

New Missions for the 21st Century

By William G. Furr

As COL Patricia Baxter says in her article included in this journal, everything changed after our nation was attacked on Sept. 11, 2001. This article addresses the manner in which the Army service component supports the five new mission objectives presented by U.S. Strategic Command. Refer to COL Baxter's article for more detail and history of this process.

It's a Whole New World

As the United States wages war on terror, the mission areas for every branch of the military has been expanded and become more integrated. The word "joint" is now in everyone's vernacular as all Department of Defense (as well as other areas of government such as Homeland Security, Intelligence, and local government organizations) branches meld their work together to meet the targeted mission areas. For example, no longer can one military branch "handle weaponry." Now weapons involve not only the physical instrument, but also the firing power, global positioning, timing, integration capabilities. Even the very manner in which we communicate to the ground and air troops utilizing weapons has been redefined. It truly is a whole new world, and it is much more complicated.

In early 2001, the Center for Strategic and Budgetary Assessments proposed a new defense strategy to respond to a changed world that would ensure the military superiority needed to underwrite a long peace. *A Strategy for a Long Peace* authors Andrew Krepinevich, Michael Vickers and Steven Kosiak proposed revolutionary military changes, major geopolitical shifts and identified an existing strategy that was ill suited to confront the challenges posed by new developments. This publication was the centerpiece

for the transformation of the American military.

Among the challenges identified were trying to protect our forces in an anti-access environment, homeland defense against missile and covert weapons of mass destruction attacks, Space control, and information warfare. The authors support:

- A warfare vision to impart direction to transformation efforts.
- Position senior leaders based on their ability to effect transformational change.
- Fund leap-ahead technologies and sustained experimentation.
- Ensure utilization of resources for innovation and institutional reform while eliminating those poorly fitted for the emerging environment.

The new strategy looks at how to best develop the prepared forces and supportive services needed to meet the types of emerging challenges noted above. This means forces that can strike with precision from extended range, incorporate stealth into their design, emphasize mobility vice armor for defense, and maintain a robust, comprehensive command, control, communications, computers, intelligence, surveillance and reconnaissance, or C4ISR architecture. We recognize that we must be capable of defending against a range of electronic and information attacks, avoid reliance on large, vulnerable fixed bases and avoid overly concentrating combat power in a few platforms.

The response has been to assign SMDC/ARSTRAT to act as the service component to U.S. Strategic Command in this transformation effort. These geopolitical, international security and domestic trends point to a period of unbounded strategic challenges for the joint force, to include the Strategic Command and SMDC/ARSTRAT. Therefore, supporting the security of U.S. interests and objectives, despite the challenges of the future security environment, is



Army Service Component Command to U.S. Strategic Command

a fundamental requirement for SMDC/ARSTRAT as the supporting entity. Several areas are critical defense requirements:

Full Spectrum Capabilities

To ensure continued military dominance, we want full-spectrum capabilities that allow our forces to counter adversarial capabilities. We must be able to rapidly transition between missions with an appropriate mix of forces and capabilities. We must balance near-term requirements as we transform.

IO for the New Character of War

In order to address more diffuse and networked adversaries, we must integrate our own elements of power — diplomatic, military, economic and information — to respond both unilaterally, as well as in concert with our friends and allies. Operationally, SMDC/ARSTRAT must likewise integrate its capabilities — global strike, integrated missile defense, information operations, Space, and C4ISR — both internally and in support of Strategic Command and supported regional combatant commands.

Integrated Regional and Global Command

Countering threats to U.S. interests in a more interconnected security environment requires mutually supporting regional actions integrated within a global strategy. Regionally tailored activities allow us to leverage the capabilities of regional partners and integrate their capabilities and activities with our own in other areas to achieve national objectives.

The United States will continue to require a world-class land force capable of strategic responsiveness and maneuver dominance across the entire spectrum of military operations. The Army must adequately

address these challenges to achieve the national security and defense strategic goals and objectives.

Centers of Gravity — Enemy and Friendly

Because America's potential enemies are unlikely to possess centers of gravity in the traditional sense, they are perhaps better understood with redundant and complementary centers of gravity. At the most fundamental level, these centers of gravity include the ability of leaders to control and direct the people and resources of either a state or movement. This includes the means by which hostile leaders communicate their intent to their followers, and the means (such as armed force and police) by which they coerce their citizens.

