



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY COMBINED ARMS CENTER AND FORT LEAVENWORTH
415 SHERMAN AVENUE
FORT LEAVENWORTH, KS 66027-2300
FORT LEAVENWORTH, KANSAS 66027-2300

ATZL-CSC

- 2 AUG 2019

MEMORANDUM FOR See Distribution

SUBJECT: Fiscal Year 2020 Combined Arms Center Command Guidance (U)

1. (U) **Overview.** This document provides overarching command guidance for the TRADOC Centers of Excellence and Schools, US Army Combined Arms Center (CAC) subordinate organizations, direct reporting units, and the CAC staff for Fiscal Year 2020. The foundation for this document is the CAC Commanding General's FY20 guidance, key tasks, milestones for enduring projects, and assessments from the FY19 CAC Command Guidance memorandum and portfolio reviews. This document complements additional guidance received from various senior leader forums and highlights the FY20 themes and requirements that support the CSA's Priorities and the TRADOC Commander's Vision. We will support TRADOC's mission to *recruit, train, educate, and improve* America's Army and remain nested within CSA 40's priorities of *people, readiness, modernization, and reform*.

2. (U) **CAC FY20 Purpose:** Enable the Army to transition **the current COIN-centric fielded force to a MD-LSCO force with the capability and capacity** (manned, equipped, organized, trained and led) that can continuously **compete** and, when required, **prevail** in large scale combat against peer threats in multi-domain contested environments.

(a) CAC's FY20 **main effort** concentrates on developing and implementing relevant, rapid, **timely**, and integrated DOTMLPF-P *requirements* and DOTL-P *solutions* for the fielded force – ensuring the Army is prepared for Great Power Competition and Conflict today and in alignment with the future MDO capable force of 2028 and the MDO ready force of 2035 as outlined in MDO Concept.

(b) Central to this effort are the roles and responsibilities of the COE Commanding Generals, as the Warfighting Function and/or Functional **Force Modernization (FM) Proponents**, executing force modernization DOTMLPF-P *requirements* development, and the Branch Commandants, as the **Branch Proponents**, developing/implementing DOTL-P *solutions*. The Force Modernization and Branch Proponents are enabled by the organic formation and functional TRADOC Capability Managers (TCMs), the COE Directors of Training (DOTs), the COE Fielded Force Integration Directorates (FFID), and the AFC Capabilities Development and Integration Directorates (CDID) that are in support of the Proponents. As TRADOC's fielded force integration core function lead, the FFIDs enable the fielded force to meet current and emerging operational requirements while bridging to the future force in accordance with the Army Modernization Strategy. The FFIDs integrate DOTMLPF-P requirements developed by the force modernization (FM) proponents (COEs) and DOTL-P solutions developed by the Branch proponents (Commandants and DOTs) within their specific Warfighting Functions and Branches.

(c) Force Modernization Integration occurs at three levels. Level I integration is performed by the CG, CAC and COEs in their FM proponent roles for their specific warfighting function (WfF) or function and associated formation/s (i.e., CAC Combined Arms and Command and Control – Divisions, Corps, and Armies or MCOE Movement & Maneuver – ABCTs, SBCTs, IBCTs, SFABs). Level II is integration across all of the warfighting functions, leadership and

information (Army Combat Power) and is performed by CAC for the fielded force as the combined arms, echelons-above-brigade formation and command and control (C2) WfF proponent, and by Futures and Concepts Center (FCC) as the proponent for future concepts and experimentation for the future force. Level III occurs outside the Army with the Unified Action partners (Joint and Multi-National). CAC's level III integration responsibilities with Unified Action Partners on behalf of the Army are Lessons Learned, Doctrine, Organizational Design, Training, Leader Development, Education, Air-Ground Integration, Multi-National Interoperability, and Irregular Warfare, and by FCC as the proponent for future concepts and experimentation. During level II and level III integration, CAC directly coordinates and integrates with FCC in Army Futures Command to ensure fielded force requirements and solutions remain nested and alignment with AFC's future force development and concepts.

3. (U) The Army Modernization Enterprise.

