Building Strong Warriors, Leaders, Families & Forces to Defend Our Nation—One Person at a Time
Build Strong Warriors, Leaders, Families, and Forces; Using the Comprehensive Approach; in order to Defend the Nation through Full Spectrum Operations in a JIIM Environment – One Person at a Time
Doctor of Medicine
Awarded the Medal of Honor
Colonel of the 1st Volunteer Cavalry at San Juan Hill
Governor General Cuba
US Ambassador to Argentina
Author
CSA 1910 – 1914
- Forerunner for ROTC
- Transformed the Army for WWI
CG 89th Infantry Division
Governor General Philippines

An expert, agile, adaptive, full spectrum scholar-Warrior and visionary leader
FOCUS:

• Win the Current Fight
• Preserve the All-Volunteer Force = Predictability

PRIORITIES:

1. Leader Development
   - Training
   - Education
   - Experience
2. Initial Military Training
3. Support ARFORGEN
4. Capabilities Integration

ADDITIONAL GUIDANCE:

Break down “bubbles” and reduce “redundancy” in our processes
Identify impediments -- reduce/eliminate them
Army Force Generation (ARFORGEN) model for “readiness”-- central driver of all we do
Owe Chief of Staff of the Army the best Army possible at 547.4K with resources provided
It’s all about delivering results and Commander dialogue – Commander centric organization
Lead up and laterally
Encourage professional reading, e.g.
   Post American World, Fareed Zakaria
   America Alone, Mark Steyn
   Outliers, Malcolm Gladwell
   Talent is Never Enough, John Maxwell

We can be our own worst enemy

“So in the Libyan fable it is told
That once an eagle, stricken with a dart,
Said, when he saw the fashion of the shaft,
‘With our own feathers, not by others’ hands,
Are we now smitten.’”

-Aeschylus  Once an Eagle
**Mission:** The Maneuver Support Center, enabled by a world-class garrison at Fort Leonard Wood, creates Warriors and develops Leaders and capabilities that assure the mobility, freedom of action, and protection of the forces they support.

**Vision:** World-Class in All We Do!

**Priorities**
- Build Strong People (Military, Civilian, and Families) – Mind, Body, Spirit, Heart
- Develop Strong, Agile, Adaptive Leaders
  - Training
  - Education
  - Experience
- Train Strong, Expert Warriors
- Support ARFORGEN and Win the Current Fight
- Develop & Integrate Capabilities

**ENGAGE!**
Pulaski County
- Maneuver Support Center
- UM Tech Park at Fort Leonard Wood
- 3rd fastest growing rural county in MO

Phelps County
- MO Univ - Science & Technology
- United States Geological Survey (USGS)
- Advanced Manufacturing

Laclede County
- Industry Cluster – Recreational Watercraft
- Advanced Manufacturing

Lebanon/Rolla – Two of the Top 2.5% of US towns for economic growth

Rolla – among the 100 Best Small Towns in America

Total Population: 122,000 (50mi radius)
FLW: Past, Present and Future

A Full Spectrum, Joint, Interagency, Intergovernmental, Multinational Center of Excellence

Transforming to become a Full Spectrum, Joint, Interagency, Intergovernmental, Multinational Center of Excellence
An Enduring Army Installation

The Post & Its Supported Population

- >$213M FY08 MILCON
- >$93M FY09 MILCON

61,400 Acres (96 square miles) >13.7M Square Footage (facilities)

We need $767M to support our growth
- Training barracks
- FORSCOM construction
- Single Soldier housing
- Recreational facilities

Estimated $2.1B annual economic impact

FLW Supported Population:
- 6,700 Military Permanent Party
- 13,700 Servicemembers in Training
- ~15,900 Active Duty Family Members
- 3,300 DA Civilians
- 5,000 Other Civilians
- ~22,600 Retirees
- ~34,000 Retirees’ Family Members

