

# MSCoE

*"Victory Starts Here – Victory Through Skill"*



**U.S. ARMY**



## Maneuver Support Center of Excellence

# Campaign Plan

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## CG's Message



**MG Kent D. Savre**

equipped with unique capabilities – special skills and tools; and, we must maintain a trained and dedicated civilian workforce, committed to the mission, to the installation, and to supporting the Soldiers and families with whom they serve.

By setting conditions outlined in this plan and effectively prioritizing and resourcing our efforts, we can achieve the campaign end state and move closer to achieving our vision.

A handwritten signature in black ink, appearing to read 'K. Savre', with a long horizontal line extending to the right.

**KENT D. SAVRE**  
Major General, USA  
Commanding

## **Purpose**

The MCP communicates the Lines Of Effort (LOE) and objectives that MSCoE will use to link the multiple tasks that must be accomplished to establish the conditions for mission success.

## **Scope**

The plan enables us to focus efforts on identifying Maneuver Support skills and tools that are required to ensure maneuver and other supported commanders are successful in future operations, while also providing the important capability of competent Soldiers-developed through realistic training-who understand our values, culture and ethos; who are comprehensively fit; who are proud of their accomplishments; who trust their leadership and our institution and who are ready to become valued teammates in their first operational assignment. This campaign plan is a living document and will be updated as necessary in order to evolve and grow in a synchronized manner with TRADOC's Strategic Plan and Management System, The Army Campaign Plan, and the Chief of Staff of the Army's Strategic Priorities. It applies to all headquarters, specified elements, units, Soldiers and Civilians assigned to, or under the administrative control of the MSCoE, and informs external stakeholders, commands and agencies that support MSCoE and its mission.

## **Strategic Environment**

The current and future operational environment will continue to pose an enduring challenge to the military forces of the United States. The Army will continue to be called upon to provide forces across the range of military operations to enforce and support our nation's directives. As the Army prepares its forces to deploy, fight, and win in complex environments around the globe, it must do this in an austere budget environment; TRADOC and MSCoE will continue to face declining resources. In light of these challenges, MSCoE will be expected to provide trained and ready Engineer,

CBRN and Military Police Soldiers and the Maneuver Support capabilities required to support commanders and meet Army needs.

### MSCoE Vision

At the heart of mission success, across the range of military operations, are capable warriors and leaders with unique skills and tools developed at the Maneuver Support Center of Excellence, Fort Leonard Wood.

### MSCoE Mission

The Maneuver Support Center of Excellence develops competent leaders and warriors of character and delivers total Army Engineer, CBRN, Military Police, and Maneuver Support capabilities to enable mission success across the range of military operations.

### Commander's Intent

a. **Purpose.** Provide the Army with innovative, competent leaders of character who are agile, decisive, and prepared to win in a complex world. Sustain the installation and workforce; provide quality of work and life for those who serve and their families.

b. **Key Tasks.**

- Develop Maneuver Support Functional Concepts
- Develop Homeland Operations and CWMD Warfighting Challenges and other proponent capabilities
- Assess and implement Human Dimension and Army University initiatives
- Integrate total Army capabilities development (DOTMLPF-P) and readiness
- Ensure cross-branch collaboration and instruction to enhance Maneuver Support leader development
- Balance character, competence, commitment
- Improve and increase external dialog and collaboration

c. **End state.** *MSCoE provides the Army trained Engineer, CBRN and Military Police leaders and Soldiers along with Maneuver Support capabilities required for F2025.*

## Lines Of Effort (LOE)

The Maneuver Support Center of Excellence will operate along four lines of effort, which align with our four enduring priorities:

1. Develop Agile, Adaptive Leaders of Character.
2. Train Skilled Warriors Grounded In Our Values and Profession.
3. Design, Develop and Integrate Future Forces, Capabilities and Concepts.
4. Maintain a Resilient and Sustainable Workforce and Installation.

**Line Of Effort #1: Develop Agile, Adaptive Leaders of Character** who will step forward and provide the operating force with the appropriate Engineer, CBRN, Military Police and Maneuver Support leadership required to enable the combined arms team and accomplish the mission.

