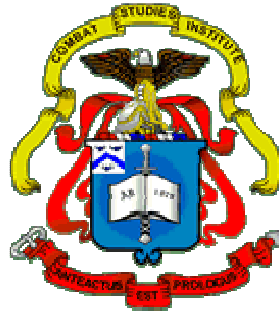


How and What The U. S. Army learns from The U. S. "Long War" 2001-2011

COMBAT STUDIES INSTITUTE (CSI)



US Army CSI Publications on The Long War Operational History Series



A Different Kind of War: The US Army in Operation Enduring Freedom, October 2001 – September 2005 by Dr. Donald P. Wright with the Contemporary Operations Study Team A Different Kind of War is the US Army's preliminary history of its campaign in Afghanistan between October 2001 and September 2005. Based on hundreds of oral interviews and unclassified documents, this study offers a comprehensive chronological narrative of the first four

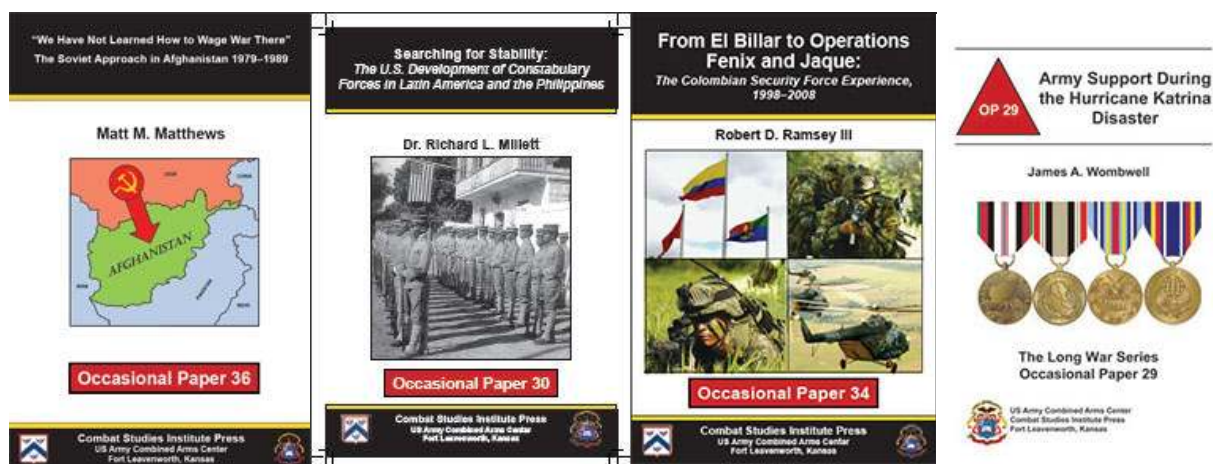
years of Operation Enduring Freedom. *A Different Kind of War* tells the story of how the Coalition planned the campaign against the Taliban regime and then used its military forces to overthrow that regime in 2001. The study then focuses on the Army's lead role in the campaign that evolved after the establishment of a new government for Afghanistan in 2002. As this work shows, that new campaign slowly evolved into a broad counterinsurgency effort that featured combat operations, reconstruction projects, and training programs for a new Afghan Army. *A Different Kind of War* closes with a discussion of key historical insights from this period of military operations in Afghanistan. **Pages: 399 Published: 2010 Available Formats: (PDF) (Hard Copy)**

On Point II Transition to the New Campaign: The United States Army in Operation IRAQI FREEDOM May 2003-January 2005 by Dr. Donald P. Wright and Colonel Timothy R. Reese *On Point II* is the US Army's first historical study of its campaign in Iraq in the decisive eighteen months following the overthrow of the Baathist regime in April 2003. The book examines both the high-level decisions that shaped military operations after May 2003 as well as the effects of those decisions on units and Soldiers who became responsible for conducting those operations. The authors, historians at the US Army's Combat Studies Institute at Fort Leavenworth, Kansas, based this account on hundreds of interviews with key participants and thousands of primary documents. Critical chapters in this book address the decision to disband the Iraqi Army, detainee operations (including the incidents at the Abu Ghraib prison), reconstruction efforts, and the Army's response to the growing insurgency. At the core of *On Point II* is the dramatic story of how after May 2003, the US Army reinvented itself by transforming into an organization capable of conducting a broad array of diverse and complex "Full Spectrum" operations. This was the new campaign that confronted American Soldiers beginning in May 2003 as they strived to create stability in Iraq.

Pages: 720 Published: 2008 Available Formats: (PDF) (Hard Copy)

On Point The United States Army in Operation IRAQI FREEDOM Through May 2003 by Colonel Gregory Fontenot, Lieutenant Colonel E.J. Degen, and Lieutenant Colonel David Tohn *On Point* is a study of Operation IRAQI FREEDOM (OIF) as soon after the fact as feasible. The Army leadership chartered this effort in a message to the major commands on 30 April 2003. In his guidance, Army Chief of Staff General Eric K. Shinseki directed "a quick, thorough review that looks at the US Army's performance, assesses the role it played in the joint and coalition team, and captures the strategic, operational, and tactical lessons that should be disseminated and applied in future fights." The authors worked rapidly and diligently to capture the essential lessons of the campaign; as a result, the study is available today to help leaders at every level. **Pages: 539 Published: 2008 Available Formats: (PDF) (Hard Copy)**

The Long War Occasional Paper Series (Formally the GWOT Occasional Paper Series)



Optional Paper 36: We Have Not Learned How to Wage War There The Soviet Approach in Afghanistan 1979–1989

By Matt M. Matthews The Combat Studies Institute (CSI) is pleased to present its latest publication in the Occasional Paper Series, "We Have Not Learned How to Wage War There" The Soviet Approach in Afghanistan, 1979-1989, by Mr. Matt Matthews. For this work, Mr. Matthews collected a wide variety of sources on the subject, many of them of primary accounts, and used these materials to provide an overview of the evolution of the Soviet operational approach in Afghanistan between 1979 and 1989. This Soviet experience offers a number of useful insights for American military professionals who are, as of this writing, conducting operations in Afghanistan. Pages: 85 Published: 2011 Available Formats: (PDF)

Occasional Paper 30 Searching for Stability: The U.S. Development of Constabulary Forces in Latin America and the Philippines by Dr. Richard L. Millett In this study, Dr. Millett offers a survey of US military involvement in the training of indigenous security forces in the Philippines and the Caribbean Basin in the 20th Century. Given the dramatic increase of these types of efforts in Iraq, Afghanistan, and other countries, this study provides relevant insights

for current military professionals facing the daunting challenges that are inherent to the training and advising of foreign police and military forces. This study offers an important set of insights from the past that can contribute to a sharper understanding about the challenges of building and advising these forces in the future. **Pages: 143 Published: 2010**

