Command and General Staff Officer Course (CGSOC) Common Core (CC)

The CGSS CGSOC Common Core (CGSOC-CC) equips mid-grade military officers with a preliminary comprehension of the five intermediate-level college Joint Learning Areas in preparation for their Military Education Level 4 (MEL 4) & JPME1 qualification upon completion and the certification course for their specific branch/functional area. CGSOC-CC aims at moving junior majors from a tactical-level perspective to an operational-level perspective so that they can rejoin the field force as effective field grade officers.

In the CGSOC-CC, mid-grade military officers undertake an investigation of the conflict among groups and uses of military power at a graduate level. The academic departments of the US Army Command and General Staff School orchestrate instruction among their areas of emphasis to enable CGSS students to use military forces competently at the operational level of war. Key areas of study include history, leadership and the human dimension, logistics, force management, Army Force Generation (ARFORGEN) politics, strategy, operations, and tactics. From the start, the course introduces the concepts and terminology for visualizing and describing outcomes and conduct of military operations at the operational level.

The CGSOC-CC begins with the strategic "stage setter" module that visually conveys the spectrum of threats, challenges, and opportunities that leaders face in the operational environment. This is a springboard for discussions that compel students to think broadly about full spectrum operations in order to derive an initial battle focus. The stage setter module has the effect of unifying the battle focus for all students. Approximately a third of the CGSOC-CC is devoted to practical exercises.   The emphasis on "application of knowledge" and academic rigor is intended to improve leader development outcomes.

Foundational classes, along with the force management, military history, and leadership parallel blocks provide the spring-board for a curriculum that guides students from strategic to tactical levels from the perspective of the Army as the land component in full-spectrum operations.

All students completing the CGSOC-CC receive accredited Program for Joint Education (PJE) Phase I credit. PJE Phase I prepare students for duty with service components of joint commands and qualify students for PJE Phase II (Joint Forces Staff College). Phase I provides a foundation in joint matters and an awareness of the joint environment. Five primary learning areas constitute the PJE Phase I program:

- National military capabilities and command structure.
- Joint doctrine.
- Joint and multinational forces at the operational level of war.
- Joint planning and execution processes.
- Information operations (IO), Command and Control (C2) and Battlespace Awareness.

The CGSOC Common Core consists of six primary themes:

- C100 - Foundations
- C200 - Strategic Environment
- C300 - Joint, Interagency, Intergovernmental, Multinational (JIIM) Capabilities
- C400 - Doctrine
- C500 - Joint Functions
- C600 – Planning.

These themes are supported by the Guest Speaker Program and three parallel blocks:

- Force Management-Managing Army Change,
- History-Rise of the Western Way of War,
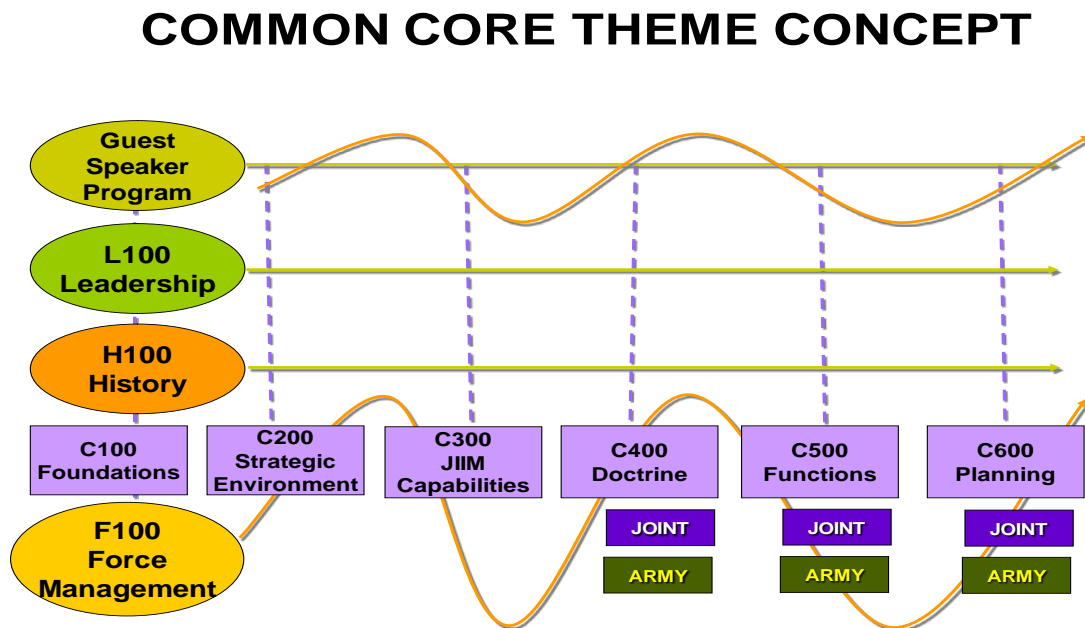- Leadership.

