

**STATEMENT BY**

**LIEUTENANT GENERAL LARRY J. DODGEN, USA**

**COMMANDING GENERAL,  
U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND  
AND  
U.S. ARMY FORCES STRATEGIC COMMAND**

**BEFORE THE**

**COMMITTEE ON ARMED SERVICES  
STRATEGIC FORCES SUBCOMMITTEE  
UNITED STATES HOUSE OF REPRESENTATIVES**

**SECOND SESSION, 108<sup>TH</sup> CONGRESS**

**JULY 22, 2004**

**Lieutenant General Larry J. Dodgen**  
**Commanding General**  
**U.S. Army Space and Missile Defense Command/U.S. Army**  
**Forces Strategic Command**



Lieutenant General Larry J. Dodgen assumed command of the U.S. Army Space and Missile Defense Command / U.S. Army Forces Strategic Command (USASMDC/ARSTRAT) on December 16, 2003.

Born in New Orleans, La., General Dodgen graduated from Louisiana State University in 1972 with a bachelor's degree in Chemical Engineering. He also holds an MBA in Public Administration from the University of Missouri and a master's degree in National Security and Strategy from the United States Naval War College. His military education includes the Air Defense Officer Basic and Advanced Courses, the U.S. Army Command and General Staff College, and the U.S. Naval War College.

General Dodgen began his military career as Section Leader and later Platoon Leader, Battery A, 1st Battalion, 68th Air Defense Artillery, 1st Cavalry Division, Fort Hood, Texas. In 1975, he was assigned as a Firing Platoon Leader, 2d Battalion, 71st Air Defense Artillery, Eighth United States Army in Korea. While in Korea, he became the Aide-de-Camp to the Commanding General, 38th Air Defense Artillery. After returning to the United States, he served as Aide-de-Camp to the Assistant Commandant, U.S. Army Air Defense Artillery School, Fort Bliss, Texas. He later commanded Battery C, 1st Battalion, 7th Air Defense Artillery, Fort Bliss, Texas. In 1981 and 1982, General Dodgen commanded Battery A and served as the Assistant S-3 (Operations), 3d Battalion, 61st Air Defense Artillery, 3d Armored Division in Germany. In 1984, he was assigned to the U.S. Army Chemical School, Fort McClellan, Ala., as an NBC Analyst and later became Chief of the Studies Branch. In 1987, he became the Executive Officer, 6th Battalion, 43d Air Defense Artillery, in Germany. From June 1989 to December 1991, he commanded 8th Battalion, 43d Air Defense Artillery, and led his battalion into combat in Saudi Arabia during OPERATION DESERT STORM. In 1993, he returned to Germany to command the 69th Air Defense Artillery Brigade. While in Germany, he also became the Chief of the CINC's Initiatives Group, Office of the Command-in-Chief, U.S. Army Europe. After assuming the rank of Brigadier General in 1996, he became the sixth Deputy Assistant Secretary of Defense for Policy and Missions. From May 1998 to September 2001, he was the Director, Joint Theater Air and Missile Defense Organization (JTAMDO). From September 2001 to December 2003, he was the Commanding General of the U.S. Army Aviation and Missile Command (AMCOM).

General Dodgen's military decorations and awards include the Defense Distinguished Service Medal with Oak Leaf Cluster, Legion of Merit (two Oak Leaf Clusters), Meritorious Service Medal (four Oak Leaf Clusters), Army Commendation Medal, and the Army Achievement Medal.

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**And**  
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**Introduction**

Mr. Chairman, Rep. Reyes and Members of the Committee, thank you for the opportunity to appear before this distinguished committee and for your ongoing support of our Army. This panel continues to be a friend of the Army, particularly of our efforts in space. The Army considers it a privilege to be counted in the ranks with Mr. Teets, General Lord, Vice Admiral McArthur and Brigadier General Thomas as joint advocates of a well-trained space cadre. Today, I appear before this committee as the Army proponent for space.