Available Formats: (PDF) (Hard Copy)

Occasional Paper 34 From El Billar to Operations Fenix and Jaque: The Colombian Security Force Experience, 1998–2008 by Robert D. Ramsey III Recent operations in Iraq and Afghanistan have given the US military an appreciation of both the importance and the challenges of working with and through host nation security forces in the aftermath of major combat operations. Secretary of Defense Robert M. Gates has indicated that these types of efforts will be an ongoing military requirement for the foreseeable future. The US military effort in support of Colombian security forces offers a different and a lesser known experience from which to learn: one that has been long-term, low-key, and seemingly successful. Between 1998 and 2008, Colombian security forces dramatically improved as they moved from what many considered the brink of disaster to being on the verge of victory. **Pages: 206 Published: 2009**

Available Formats: (PDF) (Hard Copy)

Occasional Paper 29 Army Support During the Hurricane Katrina Disaster by James A. Wombwell In preparation for and reaction to the hurricane, the United States Northern Command established Joint Task Force Katrina at Camp Shelby, Mississippi, to act as the Active component's on-scene commander. Some 22,000 Active-Duty personnel eventually assisted with relief-and-recovery operations in Mississippi and Louisiana. At the same time, all 50 states, the District of Columbia, and three territories sent approximately 50,000 National Guard personnel to deal with the storm's aftermath. These men and women were instrumental in the rescue-and-relief mission, often using their own initiative and resources in the chaotic aftermath of the storm. *Army Support During the Hurricane Katrina Disaster*, by Mr. James A. Wombwell, offers a dispassionate analysis of the Army's response to the natural disaster by providing a detailed account of the operations in Louisiana and Mississippi. **Pages: 277 Published: 2009 Available Formats: (PDF) (Hard Copy)**



Occasional Paper 28 Military Interventions in Sierra Leone: Lessons From a Failed State by Larry J. Woods and Colonel Timothy R. Reese This study analyzes the massive turmoil afflicting the nation of Sierra Leone, 1995-2002, and the efforts by a variety of outside forces to bring lasting stability to that small country. The taxonomy of intervention ranged from private mercenary armies, through the Economic Community of West African States, to the United Nations and the United Kingdom. In every case, those who intervened encountered a common set of difficulties that had to be overcome. Unsurprisingly, they also discovered challenges unique to their own organizations and political circumstances. **Pages: 126 Published: 2008 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 27 The Challenge of Army Adaptation - The US Army in the Aftermath of Conflict, 1953-2000 by Robert T. Davis II Using three case studies from the late twentieth century, Robert Davis examines the processes by which the US Army sought to prepare itself for the future after the conclusion of a major conflict. It is essentially a study of how, in the wake of major conflict, the Army "learned its lessons." In each of these periods—post Korean War, post Vietnam War, and post Cold War—the Army examined its existing institutional structures and processes, force structure, training and educational systems, and doctrine to prepare for an uncertain future. **Pages: 156 Published: 2008 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 26 We Were Caught Unprepared: The 2006 Hezbollah-Israeli War by Matt M. Matthews This historical analysis of the war includes an examination of IDF and Hezbollah doctrine prior to the war, as well as an overview of the operational and tactical problems encountered by the IDF during the war. His research convincingly argues that the Israeli reliance on poorly understood and controversial Effects-Based Operations and Systemic Operational Design warfighting theories, and a nearly singular dependence on air power, were root causes of Israeli problems. **Pages: 112 Published: 2007 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 25 A Masterpiece of Counterinsurgency Warfare: BG J. Franklin Bell in the Philippines, 1901-1902 Incursion Between 1982-2000 by Robert Ramsey III In this companion piece to OP#24, Mr. Robert Ramsey focuses on BG J. Franklin Bell's operations in the Philippines from 1901-2. Along with a strong introduction, this work

presents the collected messages and circulars issued by Bell to his subordinate commanders, as well as the text of the famous General Order 100. Together, these documents illustrate Bell's vision that pointed toward victory and his determination to act decisively. This occasional paper is a valuable addition to the education of all military professionals. **Pages: 153 Published: 2007 Available Formats: (PDF) (Hard Copy)**