(a) LSCO Study. In FY19, CAC finalized a 4-year study based on the analysis of 39,400+ pages of source documents from 75+ CTC rotations, 25+ Corps and DIV WFXs, 20+ ASCC exercises, and 50+ experiments and wargames. The study identified the most critical organizational and capability Multi-Domain (MD)-Large Scale Combat Operations (LSCO) gaps that would hinder the Army's ability to compete, transition to conflict, and prevail in large scale, multi-domain combat against a peer-threat – now to 2028 and beyond. Four (4) common themes emerged. First, EAB formations with associated capabilities are the most decisive organizations to enable MD-LSCO – today and in the future. Second, critical LSCO organizations/capabilities no longer exist, are sub-optimized, or are under-structured, creating seventeen (17) critical organizational gaps, encompassing both capability issues (whether we can perform a necessary military task) and capacity issues (do we have enough capacity for the tasks we must perform to win), for Combined Arms Operations at echelon. Third, over the last 15+ years, changes in organizational designs, capacity, capabilities, and compo alignment resulted in a current force that is optimized for the COIN/CT fight and is not optimized to meet the requirements in the current National Defense Strategy (NDS). Finally, the Army is out of balance between the components to meet requirements for training, early deployment and expeditionary readiness for large scale combat. The scale, tempo, lethality, and complexity of large scale MD combat operations requires significant changes in how we equip, organize, structure, train and educate the force to close or mitigate the 17 critical gaps. To resolve the 17 gaps in order to be ready for MDO in 2028 requires significant reorganization at echelon in close alignment with the delivery of the Army's modernization priorities through the HQDA ACP, TAA, TGOSC, and SPAR processes. For each new organization, doctrine, organizational design, training, leader development, and personal proponentcy, efforts must be aligned so that the right resources are programmed to ensure the Institutional Army is postured to deliver trained and educated Soldiers and leaders to receive equipment and meet unit IOC and FOC timelines.

(b) Army Futures Command (AFC). In FY19, the Army established the AFC, proponent for the Future Force, responsible for setting the strategic direction of the Army Modernization Enterprise. As the AFC continues to progress and refine its structure, governance processes, and forums, we will utilize the Army Modernization Strategy (AMS), Army Modernization Guidance Update (AMGU), and the Integrated Fielded Force Forum (IF3) as venues to synchronize with the Future Force, ensuring we remain integrated with our AFC counterparts as they identify future DOTMLPF-P requirements to ensure integration with fielded force DOTMLPF-P requirements and solutions. We will remain integrated with AFC and its subordinate commands and play an active role in developing regulations, policies and processes to prevent gaps between AFC and TRADOC. All CAC organizations and COEs will execute tasks as outlined in the AMG 2019, as well as subsequent updates.

(c) Resource Discipline to Achieve Mission. Similar to FY19, FY20 remains a fiscally constrained year. The Army continues to look for ways to eliminate redundancies, unnecessary costs and waste through reform initiatives while targeting its limited resources to modernization priorities. Commanders must **proactively seek** efficiencies and cost savings that can be reallocated to emerging MDO requirements in order to solve resourcing problems in “**no or minimal growth**” conditions. All CAC organizations will analyze their day-to-day activities, programs and initiatives, including a functional training review, to identify those efforts that do not contribute to enabling the Army’s capability and capacity to succeed in LSCO today and MDO in the future. Identify activities that can be modified for cost savings or terminated in order to self-fund FY20 growth initiatives. In the FM and Branch Proponent roles, Commanders and Commandants must also conduct detailed WfF formation and capability reviews to identify excess or lower priority capabilities to repurpose to higher priorities.

4. (U) **Enduring CAC Core Competencies and Interdependent Key Tasks.** The following five core competencies reflect CAC’s unique roles, responsibilities, and functions, and CAC’s relationship with the CoEs and TRADOC. This document recognizes that interdependencies exist between CAC and AFC subordinate commands as we develop/implement DOTmLPF-P requirements and solutions for the Fielded Force. *The **specific integrated tasks** for FY20 are found in Enclosure 1 (Task Matrix) of this document. The **following provides an overview of the major key tasks** within the framework of the core competencies:*

(1) ***Core Competency 1. Execute Army Force Modernization Proponent responsibilities across CAC and the COEs to rapidly coordinate and integrate relevant warfighting DOTmLPF-P combined arms requirements and DOTL-P solutions for the fielded force while remaining nested with development of the future force.***

-Doctrine.

The FY19 doctrinal focus ensured that Army capstone doctrine, particularly the Army Doctrine Publications (ADP) and supporting WfF capstone field manuals, were aligned with the most recent version of *FM 3-0 Operations* and the 2018 NDS. In FY20, the doctrinal focus remains restoring balance to the Army’s body of professional knowledge by accounting for the considerations of MD-LSCO in other publications (remaining Field Manuals and Army Techniques Publications) while incorporating lessons learned and feedback since FM 3-0 was published in 2017.

(a) Finalize ATP 5-0.2, Staff Reference Guide, and ATP 3-94.3, Support and Consolidation Area Operations (1QFY20) and issue to CGSC Advanced Operations Course to all CGSC students in FY20.

(b) Revise the Army EAB Army Technique Publications (ATP). ATP 3-91, Division Operations, ATP 3-92, Corps Operations, and ATP 3-93, Theater Army Operations NLT 4QFY20.

(c) Revise FM 3-0, Operations, based on feedback from the field and to ensure alignment/nesting with 2018 NDS.

(d) Update ATP 3-06, Urban Operations, and all other environmentally-focused ATPs (e.g., Mountain and Cold Weather Operations, Jungle Operations, Desert Operations).

(e) Complete FM 3-94, Divisions, Corps, Field Armies and Theater Armies NLT 1QFY20.