**Outcome:** Agile and adaptable leaders of character who trust their leaders, trust the institution, and are ready to positively contribute to units.

The MSCoE will provide a learning environment where students can study their profession and share experiences with each other and senior members of the Maneuver Support Community. The courses in this learning environment will: 1) be based on current doctrine and enable visualization of how to organize and support Maneuver forces, 2) teach training management skills necessary to plan and resource realistic training that enhances readiness, 3) prepare students to educate, inform, and present to the Army the unique capabilities that Maneuver Support Soldiers and their units provide, 4) expand knowledge of how to employ these unique capabilities across the range of military operations, 5) be rigorous, challenging and provide a sense of accomplishment to instill a lasting pride in their Regiment and the Army.

### **Major Objectives of Line Of Effort #1**

Objective 1.1: Develop Agile and Adaptive Leadership  
(OPR: CMDTs, Assist: G3)

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Maneuver Support warfighting function is the related tasks and systems that mitigate obstacles and hazards effects; shape terrain, and protect the force, populations and resources to enable joint combined arms operations. Therefore, it is incumbent upon MSCoE to develop maneuver support forces with the technical expertise, capabilities, and capacity to execute the Maneuver Support warfighting function. MSCoE must also develop Soldiers and leaders with the agility to quickly understand the requirements and capabilities required by the maneuver forces they support in order to maintain the appropriate tempo at which they operate as a combined arms team.

Maneuver Support Soldiers and leaders must be able to: 1) demonstrate understanding of the Army problem solving and decision making process, 2) demonstrate understanding of staff processes, specifically Protection Cell requirements, 3) demonstrate understanding of the training management process and how properly trained maneuver support forces contribute to supported commanders missions, 4) expand general education by attaining a degree from an accredited institution, 5) expand professional education by attaining an advanced degree from an accredited institution, 6) demonstrate critical and creative thinking skills by writing and submitting articles or papers for publication, 7) where applicable, participate in broadening assignments, exercises or activities that provide learning opportunities and professional development on educational, training or organizational best practices.

Objective 1.2: Demonstrate and Provide Institutional Agility  
(OPR: G3, Assist: G8, CMDTs, DPTM)

MSCoE must develop leaders, military and civilian staff and faculty to address ambiguous challenges that will arise. Critical thinking, creativity and diverse, innovative thought should be welcomed and inculcated into our problem solving process.

To achieve this agility MSCoE must: 1) evaluate organizational restructure to meet the training and educational needs of our cohorts, 2) manage and implement budget practices that best support training and education at FLW, 3) develop and implement objectives that address sustainment and improvement of organizational practices, training and education.

Objective 1.3: Conduct Professional Military Education (PME)  
(OPR: CMDTs, Assist: G3, QAO)

Achievement of this objective is demonstrated by: 1) training conducted in accordance with current, accredited TRADOC POIs, 2) graduates of NCOES, WOES,

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CCC and PCC who meet and exceed 95% of their graduation requirements, 3) professional development of leaders and instructors through the exchange and/or augmentation of Observer-Controller positions at the Combat Training Centers (CTC), 4) professional development of leaders and instructors through the exchange and/or augmentation of instructors at other CoEs or schools, 5) integration of International Military Student Officers into OES to broaden cultural awareness and understanding of allied and friendly nations military capabilities.

Objective 1.4: Re-accredit Educational Institutions

(OPR: G Staff, Assist: QAO, CMDTs, CDID, FLW Garrison)

Achievement of this objective is demonstrated by the successful planning, preparation and accreditation of the USAES, USACBRNS, USAMPS, NCOA and the MSCoE Staff by TRADOC to conduct our assigned educational missions.

**Line Of Effort #2: Train Skilled Warriors Grounded in Our Values and Profession**

who are proud to be U.S. Army Engineer, CBRN and Military Police Soldiers and who are prepared to be valuable teammates in the Army's formations around the world; who leave Fort Leonard Wood living our values and trusting their leaders and the institution.

