

The Art and Design of the SO Campaign

And how to educate for it

Purpose

- Provide insight into how CAC-SOF perceives and educates the art and design of the SO campaign.
- Learning objectives:
 - Develop critical and creative thinkers (SOCAP/SOOAM)
 - Enhance SOF/CF interdependence
 - Improve SO campaign planning expertise



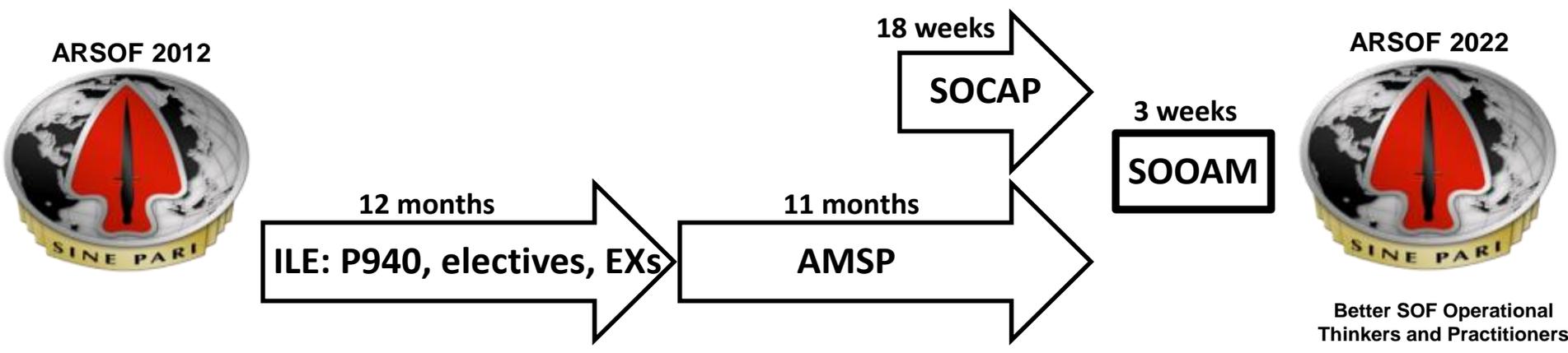
Develop capabilities at the operational level*

•**Challenge:** SOF must improve its capability to design and plan long-duration, low-visibility, SOF-centric contributions to campaigns that bridge tactical SOF capability to strategic objectives.

•**2022 Vision:** ARSOF capability will be seamlessly integrated into campaign plans and routinely leveraged to achieve campaign goals.

»»Implement a Special Operations Campaign Planners curriculum at SWCS (**Leavenworth**) to educate selected officers to effectively integrate SOF capability into campaign plans.

»»Establish a Special Operations Campaign, Design and Theory Office at SWCS, which will partner with School of Advanced Military Studies (**CAC SOF, SOF Directorate, SOCAP, SOOAM, SOF SAMS LNO**) and other advanced schools for military operational art.



*(ARSOF 2022 Priority #4)



Focal issue/decision: What capabilities must SOF possess and in what manner should they be employed in order to maintain a position of relative strategic and operational advantage globally over the next decade?

Savage Wars of Peace

Survival

WWIII

The drive for energy assurance to sustain economic growth in both developed and developing countries threatens regional stability and, in some instances, national survival. Unrestricted access to energy is in contention as various countries stake territorial claims to fuel their rise or restrict access to energy for political leverage to gain concessions. While globalization has increased economic interdependence by inextricably linking the world's economic systems, it has also increased the criticality (vulnerability) of interruptions to the flow of energy and trade. It has correspondingly facilitated the emergence of new powers and competition by virtue of newfound wealth and military capabilities. The proliferation of technology. Globalization has lowered "the other half lives" and hence the desire for economic growth drives governments to fuel economic expansion. The class which leads to competition for resources tests commitment to treaty obligations and the resistance of an otherwise

SW: UW: General; Limited
FID: C-FID; COIN
SS: Disrupt clandestine networks
HVTs

terrorism

editionary nuclear

Responsibility

enemies close(r)

Globalization has led to predation by powerful nations on developing countries while weak governments often accommodate these practices for the sake of economic growth. This exacerbates the rift between the "haves" and "have-nots" and leads to unrest and instability, the result of which is often sectarian violence to heavy-handed government crackdowns. Rights abuses in these circumstances are the norm and the potential for mass atrocities is extant given the lack of governance, security, and robust civil institutions. While the strategic criticality of these nations may not warrant rapid and decisive resolution of this situation nor the commitment of a large amount of force structure, the potential for a humanitarian crisis necessitates some level of intervention be it preemptive or prophylactic.

