

The US Army Peacekeeping and Stability Operations Institute

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Tammy S. Schultz is a Research Fellow at the Army's Peacekeeping and Stability Operations Institute (PKSOI) where she is finishing a book on how the Army and Marine Corps have adapted to perform stability operations in the post-Cold War world. Dr. Schultz also conducts simulations at the State Department for Foreign Service Officers for the course, "Composure Under Fire," which trains diplomats to field difficult questions, and is an adjunct professor at Georgetown University's Security Studies Program. Dr. Schultz studied at Regis University, where she won the National Parliamentary Debating Championship, and graduated summa cum laude in 1995. She then attended Victoria University in New Zealand on a Rotary Fellowship, receiving a Master's degree with distinction in 1999. While attending Victoria University, Dr. Schultz worked in the U.S. Embassy's political division in Wellington. Her thesis focused on the new terrorist threat that included al-Qaeda, which she continued to study while at the School of Advanced International Studies (SAIS) at the Johns Hopkins University as an Olin Foundation and Philip Merrill Fellow. Dr. Schultz was a Brookings Institution Research Fellow from 2003-2004, and received her Ph.D. from Georgetown University in 2005.

Colonel John Agolia is currently the Director of the U.S. Army's Peacekeeping and Stability Operations Institute (PKSOI) at Carlisle, PA. Colonel Agolia joined the Institute in the summer of 2004 after having served 3 eventful years at U.S. Central Command. He arrived at CENTCOM from an assignment in Japan 4 weeks before 9/11. Colonel Agolia was involved in developing the U.S. Central Command plans for Afghanistan and the Global War on Terrorism. He was part of the initial planning group that initiated the campaign plan for Iraq. He accompanied Ambassador Bremer into Baghdad in May 2003 as his CENTCOM liaison officer and worked the integration of the planning efforts between the CPA and the military; the hand off of the police training from the CPA to CJTF-7; and the initial engagement strategy for senior military commanders with the newly appointed interim Iraqi Government leaders.

THE US ARMY PEACEKEEPING AND STABILITY OPERATIONS INSTITUTE (PKSOI)

In December 1992, Chief of Staff of the Army General Gordon Sullivan began circulating the idea for a Peacekeeping Institute (PKI). General Sullivan said the idea was "born out of

Somalia...I had gone to Somalia very early in the effort and was exposed to some non-governmental organizations, and it was expressed to me by people I had a lot of faith in” that working with the NGOs was hard.¹

General Sullivan felt the rise of stability, security, transition, reconstruction (SSTR) operations, such as in Somalia and soon in Haiti, would continue: “I knew this would not be a passing moment.”² Feeling that the Army “didn’t understand the dimensions of the peacekeeping world,” Sullivan decided to create an institute to “think our way through this.”³ In mid-1993, PKI opened its doors.

In 2003, The PKI was renamed the US Army Peacekeeping and Stability Operations Institute (PKSOI). PKSOI is the US military’s premier center of excellence in mastering SSTR and peace operations at the strategic and operational levels. PKSOI performs a unique function in the Department of Defense and the US Government (USG) by providing a one-stop stability operations resource center. PKSOI desires to see the following end-states, which can only be achieved through many actors and agencies working together to achieve these goals:

1. Future USG policy on SSTR and peace operations is shaped by an active process that involves US military, USG civilian agency, multinational organization, international organization (IO) and non-governmental organization (NGO) participation, and is informed by their multi-disciplinary research efforts and those of the private sector, academia and think-tanks.
2. Civilian and military training and education programs address challenges of SSTR and peace operations, and foster mutual participation in their programs to improve strategic and operational planning, preparation, and execution.
3. US military, USG civilian agencies, multinational organizations, international organizations (IOs), NGOs, and private sector organizations engage in a collaborative process for collection, evaluation, and dissemination of lessons learned for SSTR and peace operations.
4. SSTR and peace operations concepts, doctrine and policies incorporate current and emerging tactics, techniques, procedures and practices, and influence strategic and operational planning, preparation and execution.
5. US military, USG civilian agencies, international, and multinational organizations, working in concert, possess and maintain the capabilities they require to effectively plan, prepare, execute, and assess SSTR and peace operations to achieve strategic objectives.

As the result of a Chief of Staff of the Army decision, PKSOI will become a Field Operating Agency under the G-3 in January 2007. The staffing and concept plan allows for PKSOI to grow from 20 to 49 people. Upon expansion, PKSOI will consists of eight substantive functional areas: training and education; concepts and doctrine; civil military

¹ Sullivan, "Interview with Author."

² Ibid.

³ Ibid.

integration; security and governance; operational integration; policy, research and publications; lessons learned; and the PKSOI Director and special staff.