ATZL-CSC

SUBJECT: FY20 Combined Arms Center Command Guidance

(f) Drive doctrine education in the army:

- Army University (ArmyU) will produce doctrine-focused documentaries monthly with a focus on LSCO for use in PME and leader development.
- CAC / COEs will continue to execute doctrine training MTTs as required.
- CAC / COEs / ArmyU will ensure all PME and functional training content is aligned with updated doctrine and LSCO.
- CAC / COEs/ ArmyU will implement Doctrine prerequisite online tests for entry and final examinations as graduation requirements for ALC, SLC, SMA, WOAC, WOILE, BOLC, CCC, and CGSC.
- COE CGs, Commandants and Doctrine directorates will produce doctrine articles for each edition of the respective branch journals. CG, CAC, DIR MCCOE and Director CADD will produce articles for each edition of MILREVIEW. These articles will focus on new doctrine releases as well as expanded clarification of key concepts in our current doctrine.

(g) All COEs will review POIs to ensure the most recent doctrine is taught in each PME and functional training course.

(h) All COEs will finalize revisions of Army/Proponent capstone doctrinal (FMs and ATPs) manuals to align with ADP/FM 3-0. Use the Lessons Learned process to inform doctrine, the fielded force, and the future force IOT drive the required changes in how we war fight.

(i) Incorporate MDO concepts into doctrine as they are validated through experimentation, pilots, and material and organizational fielding.

-Concepts.

(a) As the FM proponents, COE CGs, through their CDIDs, remain responsible for all functional concepts and O&Os in alignment with MDO 1.5 (TP 525-3-1) and future versions of MDO. **DIRLAUTH with FCC.**

(b) Proponents must exploit every opportunity to integrate operational force commanders and SMEs at echelon to participate in experimentation and TTXs to inform concept development.

(c) ICW AFC (FCC), refine the development of Army functional and supporting concepts to support MDO 1.5. Concepts will be refined in groups in order to synchronize completion according to the following timeline:

- NLT 30 Jun 2020 – Maneuver, Fires, Intelligence, Sustainment, and Medical
- NLT 30 Nov 2020 – Mission Command, Protection, Aviation, Special Operations, and Cyber and Electronic Warfare
- NLT 31 Dec 2020 – Army Space
- NLT 30 Jun 2021 – Army Information

(d) Develop 'Training Concept 2035' (CAC-T), 'Learning Concept 2035' (ArmyU) and 'CTC Modernization Concept 2035' (CAC-T) nested with MDO 1.5.

(e) Use our forums, publications and working groups to facilitate professional dialogue in the community of interest, to help identify new challenges and refine current concepts.

-Organizations.

In FY20, the Army will begin transitioning to the Total Army Capability Management Model (TACMM) to synchronize modernization and organizational design processes in order to deliver targeted modernization capabilities, ensuring that the first units to fight are equipped, properly organized, and trained on the most modern equipment available. This strategy supports the CSA's readiness priority and allows for prioritization of resources and modernization across DOTMLPF-P. CAC's focus remains on completing the follow-up development and implementation of organizational design solutions approved in TAA 22-26 to address the 17 Critical Gaps. CAC (FFID/FDD) will continue to lead and coordinate this effort. COEs will:

(a) Complete submission and required follow-up Force Integration Functional Area (FIFA) of Force Design Updates (FDUs) to support final design and structure decision by 1QFY20.

(b) Based on continued analysis of your WfF and TAA 22-26 resourcing decisions, refine, design and structure solutions to influence TAA 23-27 Capability Demand Analysis and resourcing phases and decisions to continue implementing solutions to the 17 critical gaps.

(c) In preparation for TAA 23-27, all COEs will conduct a formation deep dive, by SRC, with CG CAC. Intent is to ensure that our SRCs support LSCO with sufficient capacity and capability and identify potential bill-payers for future MD initiatives. CAC G-3 will develop and publish the format and schedule. First deep dive (Medical Center of Excellence) will occur in NOV 19.

(d) Continue developing resource-informed solutions to other capability gaps to improve the force with a focus on LSCO to include identifying "no growth" trade options.

-Training. (See Core Competency 2 below)

-Materiel.

CAC will support the requirements development/refinement and fielding plans for the Army's six (6) modernization priorities (Long-Range Precision Fire (LRPF), Next-Generation Combat Vehicle (NGCV), Future Vertical Lift (FVL) platforms, Mobile & Expeditionary Network (Network), Air & Missile Defense (AMD) Capabilities, Soldier Lethality) and support implementation of the eight (8) designated cross-functional teams (CFTs) (Synthetic Training Environment (STE), NGCV, Soldier Lethality, FVL, Network, LRPF, AMD, Assured Positioning, Navigation and Timing (A-PNT)).

(a) Identify key enabling non-CFT material solutions (e.g., Mobile Command Posts, Terrestrial Intel/Electronic Warfare, transportation, fuel, etc.) that must be resourced and fielded to enable combined arms operations with the Army's modernization priority systems. Actively work to protect these system funding lines within the EE PEG to ensure we can realize the full potential of each of the new material solutions.

