JFQ Dialogue

Open Letter to *JFQ* Readers

Joint Force Quarterly bids fair winds and following seas to its publisher, General Peter Pace, whose integrity and devotion to academic freedom have made this journal more widely read and referentially cited than ever before. For those who have noted the absence of the traditional opening article, "From the Chairman," know that it was General Pace himself who insisted that no ghost writers be enlisted to emphasize his presence as publisher. Instead, through this absence, he encouraged contributors to take issue with traditional ways of doing business and to offer critical analyses of strategy and policy. As a result, *JFQ* receives more unsolicited manuscripts and is larger in size than at any time in its 14-year history.

JFQ also wishes to acknowledge the generous support of the National Defense University Foundation, who made it possible to award the winning essay contest authors included in this issue for articles of exceptional quality. And, as noted elsewhere in this issue, 20 professors from the professional military educational institutions convened May 22–23, 2007, to judge *JFQ* articles from calendar year 2006, selecting the four most influential articles for awards totaling $4,500, again provided through the support of the Foundation.

The *JFQ* staff would like to solicit manuscripts on specific subject areas in concert with future thematic focuses. The following topics are tied to submission deadlines for specific upcoming issues:

December 1, 2007 (Issue 49, 2ᵈ quarter 2008):
Focus on Air and Space Power
U.S. Special Operations Command

June 1, 2008 (Issue 51, 4ᵗʰ quarter 2008):
Weapons of Mass Destruction
National Security Council

March 1, 2008 (Issue 50, 3ᵈ quarter 2008):
Focus on Naval Power
U.S. Central Command

September 1, 2008 (Issue 52, 1ˢᵗ quarter 2009):
Border Issues, Migration, Drug Interdiction
U.S. Transportation Command

JFQ readers are typically subject matter experts who can take an issue or debate to the next level of application or utility. Quality manuscripts harbor the potential to save money and lives. When framing your argument, please focus on the *So what?* question. That is, how does your research, experience, or critical analysis improve the reader's professional understanding or performance? Speak to the implications from the operational to the strategic level of influence and tailor the message for an interagency readership without using acronyms or jargon. Also, write prose, not terse bullets. Even the most prosaic doctrinal debate can be interesting if presented with care! Visit ndupress.ndu.edu to view our NDU Press Submission Guidelines. Share your professional insights and improve national security.

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CORRECTION

In *JFQ* 46 (2ᵈ Quarter 2007), the initialism *C4* was incorrectly defined in Steven M. Anderson and Douglas A. Cunningham's "Log-centric Airbase-opening Strategies in Korea." In the article, C4 denotes the logistics section of the combined U.S.-Korea staff, not command, control, communications, and computers.

Joint Doctrine Update

Joint Chiefs of Staff J7 Joint Education and Doctrine Division

The recently revised Chairman of the Joint Chiefs of Staff Instruction 5120.02A, *Joint Doctrine Development System*, set forth new guidance to provide warfighters with effective and accurate doctrine through a more expeditious change process and more timely revisions. Five recently approved revisions include Joint Publication (JP) 3–03, *Joint Interdiction*, JP 3–05.1, *Joint Special Operations Task Force Operations*, JP 3–15, *Barriers, Obstacles, and Mine Warfare Operations*, JP 3–35, *Deployment and Redeployment Operations*, and JP 3–60, *Joint Targeting*. From new doctrinal treatment of unmanned aircraft systems, special operations targeting and mission planning, improvised explosive device defeat, and "force visibility," to the recent change to "deliberate" and "dynamic" categories of targeting, relevance and timeliness are the goals.

The latest version of JP 3–03 added a considerable amount of new material. The additions included discussion of interdiction in joint operations, U.S. Coast Guard and maritime interception operations, riverine operations, joint interdiction planning, operational area geometry and coordination, and coverage of the Maritime Operational Threat Response Plan. It also introduced the terms *strike coordination and reconnaissance*, *unmanned aircraft*, and *unmanned aircraft system* to joint doctrine.

