

# An Insider's Perspective

By COL Patricia A. Baxter

**D**o you wonder how the United States knew how to respond to the attacks of Sept. 11, 2001? How did we determine the most effective response to the threats our nation now faces? How did we react so quickly and capably to these current threats? Attacks now transcend the globe, independent of geopolitical boundaries. The Global War on Terrorism brings new and diverse challenges, and to best meet and defend against any and all future attacks, the United States developed the Unified Command Plan in 2002 to assure that we could respond differently — reaching across geographic and political boundaries, integrating the way our entire military plans, operates and strikes. The U.S. Strategic Command, reorganized in the fall of 2002, formed a new portfolio of missions that likewise transcends the boundaries.

U.S. Strategic Command's reorganization is more mission focused and cross functional as it assumes a headquarters construct. This approach yields great operational and strategic dividends, yet gives us the ability to adapt and remain flexible. The command is defining unique associations among service components and mission partners, while successfully leveraging these relationships, expertise and capabilities to strengthen mission areas. These activities have been performed without significant personnel growth.

## New Directories

The headquarters of the U.S. Strategic Command is organized into several directories. These directories consist of Strike Warfare, Combat Support, Policy/Resources/Strategy, Operations and Joint Force Headquarters for Information Operations. Space, command, control, communications, computers, intelligence, surveillance and reconnaissance and global missile defense are incorporated into each of these mission areas. The traditional staff intelligence directorate has also been integrated into each of these mission areas, thus eliminating a "stove-piped" joint

staff intelligence directorate.

Another mission area proposed for integration into each directorate is information operations. Even though the Joint Force Headquarters for Information Operations was established and placed under command of the deputy commander, U.S. Strategic Command, the intent is that it will soon be integrated into other mission area directorates. Although the staff organization continues to mature, the reorganization promotes a global focus as the command broadens the classic definition of "strategic." Strategic Command now goes well beyond nuclear defense planning.

## Reshaping National Defense

A capabilities-based strategy has been adopted to better equip our forces to play to our nation's strengths as we build and maintain the ability to counter a wide range of potential adversaries. Global threats necessitate a global strategic plan as we build capabilities to defend our national interests. These capabilities are the driving force for the direction of the command. Admiral James O. Ellis Jr., as the commander of U.S. Strategic Command, has identified four opportunities that have the potential to reshape the future of our national defense. They are to:

- Advance and defend the global integration of Space capabilities.
- Refine our strategic capabilities for the 21<sup>st</sup> century.
- Horizontally integrate our intelligence assets.
- Develop a comprehensive global missile defense system.

A quick synopsis of these opportunities provides a basic understanding of the command's focus.

The focus on global integration of missions brings the need to integrate the full spectrum of defense capabilities with other elements of national power to provide an increased responsiveness to global threats. Dr. Stephen Cambone, undersecretary of defense for intelligence, stated

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the need to “achieve universal situational awareness” or the “ability to know something about everything all the time.” U.S. Strategic Command is working hard to realize this vision. Its goal is to integrate Space and intelligence into every element of the force. We want a seamless integration of (command, control, communications, computers, intelligence, surveillance and reconnaissance) C4ISR as we pursue the necessary capabilities for warfighters to successfully execute operations.

### **How do Space Capabilities Fit in?**

The United States is increasingly (some say critically so) dependent on robust Space capabilities. Space capabilities are integrated into nearly every aspect of military activity and are critical enablers for mission accomplishment. We conceptualize Space control in the same manner that land, sea and air mediums have been utilized. Reshaping capabilities requires the development of enhanced strategic capabilities, which includes offensive and defensive, conventional, nuclear, kinetic, non-kinetic (including information operations) and Special Forces. The horizontal integration of intelligence collection requires rapid analysis of data as it is combined, analyzed and transmitted into actionable intelligence for the warfighter.

Finally, global missile defense requires coordination with the Missile Defense Agency as we plan for a layered global missile defense system to protect the homeland, deployed forces and our allies. This includes blending new missile defense capabilities with existing offensive capabilities to form a new deterrent strategy. The command will continually assess the degree to which delivered capabilities support the warfighter’s ability to execute the missile defense mission with a focus on three key areas: effectiveness, interoperability and suitability.

How do Space capabilities contribute to these global missions? By ensuring that friendly forces can continue to use Space in support of national security and economic objec-

tives while denying the use of Space to the enemy. Strategic Command executes this mission by:

- Developing and maintaining an enhanced Space situational awareness to include a Space common operating picture.
- Developing a Space concept of operations for black and white Space, and associated operation plans/concept plans.
- Planning and executing defensive Space control operations to protect blue, select gray and red force capabilities.
- Planning and executing offensive Space control operations to deny, degrade, deceive, disrupt and destroy targeted Space forces and capabilities.
- Providing attack warning and assessment.
- Providing tailored global Space support to commanders and agencies.
- Supporting civil, commercial and foreign Space operations.
- Planning and advocating for increased, cost-effective access to Space and Space launch.

### **Focus on the Future: Space**

What will be developed for the future? As U.S. Strategic Command builds strong relationships with the national intelligence community, newer, faster and more integrated capabilities will be needed. The command believes that Space-based infrared systems and Space-based radar will become as revolutionary for ISR and actionable intelligence as the global positioning system has been for position, navigation and timing.

