

CAC CG Priority Research List

2008-2009

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Purpose

- CAC is the “Intellectual center of the Army.”
- Many organizations and people associated with CAC are conducting research.
- The intent of the following list is to provide focus and direction to CAC research activities, including MMAS students.



CAC CG Priority Research List Topics

- 1. Leader Development**
- 2. JIIM – Interagency Emphasis**
- 3. Information Engagement**
- 4. COIN**
- 5. Battle Command**
- 6. Conflict Termination**
- 7. Transition to MCO**
- 8. Sustainment**
- 9. Operations & Other**
- 10. Coalition & Multinational Operations**

* Denotes CAC-external submissions



Leader Development

- How should the Army train leaders to make the transition from conventional to unconventional operations and back in COIN?
- How can leaders at the operational level effectively integrate conventional and Special Operations Forces?
- What unique Soldier challenges do leaders confront in COIN and what counter-methods are proven antidotes?
- What is the role of military education in a time of war? How must this change to meet the demands of the current conflict and beyond?
- How does/should an ever-changing, unconventional environment in which the Soldier is required to be at one moment trigger-puller and social worker in the next impact small-unit leadership and training?
- Case studies: Training indigenous forces – successes and failures; lessons learned from recent advisors' experiences.
 - How do you make advising a “top priority” assignment? Does the KD designation help?
 - What are the challenges in advising at ministry/national levels? How can they effectively be met?
- How should leaders approach the challenge of balancing technology with the human element?
- How should the cultural and anthropological lessons learned from the current conflict be applied to leader education today and in the future?
- Why would Special Forces seek to avoid ILE and substitute in its place Naval Postgraduate School? What is Naval Postgraduate School doing that makes the substitution cost-effective among the Army Special Forces community?
- How is the Army supporting the development of credible and capable Afghan National Security Forces? How can we do it better?*
- How should we best train allied (Iraqi and Afghani) senior division leaders? Should we turn that over to an organization like MPRI?*



Leader Development

- **How will the continuing evolution of “knowledge” and “learning” for the future, taking into consideration the internet and the information explosion impact Army education? ***
- **What are the key differences and similarities between the way tomorrow’s Soldiers will learn and the ways their predecessors learned? ***
- **What are the implications for training, developing, and supporting performance of future Soldiers and leaders?***
- **How can Soldiers’ and leaders’ self-assessments be used to increase their awareness of their own leadership strengths and developmental needs?***
- **How can virtual worlds, massive multiplayer on-line games, and other gaming technologies impact future Soldier and leader training and development?***
- **What is the potential for Army training and leader development to apply innovative techniques and approaches to help reduce combat stress or ameliorate its consequences?***
- **How can civilian acquired skills help enhance training and education programs for the individual Soldier and leader?***
- **What are the best approaches to training and educating Soldiers and leaders to create, lead, and participate in Army institutions and units that are true learning organizations? How is this important for the future OE?***
- **What models and other methods can be created to quantifying the military value (contribution to readiness) of training and leader development?***
- **How does the art of design compliment existing doctrine on campaign design?**
- **Can we use the analogous model of how the Army socialized Air Land Battle Doctrine to socialize commanders appreciation and campaign design?**
- **Are BCTs campaigning formations in the contemporary operating environment?**



JIIM—Interagency Emphasis

- **How can the military operate with the “whole of government” at various echelons to build partnership capacity?**
- **How can we apply lessons of successful and unsuccessful disarmament, demobilization and reintegration processes to the current and future operating environments?**
- **How can operational-level leaders leverage integration and coordination with international and non-governmental organizations while avoiding pitfalls?**
- **How can the lessons from DOS PRT and DoD interoperability be applied to future planning and execution?**
- **What are the roles of interagency organizations in security force assistance operations: reality vs. potential?**
- **What are the lessons learned about JIIM Integration from large-scale training/equipping missions?**
- **What are the implications of being a US military ally and partner?**
- **What are the deficiencies of the Interagency/Military Cooperation process in theater (Iraq and Afghanistan)? What are the potential solutions to help correct these deficiencies?***
- **What DOTMLPF changes need to be made to achieve necessary comprehensive cultural understanding among interagency, international governmental organizations and multinational formations?**
- **What are the implications of operations in a world increasingly constrained by international legislation of warfighting tactics?***
- **How well does interagency advisor support to tactical BCTs on economic development and population self-governance during Stability Operations in a COIN Environment meet the need?***
- **How can we gather and apply innovative techniques, used by other governmental and non-governmental agencies, for identifying, capturing, and leveraging lessons learned?***
- **How do we balance the challenges of information security with the necessity for open sharing of information across services (Army, Navy, USMC and USAF), governmental branches (DoD, DoS, USAID, etc...) and institutions (University, Business Leaders, etc...) in today’s complex environment?***