As you know, in 2001, the Commission to Assess United States National Security Space Management and Organization, commonly referred to as the Space Commission, unanimously concluded that the security and well being of the United States, its allies and friends depended on the nation's ability to operate in space. The Army previously recognized the need for a cadre of space professionals specifically trained in, and knowledgeable about, space capabilities to complement the actions of the signal, intelligence, information operations, and engineering staff personnel working within the space arena. Accordingly, in 1998, the Army established Functional Area (FA) 40 - Space Operations. The United States Army Space and Missile Defense Command (USASMDC) is the Army's specified proponent for space and the personnel proponent for all FA 40 officers. The current Army Space Cadre also includes branch and other

functional area officers who hold the Skill Identifier 3Y-Space Activities and Skill Identifier 3E – Tactical Exploitation of National Capabilities (TENCAP).

These diversified skills utilized in space missions are evidenced in the Army Space Support Teams. These teams use soldiers with military occupational skills in intelligence, signal, and engineering to collectively produce space based information and products for integration into command war plans and operations. Their utility has been demonstrated in Operation Enduring Freedom and Operation Iraqi Freedom. The lessons learned from these deployments will contribute significantly to defining and developing a comprehensive Army Space Cadre Strategy.

While the Army has already designated these core members of the Space Cadre, the Army recognizes its space professional cadre also comprises soldiers and civilians from a wide variety of other branches, career fields, disciplines and functional areas. Officers, warrant officers, enlisted and civilians from across the Army constitute a population of space-smart professionals who predominately work space-related issues and requirements. Other Army space professionals include scientists, engineers, and acquisition personnel skilled in research, space system development, acquisition, and the application of emerging technologies to support the Army's needs and joint full spectrum operations. They are competent and skilled in all aspects of developing, procuring, employing and advising the warfighter on maximizing the use of Army and Joint space systems to support full spectrum operations.

### **Space Formal Process**

In order to comply with Department of Defense direction and General Accounting Office recommendations, the Army has decided to use the Force Management and

Analysis Review (FORMAL) process to establish and maintain a professional space cadre. The FORMAL process was selected for several reasons. First, as the capstone force management tool, the FORMAL review provides intensive management forums to facilitate Army-wide integration of all activities required to produce and sustain mission capable units to perform Army missions. Second, the FORMAL allows senior Army leaders to resolve issues affecting execution of programs and initiatives within the Space Cadre. Finally, it provides a valuable forum for horizontal and vertical integration within the Army.

The FORMAL review process focuses on the Army's ability to maintain the readiness and the force capability required to support combatant commanders. Simultaneously, the review process allows continuous training and modernization of the Space Cadre. As such, the FORMAL process involves the entire Army force structure.

To facilitate the process, the Army designated USASMDC to conduct the Army Space Cadre FORMAL (ASCF). The scope of the ASCF is to define the Army cadre of space professionals, establish professional military space education that emphasizes combat operations, and maintain a sufficient Space Cadre. This Cadre will have the ability to develop, plan, program, and acquire space systems uniquely required to support the Army's missions.

The Army Space Cadre FORMAL comprises four phases:

- Phase I will establish an Army-unique definition for the Army Space Cadre for use in the remaining three phases.

- Phase II is an analysis of the Army force structure to identify space cadre roles, missions, organizations, functions and personnel based on the Phase I Space Cadre definition.
- Phase III consists of a review of Department of the Army policies supporting the Army Space Cadre within the eight life cycle functions (structure, acquisition, individual training and education, distribution, deployment, sustainment, professional development, and separation).
- Phase IV is a comprehensive analysis of the doctrine, organization, training, materiel, leadership & education, personnel, and facilities (DOTMLPF) domains needed to develop the Army Space Cadre end-state strategy.

At the present time the Army is engaged in the Phase I process of developing our unique definition of Space Cadre.

