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## Transformation Czar Urges National Security College

By Jason Sherman

The global war on terrorism soon may open another avenue of study for students at America's military war colleges.

An influential Pentagon thinker said a new higher-education institution is needed to improve cooperation between the military and civilian government agencies that play a role in protecting the nation.

Similar to the National Defense University in Washington, which awards one-year master's degrees to military officers and civilians being groomed for leadership positions in the Defense Department, this new school could bring together future military leaders and their counterparts from the State, Homeland Security, Treasury and Commerce departments.

"I think it's time for another high-level approach to how we organize our intellectual capital," retired Navy Vice Adm. Arthur Cebrowski, the Pentagon's director of force transformation, told *Defense News*.

This school, which Cebrowski said might be called the National Security University, would foster thinking about national security beyond the military context.

Overseen by the Defense Department in partnership with civilian agencies, this university also would forge relationships across government departments that could be key to enhancing cooperation between future leaders.

The aim is to replicate the kind of cooperation across the government that the Army, Air Force, Navy and Marine Corps have achieved since the passage of the 1986 Goldwater-Nichols Act, the landmark law that created the Joint Staff and encouraged closer partnership among the services.

It also resulted in emphasizing “jointness” in the curriculum at service war colleges. Cebrowski, a former president of the Naval War College in Newport, R.I., said the services have figured out during the last 18 years how to work together very closely.

“But now that we have this, we realize that it really is inadequate,” he said. “It’s not the military that needs to be more joint, it’s just that the national security structure itself needs to be more joint. The logic which brought us to this point can be applied to take us to a new level, which is more appropriate to the strategic reality.”

Cebrowski said he has not formally proposed the idea, but is floating it to see if it might find traction with decision-makers in Washington.

Retired Army Maj. Gen. Robert Scales, former head of the Army War College in Carlisle, Pa., broached a similar idea at a July 15 House Armed Services Committee hearing.

“We need to build a new institution that brings together all the elements of national power,” Scales said in an interview, and reach a new level of interdependence among all federal agencies “beyond jointness.”

It took until 1918 for infantry and artillery to become coordinated after joining the battle in World War I. Combined-arms operations at the beginning of U.S. action in World War II weren’t ironed out until late 1944. And it took until 1991 for the U.S. military to effectively coordinate an air-ground war.

Truly joint operations, many defense experts say, was not demonstrated until the recent U.S. campaigns in Afghanistan and Iraq.

“Every time we come up with ways to integrate levels of war, the nature of war changes and we’re required to go to a different level,” said Scales.

The new level of coordination required to deal with the current terrorist threat calls for going “beyond just having to meld together the military elements, but also political, interagency, nongovernmental, social. ... The center of gravity in war is no longer the enemy’s army, it’s the enemy’s people.”

Rep. Jim Marshall, D-Ga., a member of the House Armed Services Committee, supports any effort to improve interagency cooperation.

“We have to do a better job of preparing ourselves for the new threats we face,” Marshall said.

“We need to go well beyond the skill set that our military forces maintain in order to address the low-intensity insurgency ... that will be involved in trying to root out terrorists from these corners of the globe where they tend to haunt,” Marshall said.