(b) Leverage the support relationship with the AFC CDIDs to address the requirements development and integration of the remaining (~85%) material efforts in each proponent portfolio.

(c) Ensure the remaining capabilities are horizontally and vertically integrated across DOTMLPF-P so the fielded force is nested with future force requirements development.

-Leader Development/Education. (See Core Competency 3 below)

-Personnel.

The Army's evolving talent management system emphasizes the need to acquire, develop, employ and retain the right talent. To ensure readiness, we must put the right leaders in the right positions, at the right time, to provide the force with leaders who have the skills to lead in MD-LSCO. We will implement Army Talent Management Task Force (ATMTF) initiatives as part of the Army Human Capital Strategy. In FY20, CAC will establish a Personnel Proponency Division (PPD) to do Level II coordination with and support the ATMTF, and to synchronize with FFID IOT reinvigorate personnel proponency. Branch proponents will drive effective talent management and personnel life-cycle management across the force.

(a) CAC/COEs will participate, as required, in personnel proponency and ATMTF sessions with ASL.

(b) Branch commandants retain proponency for personnel and the responsibility for their branch to manage the health of each cohort and MOS. ICW the Center for the Army Profession and Leadership (CAPL), update AR 600-3 requirements to ensure better talent and personnel management practices for force manning improvement, and to ensure we have the right development strategy for our force.

(c) Monitor and assess proponent DA PAM 600-3 Smartbooks input for alignment with Army requirements and potential impact to other proponents. Monitor Military Occupational Classification and Structure (MOCS) and Force Design Update (FDU) proposals impacting CAC proponents to ensure effective grade plate management, retention and sustainable career progression models.

(d) ICW HRC/COMO, drive officer cohort development to match the right talent to the right billet. Identify key positions for former battalion and brigade commanders and develop your officers to be successful in those positions, including: COE DOTs, DA G8 Hardware Division Chiefs, DA G3 and DA G4 WfF and Capability Directors, COE Doctrine Chiefs, COE Chiefs of Staff, TCMs, CTC Seniors, MCTP COGs, HRC and COMO branch chiefs, CGSC Directorate and WfF leads, and key AFC positions.

(e) Place high performing company and field grade officers (those highly competitive for command and promotion) in the following positions to build readiness and effective leader development: CTC OC-Ts, MCTP OC-Ts, SGLIs at CCC, BOLC instructors, Doctrine Writers, and CGSC instructors.

(f) Continue to place the right high potential officers in nominative and joint positions to ensure they remain competitive for strategic leader promotion. *Joint positions must be more closely managed than in the past due to reduced numbers of officers gaining operational Joint Credit.*

(g) Commandants must submit board and slating guidance to guide leader development and branch skill and attribute requirements to inform accessions NLT 30 June 20.

(i) As part of the Officer and Enlisted Grade Plate Review, assess MOS structure for reduction or consolidation to achieve better grade plate balance and to enable readiness.

-Policy.

The activation of AFC rendered many of our keystone regulations and policies (AR 5-22, TR 10-4, TR 10-5-4) outdated. We will remain integrated with AFC and play an active role in developing new and updated regulations, policies and processes to prevent gaps between AFC and TRADOC as well as for WfF/Proponent-specific policies.

(a) Capture updates for AR 5-22 as well as associated proponent regulations, policies, doctrine and MOAs/MOUs IOT adjust for the realignment of missions and functions since the establishment of AFC.

(b) Rewrite TR 10-5-4 to outline CAC and COEs' roles and responsibilities.

(c) MCCOE will lead enterprise-level governance forum processes as the UAP Interoperability FM Proponent in FY20 in order to assess, monitor, evaluate and integrate interoperability into Army strategy, plans, policies, material solutions, doctrine and activities.

(d) Develop policy recommendations and solutions for: MPE, transition to SEC//REL, cyber authorities, Home Station Training, CTCs, and Irregular Warfare activities.

(2) Core Competency #2. Execute Army lead role responsibilities to enable the total force to execute realistic and rigorous individual, functional, and collective training to achieve and sustain objective warfighting readiness.

Defender 2020 is a DA-directed, USAREUR-led exercise designed to demonstrate the Army's ability to rapidly deploy a division to the European theater. This training exercise, the largest in 25 years, will test echelons-above-brigade units in operational-level warfighting and its associated sustainment. This exercise will encompass JWA 20 and Warfighter 20-4, and provide a live test of the Army's capability to execute division maneuver and a large wet gap crossing at scale. Defender 2020 Europe, as well as Defender 2020 Pacific, will create significant requirements that we will fully support. COEs should be prepared to send branch subject matter experts to observe, support and provide input to USAEUR & USARPAC staffs, and provide support/SMEs to CALL collection teams as they collect lessons and best practices to improve the fielded force.

Other key training initiatives in FY 20 include:

(a) Continue requirements development of the Synthetic Training Environment (STE). With the separation of the STE-CFT from CAC-T, TCM-STE will provide the key requirements development and integration linkage to the CFT.