Information Engagement

(Strategic Communications Emphasis)

- **What capacities, capabilities, and authorities do commanders require in order to effectively employ words, images, and all available mediums (including the press and the world-wide-web) in support of operational objectives?**
- **How should Soldiers engage with Web 2.0 media capabilities?**
- **How do leaders improve military – media relations? How do Soldiers, news media, and public audiences view military operations?**
- **What have been the impacts of strategic communications in the past?**
- **How can we learn from shaping change in political cultures in post-MCO situations (de-Nazification/de-Ba'athification)?**
- **How has the U.S. Army successfully used embedded reporters to achieve it's communications objectives? What are the areas for improvement?**
- **How can leaders improve leveraging information to influence / inform diverse audiences during COIN? How are working groups effectively used to leverage key leader and Soldier engagements to communicate with publics?**
- **How can we counter the enemy's effective use of media?**
- **What mix of informational strategies and capabilities are required to achieve enduring effects in a 21st Century persistent security environment?***
- **What role does KM play in Brigade Combat Team Organizational Learning? How is that important?***
- **How can DA public affairs guidance be refined to avoid stifling initiative -- a company commander can employ indirect fires but needs corps approval for a press release?***
- **Is it time to re-examine teaching and testing policy with regard to Arabic language training within DoD? Can the Services now manage military language specialists so as to permit assignment to Arabic courses containing both Modern Standard Arabic and a focus on a specific dialect? Should a spoken dialect be taught first and if so, which one? Do the answers differ for different career fields within DoD? What are the linguistic, practical, tactical and strategic considerations that would argue for and against each policy?***



Information Engagement

(Cyberspace Emphasis)

- **What are cyber-warfare tactics as applied to cyber-electronic engagements? How can they be used for and against us?**
- **How does cyberspace contribute to influence operations?**
- **How are threat assessments in cyberspace conducted?**
- **Can full spectrum military cyber operations be conducted legally?***
- **Should a joint task force be established to conduct a unified approach to operations in cyberspace? Should we establish a cyber national guard or cyber minutemen?***
- **What cyber technologies can be used to enhance collaboration among “whole of government” organizations and coalition forces?***



COIN

- How will we improve COIN strategy based upon the battles in Iraq (Mosul 2003-2008; Baghdad: The Surge; Anbar Province)?
- In a "Long War," under COIN environment conditions, how do US and Coalition forces, working with HN security forces, apply the precepts of a "Clear-Hold-Build" strategy, to leverage all elements of U.S. national power and multinational partners?
- What are the implications of COIN for military ethics? What are the ethical challenges faced by combat advisors? How can advisors be better prepared to meet these challenges?
- What is the military role in filling the capacity gap in Security Force Assistance operations?
- How can lessons learned from past Foreign Internal Defense (FID) campaigns be used to improve Security Force Assistance planning in the contemporary environment?
- How can conventional headquarters (e.g., BCT, DIV, CORPS) be modified to effectively execute large-scale Security Force Assistance missions (e.g., MNSTC-I, CSTC-A)?*
- How should the Reserve Components be factored in to large-scale Security Force Assistance missions?
- What is the best COIN assessment methodology? How can it be used to determine the impact of operations?*
- What does an officer need to know about negotiations?
- Current model of training Soldiers and leaders for COIN: Is it adequate? How should the Army improve?*
- How can units synchronize the use of "hard" power with "soft power" in the phases of COIN?
- What is the impact of OPTEMPO and RIP on COIN?*
- How are counter narcotic missions conducted in COIN?*



COIN

- **What is the best approach to campaign design in COIN?***
- **How should U.S. forces facilitate Afghan elections in a COIN environment?***
- **How should U.S. forces approach construction management in COIN?***
- **How can/should reconstruction and CERP programs support the development of lines of operation?***
- **How should local national labor and contractors be employed in a COIN environment?***
- **How can Provincial Reconstruction Teams take the lead in COIN?***
- **How should units approach detention operations in COIN?***
- **What is the impact of civilian health sector development by the military in COIN?***
- **Funding authorities for reconstructions: by echelon, how much is enough?***