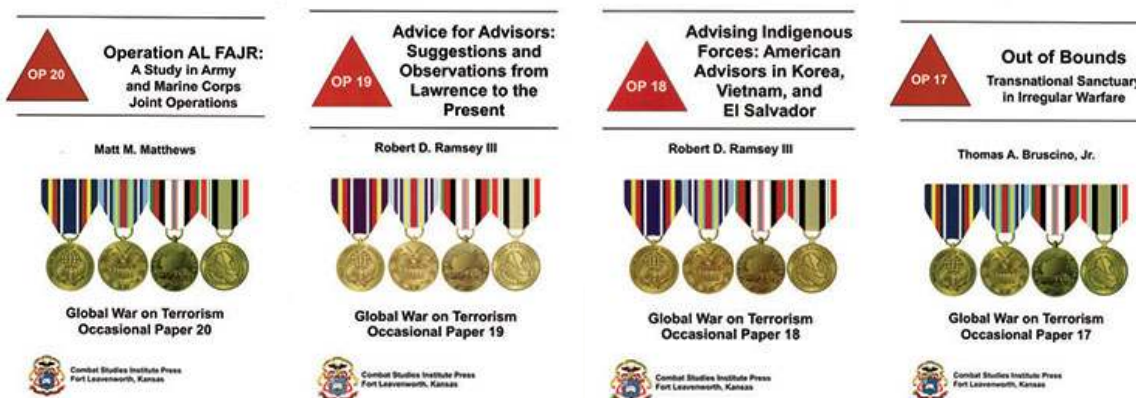


Occasional Paper 24 Savage Wars of Peace: Case Studies of Pacification in the Philippines, 1900-1902 by Robert D. Ramsey III Robert Ramsey presents case studies from two key Philippine military districts and highlights several themes that are relevant to today's ongoing operations in the Long War. Between 1899 and 1902 the US Army was successful in defeating Filipino resistance to American occupation using what military leaders at the time called a combination of attraction and coercion. However, success came only after initial setbacks, disappointments, and significant changes in leadership, military strategy, and political adaptation. **Pages: 167 Published: 2007 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 23 The Other End of the Spear: The Tooth-to-Tail Ratio (T3R) In Modern Military Operations by John J. McGrath The Other End of the Spear is a timely historical analysis and an important follow-on work to CSI Occasional Paper 16, *Boots on the Ground*. *Boots on the Ground* analyzed the ratio between the numbers of troops employed in military operations relative to the population in a number of irregular conflicts. This study analyzes the composition of such forces to answer the question: what have been the historical trends in the ratio of deployed forces directly engaged in fighting, relative to those engaged in non-combat functions. **Pages: 105 Published: 2007 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 22 The US Army on the Mexican Border: A Historical Perspective by Matt M. Matthews Since the mid-19th century, the United States has frequently employed the US Army on its southern border to perform various roles in support of the Nation—from outright war, to patrolling the border, to chasing bandits while securing persons and property on both sides of the border, and most recently, to supporting civil law enforcement and antidrug efforts. This occasional paper reviews the lengthy history of the US Army on the Mexican border and highlights recurring themes that are relevant to today's ongoing border security mission. **Pages: 112 Published: 2007 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 21 Flipside of the COIN: Israel's Lebanese Incursion Between 1982-2000 by Daniel Isaac Helmer Explains why the modern state of Israel, which had won numerous wars, was unable to defeat militarily inferior foes during its involvement in Lebanon from 1978 to 2000. Illustrates vital insight into the broader question of outcomes in wars, providing strategic accounts of Israel's military involvement. **Pages: 117 Published: 2007 Available Formats: (PDF) (Hard Copy)**



Occasional Paper 20 Operation AL FAJR: A Study in Army and Marine Corps Joint Operations by Matt M. Matthews Operation Al FAJR: A Study in Army and Marine Corp Joint Operations, tells the story of how in November

2004, a combined Marine Corps, Army and Iraqi Army offensive succeeded in eliminating enemy insurgents in Fallujah by fighting a destructive but ultimately successful urban battle. *Operation AL FAJR* focuses on the ways in which Army and Marine forces operated together in the second Battle of Fallujah to achieve a mutually agreed upon military goal. **Pages: 86 Published: 2006 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 19 Advice for Advisors: Suggestions and Observations from Lawrence to the Present by Robert D. Ramsey III This occasional paper was published as a supplement to Occasional Paper 18, *Advising Indigenous Forces: American Advisors in Korea, Vietnam, and El Salvador*. Unlike most of the monographs in our GWOT Occasional Paper series, this volume is an anthology. The articles are from past and present advisors, and they are presented without editing or commentary. Each one presents valuable lessons, insights, and suggestions from the authors' firsthand experiences. **Pages: 193 Published: 2006 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 18 Advising Indigenous Forces: American Advisors in Korea, Vietnam, and El Salvador by Robert D. Ramsey III The Army has recently embarked on massive advisory missions with foreign militaries in Iraq, Afghanistan, and elsewhere around the globe. We are simultaneously engaged in a huge effort to learn how to conduct those missions for which we do not consistently prepare. Mr. Robert Ramsey's historical study examines three cases where the US Army has performed this same mission in the last half of the 20th century. In Korea during the 1950s, in Vietnam in the 1960s and 1970s, and in El Salvador in the 1980s the Army was tasked to build and advise host nation armies during a time of war. The author makes several key arguments about the lessons the Army thought it learned at the time. **Pages: 190 Published: 2006 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 17 Out of Bounds: Transnational Sanctuary in Irregular Warfare by Thomas A. Bruscino, Jr. This monograph uses two case studies to examine the role played by military sanctuaries as they relate to irregular warfare. In the first of two case studies, *Out of Bounds* looks at the United States' efforts to counter the advantages gained by the Viet Cong (and later the North Vietnamese Army) with sanctuaries in Cambodia, and Laos during the Vietnam War. It uses this example to point out the diplomatic, military, and economic challenges that develop when attempting to prevent the use of transnational sanctuaries by irregular forces. The second case study examines the Soviet incursion into Afghanistan in the 1980s, but this time from the perspective of the Mujahideen insurgency. This section of the book illustrates the advantages accrued by the Afghan resistance through the use of Pakistan as a sanctuary, the Soviet efforts to neutralize those advantages, and the Mujahideen's responses to overcome Soviet actions. **Pages: 110 Published: 2006 Available Formats: (PDF) (Hard Copy)**



Occasional Paper 16 Boots on the Ground: Troop Density in Contingency Operations by John J. McGrath Using five historical examples of contingency operations, the Philippine Insurrection, Post-WW II Germany and Austria, Post-WWII Japan, the Malayan Emergency (British), and the Balkans conflict, the author determines key factors that affect the decision of how many soldiers should be employed in a contingency operation. He looks at geography, population density, terrain, availability and location of non-indigenous forces, and availability of indigenous or substitute forces, i.e., local police or military, or contractors. The author also studies five large metro police departments from around the United States to identify those factors that affect how many police are deployed to provide law enforcement support to communities. Many post-conflict contingency operations are more law enforcement and peacekeeping than combat. Therefore, the analysis of municipal police departments provides an overlay of factors to be considered when police actions are a part of a contingency operation. **Pages: 208 Published: 2006 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 15 The US Military's Experience in Stability Operations, 1789-2005 by Lawrence A. Yates Dr. Yates makes several key arguments about the Army's involvement in stability operations (SO). Among the key points he makes is his contention that the Army has an institutional habit of forgetting the lessons learned about SO, when after conducting a stability operation, it returns to conventional warfare preparation. He also points out, correctly, that the Army, which has participated in far more SO-type activities since 1789 than it has conventional wars, has hitherto retained a mindset that stability operations are the anomaly rather than the norm in American military operations. **Pages: 102 Published: 2006 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 14 The Posse Comitatus Act and the United States Army: A Historical Perspective by Matt A. Matthews In this monograph, Matt Matthews provides an insightful overview of the passage of the Posse Comitatus Act during the Reconstruction era. He then reviews case studies in which the armed forces were called on to support

civil authorities and examines how military leaders dealt with the provisions of the act. Finally, Mr. Matthews calls for a much-needed review of the act, now more than 125 years old. **Pages: 86 Published: 2006 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 13 August 4, 2011 *ty* by Richard E. Killblane Mr. Killblane provides a brief overview of the US Army's experience in convoy operations and convoy protection from the period of the War with Mexico up to and including the current conflict. He then presents an in-depth look at the development of "hardened convoy" tactics, techniques, and procedures, focusing on the 8th Transportation Group's experiences in Vietnam. That group had the dubious honor of conducting its missions along Highway 19, arguably the most dangerous stretch of road during the Vietnam War. Killblane describes the group's initial experiences and how, over time, various commanders and soldiers developed methods and means of defeating the enemy's evolving tactics. **Pages: 89 Published: 2005 Available Formats: (PDF) (Hard Copy)**