**Outcome:** Skilled professional warriors ready to deliver our unique and specialized maneuver support capabilities.

MSCoE will train and develop the Civilians who come to Fort Leonard Wood as enlisted volunteers to leave as Soldiers, and ensure the Officers, Noncommissioned Officers and Soldiers who come to Fort Leonard Wood experience world class training and education that will prepare them for the complex world in which they will fight. This will be accomplished by: 1) providing expertly trained cadre who know their profession, use accredited Programs of Instruction and Lesson Plans and who lead from the front, 2) who understand and can employ the equipment with which they fight, 3) are tactically and technically proficient in integrating their functional expertise to successfully influence the outcome of the training event or fight in which they find themselves.

**Major Objectives of Line Of Effort #2**

Objective 2.1: Conduct Initial Entry Training

(OPR: CMDTs, Assist: Brigades, G3)

Achievement of this objective is demonstrated by: 1) training conducted in accordance with published POIs, 2) 85% graduation rate of BCT, OSUT and BOLC.

Objective 2.2: Conduct Functional Training

(OPR: CMDTs, Assist: G3, FLW Garrison)

Achievement of this objective is demonstrated by: 1) USAES, USACBRNS and USAMPS using current, accredited POIs for all instruction, 2) implementation of licensing and credentialing programs by USAES, USACBRNS and USAMPS for their Officers and Noncommissioned Officers, 3) timely submission of and adherence to the 1-n functional training list, 4) designation as the Army Emergency Management Training Proponent, 5) sister service Engineer, Chemical and Military Police students trained in accordance with ITRO agreements; and individual service requirements without ITRO agreements.

Objective 2.3: Enable Realistic Training

(OPR: CMDTs, Assist: DPTM, CDID, Brigades)

Achievement of this objective is demonstrated by: 1) enabling training in the institutional and self-development domains and the Live, Virtual, Constructive and Gaming environments by incorporating operational conditions identified in The US Army Operating Concept, 2) teaching training management and assessment processes to ensure students understand how training is planned, resourced, executed, and assessed in a manner that ensures units are capable of completing their assigned mission, 3) incorporating TRADOC Analysis Center (TRAC) approved scenarios into Programs of Instruction, 4) incorporating maneuver support lessons learned from the Combat Training Centers (CTC) into classroom discussion and exercise planning and execution, 5) improving the training infrastructure on FLW by enhancing the Training Support Systems (TSS), Training Information Infrastructure (TII), and training aides, devices, simulators and simulations (TADSS) that improve the realism of training.

Objective 2.4: Enable Total Force Integration

(OPR: 102d TD; Assist: DC-ARNG, DC-M&T, G3, CMDTs, DPTM, FLW Garrison)

Achievement of this objective is demonstrated by: 1) successful integration of the 102<sup>nd</sup> RC Training Division into the MSCoE Facilities, 2) refinement of One Army School System (OASS) Activities in MSCoE and across FLW, 3) revision of training policies and regulations for inclusion of the Total Force across MSCoE.

Objective 2.5: Enhance Readiness for Domestic Incident Response Forces

(OPR: G3, Assist: HD/CSO, CMDTs, CDID, DPTM, FLW Garrison)

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Achievement of this objective is demonstrated by: 1) integrating the proponent functional requirements in support of Homeland Defense and Defense Support of Civil Authorities into functional training POIs so that graduates understand the role their units will play as part of a Domestic Incident Response Force, 2) actively incorporating the Learning Demands for AWFC #6 Homeland Operations into lesson plans and training opportunities, 3) participating in ARNORTH Exercise planning and execution.

**Line Of Effort #3: Design, Develop and Integrate Future Forces, Capabilities and Concepts** that are associated and aligned with Force of 2025 and Beyond (F2025B).

**Outcome:** Timely, resource-informed, integration-focused, outcome-based solutions that enable our Warfighters.

The MSCoE provides Army and Joint Force Commanders with functional and Maneuver Support capabilities that enable them to succeed across the Range of Military Operations (ROMO) by: 1) identification of MSCoE capability requirements necessary to advance Army and Joint concepts for near, mid and long term planning objectives for the current and future Operational Environment (OE), 2) development of solutions that support answering twenty Army Warfighting Challenge (AWFC) Learning Demands, specifically AWFCs #5 Counter Weapons of Mass Destruction (CWMD) and #6 Homeland Operations, 3) leading the development, evaluation and integration of prioritized and resourced informed capability requirements, solutions, and initiatives across Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P).