Battle Command

- **How can leaders maximize effectiveness and minimize turbulence while attaching and detaching units in combat?**
- **How will the Army bridge the current to future force battle command?**
- **What are the capabilities and functions required to enable the commander to develop and maintain situational awareness and understanding?**
- **What are effective knowledge management techniques for battle command?**
- **How can effective knowledge management improve running staff estimates or sustainment of forces?**
- **What assets/qualities are needed at tactical-operational-strategic level to understand the complexities of the current contemporary operational environment against future decentralized, asymmetrical threats?**
- **Do Brigade Combat Teams plan campaign-quality operations against threats in the future operational environment? What are the implications on battle command and the operations process?***
- **How do you conduct Army Service Component Command administrative control (ADCON) mission analysis during MDMP?***
- **From a sustainment perspective, how do the values “efficiency” and “effectiveness” compete for dominance in decision making?***



Conflict Termination

- **How can an assistance/counter-insurgency force exercising military governance in accord with the Geneva-Hague Conventions establish conditions for a transition to a host nation civilian government?**
- **How should the Army approach wartime planning for conflict termination?**
- **What are the considerations for fielding and training a new national army and police force in occupied territories?**
- **How should the Army plan for withdrawal?**
- **How has/should the Army proceed with organization change during or after a conflict?**
- **How has conflict been successfully and unsuccessfully terminated using a transition from combat to dialogue?**
- **How has the advisory effort in Iraq and Afghanistan evolved? How can we do better?**
- **How has history provided knowledge of military withdrawal from ongoing conflict?**
 - **British withdrawal from the former Ottoman Empire (in Turkey) in 1922-1923.**
 - **The Soviet withdrawal from Afghanistan in 1988-1989.**
 - **The Israeli withdrawal from Lebanon in 2000.**
- **Post-Iraq War Army: How should the operational-level officer play a role in reconstitution?**
- **How does a military force successfully transition responsibility for COIN, stability, and foreign internal defense back to the host nation?**
- **How might COIN and conflict termination be understood from the perspective of the enemy and in his context?***
- **What institutional or cultural weaknesses of military forces stand in the way of establishing effective post-conflict governance?***
- **How can early engagement by the whole of government be a means to establish conflict resolution measures that preempt open hostilities?***
- **What is the optimum advisory team structure for Iraqi Army Infantry Brigades?***
- **How can the lessons of the impending Columbian victory over the FARC be applied to overcoming insurgencies? ***



Transition To MCO

- How should the Army approach transitioning conventional forces back to MCO from COIN?
 - How can the Army maintain a strategic MCO capability while executing COIN?
 - How can units reset and prepare for MCO in a window shortened to 12 months?
- What are the roles of the operating force and the generating force in maintaining full spectrum capabilities in the modular force?
- What is the impact on readiness of the Artillery units conducting missions as maneuver combat forces and nonlethal effects coordinators?*
- How has the COE impacted US forces' ability to conduct opposed forcible entry amphibious, airborne or air assault operations?*



Sustainment

- How are military logisticians best described, as leaders or managers?
- How can we employ principles of scientific management for sustainment operations?
- What do complexity science and chaos theory tell us about sustainment operations?
- What skill sets do our operational logisticians lose because of current operations: FOB logistics versus offensive/defensive logistics, or COIN versus MCO logistics?
- Do all sustainment processes remain the same while operating across the full spectrum of military operations? If not, what changes?
- Is it possible to achieve the principle of “unity of command” for the sustainment function in C/JTF’s? If so, how?
- Is “lead service/nation” approach to theater sustainment a better idea than trying to unify logistics entities under one command? If so, how?
- Is it appropriate to use component 9 (LOGCAP) as an Army force capability during Total Army Analysis? If so, why?
- Do we need principles of sustainment for 21st century conflicts? If so, what should they be?
- Do we have the relationship between logistics and the three levels of war right? Why or why not?
- What are the operational impacts on high tech (especially off the shelf) equipment and personnel of heavily vegetated or jungle environments? Mountainous or high altitude terrain? Urban terrain? Extreme cold weather?
- How are Joint Logistical Systems integrated in COIN?
- How can the Army operationalize in-transit visibility?*
- What is the role of Army Health Service Support (HSS) and Force Health Protection (FHP) units in clear, build, and transition operations within the Iraq or Afghanistan Theater of operations?*



Sustainment

- **Is it time to go to an individual replacement system in Iraq? If yes, what are the second and third order effects?***
- **Does the Unit Manning System (UMS) work for Stryker Brigade Combat Teams in an ARFORGEN environment? Why or why not?***
- **What are the advantages and disadvantages of a functional component commander for logistics?***
- **Do SBCTs Require Forward Support Companies? Why or why not?***
- **Should DOD establish a Unified Logistics Command?**