(b) Live Training Environment. Develop a strategy and requirements to modernize force-on-force and force-on-target training systems that replaces the current I- MILES with a more effective non-line of site capability. Finalize requirements to enable live training to integrate into the STE.

(c) Increase CTC Rigor. Continue to field capability for OSV, EW/Cyber/Info/Space, and IADS to the CTCs and develop and staff requirements documents for long-term OE modernization requirements out to 2028. Begin preparation for the DuT builds at JRTC and NTC.

ATZL-CSC

SUBJECT: FY20 Combined Arms Center Command Guidance

(d) Training Management. Coordinate with proponents and FORSCOM to evaluate current training models, gated strategies and OBJ-T to determine what changes, if any, need to be made to better support *sustained* readiness beginning in FY23.

(e) Multi-National Interoperability (MNI)/MPE. Execute JWA 20 to exercise systems and policy to further MNI and validate MPE.

(f) MCTP Redesign. Identify all redesign requirements and develop a plan to implement or gain approval for future required changes. Increase coverage and expand capability in key areas that allow units to better execute WFXs, including a JTF/CFLCC HICON capability.

(g) Home Station Training. Ensure units and posts have required training enablers to increase readiness and properly prepare for CTC rotations and deployments. Identify capability and capacity gaps for prioritization during the TGOSC process.

(h) Functional Training. Holistically assess and prioritize functional training requirements necessary to drive successful LSCO. Where applicable, adjust operational MTOEs to reflect the required skill identifiers to drive requirements for functional training. For all high priority courses, determine actual required training seat numbers in the operational force, to drive the right DA requirements and funding.

(i) Army Training Information System (ATIS). Receive an Acquisition Authority to Proceed (A-ATP, similar to a Milestone B) decision in FY20 followed by contract award and setting conditions for IOC in FY21.

(j) CTC Interaction/Support. ICW AFC and FORSCOM, set the conditions for MDO at the CTCs. Analyze alternatives to experiment with one (1) Dirt CTC and one (1) Warfighter Exercise in FY23. COEs, as directed, provide SME OC/T support to Warfighter Exercises and Dirt CTCs to support collective training as well as internal faculty and leader development. Maintain proponent CTC forums and routine interaction with each CTC (Dirts and MCTP) to share lessons and ensure CTCs are coaching and informing current proponent doctrine. Continue to execute Project Warrior.

(k) TTPEG/TSS Portfolio. Operationalize the Deep Dive process while completing fielding of new solutions within time/budget constraints and demonstrate the effectiveness of our efforts to support training requirements.

(l) Training Support System (TSS). Develop the Modernization Plan to deliver Live, Virtual, Constructive, and Gaming training capabilities to portray a multi-domain environment.

(m) Joint & MN Interoperability Training. Integrate functions and processes, in training and real-world operations, in venues such as JWAs, MCTP WFX, and CTC rotations. Continue to work closely with our joint and MN partners and develop enduring relationships to achieve our training and operational objectives.

(n) Airspace Integration. Provide education and training (e.g., EAB Airspace Course and Joint Air Operation Command and Control Course) and improve collective-level training on joint air-ground operations via training support to the CTCs and units. Continue to drive the requirements to advance the Airspace Management Artificial Intelligence initiative with DARPA, ICW TR G2 and the Corps TAC-P expansion.

ATZL-CSC

SUBJECT: FY20 Combined Arms Center Command Guidance

(o) Training Strategies. NLT 2QFY20, all Commandants, including Space & Missile and Special Operations COEs, ICW the CFTs and the CDIDs will update their current branch / formation training strategies to align with the MDO capable force of 2028. Strategies will include projected TSS (products, services and facilities) enablers to support Home Station, CTC and Institutional Training, gunnery and force on force requirements, functional training, METs, etc.

(p) Cybersecurity Policy. In order to comply with USCYBERCOM cybersecurity policy for the End of Support for Adobe Flash, prioritize funding and completely remove/replace Adobe Flash in all government-owned and commercial content, to include Distance Learning tools, NLT 31 AUG 20.

(3) Core Competency #3. Execute TRADOC core function responsibilities to educate and develop expert professional Soldiers, Army Civilians, and leaders that are agile and innovative warfighters able to prevail against peer threats in contested multi-domain environments.

(a) Continue to increase the rigor and relevance of all PME. Conduct pre-entry assessments, holistic assessments during courses, and practical application exercises using outcome-based assessments to drive critical and creative thinking, historical and leadership theory, character development and ethical reasoning, in the context of large scale combat. Adapt POI refinement and development practices to rapidly adapt POIs to maintain relevance with current doctrine, the evolving OE, and lessons learned. Implement automated Academic Efficiency Report (AER) in all PME courses for OES, NCOES, and WOES.

(b) AIT Rigor. Continue to increase the rigor in AIT with no growth options. Increase field time and include a 72-hour FTX. Build upon Soldier acculturation in the areas of shoot, move, communicate and protect (survive). Ensure BOLC is aligned to the same rigor and requirements.