### **Major Objectives of Line Of Effort #3**

*Objective 3-1: Develop Concepts and Integrate MSCoE equities in Joint and Army Concepts (OPR: CDID, Assist: CMDTs, G3)*

Achievement of this objective is demonstrated by: 1) approval of Maneuver Support WfF Concept, 2) full integration with other WfF concepts that support development of the MS WfF Concept.

*Objective 3-2: Support F2025B Maneuvers and Army Campaigns of Learning (AWFCs) (OPR: CDID, Assist: CMDTs, HD/CSO, QAO, G3)*

Achievement of this objective is demonstrated by: 1) establishment and implementation of MSCoE Force 2025 and Beyond Maneuvers Governance Process, 2) incorporation of MSCoE related learning demands with all AWFCs, 3) briefing AWFC #5, Counter Weapons of Mass Destruction (CWMD) and AWFC #6, Homeland Operations during FY 16 Capability Integration and Enterprise Forum (CIEF) and Quarterly AWFC Futures Review (QAR) events, and the publication of supporting

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Information Papers, 4) successful support of all experimentation, evaluation, studies and assessment requirements, 5) sustainment of the MSCoE Lessons Learned Program and successful collection and distribution of those Lessons Learned

Objective 3-3: Develop Maneuver Support Capabilities across DOTMLPF-P  
(OPR: CDID, Assist: CMDTs, G2, G3)

Achievement of this objective is demonstrated by: 1) successful development of Force Modernization proponent DOTMLPF capability requirements in accordance with established timelines, 2) successful revision of Maneuver Support Army Doctrine Publications (ADPs) and Army Doctrine Reference Publications (ADRP) in accordance with established timelines, 3) successful authoring of Maneuver Support JCIDS documents in accordance with established timelines, 4) support testing and training requirements as necessary and in accordance with standards and established timelines.

Objective 3-4: Integrate Maneuver Support Capabilities with internal and external stakeholders. (OPR: CDID, Assist: G3, CMDTs, HD/CSO)

Achievement of this objective is demonstrated by: 1) successful accomplishment of requirements in support of the TRADOC Capability Needs Analysis (CNA) for FY16-17, 2) successful accomplishment of requirements in support of the Total Army Analysis (TAA) for 18-22, 19-23, 20-24, 3) successful accomplishment of requirements in support of Army-level Capability Portfolio Review (CPR), 4) successful accomplishment of required assessments and analyses, 5) successful establishment of MSCoE Human Dimension Working Group, 6) finalize TRADOC efforts to institutionalize the CBRN Response Enterprise (CRE) in accordance with approved timeline, 7) reestablish TRADOC Counter Improvised Explosive Device (C-IED) governance, 8) establish and execute periodic MSCoE Materiel Program Reviews, 9) develop and conduct scheduled Maneuver Support related Science and Technology forums, 10) execute Maneuver Enhancement Brigade (MEB) and 20<sup>th</sup> CBRNE Command Integration Forums as scheduled, 11) integrate MSCoE Foreign Liaison Officers (FLOs) into DOTMLPF processes where possible, 12) establish and codify Maneuver Support interoperability capabilities with international organizations.

**Line Of Effort #4: Maintain a Resilient and Sustainable Workforce and Installation**  
Fort Leonard Wood will sustain a trained and ready workforce capable of conducting the Army's day to day operations on Fort Leonard Wood with the ability to surge as necessary to meet expected and unexpected mission requirements.

**Outcome:** An installation of choice that enables and engages its workforce, families, & communities.

Fort Leonard Wood will provide a world class installation where training is preeminent and Soldiers, civilians and family members feel it is safe to live, work and train. It will do this by: 1) understanding and incorporating aspects of the Army's Ready

and Resilient Campaign and human dimension strategy into its near, mid and long term planning efforts, 2) providing its workforce with training opportunities that are based in reality and that sharpen their cognitive abilities and challenge them to be innovative in their approach to finding solutions, 3) providing an environment where Soldiers, civilians, family members and retirees are not afraid to ask for help, and when they do are provided with professional care and support in world class facilities that help them to deal with the physical and mental challenges with which they are struggling, 4) engaging and partnering with the surrounding communities through a variety of venues, communication technologies and outreach programs to align efforts, achieve efficiencies that benefit the American Tax Payer and the security of our Nation.