Occasional Paper 12 Public War, Private Fight? The United States and Private Military Companies by Deborah C. Kidwell *Public War, Private Fight? The United States and Private Military Companies* provides another case study for use by modern military leaders to help them prepare themselves and their soldiers for operations in the current conflict. This work examines the widespread use of contractors by the military to help fill the massive and complex logistical requirements of a modern military force. Ms. Kidwell examines the use of Private Military Companies (PMC) as far back as the American Revolution and follows their evolution through the War with Mexico, the Civil War, the Spanish-American War, and the first Gulf War. She then analyzes the use of PMCs in Operation ENDURING FREEDOM and Operation IRAQI FREEDOM. Ms Kidwell concludes that PMCs will be an increasingly important facet of US military operations for the foreseeable future; however, the use of contractors on the battlefield is not a panacea for all logistics problems. Logisticians, contractors, and military leaders who have responsibility for such operations in the current conflict against terror will gain useful insights to the advantages and disadvantages of these combat multipliers after reading this Occasional Paper. **Pages: 79 Published: 2005 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 11 Mobility, Vigilance, and Justice: The US Army Constabulary in Germany, 1946-1953 by Kendall D. Gott *Mobility, Vigilance, and Justice: The US Army Constabulary in Germany, 1946-1953* is another in a series of military case studies published by the Combat Studies Institute. This work examines the establishment and operations of the US Constabulary in post-World War II Germany. It outlines the planning involved in the early stages and showcases some of the difficulties involved with implementing the command guidance. The occupation of Germany after World War II is perhaps the paradigm of a successful post combat operation in modern American history. After four years of bitter fighting, the US Army rapidly shifted from its combat missions and literally reorganized and retrained its forces for its new peacetime role. The US Constabulary in Europe effectively bridged the gap between the victorious Allies and the defeated populace through aggressive law enforcement, border control, and assistance to the Germans in rebuilding their own law enforcement infrastructure. The distinctive uniforms and insignia of the "Circle C" soldiers also served as a constant symbol of the United States' resolve to reconstruct a devastated Germany and help shape it into a trusted friend and ally. **Pages: 81 Published: 2005 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 10 Eyes Behind the Lines: US Army Long-Range Reconnaissance and Surveillance Units by Major James F. Gebhardt, US Army (Retired) This work is an outgrowth of concerns identified by the authors of On Point: The United States Army in Operation IRAQI FREEDOM. Specifically, these authors called into question the use of long-range surveillance (LRS) assets by commanders during that campaign and suggested an assessment ought to be made about their continuing utility and means of employment. Major (Retired) James Gebhardt, of CSI, researched and wrote this Occasional Paper with that end in view. In this study, Gebhardt surveys the US Army's historical experience with LRRP and LRS units from the 1960s Cold War and Vietnam War, through their resurgence in the 1980s and use in Operations JUST CAUSE and DESERT STORM, to the advent of the GWOT. The paper's analytical framework examines each era of LRS units in terms of doctrine, organization, training, materiel, leadership, and per-sonnel. In

doing so, the author makes a strong case for continuing the LRS capability in the Army's force structure. **Pages: 177 Published: 2005 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 9 The Law of War: Can 20th-Century Standards Apply to the Global War on Terrorism? by Lieutenant Colonel David P. Cavaleri, US Army (Retired) Mr. David Cavaleri, a retired Armor lieutenant colonel and CSI historian, has produced a study that examines the evolution and continued applicability of the corpus, both conventional and customary, that constitutes the law of war. As background, Mr. Cavaleri provides a theoretical framework and the development of the law within Western and, specifically, US Army doctrine and regulation. He then presents a case study of the British suppression of the Mau Mau insurgency in 1950s Kenya, a conflict with particular resonance today. Some of the more relevant characteristics of the "emergency," as it was called, include the clash between Western and non-Western cultures and an initially asymmetric fight between conventional security forces and loosely organized, poorly equipped insurgents. **Pages: 111 Published: 2005 Available Formats: (PDF) (Hard Copy)**



Occasional Paper 8 Combating a Modern Hydra: Al Qaeda and the Global War on Terrorism by Sean N. Kalic This study by Mr. Sean Kalic, of the Department of Military History, US Army Command and General Staff College, examines modern transnational terrorism from the 1960s to the present day, with special emphasis on the adaptation Al Qaeda and other nonstate actors have taken in response to the actions of the United States and its allies. This work provides a cautionary warning about the likelihood Al Qaeda will continue to survive and execute missions in the current operating environment. Mr. Kalic synthesizes much of the pertinent literature and offers insights into the actions taken to fight terrorists. Most importantly, he advises a continual reevaluation of the threat, based on Al Qaeda's flexibility, resiliency, and adaptability. Officers and soldiers who have recently served in operations against the terrorist worldwide will certainly see utility here. As the US Army continues its efforts in combating terrorists, the thoughts found in this narrative are well worth considering. **Pages: 73 Published: 2005 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 7 Easier Said Than Done: Making the Transition Between Combat Operations and Stability Operations by Lieutenant Colonel David P. Cavaleri, US Army (Retired) Mr. David Cavaleri has produced a study that examines nine critical factors that should be addressed in stabilization planning and execution. Mr. Cavaleri then presents a case study of the US occupation of Japan after World War II, followed by a parallel analysis of the case study and ongoing stability operations in Afghanistan and Iraq through the lens of the critical planning factors. This study cautions against the misuse and overuse of "lessons" learned from historical case studies. Yet, the critical analysis of operations using relatively timeless planning factors has proven to be a valuable tool to aid our understanding of where we are and where we are going. The Japan of 1945 is not the Japan of today, much less the Iraq of tomorrow; however, the contemporary problems faced by military and civilian planners remain very similar. Stability operations are with us now and for the foreseeable future. For the professional officer and campaign planner, then, it is instructive to revisit prior US experience in this critical arena. **Pages: 95 Published: 2005 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 6 The Road to Abu Ghraib: US Army Detainee Doctrine and Experience by Major James F. Gebhardt, US Army (Retired) The perceptions of just treatment held by citizens of our nation and, to a great extent the world at large, have been and are being shaped by the actions of the US Army, both in the commission of detainee maltreatment but also, and more importantly, in the way the Army addresses its institutional shortcomings. James Gebhardt's study, The Road to Abu Ghraib: US Army Detainee Doctrine and Experience, captures the salient doctrinal issues of this critical aspect of the Army's battlespace. Indeed, this work, in DRAFT form, has already informed the evolution of detainee doctrine in the MP and MI schoolhouses, as well as Combat Training Center practical exercises. A solid understanding of our past experiences will aid those soldiers charged with executing this important mission today and in the future, and this study represents a valuable contribution to the effort. **Pages: 143 Published: 2005 Available Formats: (PDF) (Hard Copy)**

Occasional Paper 5 In Search of an Elusive Enemy: The Victorio Campaign by Kendall D. Gott This work examines the US Army's efforts in tracking down Victorio, the infamous Apache chief who raided large tracts of New Mexico and Texas at will, terrorizing the entire region. The key point made in this work

is that it demonstrates the challenges of tracking and capturing or killing a small, irregular group of warriors in inhospitable terrain and among an alien culture. Although set in the late 19th century, this case study is still extremely relevant for today's Army. The commanders of the 9th and 10th US Cavalry Regiments faced a skilled adversary who used unconventional tactics and methods as well as an international border to seek sanctuary. However, it could just as easily have featured the stories of Osceola, Aguinaldo, Pancho Villa, or Osama bin Laden. The similarities to challenges that US and coalition forces face in Afghanistan and Iraq are striking. The commanders of the 19th century faced enormous challenges in the rugged terrain of the American Southwest as well as a skeptical and often hostile press. Again, officers and soldiers who have recently served in Afghanistan and Iraq will certainly see parallels here.