See Figure 1.

COMMON CORE THEME CONCEPT

Figure 1. CGSOC Common Core

C100 - Foundations Theme

The C100 Foundations theme of the CGSOC Common Core Course consists of 15 lessons totaling 36 hours. These lessons seek to make students more aware of the contemporary environment and of self, to "set the stage" for learning during the rest of the course and beyond. They also allow students to recognize relevant learning opportunities while organizing personal and professional values to appreciate

the challenges facing a field-grade military officer in an evolving operational environment. These opportunities include the following:

- Connections between learning opportunities and future professional requirements;
- Awareness of self and the operational environment; and,
- Choices leading to increasing professional competency.

Students discuss and reflect upon aspects of the contemporary world to decide for themselves what they know, or don't know, about full-spectrum operations and the threats, challenges, and opportunities of the current international security environment. This serves as a foundation for refining the reasoning and problem-solving skills vital to success in an environment characterized by ambiguity and uncertainty. The critical thinking lessons appear early in the curriculum to provide the elements and standards of reasoning that students use throughout the academic year.

The leader assessment and development lessons lay the foundation for students' continued education and development as organizational-level leaders. With the aid of self-assessment instruments and coaching, students become more self-aware and complete an individual development plan to carry them through the year and possibly through their careers.

The media lessons lay the foundation for dealing with all forms of media in planning and executing complex military operations within the contemporary operational environment.
The Foundations Theme concludes with lessons in Operational Law, Civil-Military Relations, and Writing to Persuade.

The Foundation lessons are:

- C111 - The Operational Environment
- C112 - The International Security Environment
- C121 - Introduction to Critical Thinking & Problem Solving
- C122 - Creative Thinking, Logic, and Decision-Making
- C123 - Assessment
- C131 - Leader Development
- C132- Self Development
- C133 - Self Awareness
- C134 - Student Coaching and Feedback
- C141 - Introduction to Media
- C142 - Media Practicum
- C151 - Operational Law
- C161 - Military Professionalism & Civil-Military Relations
- C162 - Civil-Military Relations in the current Operational Environment
- C171 - Writing to Persuade

C200 - Strategic Environment Theme

The C200 Strategic Environment theme of the CGSOC Common Core Course consists of 10 lessons totaling 34 hours. Strategic Studies is part of the CGSOC Common Core foundation for Joint Professional Military Education (JPME). The Strategic Environment portion of the Common Core Course addresses all learning areas prescribed by the Chairman of the Joint Chiefs of Staff for service intermediate level colleges and it supports the goals and purposes of the CGSOC.

The Strategic Environment lessons introduce the students to the joint, multinational and interagency environment and the doctrinal and theoretical concepts required for perceiving, understanding, and analyzing strategic military challenges. Instruction contributes to an appreciation of the organizations, processes, and products that define the use of the military instrument of national power within the overall context of national policy and security strategy.

The Strategic Environment lessons are:
- C200 - Strategic Concepts
- C201 - National Security Organization/Process
- C202 - National Strategies
- C203 - DoD Organizations and Processes
- C204 - DoD Strategies
- C205 - Suez Case Study
- C206 - Regional Strategic Concept
- C207 - Strategic Communications
- C210 - Strategic Logistics
- C211 - Culture and Military Operations

C300 – JIIM Capabilities

The C300 Joint, Interagency, Intergovernmental and Multinational (JIIM) Capabilities theme of the CGSOC Common Core Course consists of 26 hours, with 8 lessons, that focus on strategic and operational joint military force capabilities, strategic and operational interagency, and multinational, and Considerations (lessons C301 through C308). The lessons in the JIIM Capabilities theme help CGSOC students comprehend and use Joint Force capabilities and limitations, strategic and operational level interagency capabilities and considerations, strategic and operational level multinational capabilities and considerations in today's operational environment. The JIIM Capabilities theme addresses and/or supports portions of Joint Professional Military Education (JPME) Learning Area 1 – *National Military Capabilities, Command Structure, and Strategic Guidance*; JPME Learning Area 2 – *Joint Doctrine and Concepts*; JPME Learning Area 3 – *Joint and Multinational Forces at the Operational Level of War*; and Learning Area 4 – *Joint Planning and Execution Processes*.