TRAINING AND EDUCATION

This section supports and enhances SSTR and peace operations training and education for mid- to senior-level audiences, with select participation in undergraduate equivalent institutions and programs. PKSOI's Training and Education functional area enables full spectrum decision making through all phases of stability operations by expanding, synchronizing and increasing the breadth of leader development in SSTR and peace operations training and education. Audiences include US military services, interagency programs, civilian organizations, foreign militaries, and IOs/NGOs. PKSOI's training and education efforts will also facilitate integration of emerging SSTR and peace operations policies, concepts and doctrine, and assist with subject matter expertise (SME) participation, support and exchange programs.

CONCEPTS AND DOCTRINE

As its name suggests, this section writes and contributes to concept and doctrine development. Through its interactions with organizations and authors responsible for SSTR operations concept and doctrine development, PKSOI provides SME technical review and writing expertise to concept and doctrine preparing agencies. The Concepts and Doctrine functional area facilitates the integration of doctrinal changes with other PKSOI sections to insure the consideration of second and third order effects.

CIVIL MILITARY INTEGRATION

To ensure that current Civil Affairs (CA) and Civil-Military Operations concept are integrated into SSTR and peace operations planning and training, this PKSOI functional area includes Army and Marine Corps CA personnel and an Army Engineer. This diverse team assists in the development and implementation of the Civilian-Military (Civ-Mil) Teams strategy and structure at the national, regional and in-country levels. Provides CA SME to senior leaders in order to integrate CA and Civ-Mil operations concepts and doctrine into military and non-military organizations, including Joint, interagency, international and multinational allied and foreign militaries organizations and non-government organizations.

SECURITY AND GOVERNANCE

This section integrates security, governance and rule of law policy, concepts, doctrine, training and education with interagency, international and multinational partners. Through interactions with key organizations and actors, this functional area facilitates the development

of a multi-discipline network that can develop integrated solutions to the security and governance aspect of SSTR and peace operations.

OPERATIONAL INTEGRATION

This functional area serves as the fusion cell for PKSOI in support of Joint Forces Command (JFCOM), the services, Geographic Combatant Commanders, interagency, allied and other foreign militaries, multinational organizations, and IOs/NGOs. By integrating current SSTR and peace operations concepts, doctrine and policy into operations and experimentation, PKSOI strives to aid in the development of a whole-of-government approach. This functional area capitalizes upon PKSOI and US Army War College expertise and enlarges a multi-disciplinary SME network to provide expertise required by organizations preparing to participate in SSTR and peace operations.

POLICY, RESEARCH. AND PUBLICATION

This section amplifies and provides the strategic and operational underpinning for emerging SSTR and peace operations policy, concepts and doctrine across the USG and the Joint Force in conjunction with key international and multinational practitioners. Experts in this functional area sponsor, produce and disseminate research through peer reviewed books, journals and magazines, as well as self-published monographs, handbooks and reports. Their research focuses on issues that are policy-relevant and address the challenging SSTR and peace operations strategic and operational issues facing the nation.

LESSONS LEARNED

This section assists and advises JFCOM, the Geographic Combatant Commands, the Services, the State Department's Office of the Coordinator for Reconstruction and Stabilization (S/CRS), other USG agencies, allies, foreign militaries, multinational organizations, IOs/NGOs, and key private sector companies to develop a collaborative process that captures strategic and operational lessons learned from SSTR and peace operations.

In addition to participating in the collection of lessons learned, this functional area assists the Joint and service lessons learned centers with developing an institutionalized process to debrief select re-deploying senior leaders and staffs to improve the collection of SSTR and peace operations lessons learned. This functional area works closely with the other PKSOI area to ensure that lessons truly become learned by integrating them into doctrine, as well as training and education centers. By reaching out beyond the military, this functional area also encourages and facilitates the institutionalization of a lessons learned process in key non-DOD agencies.

PKSOI DIRECTOR AND SPECIAL STAFF

This section consists of the PKSOI Director, Department of State Diplomat in Residence, USAID Senior Advisor, Department of Justice Police advisor, senior advisor on NGO assistance, and a deputy director. This section is critical to achieving PKSOI's integration, outreach and strategic communications objectives. The expertise in this functional area assists all other PKSOI functional areas to further the USG and international community's SSTR and peace operations capabilities.

Improving the ability to respond to SSTR and peace operations will take the efforts of a wide range of actors and agencies who decide to work together towards this greater goal. PKSOI facilitates cooperation among the multiple countries, organizations and services involved in these missions. Though PKSOI may not be "in the lead," the Institute always provides leadership to create a synergy among actors. Through its expansion, PKSOI will be able to fulfill the true promise of its mission, thereby ensuring that the US military and the nation will be prepared to successfully perform its vital role in SSTR and peace operations.