



Always Out Front

by Lieutenant General Laura A. Potter

Former Commanding General

U.S. Army Intelligence Center of Excellence

from 19 July 2019 to 11 August 2020



Since I took command almost a year ago, the Army Intelligence team has taken many steps to better train and prepare the Military Intelligence (MI) Corps to provide intelligence support to large-scale ground combat operations and multi-domain operations across all echelons. In the October–December 2019 issue of *Military Intelligence Professional Bulletin* (MIPB), I emphasized how our all-source intelligence training, professional military education, doctrine, and perspective must change to meet the demands of the Army's modernization efforts. Since then, we have identified and tackled many challenges across the various facets of intelligence training, support to readiness, and modernization. Our institutional training units have revised their curricula to train, evaluate, and rigorously prepare our MI Soldiers for the challenges of creating timely, relevant, accurate, and purpose-built intelligence. Now, MI Soldiers are better prepared to provide sound analytic judgments and advice to our operational commanders, operational staffs, and the larger intelligence community.

This quarter's MIPB is dual themed. The primary theme focuses on collection management, which has been another focal point for Army intelligence. As a critical part of the intelligence process, collection management underpins the intelligence warfighting function and results in answers to the commander's priority intelligence requirements. Collection management is a challenge at all echelons and involves the integration and synchronization of all reconnaissance, surveillance, intelligence operations, and security operations units and assets. This challenge will become more significant because of increasingly sophisticated peer and near-peer threat capabilities, inherently complex operational environments, and high-paced multi-domain operations.

The secondary theme for this MIPB issue concentrates on topics resulting from the 2020 Intelligence Senior



Leaders Conference. The subjects focus on creating a shared vision of future operational environments, systems modernization, and human capital affecting the present and future of the MI Corps. The U.S. Army Intelligence Center of Excellence (USAICoE) plays a significant role in this by informing and ensuring development, innovation, and technological progression to meet the requirements of Army 2028 and beyond that are central to supporting this theme.

In this MIPB issue, you will read two articles by authors assigned to the U.S. Army Futures Command at USAICoE that provide a look into several possible advancements and outcomes. The first, by Mr. Mark Wallace, envisions what Army intelligence support to warfighting will look like now and through 2038. The second article, by CPT Michael Kossbiel, discusses Army, Department of Defense, and coalition initiatives related to collection management and sensor management supporting multi-domain operations capable forces.

You will also read articles filled with best practices, lessons learned, and other points to consider from organizations overcoming collection management training gaps and obstacles. For example, the article by MAJ Denn, MAJ Turner, and CPT Wojciechowski provides insight from the Joint Multinational Readiness Center and identifies several challenges that brigades must address.

MAJ Thornton's article offers a U.S. Army Forces Command perspective on the issue of collection management. MAJ Thornton describes how the Army must plan and prepare for transitions in the complex environments of multi-domain operations and large-scale ground combat operations. He illustrates how our collection managers must be able to jump main command posts while ensuring the tasking, collection, processing, exploitation, and dissemination of timely and accurate information to warn, enable decisions, and drive operations.

We are grateful for the unprecedented number of articles submitted over the past few months, which allowed us not only to develop this quarter's issue but also to provide content for a new web-based capability called Vantage Point. Scheduled to be launched in the near future, Vantage Point will offer the timely publication of articles containing practical solutions to current intelligence challenges. And unlike MIPB, it will be a venue to discuss the authors' ideas and to share experiences and recommendations.


Overall, the articles in this quarter's issue contain a number of recurring subthemes, including the challenges of collection management at echelon corps and below (ECB), challenges I can relate to on a personal level. In 2001, a month before the September 11 attacks, I arrived from the Command and General Staff College to take over as the V Corps collection manager. Shortly after 9/11, V Corps began planning the invasion of Iraq, which included a wet gap crossing of the Euphrates. Throughout that time period, I witnessed firsthand the incredible complexities of collection management. From that experience, I know that the collection manager must thoroughly understand the enemy situation and, equally important, be deeply involved in Army and joint intelligence and operational planning in order to facilitate mission accomplishment. The key to successful completion of this endeavor is rigorous preparation in a dynamic, complex environment.

In the past year, we have taken and continue to take significant steps to improve collection management across doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). For example, based on the Department of the Army G-2's bottom-up review, USAICoE and the U.S. Army Futures Command (specifically the Intelligence-Capabilities Development and Integration Directorate) conducted a deliberate DOTMLPF assessment to identify existing collection manager (Q7 billet) authorizations for retitling and recoding at ECB.

The assessment identified that only 25 percent of collection manager billets reside at the brigade combat team (BCT) MI company, division, and corps levels. In addition, the majority of Q7-coded billets at the BCT MI companies, divisions, and corps are aligned to single-source analysts, not the collection management sections. As a result, the current modified table of organization and equipment does not properly allocate and align collection managers at ECB, which affects our MI staffs' ability to conduct requirements management, align information collection capabilities with requirements, and assist the G-3/S-3 with tasking the right units and assets to conduct collection.

To address these gaps, we are pleased to report that in fiscal year 2021, collection management billets will increase within our BCT, division, and corps formations. These changes will—

- ◆ Increase the experience and expertise to leverage information collection capabilities supporting multi-domain operations and large-scale ground combat operations.
- ◆ Maximize the use of MI military occupational specialties at echelon to build redundancy.
- ◆ Increase collection management interoperability and cooperation.
- ◆ Increase substantially the number of Q7 billets and corresponding institutional training.

We all know that change is constant, and we must continue to adapt and modernize the intelligence warfighting function to meet the challenges inherent with the Army's focus on large-scale ground combat operations and multi-domain operations. By bridging the gaps in collection management, the MI Corps will continue to drive operations, remain effective and efficient, and strengthen our Army's lethality. However, there are myriad other challenges that together we, as the Army Intelligence team, still need to overcome. I am confident in the strength, dedication, and ingenuity of the MI Corps. 

Always Out Front!