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Principle



Focal issue/decision: What capabilities must the Army possess and in what manner should they be employed in order to maintain a position of relative strategic and operational advantage globally over the next decade?

Savage Wars of Peace

As globalization begets the notion of “relative deprivation” or an awareness that not everyone shares in the same misery and material deprivation, “potentiality” follows with the realization that the conditions and circumstances which define one’s life are not immutable. Insurgency and terrorism are the new politics in this realm. Regional stability is sought as groups seek to coerce, disrupt, or overthrow governments to achieve their political ends. Proxy wars are fought and employed surrogates and leverage are used to achieve their strategic and political ends. Terrorism is used as an instrument of their political contention as competition for power and order to gain control of the world. As VEOs with global reach and safe havens both

Survival

The drive for energy assurance to sustain economic growth in both the developed and developing worlds. Energy is in contention and regional stability and, in some cases, access to energy is in contention. The world has increased economic competition and has increased economic competition. The emergence of new powers and military competition has increased. The desire for economic competition for energy is in contention. It is to treaty otherwise

WWIII

- Regionally aligned force
- Global response force
- Mission tailored force

terrorism

expeditionary nuclear
(ment)

Responsibility

Globalization has led to predatory nations and developing countries while weak governance and corruption accommodates these practices for the benefit of a few. This further exacerbates the rift between the “haves” and “have nots” which leads to unrest and instability, the result of which ranges from sectarian violence to heavy-handed government crackdown. Human rights abuses in these circumstances are the norm and the potential for mass atrocities is extant given the lack of governance, security, or robust civil institutions. While the strategic criticality of these nations may not warrant rapid and decisive resolution of this situation nor the commitment of a large amount of force structure, the potential for a humanitarian crisis necessitates some level of intervention be it preemptive or prophylactic.

Game: Keep your frenemies close(r)

As interconnectedness grows among developed nations so does the occurrence/awareness of various security and political issues that fall short of the threshold for major combat operations between peer/near-peer competitors but still require some level of response. Conflicts are fought by proxy and resolved via covert action to avoid direct confrontation between developed nations. Cyber espionage and CNA become the modus operandi for gaining a competitive edge at low cost. The proliferation of weapons technology provides aspiring powers conventional combat capabilities on the cheap that negate the effectiveness of more expensive platforms. This technology is sold, often by friends to adversaries, on the free market for profit. Human/women’s rights remain an issue in some countries as authoritarian regimes continue to exercise control of the population.

Principle

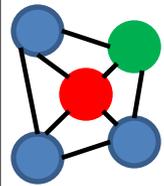
National strategic objs

Theater strategic objs

End state: position of relative strategic/
operational advantage: WRT enemy, friendly,
terrain, capabilities, influence, options

Why SO: economy of force, expansion of choice, shaping
-small footprint
-low signature
-agile

Environmental frame



- stakeholders
- roles/relationships
- goals, equities
- qualities/culture
- trends, tendencies
- potential
- convergence
- divergence
- friction

Problem frame

The delta between the environment as is and the desired environment. What is preventing us from achieving our goals in a particular environment?

- 5 Whys? Getting to the root
- Problem statement: time, space, purpose, risk, resources

Solution frame/Operational approach

What operations, action, and activities can we undertake to coax the environment in an advantageous direction (Mintzberg)

- What can SOF do to affect this?
- Why is SOF the force of choice for this?
- small footprint (political/\$\$)
- unique capability
- force multiplication
- expansion of choice
- strategic utility

Elements of operational design

Theory of action

ARSOF critical capabilities:
-Surgical strike: relative superiority
Small number of men can achieve disproportionate results given achievement of relative superiority

-Special Warfare: social mvt theory
Social movements (insurgency, rebellion) can be influenced with an understanding of mobilizing structures, framing processes, state structural predispositions, and the form, function, and logic of clandestine networks in order to optimize the conduct of UW, FID, and COIN.