#### **Major Objectives of Line Of Effort #4**

##### Objective 4.1: Develop and Promote the Civilian Workforce

(OPR: FLW Garrison, Assist: G3)

Achievement of this objective is demonstrated by: 1) Establishment and management of the Personal and Professional Career Continuum for all GS Employees, 2) Other Human Capital Development initiatives that include: establishment of Department of Army Civilian (DAC) Human Capital Development Board, emphasizing fair and equitable hiring awards processes and performance management practices, and encouraging completion of Civilian Education System (CES) formal education and training.

##### Objective 4.2: Provide the Services and Resources Required by a Thriving Community of Service members, Families and Retirees

(OPR: FLW Garrison, Assist: CMDTs, Brigades)

Achievement of this objective is demonstrated by: 1) Management of the Ready and Resilient Campaign, 2) Fort Leonard Wood Interactive Customer Evaluations (ICE) program, 3) Performance Assessment Report (PAR), 4) Installation Status Report.

##### Objective 4.3: Maintain a Viable and Innovative Installation

(OPR: FLW Garrison)

Achievement of this objective is demonstrated by: Incorporation of Quality Award Program measurements such as the Malcom Baldrige Award; Achievement of this objective is measured by: 1) Installation Strategic Sustainability Plan, 2) Installation Army Community of Excellence Program.

## Coordinating Instructions

**Applicability:** The MCP applies to all headquarters, specified elements, units, MSCoE Soldiers and Civilians in every subordinate command, and primary and special staffs assigned to or under the administrative control of MSCoE. All organizations must align efforts and manage performance to support the mission, intent, and direction of this plan. All leaders within MSCoE should read this document and understand how they support the mission of the Command through the various LOEs.

### Point of Contact:

The leads for the MCP effort are:

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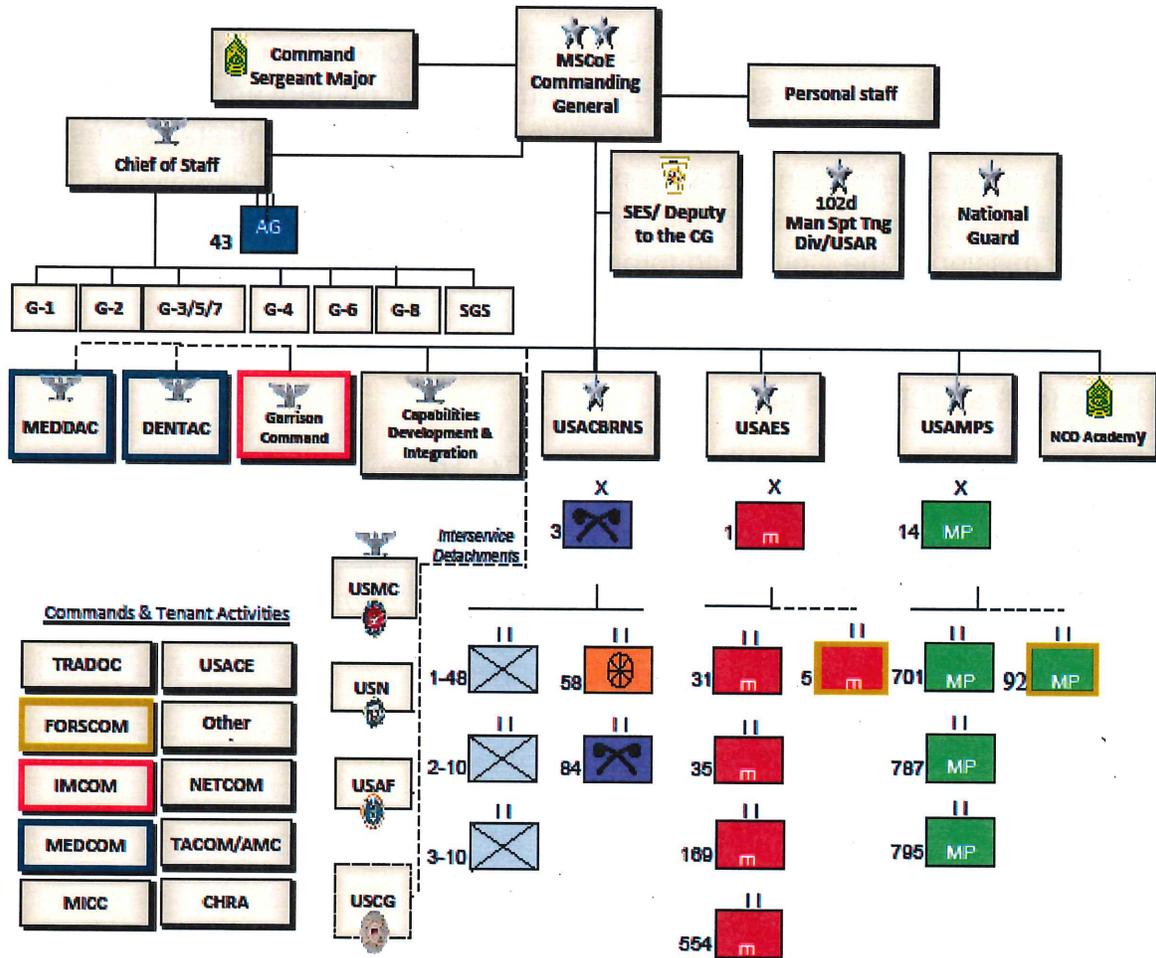
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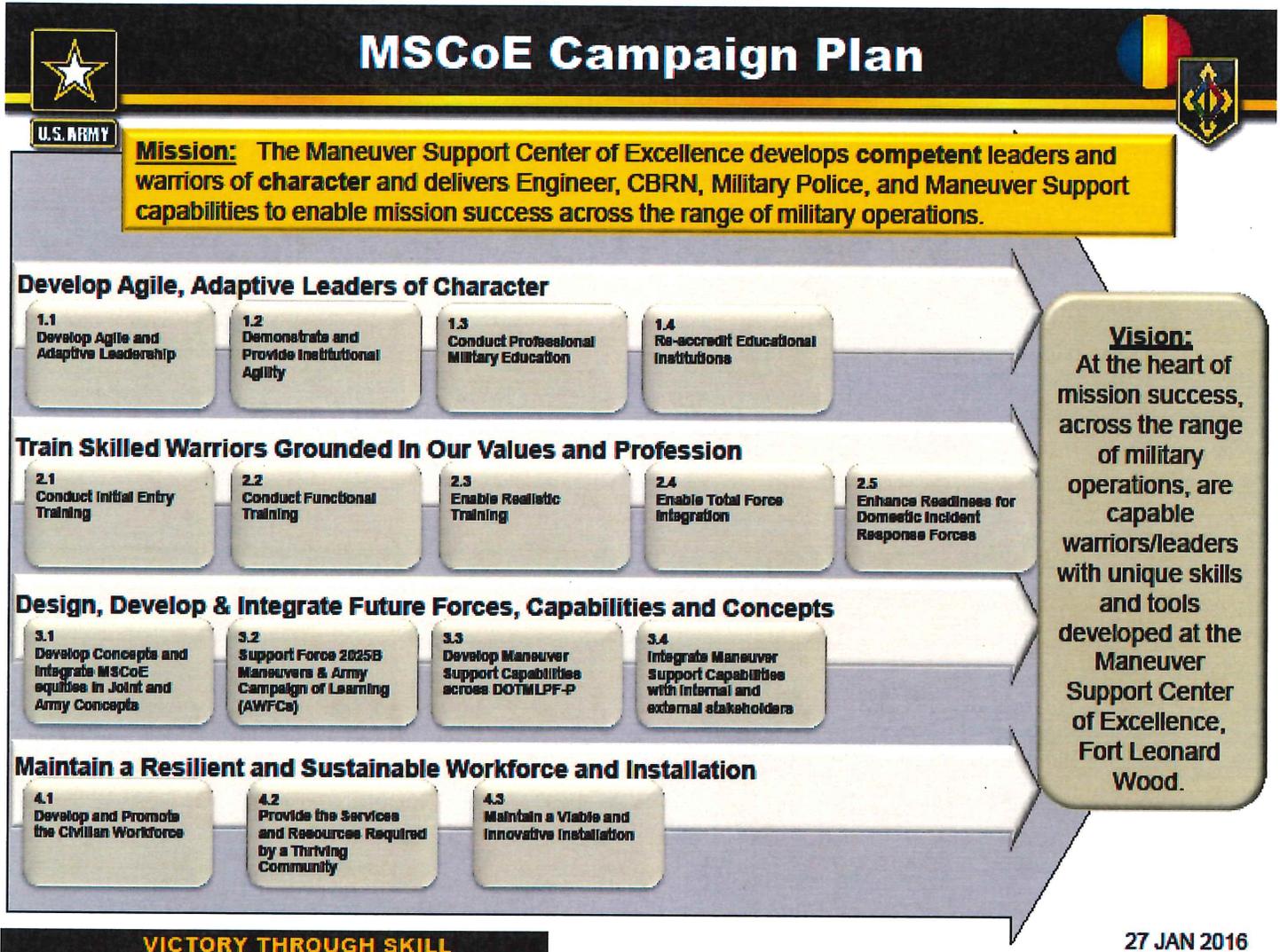
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ANNEX A (MSCoE Organizational Chart) to Maneuver Support Center of Excellence (MSCoE)  
 Campaign Plan (MCP) Fiscal Years 2016-2018.