The revision of JP 3–05.1 subsumed the former JP 3–05.2, *Joint Tactics, Techniques, and Procedures for Special Operations Targeting and Mission Planning*. JP 3–05.2 is no longer part of the joint doctrine hierarchy. This publication reflected the change from special operations missions and collateral activities to "core tasks" and updated special operations joint doctrine. Furthermore, it clarified joint special operations task force command and control relationships and included more discussion on special operations forces and conventional forces integration.

JP 3–15 added numerous appendices pertaining to mobility and countermobility capabilities, mining capabilities and counter-measures (it removes the term *countermining*), and improvised explosive device defeat. It adds the terms *explosive hazard*, *humanitarian mine action*, and *obstacle intelligence*. This publication also modified definitions of the terms *barrier*, *denial measure*, *mine*, and *obstacle*.

JP 3–35 consolidated the former JP 4–01.8, *Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration*, into its recent version. Deployment and redeployment operations introduced key entities in the synchronization and optimization of deployment and distribution operations—the U.S. Transportation Command deployment distribution operations center and combatant command joint deployment distribution operations center. Of note, it introduced deployment and redeployment operations in the conduct of homeland defense and civil defense.

JP 3–60 changed the major categories of targeting from *planned* and *immediate* to *deliberate* and *dynamic*. Subsequently, it posed the relationship that *deliberate targeting* manages *planned targets*, and *dynamic targeting* manages *targets of opportunity*. It also changed the names of Phase 1, 2, and 6 in the joint targeting cycle to *end state and commander's objectives*, *target development and prioritization*, and *assessment*, respectively.

The information above highlights only some of the key changes regarding these recent revisions. Revision continues in earnest. By December 2007, 65 percent of the joint publications will be less than 3 years old. Of note, during the May 2007 Joint Doctrine Planner's Conference, the joint doctrine development community unanimously voted in favor of drafting two new joint doctrine publications: *Counterinsurgency* and *Counterterrorism*. Both are currently in production.

For access to joint publications, go to the Joint Doctrine, Education, and Training Electronic Information System Web portal at https://jdeis.js.mil (dot.mil users only). For those without access to .mil accounts, please go the Joint Electronic Library Web portal at http://www.dtic.mil/doctrine.

Joint Publications (JP) Revised
Calendar Year 2007

JP 1, *Doctrine for the Armed Forces of the United States*

JP 1–04, *Legal Support to Military Operations*

JP 2–03, *Geospatial Intelligence Support to Joint Operations*

JP 3–01, *Countering Air and Missile Threats*

JP 3–03, *Doctrine for Joint Interdiction Operations*

JP 3–05.1, *Joint Tactics, Techniques, and Procedures for Joint Special Operations Task Force Operations*

JP 3–07.4, *Joint Counterdrug Operations*

JP 3–07.5, *Noncombatant Evacuation Operations* (renumbered as JP 3–68)

JP 3–13.1, *Electronic Warfare*

JP 3–15, *Barriers, Obstacles, and Mine Warfare for Joint Operations*

JP 3–16, *Multinational Operations*

JP 3–33, *Joint Task Force Headquarters*

JP 3–34, *Joint Engineer Operations*

JP 3–35, *Joint Deployment and Redeployment Operations*

JP 3–50, *Personnel Recovery*

JP 3–60, *Joint Doctrine for Targeting*

Joint Publications Near Revision
Calendar Year 2007

JP 2–0, *Joint Intelligence*

JP 3–04, *Joint Tactics, Techniques, and Procedures for Shipboard Helicopter Operations*

JP 3–07.3, *Peace Operations*

JP 3–27, *Homeland Defense*

JP 3–28, *Civil Support*

JP 3–63, *Joint Doctrine for Detainee Operations*

Note: JP 4–0, *Doctrine for Logistic Support of Joint Operations,* and JP 4–01.5, *Joint Tactics, Techniques, and Procedures for Transportation Terminal Operations,* are on hold.

Logistics Visibility: Enabling Effective Decisionmaking

By C.V. CHRISTIANSON

The joint force commander—and by extension, his logisticians—requires timely, accurate, and relevant information to make effective decisions. This requirement is especially critical in the joint logistics environment (JLE). The joint logistics community must continuously execute processes, effectively coordinate the allocation of limited resources, and clearly understand the supported joint commanders' requirements across the broad range of military operations. To execute these functions effectively and efficiently, joint logisticians must have *visibility*.