Pages: 55 Published: 2004 Available Formats: (PDF) (Hard Copy)



Occasional Paper 4 Field Artillery in Military Operations Other Than War The initial conflicts in the Global War on Terrorism, Afghanistan and Iraq, pose significant challenges for the armed forces of the United States and its coalition allies. Among the challenges is the use of field artillery in those campaigns that fall short of conventional warfare. Engaged in a spectrum from full-scale combat to stability and support operations, the military is faced with an ever-changing environment in which to use its combat power. For instance, it is axiomatic that the massive application of firepower necessary to destroy targets in decisive phase III combat operations is not necessary in phase IV stability operations. However, the phasing of campaigns has become increasingly fluid as operations shift from phase III to IV and back to phase III, or activities in one portion of a country are in phase IV while in another portion phase III operations rage. The challenges of this environment are significant but not new. The US military has faced them before, in places like the American West, the Philippines, Latin America, Vietnam, and others. Dr. Larry Yates' study, *Field Artillery in Military Operations Other Than War: An Overview of the US Experience*, captures the unique contributions of that branch in a variety of operational experiences. In doing so, this work provides the modern officer with a reference to the continuing utility of field artillery in any future conflict.

Pages: 48 Published: 2004 Available Formats: (PDF) (Hard Copy)

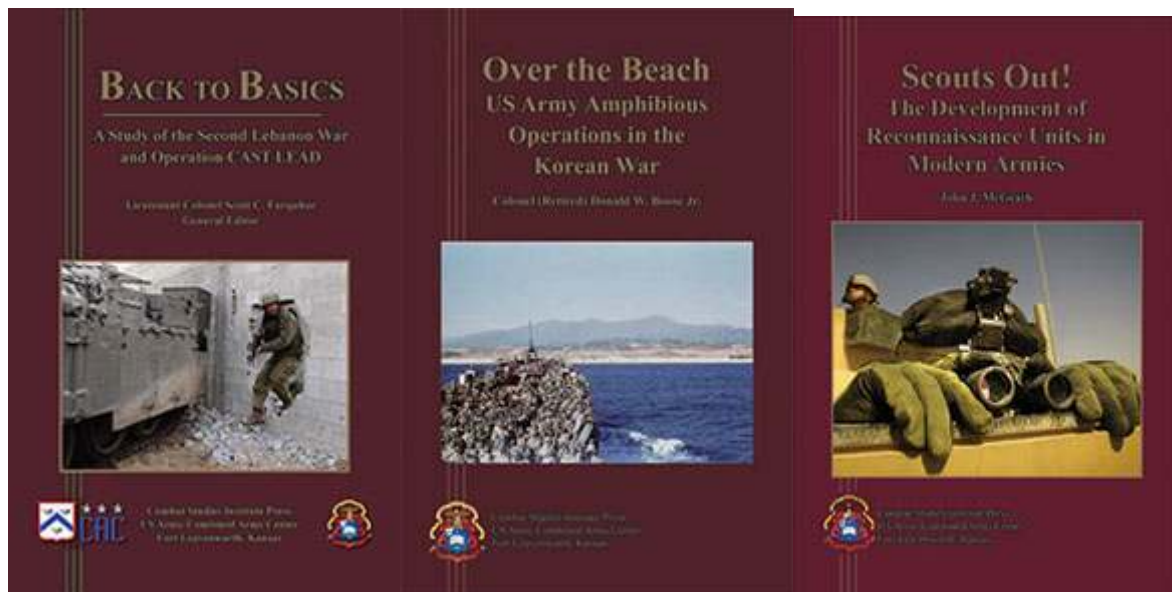
Occasional Paper 3 Understanding the "Victory Disease," From the Little Bighorn to Mogadishu and Beyond by Major Timothy Karcher, US Army "Turning Victory Into Success: Military Operations After the Campaign" was the title of a recent US Army Training and Doctrine Command/Combat Studies Institute military symposium at Fort Leavenworth. The presenters looked at the imperative of linking battlefield success to political objectives across both tactical and strategic spectrums. One of the symposium's salient points was that overwhelming military accomplishment does not automatically translate to overall success. Major Tim Karcher's *Understanding the "Victory Disease," From the Little Bighorn to Mogadishu and Beyond* presents further evidence supporting the above premise. With Operations ENDURING and IRAQI FREEDOM in the foreground today, it is fitting that this study should focus on military operations undertaken in the immediate aftermath of extraordinary military victory. US military planners must possess a solid foundation of military history and cultural awareness to ensure battlefield and strategic success today and in the future. Future conflicts are not likely to resemble those of the past, whether they are conflicts from dim memory, the previous decade, or last year. Each brings its own challenges and dynamics. One thing is certain, however, as Major Karcher points out: The US military cannot rest on the laurels of previous campaigns. Major Karcher's study makes an important contribution to military history as a warfighter's tool to refine critical thinking and adaptability.

Pages: 55 Published: 2004 Available Formats: (PDF) (Hard Copy)

Occasional Paper 2 Imperial Policing by Major-General Sir Charles W. Gwynn This reprint of a portion of a 1934 British work, *Imperial Policing*, is the second in a series of CSI studies called *Global War on Terrorism Occasional Papers*. In the larger work Major General Sir Charles W. Gwynn created an analytical and evaluative framework within which to examine military forces operating in police-style support of a civil structure. He then provided 10 case studies to clarify his argument. For our purposes, the author's framework is of paramount interest. Gwynne wrote *Imperial Policing* not "with the intention of either awarding blame or praise, but in order to stimulate thought on the problems involved." Seventy years later, the Combat Studies Institute reprints the first two chapters of Gwynn's fine work in exactly the same spirit as the original author. **Pages: 33 Published: 2004 Available Formats: (Hard Copy)**

