

## **ARMY TRANSFORMATION**

Mode: Seminar

Lesson No. 4-30-S

1. Introduction. Army Transformation is a much maligned term used to describe any number of programs, organizational structures, weapons systems and doctrines. During this lesson we will examine Transformation from the vantage point of the CinC. The basic question is "How will the transforming and the transformed army fight?"

There is no shortage of information or opinion in the field. A quick check of the Internet will provide abundant and certainly contrasting views of transformation. Senior leaders must prepare themselves for the debate by understanding the issues and their component parts; critically examining those issues; and arriving at a clearly defined set of parameters to evaluate transformation. Both Army Transformation, and transformation in a more general joint nature will be examined.

### 2. Learning Objectives.

a. To broaden and enhance the knowledge of current endeavors to transform the Army.

b. Analyze future force capability to fight the nation's wars.

c. Develop an appreciation for future strategic operations and logistics plans to support those operations.

d. Analyze the vagaries of translating national guidance into campaign plans in future conflicts.

### 3. Student Requirements.

a. Tasks. Complete the required and supplemental readings as assigned by your faculty instructor. Be prepared in seminar to discuss and defend your position(s) on Army Transformation.

b. Required Readings.

(1) Murray, Williamson. Army Transformation: A View from the U.S. Army War College, Strategic Studies Institute, July 2001, pp 1-19. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(2) U.S. Department of the Army. TRADOC Pamphlet 525. Objective Force, Chapter 3. (Student Issue)

Group A: Read.

(1) Steele, Dennis. "The Army Launches an Attack-Focused Doctrine for the Joint Fight," Army Magazine, August 2001, pp. 41-42. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(2) Department of the Army. FM 3-0, Operations, June 2001. Scan Chapters 3-6, pp. 3-0 thru 6-22, Adobe pp. 54-145. Implementing National Military Strategy, Course 4, CD-ROM.

Group B: Read.

(1) Fastabend, David A, "That Elusive Operational Concept," Army, June 2001. Review from Lesson 4-06. (Course 4 Selected Readings, AY02, Implementing National Military Strategy)

(2) Emerging Threats, Revolutionary Capabilities and Military Transformation. Testimony of Andre Krepinevich before the Senate Armed Services Subcommittee. (Course 4 Selected Readings, AY02, Implementing National Military Strategy) [www.csbaonline.org/](http://www.csbaonline.org/) Directions: from the homepage of csbaonline, toggle the events and activities on left of screen, toggle Briefings and Presentations, scroll down to National Security Challenges in the 21<sup>st</sup> Century.

(3) Vickers, Michael. "The Future of Land Forces," 21 April 1999, Published by Center for Strategic and Budgetary Assessments (CSBA). (Course 4 Selected Readings, AY02, Implementing National Military Strategy) [www.csbaonline.org/](http://www.csbaonline.org/) Directions: from the homepage of csbaonline, toggle to publications on left of screen, scroll down to The Future of Land Forces.

#### 4. Points to Consider.

a. Fastabend suggests that we have no operational concept. Is this correct? Can we describe verbally and graphically a concept? Is Transformation in-line with that concept?

b. How are we leveraging information technologies? How can we expand on the capabilities?

c. The future battle space may include long-range "smart" munitions with signature reduction and loiter technologies. How do these systems inhibit or enhance ground operations? How does this impact on force projection operations?

d. Projecting ground combat forces into an anti-access environment will become increasingly complex. How do we envision such operations? How can we improve? How does this effect the future CinC's force tailoring?

e. Jomanian concepts of a linier battlefield, connected by critical points and lines of operations may be replaced by a non-contiguous battlefield. How do you envision Command and Control of such a battle? Can you describe the graphics? How do you communicate "commander's intent"? Do the dynamics of battles, engagements, and campaigns change in this environment?

f. New weapons technologies incorporating stealth, robotics, exo-skeletal protection systems, electromagnetic guns, micro and nano technologies all expand the capabilities and complexities of future warfare. How do we harvest these capabilities in an ordered manner and integrate them into future battles?

g. Given a future environment, how does the changing threat of state and non-state actors; rural and urban environments, MTW and SSC impact the CinC's planning? Simply stated, "has the theory of war, and how we fight it, changed?" Does our doctrine account for the change? Are we developing doctrine to meet changes in technologies, or are we developing technologies to meet changes in doctrine? Are we structured properly in the Army to accommodate and promote change?

5. Relationship to Professional Joint Education (PJE) Learning Areas.

- a. PJE 2e. Readings, Points to consider
- b. PJE 3d. Readings, Points to consider
- c. PJE 4b. Readings, Learning Objective, Points to consider
- d. PJE 4e. Readings, Learning Objective, Points to consider
- e. PJE 4g. Readings, Learning Objective, Points to consider
- f. PJE 5a. Readings, Learning Objective, Points to consider
- g. PJE 5b. Readings, Learning Objective, Points to consider
- h. PJE 5c. Readings, Learning Objective, Points to consider
- i. PJE 5d. Readings, Learning Objective, Points to consider

6. Relationship to USAWC Institutional Learning Objectives (ILOs, Enduring and Special Themes.

- a. Institutional LOs: all
- b. Enduring themes: History, Jointness, Strategic Vision
- c. Special: Warfare in the 21<sup>st</sup> Century, Transforming the Army, Multinational Operations