This article serves as a reference point for discussion, a framework for concept development, and an integrating tool for the countless efforts across the Department of Defense (DOD) and industry to improve logistics visibility in the broadest and most holistic sense. Focusing specifically on the JLE, this article proposes a definition of *visibility*, highlights key issues and concepts for consideration, and offers ideas for future efforts based on an understanding of where we believe the most pressing requirements for visibility lie within the joint logistics environment. It is clear that complete system-wide access to all information is not attainable or even desirable. Given this fact, this article offers a framework that describes in broad terms the kind of visibility required by different elements within the JLE.

Current definitions of visibility focus almost entirely upon asset visibility. In order to provide effective logistics support across the operating environment, joint logisticians must "see" more than just assets. They must fully understand the requirements for logistics support (who needs what?), as well as the resources available (what do I have to work with?) arrayed to meet those requirements. Logisticians must also be able to monitor joint logistics performance within the JLE. Without

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this kind of knowledge, the logistician cannot plan or execute effectively or efficiently.

Logistics visibility is best defined as access to logistics processes, resources, and requirements to provide the knowledge necessary to make effective decisions.

Processes are defined as a series of actions, functions, or changes that achieve an end or result. Multiple processes occur across and within the JLE, such as depot repair, patient movement, force deployment, and delivery of contingency contract support. Before we can effectively develop visibility applications, we must clearly understand the end-to-end processes that deliver an outcome for the joint force. Mapping these processes is critical to knowing where and when to place visibility "sensors" to give us the knowledge we need to enable the effective delivery of those joint outcomes.

Resources can be summarized using the term *total assets*, defined as the aggregate of units, personnel, equipment, materiel, and supplies brought together to generate and

support joint capabilities and their supporting processes. We must be able to see Service component, multinational, and other logistics assets in a way that provides integrated resource visibility to the joint warfighter.

Requirements are defined as what the joint force needs to accomplish its mission. Requirements can originate from anywhere and can result in a tasking for anyone in the JLE. Requirements also change over time based on plans, current operations, and a changing environment.

Collectively, visibility of processes, resources, and requirements comprise the information that logisticians need to accomplish their mission; without each of these elements, they cannot apportion resources and prioritize effort. Logistics visibility provides the ability to plan, synchronize, and monitor operations and processes to optimize outcomes. The ultimate effect we are trying to achieve is sustained logistics readiness.

Some think that the objective for visibility should extend across the entire

Airmen load supplies onto C–130 for Joint Precision Air Drop in Iraq

U.S. Air Force (Cecilio M. Ricardo, Jr.)

logistics domain and should include complete real-time access for everyone within the system. While it is true that every aspect of the enterprise must be visible to planners, operators, or managers at some level, it is also clear that not everyone needs to be able to see everything all the time. At some point, too much information may be a hindrance and can actually detract from effective decisionmaking. Consequently, there are several key questions that a high-level consideration of visibility should address: *Who* among the JLE needs visibility, and *why* do they need it? *What* do they need to see? And, finally, *where* do they need visibility? These questions have significant implications for systems design, operational planning and execution, and resource allocation.

Who Needs Visibility and Why? The answer to this question is fairly straightforward. Everyone within the JLE has a requirement for some type of visibility for a variety of reasons. However, the ultimate purpose of our effort to achieve better visibility resides at the tactical level, where operational requirements form the basis of all our efforts. *Our customer is at the tactical level.*

The joint force commander's (JFC's) ability to execute his directive authority for logistics is completely dependent upon visibility. Without visibility into the JLE processes, resources, and requirements, the JFC cannot effectively integrate Service component capabilities to achieve mission objectives.

The joint logistician is responsible for matching resources against anticipated requirements to provide supportability assessments to the JFC. The supportability assessment tells us if the JFC's operational concept can be sustained. In addition, as operational requirements change, the joint logistician's ability to reassign resources rapidly against requirements is directly tied to visibility and is therefore invaluable to the JFC.