TOTAL of ~101,200
FY09 Training Projections

<table>
<thead>
<tr>
<th>Course</th>
<th>Programmed</th>
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<tbody>
<tr>
<td>Basic Combat Training</td>
<td>13,500</td>
</tr>
<tr>
<td>Advanced Indiv Training</td>
<td>32,617</td>
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<tr>
<td>One Station Unit Training</td>
<td>14,324</td>
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<tr>
<td>Basic Officer Leader Course</td>
<td>1,580</td>
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<tr>
<td>Captains Career Course</td>
<td>1,216</td>
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<tr>
<td>NCO Education System</td>
<td>4,050</td>
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<tr>
<td>Warrant Officer</td>
<td>409</td>
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<tr>
<td>Functional</td>
<td>12,354</td>
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<tr>
<td>Inter-Service</td>
<td>8,137</td>
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<tr>
<td>Additional Skill Identifier</td>
<td>2,081</td>
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<tr>
<td>Other</td>
<td>6,346</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>96,614</strong></td>
</tr>
</tbody>
</table>

63% of the training is programmed.

Training Composition:
- AC: Active Component (37%)
- AR: Army Reserve (24%)
- NG: National Guard (16%)
- OS/CIV: Other Services & Civilians (23%)

19 occupational specialties and 66 highly technical, cutting edge functional courses.
**Training & Education Highlights**

### Chemical, Biological, Radiological and Nuclear

- CBRN Defense training in a toxic agent environment
  - Army, Joint, Allied students
  - Deployable unit and Homeland Security
  - Only DoD certified location
- Emergency Responder: CBRN response, Weapons of Mass Destruction, Civil Support Teams, HAZMAT certification
- Sensitive Site Assessment/Exploitation

### Engineer

- Counter Explosive Hazard Center:
  - IED-Defeat Train the Trainer
  - Explosive Ordnance Clearance Agent
  - Mine Dog Detachment
  - Search Village
- Joint, Interagency, and Multinational training
- Partnerships with academia

### Military Police

- Evasive Driving: Training DoD and Interagency
- Special Reaction Teams, High Risk Personnel Security, Anti-terrorism, Protective Services, CID
- Army Non-lethal capabilities and development EA

### Leader Development & Education

- Developing leaders for these functional & multi-functional brigades- ready for full spectrum ops
- Pre-Command Course (PCC) for Maneuver Enhancement Brigade, Brigade Special Troops Battalion, CM, EN and MP
- Consolidated NCO Academy – largest in Army
Supporting the War

• **IED-Defeat rapid transition** and capabilities

• Providing Knowledge Management, Fusion, Warfighter Forums → Real-time reach-back and support

• Integrating Lessons Learned across Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities (DOTMLPF) → Leveraging our on-site FORSCOM units for observations and lessons learned

• Supported functional brigades with **269 Mobile Training Teams**

• Supporting Maneuver Enhancement Brigade staffs with exercises and support to **Battle Command Training Program**

• Providing pre-deployment and post-deployment (reset) support to our resident FORSCOM units

**Critical Capabilities for the Current Fight**
## MANSCEN Top Ten Capabilities Development Priorities

1. **Explosive/Toxic Hazard and Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) Defeat**
   Including the following:
   - **Improvised Explosives Device Defeat (IED-D)**
   - **Elimination of Weapons of Mass Destruction**

2. **Maneuver Support Concepts, Organizations and Systems**
   Including the following:
   - **Military Working Dogs,**
   - **Maneuver Enhancement Brigades (MEB)**
   - **Brigade Special Troops Battalions (BSTB)**
   - **CBRNE Operational Headquarters – 20th Support Command (CBRNE)**

3. **Protection**

4. **Consequence Management**

5. **Stability Operations, Infrastructure Development and Nation Assistance (including Base Camps)**

6. **Detainee Operations**

7. **Non-Lethal Capabilities**

8. **Joint Functional Capabilities (JFC)**

9. **Geospatial**

10. **Future Mobility and Support Systems**
    (including **Future Combat Systems Unmanned Ground Vehicles**)