Occasional Paper 1 Traditions, Changes, and Challenges: Military Operations and the Middle Eastern City by Lieutenant Colonel Louis A. DiMarco, US Army The Middle East is one of the most urbanized regions of the world, and growth continues at an unprecedented rate. With operations ongoing in the Middle East today, it is fitting that this inaugural study should focus on military aspects of the urban areas of that region. There is an undoubted need for US military planners to possess a solid foundation of military history, cultural awareness, and an understanding of the intricacies of city design and function in this critical region. Each conflict brings its own challenges and dynamics. The challenges of a Middle Eastern fight require decisive involvement in that region's cities. The enemy is adaptive—we must be adaptive as well. This call to study and understand history and culture is the first step along that road **Pages: 71 Published: 2004 Available Formats: (PDF) (Hard Copy))**

Special Studies

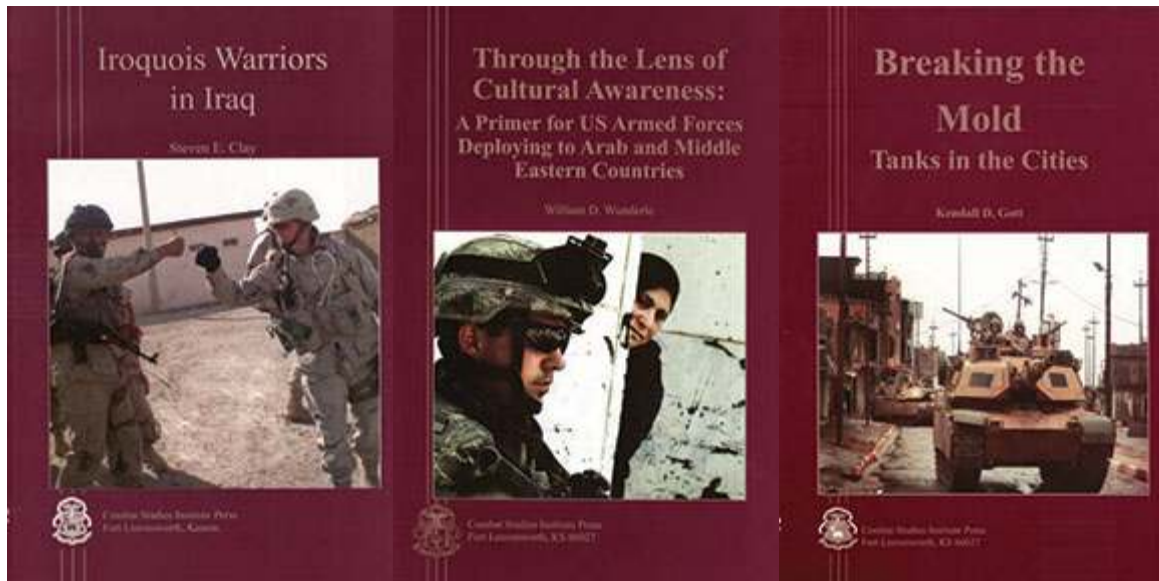


Back to Basics: A Study of the Second Lebanon War and Operation CAST LEAD by Lieutenant Colonel Scott C. Farquhar (General Editor) This work is a recent study of the operations of The Israeli Defense Force (IDF) in the just-concluding Operation CAST LEAD against Hamas in the Gaza Strip. It studies, first, what did the IDF do to prepare for that operation in light of its harsh experience in what has become known as The Second Lebanon War that was fought against Hezbollah in the summer of 2006, and second, what possible lessons can be applied to the US Army. In a very short amount of time the Combat Studies Institute, Command and General Staff School's Center for Army Tactics, TRADOC Intelligence Support Activity and Capabilities Development Integration Division-Information Operations produced a series of chapters that examine the conflicts' history, the nature and tactics of Hezbollah and Hamas, the tactics of the IDF and the belligerents' information strategies and operations, respectively. **Pages: 157 Published: 2009 Available Formats: (PDF) (Hard Copy)**

Over the Beach: US Army Amphibious Operations in the Korean War by Colonel (Ret) Donald W. Boose Jr. Over the Beach, written by historian and retired Army Colonel Donald W. Boose Jr., is the definitive history of the extensive but little known US Army amphibious operations during the Korean War, 1950-1953. Building on its extensive experience in World War II, the Army conducted three major landing operations during the war, including the assault at Inchon in September 1950. After the massive Chinese attacks two months later the Army executed a series of amphibious withdrawals as it fell back to more defensible positions farther down the peninsula. Throughout the war the Army also conducted a number of massive and complex over-the-shore logistical operations, as well as several amphibious special operations along the Korean littoral. Colonel Boose's work, commissioned by DAMO-ODG, Operations and Technology Office, provides the historical context for any subsequent amphibious operations on the Korean peninsula. As such, this thought-provoking study may provide insights to modern planners crafting future joint or combined operations in that part of the world. **Pages: 502 Published: 2008 Available Formats: (PDF) (Hard Copy)**

Scouts Out! The Development of Reconnaissance Units in Modern Armies by John J. McGrath Scouts Out is a wide-ranging historical survey of the theory, doctrine, organization, and employment of reconnaissance units since the era of mechanization in the early 20th century. Since the early 20th century, the search for the proper mix of equipment, the proper organization, and the proper employment of reconnaissance units has bedeviled armies around the world. This survey uses a diverse variety of historical cases to illustrate the enduring issues that surround the equipping,

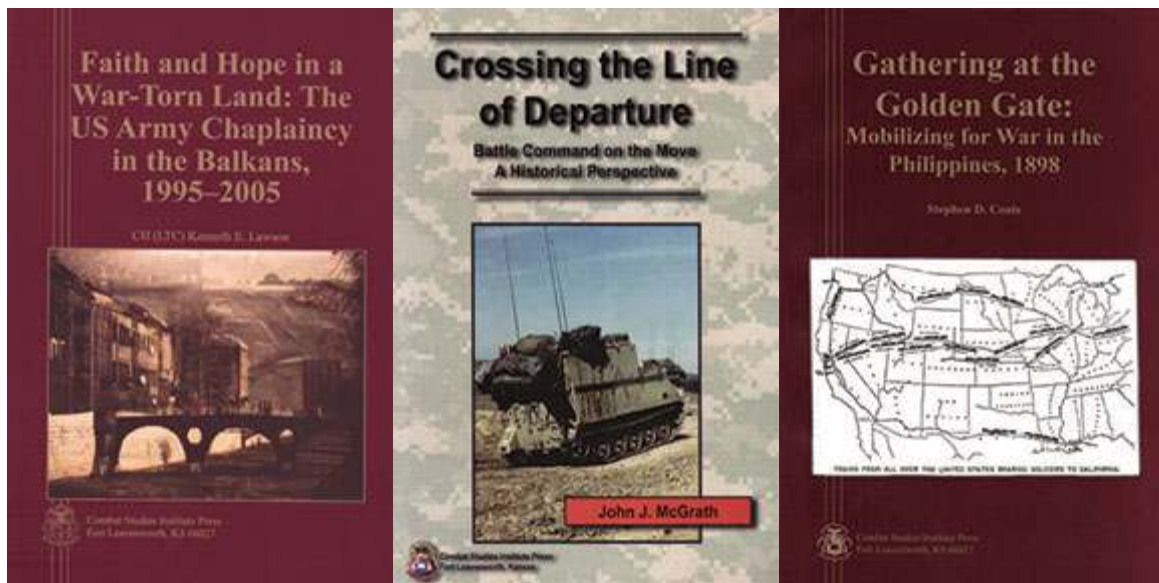
organizing, and employment of reconnaissance units. **Pages: 273 Published: 2008 Available Formats: (PDF) (Hard Copy)**