Services are responsible for delivering ready forces and equipment to the JFC. At the strategic level, this mission demands different information and uses different processes than at the operational or tactical levels. For the Services to accomplish missions, they also need visibility of the JFC requirements to ensure delivery of the right forces and equipment for mission accomplishment. The Services also need visibility into the processes that support theater component efforts.

Planners and decisionmakers at the DOD staff level require visibility to provide

Marines prepare to depart Camp Taqaddum on combat logistics patrol to Camp Ramadi, Iraq

2d Marine Logistics Group (Michael J. O'Brien)

responsive and relevant policy guidance and to ensure that DOD strategic resources are applied appropriately to meet all JFC requirements. Their goal is to ensure resources are utilized to achieve outcomes that are both effective and efficient.

Our interagency, multinational, and commercial mission partners require visibility of processes, requirements, and resources necessary to support their participation in our operations.

Ultimately, we need to develop or enhance systems, processes, and tools for improving visibility in a manner that supports each of these user requirements.

What Do We Need to See? The answer to this question depends on one's position within JLE—what the end user wants to see is different from what the manufacturer, supplier, or distributor wants to see. Each player in the JLE tends to see his visibility requirement as the visibility requirement for everyone. Our challenge is to provide the right kind of visibility across a complex environment, to the right user, at the right time. Below are listed the key areas where we need specific types of visibility.

Process visibility provides process owners and decisionmakers the ability

to evaluate the effectiveness of a particular process: "Are we delivering what's expected?" The deployment/redeployment process, the force reception process at a major port, or the depot repair processes are all parts of a system of systems that relies upon visibility for its effectiveness. Joint logisticians and process owners require visibility to enable effective control and to allow the optimization of processes against a desired outcome.

Resources must be visible by item, person, or unit individually or in some form of aggregation. In some cases, visibility by a discrete individual identity such as a serial number, lot number, national stock number, social security number, or unit identification code is required. Some individuals or items are so uniquely important—strategically, operationally, and tactically—that, by their very nature, they require real-time, 100-percent visibility across the logistics enterprise. Examples might include fissionable material, human remains, or vaccines. In other cases, visibility of items, persons, or units in some form of aggregation is necessary to determine the status of a particular capability and its ability to achieve the JFC mission. Examples might include a specific

force module, a port opening capability, or a medical treatment capability.

Requirements must also be visible by item, person, or unit individually or in some form of aggregation. Ultimately, visibility of requirements is necessary to initiate supporting efforts across the JLE. In most cases, the JFC is responsible for defining those requirements. The Services, supporting combatant commands, and Defense agencies need visibility of those requirements to better support the joint force commander's mission. DOD must have visibility over those requirements to ensure resources are used effectively and efficiently.

Where Is Visibility Needed? As noted previously, the answer to this question depends upon where one sits. End-users will want to know when they will receive their items and be less concerned about every step along the way. Broadly stated, visibility can be applied while elements are in-transit, in-storage, in-process, or in-use.[1] These terms broadly describe visibility needs in terms of the item's location in the JLE. But there are still other factors we must consider.

Although we have specified visibility in terms of who needs to see what and where he needs to see it, in practice there are no clear lines of delineation between different levels and activities with regard to visibility requirements. Moreover, visibility priorities and needs may change over time or across the phases of an operation. For example, planners might see joint force requirements as their most critical need, while during the sustainment phase of an operation, available resources might take precedence. During the initial phases of expeditionary operations, visibility of processes might be the greatest need to ensure that limited resources are optimized as planned. That said, each of the three elements of visibility—processes, resources, and requirements—is needed to make effective decisions.

Even though there may be near-unanimous agreement that the single greatest gap in the world of defense logistics is visibility, there are several barriers that inhibit efforts to enhance and share it. First, authoritative data are not always available to the joint logistician. The only thing worse than having no data is having two sets of data, and our inability to provide trustworthy data impedes quality decisionmaking. Second, it is unlikely that we will have unity of command over the entire spectrum of joint logistics. One of our major challenges, then, is to achieve unity of effort *without* unity of command. This is a particular issue as we share, process, and integrate information across different commands, agencies, systems, and processes to develop a common operating picture. Another major dilemma is how to ensure adequate security for sensitive information while simultaneously offering the maximum possible transparency and ease of access to all members of the community. Operational partners—both within DOD and without, including international friends and allies—need to have confidence that their information will be handled properly by our systems.

