



Following the loss of a division Gray Eagle to enemy air defense artillery (ADA) systems, the G-2 collection manager coordinated with division artillery to provide suppression of enemy air defense (SEAD) in support of armed Gray Eagle flights. The SEAD fires forced the enemy to conduct survivability moves to protect ADA assets, allowing the Gray Eagles to fly unopposed to identify and destroy enemy ADA systems with *hellfire* missiles.¹

Introduction

Thirty years ago, military intelligence forward thinkers envisioned a time when a collection manager—as the pivotal position in our G-2 sections—would orchestrate the intelligence system for an entire command, ensuring the G-2, corps or division commander, and subordinate commanders promptly received the intelligence they needed.² In the year 2020, we are there!

The U.S. Army's premier collection management professional development program is being restructured under the guidance of the U.S. Army Intelligence and Security Command (INSCOM) and U.S. Army Forces Command (FORSCOM) G-2 to develop experts in collection man-

agement for today's multi-domain operations environment. Under the new construct, the Army Intelligence Development Program-Intelligence, Surveillance, and Reconnaissance (AIDP-ISR) program graduates will be ISR scientists—experts who perform at a higher rate than their peers and go on to carry the mantle of finding and knowing the enemy through operationalizing the collection plan. AIDP-ISR already excels at preparing selected officers and warrant officers for the next phase of their career, not only as collection managers but also as all-source intelligence leaders.

Program History and Evolution

When INSCOM started the National Systems Development Program (NSDP) in 1992, the intent and focus were to develop a cohort of officers who would be proficient in the collection of the next generation of strategic, unconventional space-borne signals intelligence and imagery intelligence systems. Efforts to support warfighters in the early 2000s caused an evolution of the program, including the management of national-level human intelligence collection. INSCOM formally approved the change in 2004, and NSDP

became a training program focused on creating all-source national- and theater-level asset smart collection managers.

During the early to mid-2000s, NSDP cohorts consisted of three board-selected military intelligence officers who were advanced course graduates and had already served in a company command position. The officers completed the designated program of instruction and then received their assignments in the field, sometimes moving directly to a combat zone as a collection manager.³

In the years since, the Army's Military Intelligence Programs Office at Human Resources Command (HRC) adopted an intelligence development program focused on collection management as a professional development program chartered to produce qualified junior officers (senior captains or new majors) and warrant officers. Students gain an understanding of how to bring national and theater intelligence systems to the fight—supporting warfighters at the corps levels and below.⁴ AIDP–ISR was the first of such programs, and using its successful model, HRC developed two additional specialized tracks—one with a focus on counterintelligence (CI), AIDP–CI, and one with a focus on cyber operations, AIDP–Cyber. The Army considers all AIDP graduates to be operational and planning experts in their respective disciplines.

