



Always Out Front

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Intelligence assists commanders in seeing through the fog and friction of war.

—FM 2-0, Intelligence

I am incredibly honored to take command of the U.S. Army Intelligence Center of Excellence (USAICoE) and join a team of dedicated professionals committed to shaping the future of the Army. When I first came through Fort Huachuca's Buffalo Soldier Gate in August 1989, our doctrine, organization, tactics, materiel, and leadership were oriented on the Soviet threat. In the decades after the fall of the Soviet Union, I served in units across the Army and the joint force while our Military Intelligence (MI) Corps adapted to support conflicts around the globe and, most significantly, the global war on terrorism. My recent tours as U.S. European Command J-2 and U.S. Army Europe G-2 gave me great insights into where the MI Corps and the Army must go to regain our capability to support multi-domain operations with intelligence to enable convergence at echelon. Multi-domain operations includes the ability to "compete, penetrate, dis-integrate, and exploit our adversaries"¹ across all domains—air, land, maritime, space, cyberspace, the information environment, and the electromagnetic spectrum. I can think of no more important task at this point in our Nation's history than to ensure our force is modernized, trained, and ready in order to maintain a competitive edge.

Our Army is shifting focus in order to prioritize capabilities across the force that are required to conduct large-scale ground combat operations and multi-domain operations. I specifically use the word *prioritize* rather than *transition* because our Army will continue to be called upon for limited contingency operations, including counterinsurgency, counterterrorism, and stability operations. The Army and the joint force have men and women in harm's way on a daily basis in support of the counterterrorism fight, and



thus, we must continue to man, train, and equip our MI formations for this mission as we also build capacity for large-scale ground combat operations and multi-domain operations. In multi-domain operations, our forces will face an extremely complex environment across all domains.

The National Defense Strategy outlines the revisionist powers such as China and Russia, and the rogue regimes such as North Korea and Iran, in order to emphasize the magnitude and caliber of the threat. "We face an ever more lethal

and disruptive battlefield, combined across domains, and conducted at increasing speed and reach—from close combat, throughout overseas theaters, and reaching to our homeland."² The emphasis on the threat is linked to the emphasis on the importance of the joint force and strong alliances. "To succeed in the emerging security environment, our Department and Joint Force will have to out-think, out-maneuver, out-partner, and out-innovate revisionist powers, rogue regimes, terrorists, and other threat actors."³ The National Defense Strategy outlines three lines of effort:

- ◆ Rebuild military readiness as we build a more lethal joint force.
- ◆ Strengthen alliances as we attract new partners.
- ◆ Reform the Department's business practices for greater performance and affordability.⁴

Building a more lethal force means capability, deterrence, and strength. We must have the capabilities to deter aggression and strengthen our forces and allied relationships. Our number one priority as an Army is readiness, and the team here at Fort Huachuca has been ensuring readiness for our Soldiers by preparing for the shift to large-scale ground combat operations and increasing their lethality. We have adjusted our programs

of instruction and implemented rigor into our daily training and tasks. For the officers, we have adjusted the length of the courses in order to fit in more repetitions of intelligence preparation of the battlefield (IPB) and the military decision-making process (MDMP), provide demanding exams focused on analysis and both oral and written communication, and conduct more summative assessments. The scenarios we use are dynamic and require critical thinking. We have also increased the Soldier's time in the field to increase familiarization of their tradecraft in an austere and disconnected, intermittent, and limited environment, requiring students to be able to perform in both an analog and digital battlespace. The training our officers are currently enduring will posture them for the higher operational tempo and demands of large-scale ground combat operations.

We have also increased the time in the field for the 35G10 Geospatial Intelligence Imagery Analyst students. As they have transitioned their training into an austere environment, they have been able to work through different scenarios that require using descriptive geospatial language, executing primary, alternate, contingency, and emergency plans for various problem sets, and practicing the fundamentals—warrior tasks and battle drills, map reading, and land navigation. For the 35F10 Intelligence Analyst students, we have extended their training in the field by providing scenarios for them to “jump” their tactical operations center for 24 hours, conduct overnight operations during a 6-day field training exercise, and perform entry control point operations.

USAICoE, in partnership with U.S. Army Forces Command and U.S. Army Intelligence and Security Command, has also implemented the 2019–2020 Military Intelligence Training Strategy (MITS). In order to allow commanders to evaluate the intelligence warfighting function, MITS certifies intelligence personnel through a four-tier system designed with tables that certify the individual for each tier. As units prepare for training center rotations, MITS allows the commanders to certify intelligence personnel with the specific scenarios they will encounter during their rotations. Completing the certification allows commanders to instill confidence in their intelligence Soldiers to execute the functions required to support commanders' decision.

This issue of *Military Intelligence Professional Bulletin* focuses on intelligence preparation of the battlefield, or IPB. However, “there is far more to intelligence analysis than simply IPB. Intelligence analysis must support the commander's decisions, situational understanding, Army design methodology, MDMP, targeting, and force protection considerations and continuous operational assessments.”⁵ Repetitions of IPB are crucial for intelligence professionals to understand their fundamentals; however, to prepare for large-scale ground combat operations, we need to learn and prepare to become comfortable in an uncomfortable setting. The training we have implemented and adjusted to contain more rigor and critical thinking will allow the intelligence community to properly and efficiently support any commander's mission, across the continuum of operations.

GEN James C. McConville, 40th Chief of Staff of the Army, emphasizes winning. “Winning matters! We win by doing the right things, the right way...Army leaders have a sacred obligation to build cohesive teams that are highly trained, disciplined, and fit that can win on any battlefield.”⁶ We have a sound plan to ensure that Army intelligence can meet this obligation. 

Epigraph

Department of the Army, Field Manual (FM) 2-0, *Intelligence* (Washington, DC: U.S. Government Publishing Office, 6 July 2018), 5-6 (common access card login required).

Endnotes

1. Department of the Army, Training and Doctrine Command (TRADOC) Pamphlet 525-3-1, *The U.S. Army in Multi-Domain Operations 2028* (Fort Eustis, VA: TRADOC, 6 December 2018), i.
2. Office of the Secretary of Defense, *Summary of the 2018 National Defense Strategy of The United States of America*, n.d., 3 <https://dod.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>.
3. *Ibid.*, 5.
4. *Ibid.*
5. Department of the Army, FM 2-0, 6-2.
6. U.S. Army, “40th Chief of Staff of the Army Initial Message to the Army Team,” *U.S. Army Worldwide News*, August 12, 2019, https://www.army.mil/article/225605/40th_chief_of_staff_of_the_army_initial_message_to_the_army_team.

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