It is difficult, yet essential, to address the way ahead for senior logistics managers, planners, and system developers to enhance visibility for everyone within the JLE, allocate resources, and focus efforts to best achieve that effect. From our perspective, we see four areas for major improvements to visibility:

■ *Map the processes*. Understand, define, and document the processes within the

Helicopter lands on USNS *Flint,* supporting Ronald Reagan Carrier Strike Group in South China Sea

U.S. Navy (Spike Call)

Soldier directs M1A1 tank onto truck trailer for transport in Iraq

1st Marine Logistics Group (Gabriela Garcia)

JLE—leverage the work ongoing with the Joint Logistics Portfolio Management Test Case and U.S. Transportation Command (the distribution process owner). Use the base realignment and closure initiative to further our understanding of the defense supply chain and develop an integrated process as an outcome from that effort.

■ *Identify existing visibility capabilities.* Continue to leverage efforts already under way within the distribution process owner and other activities. Document and integrate those existing or emerging efforts that best contribute to increased logistics visibility. We must align visibility capability requirements with our process mapping to eliminate redundancies and gaps.

■ *Develop a JLE data architecture.* Under Defense Information Systems Agency lead, define the data framework, identify authoritative data sources, and influence and guide the joint logistics community's network-centric data strategy efforts. Our goal is to develop a JLE Data Architecture Campaign Plan.

■ *Deliver a joint logistics application (Global Combat Support System–Joint).* This application should enable visibility for the joint logistician and facilitate visibility across the JLE. Ensure that Global Combat Support System–Joint provides an effective work environment to turn data into information and enhances the ability of the joint logistician to plan and execute joint logistics operations.

Visibility is not an end in and of itself but a means to make better decisions, gain efficiencies, and improve effectiveness across the JLE. It is also an objective that we will continually strive toward; as our environment continues to change, there will always be additional information requirements or demands for enhanced timeliness and accuracy. As logisticians, we continually strive to improve the quality of our decisions and optimize the logistics readiness of the joint force. Enhanced visibility will lead to increased logistics readiness and improved user confidence.

We are all partners in delivering visibility across the JLE, and we all have a critical role to play in helping to deliver sustained logistics readiness to the JFC. The logistics community and those who interact with us must work together to develop this capability to enhance support to the JFC and above all to the Servicemembers who depend on us. **JFQ**

NOTE

[1] *In-transit* refers to assets being shipped or moved from origin (such as commercial vendors, units, storage activities, or maintenance facilities) to a destination (such as units, storage activities, or maintenance facilities). *In-storage* refers to assets stored at unit, DOD or commercial sites, and disposal activities. *In-process* refers to assets acquired from sources of supply, but not yet shipped, or assets repaired at intermediate- and depot-level organic or commercial maintenance facilities. *In-use* refers to those items used for their intended purpose.

Joint Special Operations Warfighter Certificate

By JOHN S. PRAIRIE and FRANK X. REIDY

The Joint Special Operations University (JSOU), located at Hurlburt Field, Florida, is the designated agency within U.S. Special Operations Command (USSOCOM) to conduct joint special operations education. It is responsible for courses that cover necessary material that is either not provided elsewhere or not provided when required by the special operations forces (SOF) community. As of February 2007, JSOU began offering a Joint Special Operations Warfighter Certificate (JSOWC).

The JSOWC program is an intensive, SOF-focused educational curriculum that prepares special operations warriors and enablers for assignment to joint special operations duty positions. This program is designed to provide the individual with the principles of joint operations while focusing on the key concepts of joint special operations. Within this program, three specific courses will concentrate on formulating and integrating U.S. national strategy, resources, and planning at the strategic level; conducting joint special operations collaborative planning at the operational level; and providing a thorough understanding of the current irregular warfare environment.

Supporting the USSOCOM Capstone Concept for Special Operations, JSOWC is designed to meet joint special operations education requirements that have not been traditionally provided at Service schools, career advancement schools, or military occupational specialty training. The curriculum is subdivided into three distinct course modules:

■ Module 1: Strategic Thinking for Special Operations Forces Planners Course
■ Module 2: Irregular Warfare Course

Joint Special Operations University at Hurlbert Field

■ Module 3: Joint Special Operations Collaborative Planning Course.