(c) Dense Urban Terrain (DuT). Continue to emphasize DuT as an unavoidable condition/environment of future war. Incorporate urban warfare as a condition in your training and education for all cohorts.

(d) Army University.

(1) Conduct Army Learning Symposium in FY20 to further develop external partnerships with domestic and international academia to inform the Learning Concept for 2035.

(2) Streamline the training development enterprise to make programs of instruction (POIs) changes easier and more dynamic. Resolve accessibility/update challenges to ensure that the most recent POIs in the CAR, are current with the TDC. Assess training developer shortfalls against requirements to enable better prioritization in the TTPEG.

(3) Provide a comparison/contrast between large university infrastructure and operations to that of ArmyU, to ensure a clear understanding of the role the university serves to the Soldiers' benefit.

(4) Develop and receive accreditation of the CGSC faculty PhD program.

(5) Fully implement USASMA Bachelor's Degree Program in AY20 for the resident course. Continue to develop expansion of DL degree program for COMPOs 2 & 3 and planning for the bachelor's degree program for the SMC-nonresident course, for decision in FY20.

(6) Transfer DL from flash to HTML.

(7) Bring the Academic Course Catalog to FOC and maintain a searchable database for military learning credit to collaborate with public and private universities and colleges.

(8) Pilot the universal transcript to enable improved visibility and an authoritative record to capture all Soldier military and civilian education.

ATZL-CSC

SUBJECT: FY20 Combined Arms Center Command Guidance

(9) Increase the experience of the Title X CGSC faculty by recruiting former brigade and battalion commanders as well as those with experience as Corps, Division and ASCC key staff officers.

(10) Expand vocational credentialing opportunities and implement the apprenticeship program to enhance Soldier readiness and bolster military-technical competence.

(11) Increase the bandwidth and network capabilities to support full CGSS DDE implementation of AOC. Refine DDE AOC and fully implement faculty development plan to deliver AOC with the same rigor and relevance as the resident course.

(e) Credentialing, Certification and Cooperative Degrees. All commandants evaluate credentials identified as MOS-enabling to verify their rigor and alignment to the MOS technical skills. Identify and develop the required Professional Development credentials to ensure each applicable MOS has a credentialing pathway. Complete the development of cooperative degrees to ensure each MOS has at least one cooperative degree path.

(f) PCC. Complete the transition of each proponent PCC Phase III to a branch specific warfighting readiness POI focused on LSCO for the fielded force. Eliminate all other non-warfighting content. *PCC Phase II and III should complete the transition to large scale combat warfighting vignette/scenario case study-based instruction and discussion as the primary mode of delivery.* Develop case study read ahead material for PH II and III courses that emphasize doctrine, historical vignettes and scenarios so PCC attendees are prepared to contribute in an adult learning environment upon arrival. Conduct a record APFT and a diagnostic ACFT for each PCC class during Phase I. Revise the PCC spouse program IAW CG, TRADOC guidance.

(g) CGSC. Complete the TED work required to deliver the approved, restructured CGSC (Common Core, AOC and Electives) in AY20. Coordinate with HRC and DA G3 to ensure that the right small group mix of *resident select* students are slated for AY 21 and beyond. Execute holistic review of faculty development selection and strategy to ensure excellence in the classroom. Execute a holistic review of CGSC DDE IOT identify required resources for conversion of the DL program to provide a more "resident-like experience". After analysis, and if required, hire additional DDE faculty to ensure course throughput is met with the right rigor and quality. Realign P940 classes to occur after common core to ensure officers are prepared to excel in the AOC portion of the course. COEs will develop and deliver one week of warfighting and readiness-focused, branch-specific P940 content. Remove all non-warfighting content from previous P940 POI. Use scenario-based case study instruction to deliver the content, to the maximum extent possible. Develop pre- and post-assessment tests to gauge student proficiency before and after P940. ICW the FLKS Garrison, better align CGSC student arrival with the housing turnover plan. Coordinate with HRC to set no earlier than and no later than report dates to enable more effective phasing of housing assignments.

(h) ASP3 Talent Selection & Management. Maintain the current selection criteria to ensure the right officers are being selected for this program. ICW HRC, track placement of graduates to ensure this proper utilization of the talent developed.

(i) LSCO Book Set. Continue of the progression of the LSCO Book set, focusing the next publications (Book 11) on the Army Profession and Ethics and (Book 12) on Consolidating Gains in Large Scale Combat to illustrate how these concepts decisively impacted battlefield success; include updated Mission Command doctrine (6-0 series), updated ADP 1-1 and updated Consolidation of Gains ATP.

(j) Historical Documentaries. Continue to improve our historical documentary capability. CAC-T ICW ArmyU Press ensure the VBS3 simulation allows units to conduct training (using

ATZL-CSC

SUBJECT: FY20 Combined Arms Center Command Guidance

VSR terrain) with the option to manipulate conditions based on any unit's real-world resources and capabilities. Engage the Force to spread awareness and ensure accessibility at the lowest level on both virtual world and digital video products. Incorporate these products into PME. Coordinate with USARPAC on the intended outcomes related to the Okinawa VSR. The FY20 priorities for documentaries (after completion of the FY19 priorities) are: Operation Desert Storm (the 100-hour Ground War) with the focus on Cavalry operations at the Corps and Division level; '73 Yom Kippur War with the focus on Combined Arms and Joint Operations; and the Loss of the Philippine Islands 1941-1942 with the focus on Large Scale Defensive operations and sustainment.