*Lead for the Army or Training & Doctrine Command*

**Mission critical capabilities & prioritized efforts to support the current and future fight**
Taking Care of Our People

- Warrior Transition Unit (~ 160 Wounded Warriors)
- Renovating and Building new Trainee Barracks
- Building New “Townhouse” Single Soldier “Homes”
- Increased attention to Residential Communities Initiative
- Continuous Improvement in MWR and QoL Programs
- Customer Management Service (Leader, Family, Servicemember, Civilian, Retiree views on Importance/Performance)
- General Leonard Wood Army Community Hospital “Access to Care” initiative
- Truman Education Center (6th largest degree granting program in state)
- Increased focus on recruiting talented personnel for MANSCEN & FLW positions
- Robust Army Family and Community Covenant Program
  - Most Community Covenants in the Army (5)
- Award Winning AUSA Chapter

People are our Centerpiece
Engaging Our Community

Supporting & Sustaining our All Volunteer Force Through Outreach

- Engaging local high schools and colleges
- Graduation ceremonies with Families
- Supporting all Total Army Involvement and Recruiting missions
- Educator Recruiting visits
- ~200 weekly interactions with Families through our web page
- Every FLW person is an “ambassador” for our story

Comprehensive Approach: Coordinating, Collaborating, & Cooperating

- Whole of government approach
- Whole of FLW approach
- Regularly engaging with Congressional leaders
- Quarterly visits with Joint, Other Service and Army staff
- Partnering with academia (e.g., Mizzou, MIT, Fletcher), think tanks (e.g., RAND), and other institutions (e.g., NPS, DLI) to increase our capabilities
- Numerous Community Events/Support

Effects-Based Information Engagement

- Energized our STRATCOM cell to tell our story more effectively
- St. Louis Post Dispatch “Reporting for Duty Series”
- PBS, Military Channel, and History Channel coverage
- Award winning post newspaper

We engage our global community to tell our story and gain support
**MEB Mission:** To conduct maneuver support operations, support area operations, consequence management operations, and stability operations for the supported force

14 MEBs in the force today
(2/10/2 Active/NG/Reserve)

23 MEBs in the force by FY13
(4/16/3 Active/NG/Reserve)

One of the five modular support brigades

*A unique multi-functional unit to support Maneuver & Joint Forces commanders*
- **Significant Inter-Service presence**
  Average daily Inter-Service population:
  - Perm Party: 490 (70/100/320, USN/USAF/USMC)
  - Students: 1,700 (250/350/1100, USN/USAF/USMC)

- **Majority of Inter-Service courses have common standards** established through Inter-Service Training Review Organization (ITRO) agreements (AR 351-9)

- **2 Joint Courses:**
  - JCBRN Senior Leader Course
  - Joint Engineer Operations Course

- **Training Interagency and Intergovernmental Personnel in Functional and Leader Courses**

- **International Student Detachment**

- **Increased Multinational training**

Vision: Increase opportunities and capacity for Inter-Service and JIIM Training
• Taking People and Turning Them Into Better People for the Army, Nation, and World
  • Mind – Body – Heart – Spirit
  • Comprehensive Soldier Fitness

And when they take off the uniforms -- Veterans… Leaders for a Lifetime!

• An Adaptive Institution, Fueling Change for Our Army & its Leaders Using 3 Mechanisms:
  • Developing Agile and Adaptive Leaders:
    • Teaching Leaders How to Think vs What to Think
    • Improving Interagency Programs
  • Forging a Comprehensive Approach to Operations:
    • “Whole of Government” /”Whole of MANSCEN/FLW” approach
    • Focus on Coordination, Collaboration, and Cooperation (3Cs)
  • Fostering a Culture of Engagement:
    • Competent, Confident Creative Communicators
    • Focus on Strategic Communication and Information Engagement
    • Partnerships with and outreach to Congress, academia, business, and think tanks
Maneuver Support Center & Fort Leonard Wood

“World-Class in All We Do!”

Building Strong Warriors, Leaders, Families & Forces to Defend Our Nation—One Person at a Time