While the modules are mutually supporting, each is independent and may be taken in any sequence based on the individual's availability. Completing all three modules qualifies the student for the certificate.

The courses in the certificate program build on the lessons learned from recent operations, emphasize operational art, and include rigorous academic materials. Module 1 will be offered October 15–26, 2007, and again April 7–18, 2008. This module will concentrate on national policy, strategy, and strategic-level planning. Module 2 will be offered January 7–18, 2008, and again June 9–20, 2008. This module will focus on terrorism, theory of insurgencies, counterinsurgency practices, and historical case studies. Module 3 will be offered October 29–November 9, 2007; March 10–21, 2008; and August 11–22, 2008. This module will feature planning and tools essential for joint SOF staff planning and will conclude with a comprehensive exercise.

The certificate is for SOF personnel at midcareer. It is designed for those personnel preparing for, en route to, or assigned to their first joint SOF headquarters at a theater special operations command, the USSOCOM

Joint Special Operations Warfighter Certificate students

Center for Special Operations, or joint force headquarters. The intended students are special operations senior noncommissioned officers (E–6 through E–9), warrant officers (W–1 through W–4), and commissioned officers (O–2 through O–4).

The idea for the certificate program has been 2 years in development. During fiscal year 2005, JSOU completed an educational requirements analysis. A key finding in that study noted that neither USSOCOM, nor Service, nor joint professional military education institutions are sufficiently preparing midlevel SOF leaders at the appropriate times in an individual's career for the operational or strategic challenges of the war on terror. The JSOWC program is just the first initiative intended to elevate the JSOU curriculum and to make progress toward USSOCOM's educational goals while remaining aligned with joint and component training institutions. Through this program, JSOU will deliver personnel who will be better positioned to contribute to the war on terror mission to the USSOCOM Center for Special Operations, theater special operations command staffs, and other joint force headquarters.

Seats are limited to 20 students per course, so register now via the JSOU Web site at <https://www.hurlburt.af.mil/jsou/>, and monitor the JSOU page for updates. Please direct questions to Lieutenant Colonel John Prairie at DSN 579–4328 or commercial 850–884–4328. **JFQ**

Lieutenant Colonel John S. Prairie, USA, is Deputy of the Operational Department at the Joint Special Operations University and Program Manager for the Joint Special Operations Warfighter Certificate (JSOWC). Frank X. Reidy is Director of the JSOWC Strategic Thinking for Special Operations Forces Planners Course.

Letters to the Editor

To the Editor: As Chief of the Strategic Leadership Division and U.S. Army Foreign Area Officer (FAO) Proponent, I read with interest Colonel Timothy Shea's highly critical article on the George C. Marshall Center (Issue 46, 3d quarter 2007). I will leave it to the Marshall Center to answer the large part of Colonel Shea's critique; however, I feel that it is necessary to respond to the small section of that article that specifically addressed FAO training at the Marshall Center.

Colonel Shea states that the Army FAO training program at the Marshall Center retains a "Cold War legacy approach" and is failing to progress to in-country training opportunities that already exist in Russia, Ukraine, and other locations. The article fails to identify our current focus on expanding training opportunities in-country and the fact that Army FAOs began conducting in-country training in Ukraine and Russia in August 2007, with more slated for 2008 and beyond.

Colonel Shea is correct to point out that in-country training programs offer new FAOs (with their families) complete language immersion and regional travel. The Army FAO Proponent Office, within the Army Directorate of Strategy, Plans and Policy, has defined core competency requirements that each FAO intern is expected to achieve in-country: regional experience and knowledge, U.S. policy goals and formulation, language, military-to-military experience, U.S. military involvement, and U.S. Embassy administration. Each in-country training site is evaluated by FAO regional managers, often former Defense Attachés or Office of Defense Cooperation Chiefs, to ensure it meets these core competencies. Each year the FAO Proponent Office holds regional conferences to evaluate and discuss current in-country training programs with the host Embassies, geographic combatant command, and others. The next Europe and Eurasian FAO regional conference is scheduled for late November 2007 in Moscow with the intent of highlighting the expanding Eurasian program.