(k) WOES. Begin implementation of additional branch technical phases in WOAC and WOILE that were approved in the FY19 ALCC and TGOSC. Continue to refine the branch-specific curriculum for WOBC, WOAC, and WOILE (B) to improve technical skills of the warrant officer corps.

(l) NCOPDS. Continue full implementation of NCO 2020. Ensure leadership and lethality are the focal points of the Basic Leader Course. Increase credentialing endeavors and academic alignment for Advanced, Senior, Master Leader and Sergeants Major courses, and maintain efforts toward accreditation of the USASMA BA program for non-resident students. Revise and produce a doctrinally sound NCO Guide for the total force.

(m) Character Development Framework. Implement the character development framework into PME to improve character development, trust and mission command.

(n) Army Training and Leader Development Strategy 2020. ArmyU, CAC-T, and MCCoE will support and provide input, as required, to the development of the Army Training and Leader Development Strategy 2020.

(o) Language Training. Continue the 2+/2+ strategy at DLIFLIC to improve joint language proficiency and outcomes. Conduct analysis to determine which variables best improve language retention (immersion, instructor/student ratio, etc.). Support SFAB language requirements as directed and resourced by DA.

(p) Strategic Broadening, Training with Industry (TWI) and Industry-Based Broadening (IB2). Work with HQDA G3 DAMO-SSF and proponents to adjust opportunities based on FY20 resource constraints, and improve selection and relevance with proponent and Army requirements. Continually assess proponent programs IAW CG CAC guidance to ensure non-mission critical programs are identified and eliminated. Coordinate proponent Strategic Broadening Seminar and TWI annual requirements and present a consolidated, prioritized series of recommendations to CG CAC.

(q) Press Engagements. Comply with OPSEC procedures to prevent revealing capabilities and gaps. Also, pay particular attention to official social media accounts to ensure information is professional and relevant. COEs will establish a review-and-approval policy at the GO level for outside speakers under consideration for an Army-sponsored event with a public audience.

(r) Deployability/Fitness. Emphasize medical readiness to ensure Soldiers are ready to go back to the operational force in a deployable status. Maintain less than 2% MRC4. Establish the required infrastructure to support testing and training for the ACFT. Begin diagnostic testing of the ACFT IAW with FM 7-22 NLT 1QFY20.

(s) Army Profession, Leadership and Leader Development. Prioritize leader effectiveness gaps with respect to large scale operations. Design case studies, assessments, and learning tools to improve leadership and unit readiness for use in PME, unit leader development plans and collective training.

(4) Core Competency #4. Develop CAC and subordinate unit leaders and teams that are experts in their roles and responsibilities and are fully committed Army Professionals driving innovation and change to improve the fielded force and bridge to the future Army.

(a) Learning Organizations. Encourage intellectual curiosity to expand our professional body of knowledge, individually and collectively. Foster a culture that expects our leaders, workforce, and students to: remain relevant in assigned fields of study and areas of expertise through professional research; value creativity and innovation when problem solving; and, share new knowledge and lessons learned to expand intra- and inter-organizational learning, including writing for publication and establishing internal knowledge sharing venues. Create learning environments that leverage the experience of the organization to adapt to future threats and challenges.

(b) Leader Professional Development. Leader development is our most important training and education focus. Create shared understanding across CAC and COE workforces to demonstrate how individual and team efforts contribute to and support CAC FY20 Command Guidance and Senior Leader priorities in order to develop an engaged, informed, and educated workforce. Increase opportunities for professional development throughout CAC and COEs to produce agile leaders with increased expertise, including participation in current programs such as Army Leader Exchange, SHARP Professional Forum, CGSC Guest Speaker Series, and monthly EO series. **Do not put untrained leaders in front of our students.**

(c) Performance Counseling. Contribute to professional growth and development of our Soldiers, officers, and civilians through both formal (routine) counseling and informal feedback opportunities. Provide clear expectations up front and give candid feedback regularly. Practice mission command, give people responsibilities, monitor progress and hold them accountable to expectations. Identify developmental needs, coach and mentor based on those needs, and facilitate continued development that optimizes individual, team, and organizational performance. **Make sure everyone on the team knows their purpose and how what they do makes our Army better—make sure they receive credit for their hard work.**

(5) Core Competency #5. Maintain an environment that takes care of our team, enables the Army mission, and contributes to personal and professional growth.

(a) Underwrite honest mistakes and encourage disciplined initiative to enable professional growth and learning.

(b) Housing Oversight. Continue development and oversight of integrated Army Housing Initiative to improve safe and healthy housing for Service Members and their Families. Conduct monthly engagements with residents and housing officials to better understand housing needs, operations, and resident concerns.