Iroquois Warriors in Iraq by Steve Clay In *Iroquois Warriors in Iraq*, Steve Clay analyzes the role played by the “Iroquois Warriors” of the US Army Reserve’s 98th Division (Institutional Training) in Operation IRAQI FREEDOM. In an unprecedented move, the soldiers of the 98th were called on in mid-2004 to deploy to Iraq and to fulfill a critical role in the building, training, and advising of the new Iraqi Army. This study delineates the challenges they faced and the successes they achieved. It also analyzes the process through which they came to this path-breaking role. **Pages: 276 Published: 2007 Available Formats: (PDF) (Hard Copy)**

Through the Lens of Cultural Awareness: A Primer for US Armed Forces Deploying to Arab and Middle Eastern Countries by William D. Wunderle One of the distinguishing characteristics of the Long War, as the Global War on Terrorism is now known, is the cultural environment in which it is being fought. In truth, however, the US Army has routinely operated in unfamiliar cultural environments throughout its long history. The conditions in the Middle East today may be the most difficult in a very long time, and the Army is making tremendous efforts to become more effective. Among the key points the author makes in this study is the need for leaders to understand how culture affects military operations. In this book, the author briefly touches on some of the historical roots of Iraqi and Middle Eastern culture, but he focuses primarily on cultural conditions in Iraq today. He also defines a way US military leaders can prepare for and conduct military operations through the lens of cultural awareness. It provides a method for helping military commanders, staffs, and trainers engage successfully in any type of operation with an emphasis on post-conflict stability operations. It also suggests modifications to the traditional intelligence preparation of the battlefield and the military decision making process to address the analytical difficulties posed by the conduct of military operations within and among different cultures. **Pages: 136 Published: 2006 Available Formats: (PDF) (Hard Copy)**

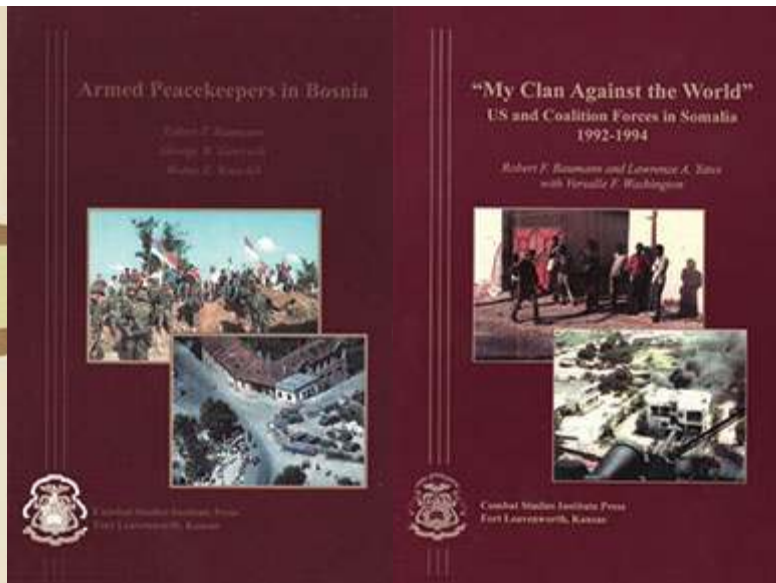
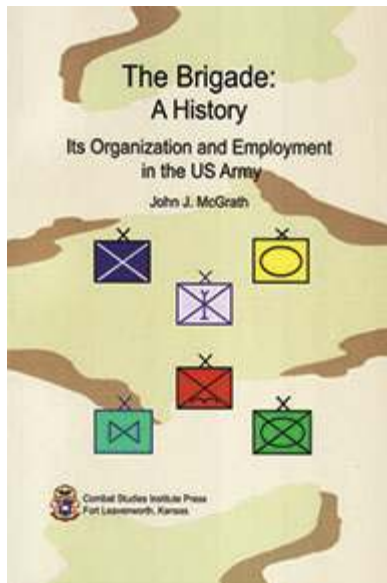
Breaking the Mold: Tanks in the Cities by Kendall D. Gott The case studies in this monograph are high-intensity battles in conflicts ranging from limited interventions to major combat operations. It would be wrong to use them to argue for the use of tanks in every urban situation. As the intensity of the operation decreases, the second and third order effects of using tanks in cities can begin to outweigh their utility. The damage to infrastructure caused by their sheer weight and size is just one example of what can make tanks unsuitable for every mission. Even during peace operations, however, the ability to employ tanks and other heavy armored vehicles quickly can be crucial. A study on the utility of tanks in peace operations is warranted, and planned. *Breaking the Mold* provides an up-to-date analysis of the utility of tanks and heavy armored forces in urban combat. If the recent past is a guide, the US Army will increasingly conduct combat operations in urban terrain, and it will therefore be necessary to understand what it takes to employ tanks to achieve success in that battlefield environment. **Pages: 132 Published: 2006 Available Formats: (PDF) (Hard Copy)**



Faith and Hope in a War-Torn Land: The US Army Chaplaincy in the Balkans, 1995-2005 by Chaplain (Lieutenant Colonel) Kenneth E. Lawson Chaplain Lawson's initial historical review of the Balkans provides the setting to help one understand what led to America's involvement in the region. He deftly works his way through the key points of a confusing history that ultimately leads to US and international engagement in the area. Later in the book, he provides an excellent summary of the Bosnia and Kosovo regions and the consequent US presence there. This background information is very helpful in understanding the crucial nature of chaplain ministry, because much of the Balkans conflict is related to religious issues. Chaplain Lawson's use of personal Army chaplain and chaplain assistant accounts makes up the bulk of the work. His use of quotes, stories, written accounts, and personal observations provides a broad look at religious ministry in this relatively new Army environment—an environment of peacekeeping and multinational, joint-service coordination. He points out that the religious support in the Balkans conflict was also a period in which the Army had to use the Reserve components (Army National Guard and Army Reserve) in a significant way. **Pages: 196 Published: 2006 Available Formats: (PDF) (Hard Copy)**