Operations & Other

- How can we determine current and future roles of Army aerial reconnaissance, manned and unmanned?
- What are the pros and cons of ground vs. aerial precision fires?
- What is the impact of unit reorganizations in wartime? How can it be mitigated?
- How has Decide, Detect, Deliver, Assess (D3A) been implemented as the IED targeting process?
- How can suicide bombers be defeated using: planning, detection, prevention?
- What changes can be implemented in training the military transition team (MiTT)?
- How can we understand and define the “human terrain” mission of the MiTT?
- How can we apply future biometric technologies of improved matching and robust identity analysis?
- What are the lessons learned for robot applications in offensive and defensive operations?
- How does America’s National Guard play its role in Border States to assist with Homeland Security?
- How do foreign armed forces approach cultural training?
- How do we determine success in counter insurgencies using the strategic environment as the context?
- Has technology and the numerical reduction of forces made the armed forces too small to meet the needs of the Long War?
- Should the U.S. create a national police force that can deploy in support of stability operations? Why or why not?
- How should military reconstruction efforts be applied as an aid to civil affairs?
- Detainee Reconciliation: From Enemies to Citizens*
- How have Air Assault operations impacted the mission in Iraq?*
- How should the Army handle contractor management on the battlefield?*



Operations & Other

- How do organizations at division and above conduct “campaign planning” for COIN, Security Force Assistance, and Stability Operations?
 - How can we apply the lessons of previous military operations in Africa to the COE and beyond?
 - Understanding Islamic warfighting doctrine: a Koranic perspective and it’s implementation in history*
 - How can border security in Afghanistan be improved?*
 - Should the Army increase contracted Air in OEF?*
 - How can units maintain the ground lines of communication (GLOC) equipment flow and security against pilferage in Afghanistan?*
 - How are the command and control structures in Afghanistan arranged? How can they be improved?*
 - How are counter-terrorism operations conducted in Central Asia?*
 - What should the U.S. understand about nationalism vs. tribalism? How should that impact our approach to operations in Afghanistan?*
 - What are the assessments, metrics and fiscal considerations in Planning for Rule of Law operations in pre, initial and sustainment phases?*
 - What are the implications of the continued proliferation of unmanned vehicle technology? *
 - How can US forces effectively recruit to and sustain our increasing troop levels?*
 - How do current amphibious capabilities stack up against requirements for amphibious operations?*
 - How can Combat Stress Control Teams be a combat multiplier for a maneuver commander to keep his Soldiers in the fight?*
- Rule of Law: How to Transition from Authoritarianism to Democracy? *



Operations & Other

- **What is the impact of Life-Cycle Concept implementation on First Term and Mid-Term re-enlistment rates among Soldiers with at least one deployment?***
- **How would applying the concept of BCT's receiving, training, and implementing Military Transition Teams prior to deployment compared to current MITT training conducted at Fort Riley and then linking up for the first time in theater impact the advisor mission?***
- **What are the long term impacts of officer recruiting and retention strategies?***
- **Assess the Need for Brigade Special Troops Battalions, Propose a Framework for Evaluating Different MTOE Options, and Evaluate Three Distinct MTOE Options***
- **What is the impact of OIF on the SBCT Cavalry Squadron and what are the implications for the Army?***
- **What is the Impact of OIF on the SBCT Field Artillery Battalion and what are the implications for the Army?***
- **Is the composition of the SBCT Brigade Staff for suitable for Stability Operations in a COIN Environment? What changes could be made to the SBCT HQ MTOE?***
- **What are the long-term impacts on the world oil supply mechanism associated with Iraq contracting most of its oil exploration, extraction, refining, and distribution?***
- **What are the future dynamics and regional implications of Syria's increasing economic dependence on Iran? ***
- **Law enforcement development by the Military. How have other nations in history created competent, capable law enforcement agencies committed to respecting and enforcing the Rule of Law? ***
- **External Influences: Will Iran's alliance with Syria prove more durable than expected if Syria continues to isolate itself from Arab states by pursuing an inflexible Lebanon policy?***



Coalition and Multinational Operations

- **What are the implications of being a US military ally and partner?**
- **What are the implications of conducting operations in a world increasingly constrained by international legislation and world opinion?**
- **How can the lessons learned from OEF and OIF be applied to future planning and execution at the multinational- level?**
- **How can operational-level leaders best employ our coalition partners in future contingencies and operations?**
- **How can the US, on a strategic level, enhance its relations with future potential coalition partners?**
- **What can be done on a technical level to improve interoperability among coalition partners?**
- **What national or cultural weaknesses among coalition partners stand in the way of effective post-conflict governance?**
- **How can participating nations overcome cultural differences in conducting multinational operations?**
- **How do we integrate strategic communications, information operations, and psychological operations in a coalition environment?**
- **Under what conditions should coalition partners be equipped with US equipment vice host nation equipment?**