(c) ACFT Facility Transition (FLKS). Complete conversion of ACFT facilities at Harney Fitness Center (1QFY20) and Sherman Army Airfield (2QFY20) to increase physical readiness leading up to full implementation of the ACFT in FY21.

(d) Recognize Performance Excellence. The CAC and COE workforces are exemplars of high performance cultures built on the commitment, competence and work ethic of our collective

ATZL-CSC

SUBJECT: FY20 Combined Arms Center Command Guidance

workforce. Identify, recognize and reward high-performing military and civilians across CAC and the COEs using the full range of available awards. Include Heroes in your SITREPs to the TRADOC CDR.

5. (U) **CAC Organization Changes.** In FY19, the Center for Army Leadership (CAL) and the Center for the Army Profession and Ethic (CAPE) merged into a new organization, the Center for Army Profession and Leadership (CAPL), located at Fort Leavenworth, Kansas. CAPL will continue to focus on the delivery of doctrine, publications, programs, and products to enhance leadership and the Army profession across all cohorts. Additionally, portions of the U.S. Army's Peacekeeping and Stability Operations Institute (PKSOI), the U. S. Army Irregular Warfare Center (IW), and the U. S. Army Asymmetric Warfare Group (AWG) will be realigned under CAC in FY20 (Enclosure 4).

6. (U) **Endstate.** All guidance and tasks provided to the COEs, CAC subordinate organizations, direct reporting units, and the CAC staff, are accomplished or identified for carry-over into FY21 with updated action plans for their completion. Through periodic portfolio reviews and end-of-year assessments in FY20, CAC will refine priorities and set conditions for continued success.

7. (U) **CAC G3/5/7** will refine actions plans with tasks and suspenses to achieve our priorities. These products, as well as CAC Annual Guidance, will be discussed during the 21-22 August 2019 COE CDR and Commandant Course, the 19 September 2019 CAC Onsite for CAC SO leaders, and CAC Workforce Update on 27 September 2019.

7. (U) **Point of Contact.** COL Paul P. Reese, ACoS G3/5/7, (913) 684-0012, paul.p.reese.mil@mail.mil.



MICHAEL D. LUNDY
Lieutenant General, USA
Commanding

Encl

1. FY20 Task List Spreadsheet
2. CAC AR 350-1 Training Requirements
3. CCIR
4. CAC Organization Chart

DISTRIBUTION:

COMMANDER

U.S. ARMY AVIATION CENTER OF EXCELLENCE AND FORT RUCKER (ATZQ-CG)

U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE AND FORT LEONARD WOOD (ATZT-CG)

U.S. ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL (ATZR-CG)

U.S. ARMY MANEUVER CENTER OF EXCELLENCE AND FORT BENNING (ATZH-CG)

U. S. ARMY MEDICAL CENTER OF EXCELLENCE (MCCS-Z)

U. S. ARMY NON-COMMISSIONED OFFICER LEADERSHIP CENTER OF EXCELLENCE (ATSS-CD)

U.S. ARMY INTELLIGENCE CENTER OF EXCELLENCE AND FORT HUACHUCA (ATZS-CG)

U.S. ARMY CYBER CENTER OF EXCELLENCE AND FORT GORDON (ATZH-CG)

U.S. ARMY SUSTAINMENT CENTER OF EXCELLENCE AND FORT LEE (ATCL-CG)

U.S. ARMY COMBINED ARMS CENTER SPECIAL TROOPS BATTALION (ATZL-STB)

ATZL-CSC
SUBJECT: FY20 Combined Arms Center Command Guidance

COMMANDANT
U.S. ARMY DEFENSE LANGUAGE INSTITUTE FOREIGN LANGUAGE CENTER (ATFL-
CMDT)

DEPUTY TO THE COMMANDING GENERAL - COMBINED ARMS CENTER
DEPUTY COMMANDING GENERAL – COMBINED ARMS CENTER - NG

DIRECTOR
U.S. ARMY TRAINING AND DOCTRINE COMMAND G-3/5/7 (ATTG-ZXA)
COMBINED ARMS CENTER-TRAINING (ATZL-CT)
ARMY UNIVERSITY
MISSION COMMAND CENTER OF EXCELLENCE
CAC PERSONAL, COORDINATING AND SPECIAL STAFF

CF:
COMMANDER, U.S. ARMY TRADOC (ATTG-IS/ATTG-V)
CHIEF OF STAFF, U.S. ARMY TRADOC (ATTG-CS)
DIRECTOR, ARMY FUTURES COMMAND
ARMY NATIONAL GUARD MISSION TRAINING CENTER (NGB-MTC)
CIVILIAN AIDE to the SECRETARY OF THE ARMY FOR EASTERN KANSAS
COMMANDER, FORT LEAVENWORTH GARRISON
COMMANDER, 15TH MP BRIGADE
COMMANDER, MUNSON ARMY HEALTH CENTER