While I concur with Colonel Shea's primary point of expanding in-country training opportunities for Eurasian FAOs, I would like to comment on the current program at the Marshall Center. My office closely monitors and manages the Eurasian FAO Program at the Marshall Center. While based there, Eurasian FAOs spend the majority of their time on multiple 30- to 90-day in-country training assignments in Russia, Ukraine, Central Asia, and the Caucasus. Often these Eurasian FAOs conduct longer, vitally important in-country programs, such as training and then deploying with Georgian units to Iraq. The Marshall Center provides language training support and courses that help a FAO achieve core competency requirements. Colonel Shea states that FAO skills atrophy at the Marshall Center, citing Defense Language Proficiency Test (DPLT) scores since 2002. However, our review shows that since 2002, 96 percent of all new FAOs trained at the Marshall Center either maintained or improved their DLPT scores.

In August 2007, one FAO arrived in Ukraine and one in Moscow for 12 month in-country training. In July 2008, the number will increase to two in Moscow. We are currently evaluating additional opportunities in Central Asia, the Caucasus, and other countries within the Eurasian FAO geographic region. Opening these sites is consistent with the Army's constant review and adjustment of FAO training to meet a changing security environment. It is also just one part of training Army FAO "Pentathletes" who are capable of handling multiple complex tasks across the entire spectrum of conflict.

Army FAOs play a critical and successful role in a wide variety of vital foreign policy and national security positions. The Army's training and utilization of Foreign Area Officers is the example that other Services use to stand up their own programs. We believe that the in-country training program is an essential piece to ensure a FAO's success in future operational assignments. The changing security environment requires constant evaluation and debate to adapt our training to meet new challenges. The Army FAO Proponent Office welcomes the debate and this opportunity to present an update and clarification of our program.

—COL Steven F. Beal, USA
Chief, Army FAO Proponent Office

To the Editor: Every organization stands to improve itself when subjected to objective internal and external reviews and critiques of its practices, policies, and operations. That said, untruths, false allegations, and misperceptions, in light of hard evidence to the contrary, only serve the interest of those who wish to advance a narrow personal agenda. This letter to the readers and editors of *Joint Force Quarterly* objects strongly to the inaccurate, incoherent, and inconsistent assertions in Colonel Timothy Shea's article, "The George C. Marshall European Center: Proven Model or Irrelevant Prototype?" published in *JFQ* Issue 46, 3d quarter 2007.

For the record, after having seen a draft of this article late last year, I personally invited Colonel Shea in December 2006 to visit the Marshall Center to see first-hand what we are doing, how our programs had evolved, and how we are in tune with German and American defense policymakers on priorities and direction. Colonel Shea declined this invitation.

Colonel Shea's article was particularly disturbing in light of the damaging and inaccurate picture that it presents of the German-American partnership that underpins the Marshall Center. It is simply not true that "each time the United States presents its opinion on an issue, the alternate German point of view is presented to the audience." Our video recordings of the hundreds of lectures delivered at the Marshall Center in recent years will prove to anyone who takes the time to review them that this statement is nonsense. The German-American partnership at the Marshall Center is based on the common values we share—it is not a high school debate between opposing sides. We do not seek a watered-down consensus, but encourage informed and in-depth examination of complex 21st-century security issues. The German government deserves appreciation for its generous and farsighted support of the Marshall Center, not the petty sniping in which Shea indulges. And while we are talking about the value of partners, we should not overlook the fact that the governments of Canada, Switzerland, Austria, France, and Croatia all choose to provide a fully qualified faculty member to the Marshall Center at their expense, enriching our curriculum and enhancing cultural awareness.

It is not my intent here to parse the many inaccurate and misleading statements found throughout the article; however, three glaring inaccuracies require a brief rebuttal.

First, I must challenge the undocumented and gratuitous comments about the quality of the military officers and government officials who participate in Marshall Center courses and programs. Since 2004 alone, 186 Marshall Center graduates from 30 nations have served or are currently serving in government positions at the levels of minister, deputy minister, ambassador, member of parliament, or chief of defense for their countries. Fifty-two of these graduates hold or previously held positions as ministers or deputy ministers, to include two prime ministers.