Operational frameworks /constructs

SS: F3EA (bi, multi, unilateral)

- Find
- Fix
- Finish
- Exploit
- Analyze

SW: R3

- Right partner:
- Right capability: F3EA
- Right location

Operational considerations

Assured access
Assessment
Shaping
Active deterrence
Influence
Disruption

Authorities → permission
Funding → resources
Manpower → ARFOR/SOFOR GEN

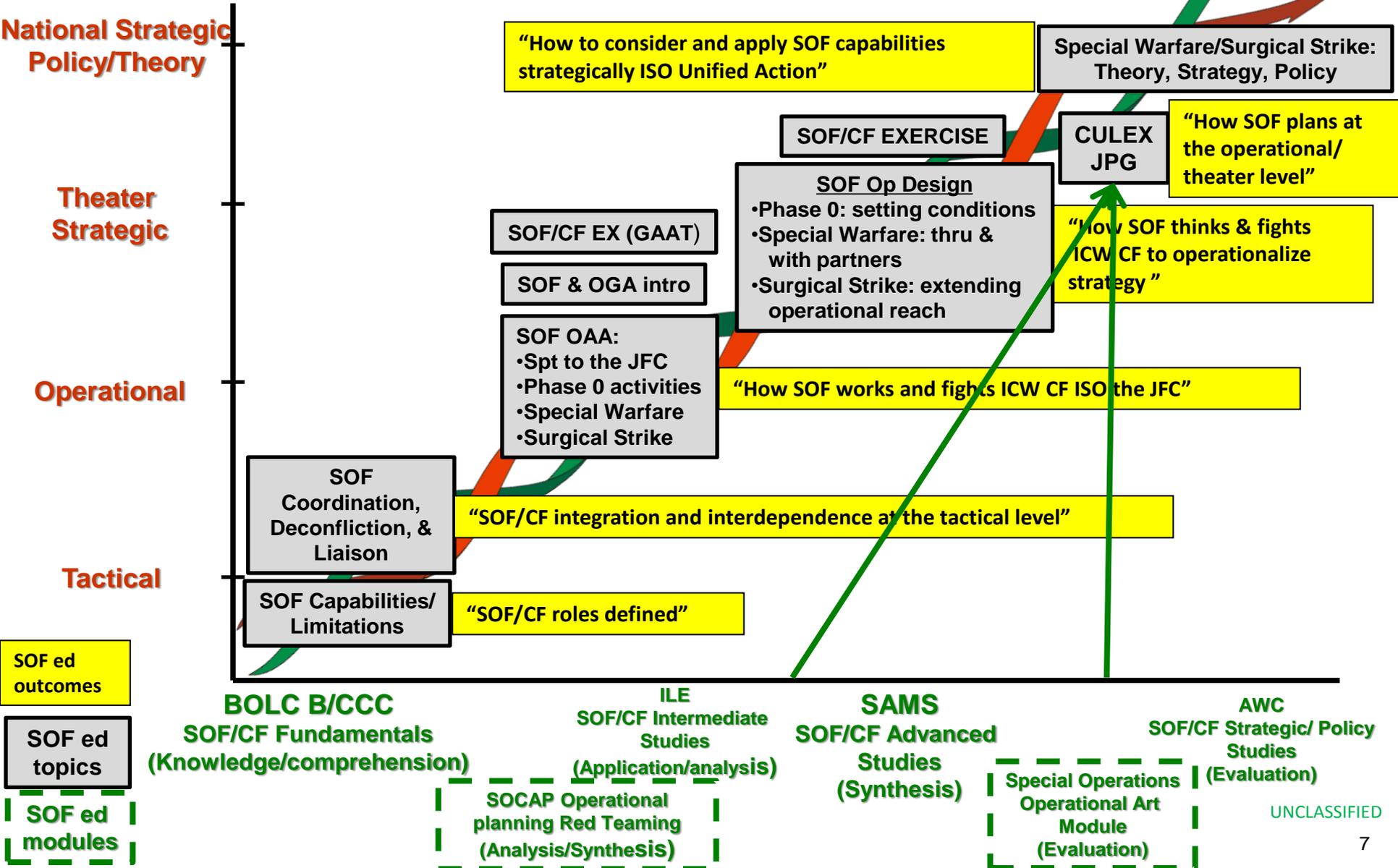
DOTLMPF

Resource pairing

Proposed SO focused Educational Outcomes for Core PME



Understanding the Special Operations Forces way of warfighting



UNCLASSIFIED



SO focused Educational Themes for the SOOAM

Understanding the Special Operations way of warfighting

Nat'l Strategic Policy/Theory

SO Theory -Colin Gray -James Kiras	POLWAR -Coercive dipl
SW Theory -Social Mvt -Taber, Gurr	SS Theory -McRaven

Themes

- SO strategic utility: economy of force, expansion of choice
- Control escalation: limit scope and intensity of conflict (small footprint)
- Moral and material attrition
- Phase 0, shaping
- Social movement theory integral to SW
- Relative superiority
- SOF as a instrument of foreign policy

Operational

Themes

- Balance of power: proxy wars
- R3: leadership, capability
- Counter-network
- Small footprint, long duration
- Optimize organization to suit problem/environment: learning org

SW History

- Laos
- Afghan 80s
- Phoenix Prog
- El Salvador
- Willing Spirit

SS History

- Iraq: Zarqawi

Interagency & clandestine activities

- AMB Crumpton

Global/regional EXORDS

- CT EXORD
- UW Directive
- SOCAFRICA

Themes

- Operationalizing policy/strategy
- Funding, authorities, resources
- Reigning documents: EXORDS
- Phase 0 operational design
- Interagency integration

Op planning

- authorities
- funding
- F3EA
- R3
- phase 0

CULEX

- NW Africa scenario
- SAC involvement
- TSOC projects

Abstract (theoretical)

Concrete (historical application)