Multi-Domain Operations

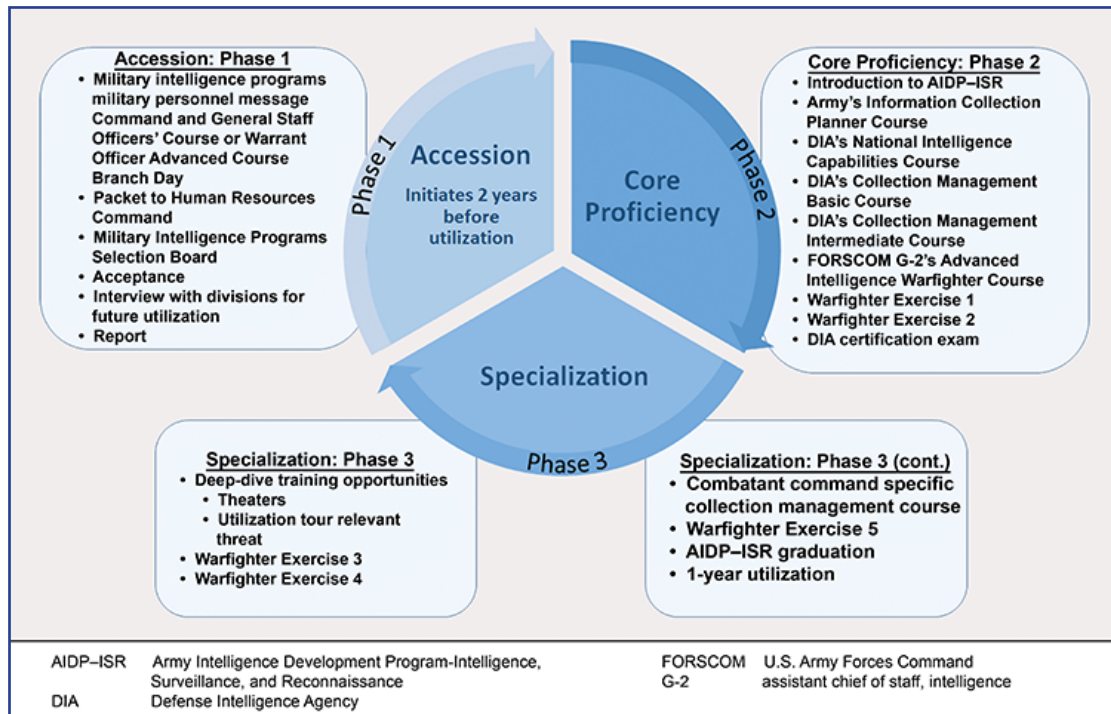
The United States is in a state of continuous competition with peer and near-peer adversaries capable of contesting the United States in all domains—land, sea, air, space, cyberspace, and the electromagnetic spectrum. Our adversaries seek to separate U.S. forces and our allies in time, space, and function in order to defeat us. Moving forward, the Army identified the need to leverage available information from collection platforms to enable commanders and staffs at echelon to visualize and operate in all domains.⁵ Gaining cross-domain overmatch against a peer or near-peer threat through rapid and continuous integration of capabilities in all domains,

a tenet known as *convergence*,⁶ can only be accomplished with specially selected and well-trained collection managers operating at every echelon. Building those collection managers for the corps and division levels is the end state we intend to achieve through the newly revamped AIDP–ISR.

Contrasting Past and Future: FY 2021 and Beyond

Previous versions of the program sought to broadly address newly emerging collection capabilities in support of counterinsurgency and counterterrorism operations. Program electives, previously selected based on preference, course seat availability, and funding, did not match graduates to tactical Army requirements. Indeed, some graduates of prior programs have never served as a collection manager—the stated objective of the program since its inception.

AIDP–ISR is gearing up to annually train a collection manager for every validated division- and corps-level position. Future AIDP–ISR cohorts can expect changes intended to bring program requirements in line with the needs of today's division and corps G-2s for large-scale ground combat operations. AIDP–ISR will now be a three-phased program consisting of accession, core proficiency, and specialization, illustrated in the figure below.



New AIDP–ISR Continuous and Overlapping 2-Year Phased Cycle Program Design

Accession Phase. This phase begins with the selection of applicants through the Military Intelligence Programs Selection Board. Successful applicants will conduct interviews and discussions with prospective division- and/or corps-level units

before their arrival at Fort George G. Meade, Maryland. The AIDP–ISR Program Management office will work with the FORSCOM G-2, INSCOM staff, Intelligence Center of Excellence, and HRC to develop curriculum requirements specific to each participant’s post-program utilization assignment as a collection manager (additional skill identifier [ASI] 3F) in an Army division or corps headquarters. The needs of the Army become the driving force behind each AIDP–ISR student’s tailored curriculum.

Core Proficiency Phase. Courses for this phase aim to ensure all AIDP–ISR graduates possess the ability to apply collection planning, tasking, asset synchronization, data mining/research methods, critical thinking/problem solving, and an understanding of the tactical and national/theater intelligence architecture and capabilities necessary to support combat operations across the full spectrum of multi-domain operations. These core courses include the—

- ◆ Army’s Information Collection Planner Course.
- ◆ Defense Intelligence Agency’s (DIA) National Intelligence Capabilities Course.
- ◆ DIA’s Collection Management Basic Course.
- ◆ DIA’s Collection Management Intermediate Course.
- ◆ FORSCOM G-2’s Advanced Intelligence Warfighter Course.

The Air Force’s Intelligence, Surveillance, and Reconnaissance Operators Course (IROC) provides a joint national, theater, and coalition focus. IROC is now a candidate for future inclusion in the Core Proficiency Phase; until then, students can take it later in the program as part of related specialized development. AIDP–ISR students will conclude this phase’s requirements upon successful completion of a DIA certification examination to obtain the Certified Collection Manager Professional-Fundamentals credential.