Admiral Ellis and his staff continue to advocate for satellite communications, including all elements of the transformational communications system. The command pursues new developments and use of advanced communications. It identifies methods to streamline the devel-

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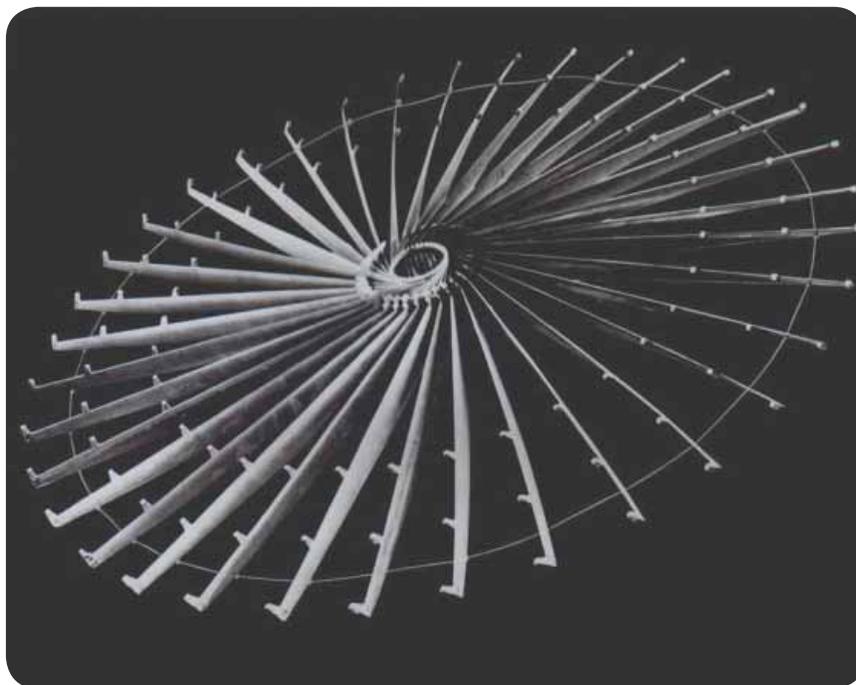
opment process as it ensures the funding and management of commercial satellite communication capabilities. The command continues to work with other services and agencies to assure that future satellite systems are designed, funded, fielded and sustained as an end-to-end warfighting capability. Additionally, the staff has identified the need to streamline electromagnetic interference resolution efforts as it advocates for its new on-orbit geo-locating capabilities.

U.S. Strategic Command has moved from a threat-based planning methodology to capabilities-based planning in order to support national/theater objectives. Effects-based operations integrate the broad spectrum of command capabilities to expose and attack the key vulnerabilities of an enemy. A new level of collaboration and coordination is required to integrate Space capabilities with these operations. Timely and detailed Space situational awareness is critical. Expanded capabilities to exploit Space and terrestrial networks (links and nodes) are needed to develop kinetic and nonkinetic courses of action to protect, defend or deny red, gray and blue Space-based capabilities. As such, the command promotes the integration of Space control with information operations to provide full-spectrum alternatives to the warfighter.

Since Space operations are critical to the task of integrating regional areas of responsibility, the focus on such core capabilities as electronic warfare, computer network defense and attack, military deception, operations security and psychological operations are of utmost importance. Within these capabilities, the command identified Space and cyberspace as areas that must now be treated as battlespaces in much the same manner as land, air and sea have been considered. Recent operations in Iraq demonstrated that adversaries can challenge our ability to use Space assets. Although the

Iraqi attempt to jam our GPS and degrade the accuracy of our precision-guided munitions was amateurish, it was nevertheless a harbinger of the future.

The vulnerabilities of our Space and cyberspace systems are under investigation to develop plans and procedures to ensure that both capabilities are sufficiently robust to insure assured access to both Space and cyberspace. Additionally, U.S. Strategic Command will soon be drafting a Space control joint operational concept to describe how the joint force will integrate



control capabilities to assure access to Space while denying access to our adversaries.

Because assured access to Space and cyberspace is critical, numerous avenues to obtain and reinforce capabilities in these mission areas are essential.

The U.S. Space Commission identified vectors for change within the national security Space arena in its 2001 report. It included the recommendations to merge disparate Space activities, adjust chains of command and modify policies to achieve greater responsibility and accountability. While Strategic Command implemented many of the report's recommendations, major opportunities remain. Efforts continue to realize the full vision of the Space

Commission's report.

## Conclusion

The way ahead is challenging. Mission accomplishment will mean stretching our capabilities and our reach as all branches of the armed forces learn to move and work together toward common goals. Assignment of SMDC/ARSTRAT as the Army service component to U.S. Strategic Command gives ADM Ellis the "capabilities-based competency" necessary to provide access to (versus ownership of) supportive assets so essential to the global missions.

The future areas of focus for U.S. Strategic Command and its components are defined by these four major opportunities. They include the nuclear posture review, the solutions for our known Space vulnerabilities to obtain assured access to Space, management and integration of intelligence, surveillance and reconnaissance, and missile defense operations — including preparing for a broader missile defense capability. With the support of SMDC/ARSTRAT, U.S. Strategic Command is

ready to act and think anew to accomplish these global missions.

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