arms maneuver, wide area security, intelligence, and special operations; and develop the future Army that provides the NCA an expansive suite of capabilities and options to prevent adversary miscalculation or redress imbalances in support of national interests.

Future Senior Leader Seminars will further develop ideas generated by prior events and leverage key insights, culminating in specific outcomes and a comprehensive implementation plan. Specifically, the next Senior Leader Seminar in spring 2014 will build on the CSA's current vision and present a draft CSA vision for the Army of 2030-40 with a mid-term focus on 2025.