Specialization Phase. A tailored Specialization Phase will produce collection managers prepared for utilization at a specific division- or corps-level assignment. These deep-dive training opportunities will be prioritized for students based on relevancy to their utilization tours and will include theater- and threat-specific collection management education. Students will also participate in warfighter exercises meant to further prepare them for their utilization and, when possible, align against their utilization assignment’s warfighter exercise.

The addition of a mentorship program is also underway via direct and virtual opportunities. The program connects current cohorts of AIDP–ISR students to collection managers through a milSuite page for graduates of the program and

those actively working collection requirements management across the enterprise. Collaboration through mentoring can only further enrich the overall impact of collection managers on the Army’s multi-domain operations mission set.

Known Challenges

Historically, collection manager billets were not all coded with the 3F ASI⁷ and not everyone who served in the capacity of collection manager within their respective corps or division graduated from the AIDP–ISR because assignments within a G-2 are determined locally. The high operational tempo of an Army corps and division headquarters, whether forward deployed or at home station, makes it extremely challenging to train and acclimate an incoming collection manager. With the robust and intense training AIDP–ISR offers to its students, graduates receive the foundational knowledge to advance their section and collection strategy for the G-2 and commander immediately upon assuming the new assignment.⁸

Besides the numerous qualifications and excellent training they receive through AIDP–ISR, officers are postured perfectly for their career as an Army field grade officer. Immediately after completing AIDP–ISR, graduates arrive at their next duty assignment, ready to fill a collection management key developmental billet for 12 to 24 months. AIDP–ISR graduates are then ready to complete 24 months in competitive, top-tier key developmental positions within the first 2 to 3 years of their promotion to major. This is a significant advantage because many officers need time to build credibility in order to earn a key developmental position when arriving at a new unit or new installation.⁹ Collection management billets are high-profile positions that offer routine engagement with division and corps senior leaders. These billets also allow the AIDP–ISR graduate to demonstrate the desired competency for other follow-on key developmental positions, for example, brigade combat team S-2, analysis and control element chief, or military intelligence battalion S-3/executive officer.

Conclusion

Even with the advantage of the formal AIDP–ISR education, the synchronization requirements placed on collection management teams in terms of daily operations, assessments, and frequent allocation decisions are significant, giving greater importance to the initial pre-program selection process. The ideal candidate will possess a high level of emotional intelligence and the ability to form positive collaborative relationships outside their respective staff section. The strong fundamentals instilled through AIDP–ISR

are and will continue to be crucial to the success of the individual sitting in the collection manager billet.¹⁰

The U.S. Army's premier collection management professional development program is on a restructuring track that will reap dividends across the Army enterprise in response to the growing needs of our Nation's multi-domain operations requirements. 🌟

Endnotes

1. Department of the Army, *Warfighter 16-5 Final Exercise Report* (Fort Leavenworth, KS: Mission Command Training Program, June 2016), 9–10.
2. John H. Black and Kenneth A. Watras, "Collection Management/TENCAP 2000: The Revised CM/TENCAP Course," *Military Intelligence* 18, no. 2 (April–June 1992): 44–45.
3. Department of the Army, National Systems Development Program, 704th Military Intelligence Brigade program binder, 4 April 2005.

4. Department of the Army, Military Personnel Message 19-162, *Academic Year 2020-2021 Military Intelligence Programs and Advanced Civil Schooling* (Human Resources Command, 21 May 2019).

5. 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), xi.

6. Ibid., 20.

7. This is being remedied through synchronization efforts with the Office of the Chief of Military Intelligence, Military Intelligence Branch representatives at Human Resources Command, and AIDP–ISR.

8. Camero Song, "Army Intelligence Development Program–Intelligence, Surveillance, and Reconnaissance: Critical to an Army Corps," *Military Intelligence Professional Bulletin* 44, no. 1 (January–March 2018): 52–54.

9. Ibid., 53.

10. Dwight L. Duquesnay, "Army Intelligence Development Program–Intelligence, Surveillance, and Reconnaissance (AIDP–ISR): A Senior Leader Perspective," *Military Intelligence Professional Bulletin* 43, no. 3 (July–September 2017): 16–20.

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