The JIIM Capabilities lessons are:

- C301 - Interagency Capabilities & Considerations
- C302 - USAF Capabilities
- C303 - US Space Capabilities

- C304 - US Army Capabilities
- C305 - US Marines Capabilities
- C306 - US Navy and Coast Guard Capabilities
- C307 - US SOF Capabilities
- C308 - Multinational Capabilities & Considerations

C400 – Doctrine

The C400 Doctrine theme of the CGSOC Common Core Course consists of 15 lessons totaling 54 hours. The primary doctrinal references for this block are JP 3-0, *Joint Operations,* FM 3-0, *Operations,* and *FM 7-0, Training for Full Spectrum Operations.* The students begin this block of instruction by examining the fundamentals of joint operations with an emphasis on operational art and operational design. The students will then explore the range and types of military operations. With this foundation of joint and service doctrine the students will analyze the fundamental principles of contemporary Army operations; analyze the impact of enemy forces, explore modular force logistic concepts, study the commander's role in battle command; and, scrutinize tactical concepts of full spectrum operations. The final lesson calls on students to apply the most important elements of operational design to the World War II Campaign of Guadalcanal. C400 Doctrine addresses and/or supports portions of all five of the JPME Phase I - Service Intermediate-Level (ILC) Joint Learning Areas and Objectives.

The Doctrine lessons are:
- C401 - Introduction and Fundamentals of Joint Operations
- C402 - Operational Design and Operational Art
- C403 – Design
- C404 - Contingencies, FID and COIN
- C405 - Range of Military Operations Practicalication
- C406 - Guadalcanal Case Study
- C411 - Understand the Environment (was The Enemy)
- C412 - Full Spectrum Operations
- C413 - Battle Command
- C414 - Tactical Logistics
- C421 - Fundamentals of the Offense
- C422 - Fundamentals of Stability Operations
- C423 - Fundamentals of the Defense
- C424 - Fundamentals of Civil Support Operations

C500 – Joint Functions

The C500 Joint Functions theme of the CGSOC Common Core Course consists of 17 hours, with five lessons, that focus on the Joint Functions of Command and Control, Intelligence, Fires, Movement and Maneuver, Protection, Sustainment, and Information Operations Across the Joint Functions from Chapter III, JP 3-0 Joint Operations (lessons C501 through C505). During these lessons students examine the tasks involved with each of the Joint Functions both as described in JP 3-0 *Joint Operations* and

Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.04D Universal Joint Task List (UJTL). In small groups and in the context of the Caucasus scenario, students identify and justify the three most critical UJTL operational tasks for their assigned Joint Function. The Joint Functions theme addresses and/or supports portions of JPME Learning Area 1 - *National Military Capabilities, Command Structure, and Strategic Guidance*; JPME Learning Area 2 – *Joint Doctrine and Concepts*; JPME Learning Area 3 – *Joint and Multinational Forces at the Operational Level of War*; Learning Area 4 – *Joint Planning and Execution Processes;* and Learning Area 5 – *Information Operations, Command and Control (C2) and Battlespace Awareness*.

The Joint Functions lessons are:

- C501 - Command and Control & Intelligence
- C502 - Fires and IO Across the Joint Functions
- C503 - Movement, Maneuver, & Sustainment
- C504 - Protection
- C505 - Joint Functions PE

C600 – Planning

The C600 Planning theme of the CGSOC Common Core Course consists of five lessons totaling 62 hours. These lessons focus on the practical application of military decision making using the tools of the Joint Operation Planning Process (JOPP) and the Army's Military Decision Making Process (MDMP). The primary doctrinal references for this block are JP 5-0, *Joint Operation Planning* and FM 5-0, *Army Planning and Orders Production*. C600 begins with students exploring both JOPP and MDMP with a focus on identifying and understanding the similarities and differences between the two. They are then coached through both the JOPP and MDMP to finalize their understanding of the two processes using an Indonesian scenario where the Army is a supporting service to a Navy led joint operation. The students then spend nine day applying these new skills as well as everything they have learned throughout the CGSOC Common Core as they conduct operational and tactical planning using the Caucasus scenarios where the Army is the supported service. The practical application of C600 Planning addresses and/or supports portions of all five of the JPME Phase I - Service Intermediate-Level (ILC) Joint Learning Areas and Objectives.