MSCoE Organizational Chart



ANNEX C (MCP Matrix) to Maneuver Support Center of Excellence (MSCoE) Campaign Plan (MCP) Fiscal Years 2016-2018.

ANNEX D (Objective Measurement Criteria) to Maneuver Support Center of Excellence (MSCoE) Campaign Plan (MCP) Fiscal Years 2016-2018.

ANNEX E (MCP Glossary) to Maneuver Support Center of Excellence (MSCoE)  
Campaign Plan (MCP) Fiscal Years 2016-2018.

ARNORTH: The Army Component of Northern Command (NORTHCOM).

Army Warfighting Challenge (AWfC): Enduring first-order problem whose solution will improve current and future force combat effectiveness

CWMD: Counter Weapons of Mass Destruction.

DOTMLPF-P: Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy.

End State: The set of required conditions that defines achievement of the commander's objectives.

Force 2025 and Beyond (F2025B): The Army's comprehensive effort for changing the Army and improving land power capabilities for the Joint Force. It synchronizes processes and products from concepts to capabilities to implement change and helps Army leader's direct modernization and force development.

ITRO - Interservice Training Review Organization: The ITRO, is an organization of the military Services, established to improve the effectiveness and efficiency of Service training consistent with individual Service requirements.

Line of Effort (LOE): Mechanism to link multiple tasks with goal-oriented objectives that focus efforts toward establishing operational and strategic conditions; used to accomplish a specific strategic objective.

Maneuver Support: Support given to operations that integrate the complementary and reinforcing capabilities of mobility, countermobility, and protection and sustainment tasks to enhance decisive action.

Maneuver Support Warfighting Function (WfF): The related tasks and systems that mitigate obstacles and hazards effects, shape terrain, and protect the force, populations, and resources to enable joint combined arms operations.

Major Objective (MO): Mid to long term area of focus that is necessary to achieve the CG's MSCoE vision and end state.

Office of Primary Responsibility (OPR): Designated OPRs have primary synchronization responsibility to manage progress of effort, objective, or task from assignment through plan development to execution.

Protection: The preservation of the effectiveness and survivability of mission related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area.

## NOTES

***“Mission First, People Always, Team of Teams”***



**Maneuver Support Center of Excellence  
Campaign Plan**

***“Victory Starts Here – Victory Through Skill”***