As we move forward, the Army will profit from the efficiencies gained as a result of the FORMAL. An Army Space Cadre that provides significant value will result from this review. The review also fulfills Congressional mandate, implements Department of Defense directive, and meets guidance from the Department of Defense Executive Agent for Space. Most importantly, a core of highly trained professionals will be identified and tracked to fully support our Nation's Warfighters. This process will also increase the Army's capability to support Combatant Commanders. Finally, the process will result in the establishment of a centralized Army Space Cadre Management Office, which will be responsible for the implementation of the Army's strategy.

## **Education and Training**

Education and Training are critical for the success of the Army Space Cadre. Accordingly, five years ago, the Army developed a space qualification course and established the Army's Space Operations Officer (FA40) Qualification Course (SOOQC) in 2001.

I would like to report that the sixth iteration of SOOQC is currently in session and will graduate on 27 August 2004. These graduates are exposed to a variety of areas of training designed to provide them the skills required to plan and conduct space operations. Skills such as planning space control operations, analyzing friendly force space control capabilities and limitations, recommending space applications to support the military decision-making process, and determining the impact of space and weather on space and terrestrial operations. After the current class graduates from SOOQC, they will attend an enhanced course that will provide increased technical space training in key mission areas. They will receive in-depth training in space-based blue force tracking, space control, and space analytical software applications. The SOOQC and enhanced training will provide the educational foundation for a relevant and ready professional space cadre.

The Army is also actively participating in the training, development and execution of new joint courses that will be offered by the US Air Force Space Operations School (SOPSC). These joint courses include:

- A 1-week fundamentals Space Support Course that targets new space operators.
- A 4-week Space 200 course designed for mid-career students with some space background. This course is now used as the foundation for SOOQC.

- A future Space 300 series that will provide senior space operators with a strategic-level focus of space operations.
- The development of a 12-week mission area specific Advanced Space Training (AST) series of courses. ASTs will produce technically proficient weapons officers that will work hand-in-hand with operational counterparts in the mission areas of navigation warfare, missile warning, and space control.

In addition to the SOOQC and other space specific training, members of the Space Cadre will continue to receive relevant instruction on newly emerging space developments. Lessons learned from ongoing joint world-wide operations, joint exercises and emerging technologies will influence future training of our space cadre.

Some space operations officers will attend formal academic training. A Master of Science Space Operations or Engineering curricula is offered at the Naval Postgraduate School and the Air Force Institute of Technology. There are also Training- with-Industry opportunities, USAF Air Education & Training Command (AETC) courses, and Space Warfare Center (SWC) SOPSC courses. Finally, two Memoranda of Agreement (MOA) were signed with Webster University and American Military University to grant SOOQC graduates 15 graduate credit hours to be applied to those universities MS Space curricula. As is evident, opportunities for our space professionals continue to expand.

Joint educational endeavors continue to evolve. For instance, the Army's partnership with the US Air Force and Navy will result in Army Space Operations officers eventually attending the National Security Space Institute (NSSI). The NSSI, a space education and training institute in Colorado Springs, Colorado, will capitalize on the synergy of a multi-service approach over the continuum of space education and



training venues that meet the future needs of DoD and service component space cadres. The Army is currently participating in developing operationally relevant new space operations courses and has established a physical presence at the USAF Space Operations School (SOPSC). The Army and SOPSC will soon conclude an MOA that further solidifies our partnership. The Army fully supports the migration to and synergistic consolidation of space education and training within the NSSI. We enthusiastically look to the NSSI future as the ultimate high ground training institute that will meet the education and training requirements of the Army's maturing space cadre.

### **Conclusion**

Through these processes the Army will improve management of its space assets and develop systems to ensure proper education and career development for its space professionals. Mr. Chairman, the future of the Army's professional Space Cadre is an exciting one as it continues to evolve and grow. The Army's Space Cadre Strategy developed through the FORMAL process will articulate our long-term goals and be in full compliance with Congressional intent, DoD Executive Agent directives, and GAO recommendations. As we move forward with our sister services, the Army is certain that the Armed Forces will continue to remain at the forefront of space developments.

Thank you for the opportunity to appear before you today and for your attention to this important matter. I look forward to answering any questions you and the other members of the Committee may have.