The Marshall Center's ability to effect change through its alumni is not limited to those graduates now in top-level positions. In 2006, as an especially noteworthy example, several midlevel counterterrorism professionals from different African countries—graduates of the Marshall Center's Program on Terrorism and Security Studies—used the personal relationships they had formed here to foil a planned terrorist attack on a major sports event in Egypt. The information-sharing that led to the arrests of the terrorists would never have happened without the network of trust and the intellectual interoperability created at the Marshall Center.

Secondly, the Shea article unfairly targets not only our German partners and the Marshall Center alumni but also the dedicated faculty and staff of the Marshall Center itself. The allegation that there is an "absence of politico-military expertise at the Center" is ludicrous. The Marshall Center faculty is made up of distinguished academic experts as well as experienced military officers with backgrounds in security issues including terrorism, defense reform, stability operations, homeland security, and conflict resolution. Check our Web site and you will easily see what I am talking about. Our professors range from a former commander of a Provincial Reconstruction Team in Afghanistan to former Ambassadors and general officers to tenured professors from distinguished American universities.

Finally, I must take exception at Shea's outrageous allegation that the "absence of priority countries such as Russia—which has not elected to participate seriously—reflects a disturbing trend in the suspect pool of graduates in recent years." Candidates for Marshall Center programs are identified by U.S. and German embassies, working with host nation defense and foreign ministries in international capitals. Since Colonel Shea's arrival in the Embassy in Moscow in the summer of 2005, the number of Russian nominations for Marshall Center programs has dropped by over 50 percent. Perhaps one should seek an explanation from a client country team other than the U.S. Embassy in Moscow as to this anomaly regarding Russian participation, since over the same period we have seen a rise in student numbers from many former Soviet republics—most notably Ukraine, Azerbaijan, Georgia, Kazakhstan, and Armenia.

In the battle of ideas—which is the greatest challenge we face—our "weapons" are our values. How then can programs that are the cornerstone of the Marshall Center—programs that address democracy, rule of law, and respect for human dignity— be characterized as irrelevant? Objective observers do not come to that conclusion.

On a final note, Colonel Shea's article distracts from the real challenge facing the Marshall Center and the four other Department of Defense (DOD) regional centers, and that is remaining focused on accelerating global change, combating the strong anti-American attitudes that have hurt our international standing, effectively offsetting ideological support for terrorism, and influencing national and regional perceptions of contemporary security issues. The five U.S. DOD regional centers are worth their weight in gold. We are not only building professional relationships among our friends and allies but also interacting with international partners who are actively seeking to understand, address, and solve the most complex defense and security issues that we collectively face as a community of nations. The regional centers are setting the conditions upon which we just might achieve peace, stability, security, and economic growth for generations to come.

—John P. Rose, Ph.D.
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NATO Symposium

NATO: Meeting the Challenges of the New Security Environment?

February 20–21, 2008

For nearly six decades, the North Atlantic Treaty Organization (NATO) has been the central organizing point of transatlantic security. After the Cold War, questions were raised regarding the relevance, usefulness, and future viability of the Alliance. Through expansion and a series of transformations, NATO has evolved and perhaps even been strengthened. General Bantz Craddock, Commander, U.S. European Command, recently remarked, "NATO has transitioned from a defense alliance to a security-focused alliance." This shift marks a lessening emphasis on national survival and the impetus for cooperation and action. Common security interests and assessments of threats will ultimately determine the Alliance's ability to serve as the bulwark against the challenges of the future security environment. Rather than the very clear focus on defending against the Warsaw Pact, NATO's current focus is on creating conditions that maintain the peace, foster regional security cooperation, and promote capacity-building efforts to strengthen the Alliance.

Topics will include:

- Alliance commitment in Afghanistan
- capacity-building and shared risk/commitments
- cooperation on missile defense
- member agreements on external issues, such as the crisis in Darfur
- NATO and European Union security policy/cooperation
- NATO's continuing role in Balkan security and stability operations
- role and value of NATO involvement in the Black Sea region.

Information is available at www.ndu.edu/inss. Click on "Conferences."