Crossing the Line of Departure: Battle Command on the Move — A Historical Perspective by John J. McGrath John McGrath's Crossing the Line of Departure is a wide-ranging historical overview of that most difficult aspect of military leadership, the art of battle command. McGrath leads the reader through case studies beginning with Alexander the Great leading up to the recent war in Iraq. Among others, he analyzes Napoleon's technique, French and British practices in World War I, the German experience with "Blitzkrieg" in World War II, and the Soviet approach to battle command. McGrath also extends his historical analysis to the present day by presenting a description of battle command theory in the "Modular Army" and the Information Age. Through it all, he finds that the key to successful command in battle, particularly in mobile operations, is found in the successful interplay between technology and personal technique. **Pages: 282 Published: 2006 Available Formats: (PDF) (Hard Copy)**

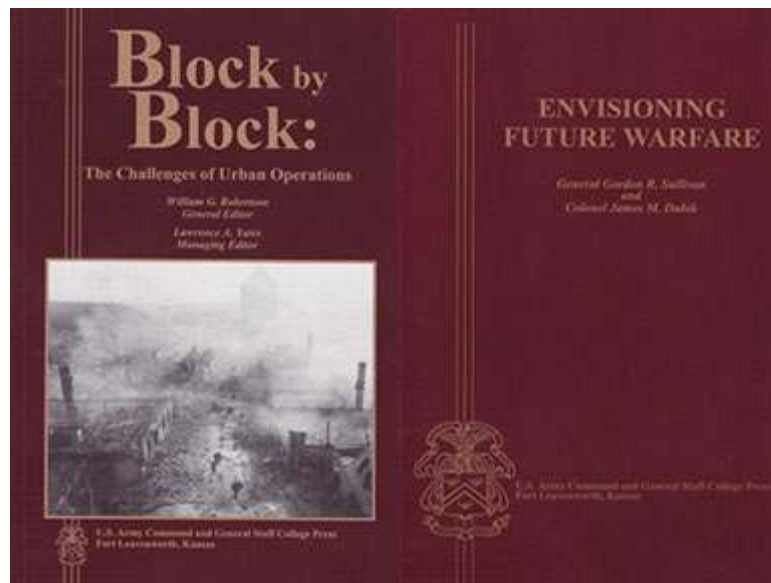
Gathering at the Golden Gate: Mobilizing for War in the Philippines, 1898 by Stephen D. Coats Dr. Stephen D. Coats's study of the Army's efforts to assemble a contingency force at San Francisco for deployment to the Philippines in 1898 is an example of how the Army got it mostly right. One could argue that 1898 was a much simpler time and that the complexity associated with deploying ground forces has grown dramatically since then, and that would be correct. However, the Army of 1898 was not professionally trained to deploy and fight wars overseas. Additionally, the force that assembled at San Francisco was not a professional army. It was largely a volunteer force led by a few Regular Army generals and managed by a handful of Regular Army staff officers, none of whom had any appreciable experience in deployment operations. Yet they succeeded. As in all facets of military art, there are timeless principles that, if applied correctly, will go a long way toward helping planners achieve success. A careful reading of Dr. Coats's work will illuminate many of those principles. **Pages: 302 Published: 2006 Available Formats: (PDF) (Hard Copy)**



The Brigade: A History — Its Organization and Employment in the US Army by John J. McGrath This work provides an organizational history of the maneuver brigade and case studies of its employment throughout the various wars. Apart from the text, the appendices at the end of the work provide a ready reference to all brigade organizations used in the Army since 1917 and the history of the brigade colors. **Pages: 240 Published: 2004 Available Formats: (PDF) (Hard Copy)**

Armed Peacekeepers in Bosnia by Robert F. Baumann, George Gawrych, and Walter Kretchik With the aid of a generous grant from the US Institute of Peace, Robert Baumann, George Gawrych, and Walter Kretchik were able to access and examine relevant documents, interview numerous participants, and visit US and NATO forces in Bosnia. As a result of their labors, they have provided the reader an analytical narrative that covers the background to the crisis in Bosnia, the largely ineffectual efforts of the UN Protection Force to stop the civil war there between 1992 and 1995, the Dayton Peace Accords of 1995 that produced a framework for ending the civil war and consolidating the peace, the frenetic planning that led to the deployment of US forces as part of the NATO-led multinational force (Operation Joint Endeavor), and the transition of that Implementation Force to the Stabilization Force a year later. **Pages: 243 Published: 2004 Available Formats: (PDF) (Hard Copy)**

My Clan Against the World: US and Coalition Forces in Somalia, 1992-1994 by Robert Baumann, Larry Yates, and Versalle F. Washington Provides an analytical narrative of each phase of the US military involvement in Somalia. For many Americans, the mention of that African country conjures up one memory, that of the fierce firefight between US troops and Somali militia on 3-4 October 1993. As this overview seeks to remind the reader, the United States had a military presence in Somalia from December 1992 to the end of March 1994. During that period, much was accomplished of a positive nature. Starving and mistreated Somalis were provided food and a modicum of security, while some progress was made toward peace in the country. That the broader goals of political reconciliation and stability ultimately were not achieved was in part a consequence of the intractability of the contending factions and the complexities of a country that defies Western definitions of "modern." Yet, US involvement in countries that have much in common with Somalia is a current reality and a future likelihood. For the professional officer, then, as well as the American public at large, it would be instructive to revisit the US experience in Somalia. **Pages: 219 published: 2004 Available Formats: (PDF) (Hard Copy)**



Block by Block by William G. Robertson (General Editor) and Lawrence A. Yates (Managing Editor) The resulting anthology begins with a general overview of **urban operations** from ancient times to the midpoint of the twentieth century. It then details ten specific case studies of U.S., German, and Japanese operations in cities during World War II and ends with more recent Russian attempts to subdue Chechen fighters in Grozny and the Serbian siege of Sarajevo. Operations range across the spectrum from combat to humanitarian and disaster relief. Each chapter contains a narrative account of a designated operation, identifying and analyzing the lessons that remain relevant today. **Pages: 405 Published: 2003 Available Formats: (PDF) (Hard Copy)**

Envisioning Future Warfare by General Gordon R. Sullivan and Colonel James M. Dubik

The strategic environment at the end of the 20th century is characterized by two competing trends. First, the international system has entered a period of increased instability. Second, we are witnessing the maturation of information processing technology and its subsequent impact on economics, politics, and the conduct of war. This collection of three articles by General Gordon R. Sullivan and Colonel James M. Dubik explores these trends and seeks to envision their implications on future war. **Pages: 67 Published: 1995 Available Formats: (PDF) (Hard Copy)**