Concrete (synthesis/evaluation)

Special Operations Campaign Artist Program (SOCAP)



WHO: 6 Officers, 1 CW4, 1 SGM

WHAT: Red Team Leader Course/Special Operations Campaign Artist Program (RTLTC/SOCAP) 13-001 at the University of Foreign Military and Cultural Studies (UFMCS).

WHEN: 14 January through 23 May

WHERE: Ft. Leavenworth, KS

WHY: Increase operational level planning capabilities of SOF Officers

SIGNIFICANCE; This 18-week course consisted of curriculum emphasizing critical thinking skills, Operational Design, Red Team plans analysis, cultural studies, Joint Operational Planning Process (JOPP), and Interagency studies.





Special Operations, Operational Art Module



WHO: USASOC AMSP (SAMS) 14-01 graduates

WHAT: Attended the Special Operations Operational Art Module as a component of the SOCAP

WHEN: 27 MAY – 14 JUN 14

WHERE: Ft. Leavenworth, KS

WHY: Lend SO specificity to the AMSP (SAMS) curriculum in order to educate future SOF operational level campaign planners.

SIGNIFICANCE: The second iteration of the SO Op Art Module graduated 4 students on 14 JUN 14. Designed to lend special operations specificity to the AMSP curriculum, the module followed a similar theory, history, doctrine (design) construct in order to:

- 1) examine the theoretical underpinnings of special operations, special warfare, and surgical strike
- 2) provide historical context to make the abstract (theory) concrete
- 3) derive lessons that inform operational level planning considerations and constructs that the planner can use in future assignments.

The final CULEX had the SAMS planners lead planning groups in support of various SOCSOUTH and SOCKOR initiatives.

Theory of Special Operations

3 Lessons

SOF History and Operational Art

(3 Lessons)

SOF Design of Operational Art

(1 Lessons)

Capstone Exercise (CULEX)

(6 Days)