The Planning lessons are:

- C601 - Introduction to Military Planning (Indonesia)
- C602 - JOPP Planning Application (GAAT)
- C603 - MDMP Planning Application (GAAT)

F100 - Force Management: Managing Army Change.

The F100 Managing Army Change parallel block of the CGSOC Common Core Course consists of 8 lessons totaling 18 hours. This instruction develops officers who are better prepared to lead, effect, implement, articulate, and manage change in the Army. Officers are introduced to what force

management is and then familiarized with their role in using existing and projected force management systems to lead and manage Army transformation. The lessons introduce officers to key force management agencies, processes, and concepts of change management used to provide the capability that commanders at all levels need to perform their missions. The block builds an understanding of the strategic, operational, and tactical "people, products, processes, and issues" involved in seven major areas of organizational transformation: how requirements are generated; how solutions for these requirements are generated; how these solutions are prioritized; how equipment solutions are generated; how resources are allocated for these solutions; how relevant and ready forces are generated; and how these changes are implemented in the field and sustained.

The Force Management lessons are:

- F101 - Strategic Change
- F102 - Developing Army Organizational Capability
- F103 - PPBE and TAA
- *F104 - Materiel Development and FCS Case Study (Group Exercise)
- F105 - Organizations and FMSweb (Group Exercise)
- F106 - Military Contracting
- F107 - ARFORGEN (Group Exercise)
- F108 - Force Management Seminar

H100 - History: Rise of the Western Way of War.

The H100 Rise of the Western Way of War parallel block of the CGSOC Common Core Course consists of 12 lessons totaling 24 hours.
This block provides students with a broad perspective on the interplay between war and Western society and the nature of revolutionary military change. Through that perspective, students gain insights into the challenges and opportunities the US military faces today.

The block focuses upon four "Military Revolutions" that have profoundly recast Western warfare since 1600: the rise of the nation-state; the emergence of mass politics; the Industrial Revolution; and the emergence of new combined arms warfare in World War I. H100 also introduces the students to military theory through the writings of Jomini and Clausewitz. Finally, there is a "Past as Prologue" lesson in which students reflect upon the lasting impact of "Military Revolutions" and military theory for today's world.

The History lessons are:

- H101 - War, Society, and the Structure of Military Revolutions
- H102 - The State and the Dawn of Modern War
- H103 - Fredrick the Great and Limited War in the 18th Century
- H104 - Armies of the People and the Birth of Modern Operational Art
- H105 - Perils of Imperial Overextension-Decline of Napoleon
- H106 - Explaining the Revolution: Clausewitz

- H107 - Explaining the Revolution: Jomini
- H108 - War for the Union: A People's Contest in the Industrial Age
- H109 - The Brain of a Modern Army
- H110 - World War I: Train Wreck of Revolutions
- H111 - World War I: Birth of Combined Arms Warfare
- H112 - Past as Prologue: War in the Modern World

L100 - Leadership: Developing Organizations and Leaders.

The L100 Developing Organizations and Leaders parallel block of the CGSOC Common Core Course consists of 12 lessons totaling 26 hours. The L100 block focuses on the challenges field grade officers face as they develop and lead organizations within the 21st Century. Using military and civilian case studies, students critically analyze contemporary as well as timeless issues and paradigms of organizational leadership in full spectrum operations. How do I distinguish success from failure as an organizational leader? Should I change a successful organization? Is unethical behavior inevitable when my organization deploys? Why negotiate when I can use my authority, force, or the threat of force to achieve unit aims? Can an organization succeed without a vision? Am I learning the right lessons from my experiences as a leader? As students wrestle with these type questions and share experiences in class, they expand their context of leadership and what it means to influence the development of organizations and leaders as a field grade officer.

The Leadership lessons are:

- L101 - Developing Organizations and Leaders
- L102 - Organizational Development
- L103 - Leading Organizations in Change
- L104 - Organizational Culture and Climate
- L105 - Developing Ethical Organizations
- L106 - Organizational Stress
- L107 - Building Organizational Teams
- L108 - Developing Learning Organization
- L109 - Influencing Organizations through Envisioning
- L110 - Influencing Organizations through Negotiations
- L111 - Influencing Organizations through Negotiations: Role Play
- L112 - Organizational Leadership Philosophy