



# Always Out Front

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This is the last quarterly issue of the *Military Intelligence Professional Bulletin* (MIPB). The U.S. Army Intelligence Center of Excellence (USAICoE) has begun an initiative to modernize MIPB in a handful of ways. The first major change within this initiative is to discontinue quarterly hard-copy MIPB issuance and shift to a continuously updated online version of MIPB. We will also develop MIPB special editions two or three times a year. The first special edition focuses on publicly available information across our intelligence disciplines.

It is fitting that the theme of this last quarterly issue of MIPB is theater intelligence. This MIPB issue includes articles from many of the Army Service component commands (ASCCs), as well as articles covering other aspects of theater intelligence. The four functional ASCCs are important to the Army, but in this column, I will address intelligence in the five theater armies and one standing field army (the 8<sup>th</sup> U.S. Army).

The timing of this issue aligns with the July 2021 publication of FM 3-94, *Armies, Corps, and Division Operations*, and the imminent approval of ATP 2-19.1, *Echelons Above Corps Intelligence Organizations*. In my column, I briefly discuss theater intelligence during competition and crisis, while CW5 Anderson's column addresses theater intelligence in large-scale combat operations.

## The Doctrinal Foundation

Before looking at current and future theater and field army intelligence challenges during competition and crisis, it is worth discussing the foundational doctrine within FM 3-94 and other doctrinal publications. The theater and field army mission is one of the most diverse and complex of any Army echelon. Theater armies support a geographic component commander (GCC) and provide the GCC with capabilities and support from all assigned and attached Army forces in the area of responsibility (AOR).



Additionally, theater armies are designated as ASCCs, responsible for recommending the allocation of Army forces to the GCC. It is important to note that field armies are not ASCCs.

Some of the most important aspects of field armies are that they—

- ◆ Set and maintain the theater in competition and conflict.
- ◆ Deter potential adversaries and secure advantages should deterrence fail. This aspect of army ac-

tions and operations facilitates flexible options for strategic commanders and decision makers.

- ◆ Exercise broad command and control of Army forces.
- ◆ Exercise joint roles of limited scope, scale, and duration.
- ◆ Provide cultural awareness and are continually involved with their security cooperation partners in the region.
- ◆ Provide unique enabling capabilities to the theater such as theater casualty evacuation, theater signal, theater sustainment, and theater intelligence.

During competition, field armies actively support the GCC through missions, tasks, and actions to shape the environment. Beyond shaping the environment, field armies prepare to rapidly transition to conflict should the GCC identify an increased threat or new operational requirements within the AOR. Specifically, armies plan for such diverse problem sets like destruction of enemy antiaccess and area denial capabilities; basing options; and reception, staging, onward movement, and integration of additional Army forces and equipment into an area of operations.

All of those army missions, tasks, and actions are informed and sometimes completely driven by intelligence. While the U.S. Army Intelligence and Security Command (INSCOM) is responsible for intelligence collection from a strategic perspective, the theater army G-2 staff and military intelligence brigade-theater (MIB-T), in conjunction with many other echelons above corps (EAC) organizations, focus their efforts within any one specific theater. There are six INSCOM MIB-Ts. Five MIB-Ts are tailored for and assigned to a GCC, which normally delegates operational control (OPCON) to the supporting theater army/ASCC. The 8<sup>th</sup> U.S. Army is also assigned OPCON of a MIB-T. Each MIB-T provides robust intelligence capabilities, including collection, processing, analysis, and dissemination support to the theater army/ASCCs, GCC, and intelligence community.

### The Challenge

We are always operating within great power competition—especially in the U.S. Indo-Pacific Command AOR. Success during large-scale combat operations will be impossible if we as an Army wait for a crisis to establish theater intelligence collection management, collection activities, processing, analysis, and production. ATP 2-19.1, which the Army will publish soon, provides basic doctrine on EAC intelligence. However, doctrine can only go so far in accurately describing the inherent complexity of theater operations.

Theater intelligence requirements stretch across the globe—from the most remote corner of South America to the Arctic shipping lanes to the South China Sea and from space to cyberspace. The days when the United States enjoyed a capability overmatch against its threats no longer exists. Many peer threat capabilities now nearly-match, equal, or surpass our capabilities from a regional perspective. Even during competition, the operational environment across all domains is complex, congested, and contested, especially within the information dimension. The future threat is capable of bringing the fight to the United States on a significant scale.

### Road Ahead

The road ahead will be informed by the fundamentals, which to a major extent match my one priority and three objectives here at USAICoE:

- ◆ **Keep people as our number 1 priority.** The Military Intelligence (MI) Corps will coach, teach, mentor,

and build caring leaders. We will also diligently recruit talent and reach into untapped pools of talent to build a new and different MI Corps of the future.

- ◆ **Build leaders with the right knowledge, skills, and behaviors.** One way to accomplish this objective is to develop and use relevant doctrine and other official Army content to build and maintain a professional MI Corps. We must also train as we intend to fight by training in a disrupted, intermittent, and limited communications-enabled scenario. I would offer that you can rarely ever conduct too many training “sets and reps” as an intelligence enterprise.
- ◆ **Drive change to train, man, and equip an excellent current and future MI force.** The MI Corps must tirelessly build intelligence capabilities through inclusive and collaborative means with joint headquarters, other Services, Army branches, and every MI staff and organization across the Army. New technologies and fields like artificial intelligence, machine learning, and data science will be important in future operations.
- ◆ **Dominate the information space from an MI perspective.** We will build trust in the MI Corps through deliberate communications with internal and external audiences. We wear the jersey of the best team in the world. We must tell our story, or someone else will.

Additionally, we will build trust and rapport with our allies and partners including them in everything we do, as much as possible. Our allies and partners have incredibly important regional knowledge and often bring unique capabilities to the fight.

I am confident that our force of intelligence professionals will continue to adapt. We will rise to overcome the myriad of intelligence challenges, even at the theater-level, to help the Army successfully compete with our peer threats. The United States may be at a disadvantage in some respects within great power competition, but we have a special weapon on our side—our talent. Ultimately, the American Soldier will continue to be our biggest advantage over any threat. Intelligence professionals remain at the forefront of this fight and will continue to make a difference.—Desert 6. 🌟

**Always Out Front!**