



# Always Out Front

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In my first few months of command, I have met with every organization within the U.S. Army Intelligence Center of Excellence (USAICoE) and with several of the tenants on Fort Huachuca. I am extremely impressed with what our team is accomplishing in order to evolve military intelligence to meet the Army's operational and force modernization demands in support of multi-domain operations, and to ensure that our Soldiers are receiving the best training and education. Intelligence drives operations, and what we accomplish at USAICoE directly corresponds to the quality of intelligence we provide commanders at all echelons.

In last quarter's *Military Intelligence Professional Bulletin* (MIPB) issue, we discussed the National Defense Strategy (NDS) and how USAICoE is changing its course curriculum and programs of instruction to meet the modernization needs and priorities listed in the NDS. This quarter's theme is intelligence at echelons above corps (EAC). One of those lines of effort listed in the NDS is "strengthening alliances as we attract new partners."<sup>1</sup> This priority is critical, especially when setting the theater at the EAC level. ADP 4-0, *Sustainment*, defines setting the theater as "a continuous shaping activity [that] is conducted as part of steady-state posture and for contingency or crisis response operations. Setting the theater describes the broad range of actions conducted to establish the conditions in an operational area for the execution of strategic plans."<sup>2</sup> In accordance with this doctrinal definition, military intelligence plays a key role in setting and assessing the conditions and requirements for Army, joint, and combined campaigns and operations in theater. The combatant commands, which are responsible for warning intelligence and 24-hour-a-day situational awareness, are the largest consumers of operational and strategic theater-level intelligence that the Service components and the Service intelligence centers produce. The rapid changes in the operating environ-



ment, including the increasingly global activity of our peer competitors, increase the demands and complexity of our EAC intelligence mission and how we support the combatant commands, the U.S. intelligence community, and our allies and partners.

In competition and conflict, we must work closely with our joint, interagency, and multinational partners to see ourselves and see the enemy across all domains in our theater operational environment. Across the intelligence community problem sets, there are information

and capability gaps that our foreign partners can bridge. Our allies and partners provide us with analysis, expertise, and capacity necessary to characterize the current environment and prepare to compete and prevail in conflict. To benefit from this invaluable resource, setting the theater must include—


- ◆ The right coalition architecture to share our data and ingest the data from our allies and partners.
- ◆ An approach that embraces their contributions.
- ◆ A collection strategy that includes "REL" requirements and demands writing for release.
- ◆ Adequate foreign disclosure policies.
- ◆ A knowledge management process that proactively shares releasable intelligence.

Once we share our different perspectives and integrate capabilities, we can establish a common sight picture necessary to set the theater and prepare for a peer fight and large-scale ground combat operations.

At EAC, it is our military intelligence brigades-theater, our strategic intelligence units, our intelligence professionals in Special Operations, and our Service intelligence center—the National Ground Intelligence Center—that contribute to this common intelligence picture across multiple domains. In this edition of MIPB, the authors of

“Building the Base: Using the Army’s Intelligence Program of Analysis to Drive Foundational Intelligence” explain foundational intelligence—how we established it, how we define it, and how it can affect our missions. They also talk about how we analyze our lessons learned to form and evolve our intelligence to meet the needs of the mission and ensure the combatant commanders have a complete and vivid picture of the adversary. In order to maintain this foundational intelligence and constantly improve it, we rely on our Service intelligence centers. At the EAC level, our Service intelligence centers collect information to provide a complete sight picture of our adversaries so that our commands are properly equipped and possess the right capabilities and understanding to make informed decisions during a peer fight.

The recently signed Army Intelligence Plan lays out the Army intelligence enterprise priorities as people, readi-

ness, modernization, and reform. As the intelligence community conducts the planning and preparation, we build readiness for our combatant commands to execute their mission. As the operational environment changes, the intelligence community evolves to modernize and reform our equipment and force to be prepared for the expanding battlefield. 

#### Endnotes

1. Office of the Secretary of Defense, *Summary of the 2018 National Defense Strategy of The United States of America*, n.d., 5, <https://dod.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>.
2. Department of the Army, Army Doctrine Publication 4-0, *Sustainment* (Washington, DC: U.S. Government Publishing Office, 31 July 2019), 2-4.

**Always Out Front!**



Ladies and Gentlemen,

It is my distinct pleasure to announce the selection of CW5 Aaron Anderson to serve as the eighth Chief Warrant Officer of the Military Intelligence Corps. Aaron is a well-respected intelligence professional who brings the right energy, emotional intelligence, and experience necessary to continue shaping and preparing our warrant officers and the greater MI Corps to win in large-scale ground combat operations in a multi-domain environment. Our warrant officers are the technical leaders of our branch and serve as trusted advisors to our commanders and senior intelligence officers around the globe. I have full confidence in Aaron’s abilities to execute these responsibilities flawlessly.

We will welcome CW5 Anderson and farewell CW5 Bassili during a Change of Responsibility/Retirement Ceremony in summer 2020.

Please help me in congratulating CW5 Aaron Anderson on his selection.

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Laura A. Potter  
Major General  
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and Fort Huachuca