The main goals of U.S. Strategic Command are to assure friends and allies of U.S. capability and commitment; dissuade potential military competitors; deter aggressors; and, if necessary, decisively defeat them. The new national military strategy requires our command, as the support component, to: 1) defend the United States; 2) deter forward in four critical regions; 3) swiftly defeat the efforts in two theaters; and 4) achieve decisive victory in one of the two theaters.

Our national strategic center of gravity is protecting the American homeland from terrorist attack or attack through weapons of mass destruction. Failure to secure the homeland will drastically limit our ability to act on the international scene and secure other policy goals.

Additionally, our ability to quickly engage, support and enable our worldwide allies is crucial to positive theater engagement. The critical requirements to protect these centers of gravity are sufficient
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funding and adequate technology. Any dramatic escalation of current operational engagement will significantly impact our ability to transform.

Our operational center of gravity is projecting the force and providing global strike, global ballistic missile defense, information operations, C4ISR and Space operations capabilities anywhere in the world, in either a supported or supporting role. Our critical vulnerability would be any inability to rapidly and effectively respond. We need to apply a capability to any area of the globe with no technological limitations, communications shortfalls or impediments in acquiring, processing and applying information from the global information grid.

As the new mission areas are integrated with existing ones, we continue to adapt as we take on increased responsibilities and a broader perspective. At the operational level, the fielding of the Ground-based Midcourse Defense marks a significant insertion of capability based on technological developments. Future enhancements to our warfighting capabilities in all mission areas will continue as we continue to focus on the objectives at hand.

Army Support Plan

The Army, as the service component for U.S. Strategic Command offers the following campaign plan:

- Aggressively fill the 64 positions authorized by the Department of the Army to conduct deliberate and crisis action planning across all Strategic Command mission areas. Organized by mission area in the command's G-3 Plans and Exercises Division, these additional personnel (comprised of active component, reserve component and civilians) will plan, coordinate and integrate Army capabilities.

- Develop concepts of operations for each of the newly assigned mission areas, which will clearly define how this command will provide capabilities as the Army service component to U.S. Strategic Command.

- Implement the required connectivity architecture to perform the new missions. Full mission capability requires reliable and comprehensive connectivity across the entire band of communications and connectivity systems. Actions are ongoing to ensure that operations center command and control systems, restricted access facilities, additional

clearances for required personnel, etc., meet new mission requirements. This includes updating architectures and systems to ensure the integration of Army capabilities worldwide.

Conclusion

The mission requirement is to build, maintain and sustain a fully capable support command with a trained and ready Army force able to plan, coordinate, integrate and execute all aspects of its assigned missions, functions and responsibilities from U.S. Strategic Command. Challenges exist, but the performance of SMDC/ARSTRAT is critical to the nation's defense.

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daris, the first commander of the Army Ballistic Missile Agency. General Stewart rode those rockets," said Dodgen.

Stewart took the podium with characteristic vigor, promising the large audience comprised of his family, friends and SMDC/ARSTRAT Soldiers and civilians that, if they didn't already know just what the Army did in Space, he was about to educate them. And he did, tracing the Army's development of the first satellite to answer the Soviet Union's Sputnik, and the Army's rocket that put the first astronauts into Space through today's support of the

warfighter with high-speed communication and imagery.

"We have a long and proud history in Space, and I'm privileged to be a part of it. But first and foremost, I was a Soldier."

(Earlier, Stewart told tales of tagging along with National Guard units during their annual summer training when he was 11, serving as their water boy just so he could do "Army things.")

"I am humbled to have my portrait hang next to that of General Medaris, who personified the meaning of "audacity" — a key characteristic of any pioneer. But what I like most

to remember about General Medaris is that, when he retired after serving his country so illustriously, he began a second career — as an Episcopalian priest. I think one of you all (addressing the audience) should someday put a plaque over his portrait, maybe bronze, saying "He served his country and his God." All I'd ask is a small one over mine, saying, "Me too."

With that, Dodgen and Stewart ceremoniously unveiled the portrait of Stewart, in NASA garb, that would hang in the Pioneer Conference Room Hall of Fame.