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**

As globalization begat awareness that not everyone shared in the same misery and material deprivation, the notion of relative deprivation spread. Awareness that not everyone shared in the same misery and material deprivation exacerbated the rift between the “haves” and the “have nots,” leading to unrest and instability. Insurgent and terrorist groups seek to disrupt, coerce, or overthrow existing governments to achieve their political ends. Proxy war is alive and well as countries employ surrogates and leverage insurgencies to meet their strategic and political objectives. 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 as political leverage to gain concessions. While globalization has increased economic interdependence by inextricably linking the world’s economic systems, it has increased the criticality (vulnerability) of interruptions to the flow of resources and trade. It has correspondingly facilitated the emergence of near-peer military competition by virtue of newfound wealth and military proliferation of technology. Globalization has facilitated an awareness of how “the other half lives” and hence the desire for a better quality of life. This sentiment drives governments to fuel economic growth to satiate a burgeoning middle class which leads to competition for scarce resources. This situation also stress tests commitment to treaty alliances as protégés require/request assistance of an otherwise unenthusiastic patron.

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.

**Survival**

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**Responsibility to “Protect and Serve”**

Globalization has led to predatory nations pillaging the resources of 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 the “have nots,” leading to unrest and instability, the result of which can range 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, 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.

**SW: UW: General; Limited**

**FID: C-FID; COIN**

**SS: Disrupt clandestine networks**

**HVTs**

**WWIII**

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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 conditions and circumstances which define one’s life in the Third World are not immutable. Insurgency and terrorism is the extension of politics in this realm. Regional stability is threatened as insurgent groups seek to coerce, disrupt, or overthrow existing governments to achieve their political ends. Proxy war is alive and well as countries employ surrogates and leverage insurgencies to advance their strategic and political objectives. 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.

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**Principle**

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**WIII**

WWIII

The Great Game: Keep your frenemies close(r)

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<td>Theater strategic objs</td>
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**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)?
- Why 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

**Operational considerations**
- Assured access
- Assessment
- Shaping
- Active deterrence
- Influence
- Disruption

**Authorization**
- Authorities \(\rightarrow\) permission
- Funding \(\rightarrow\) resources
- Manpower \(\rightarrow\) ARFOR/SOFOR GEN

**Operational frameworks /constructs**
- SS: F3EA (bi, multi, unilateral)
  - Find
  - Fix
  - Finish
  - Exploit
  - Analyze
- SW: R3
  - Right partner:
  - Right capability: F3EA
  - Right location

**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.

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**Resource pairing**

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Proposed SO focused Educational Outcomes for Core PME
Understanding the Special Operations Forces way of warfighting

National Strategic Policy/Theory

Theater Strategic

Operational

Tactical

SOF/CF EX (GAAT)

SOF Op Design
- Phase 0: setting conditions
- Special Warfare: thru & with partners
- Surgical Strike: extending operational reach

SOF & OGA intro

SOF OAA:
- Spt to the JFC
- Phase 0 activities
- Special Warfare
- Surgical Strike

“SOF/CF roles defined”

“SOF/CF integration and interdependence at the tactical level”

“SOF/CF EXERCISE”

CULEX JPG

“Special Warfare/Surgical Strike: Theory, Strategy, Policy”

“SOF/CF EXERCISE”

“How SOF plans at the operational/theater level”

“SOF/CF EXERCISE”

“How SOF thinks & fights ICW CF to operationalize strategy”

“SOF/CF EXERCISE”

“How SOF works and fights ICW CF ISO the JFC”

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SO focused Educational Themes for the SOOAM

Understanding the Special Operations way of warfighting

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

Themes

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

Abstract (theoretical)

OPERATIONALIZING

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

SW Theory
- Social Mvt
- Taber, Gurr

SS Theory
- McRaven

POLWAR
- Coercive dipl

SO Theory
- Colin Gray
- James Kiras

Themes

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

- SS History
  - Iraq: Zarqawi

Concrete (historical application)

- Interagency & clandestine activities
  - AMB Crompton

Global/regional
EXORDS
- CT EXORD
- UW Directive
- SOCAFRICA

CULEX
- NW Africa scenario
- SAC involvement
- TSOC projects

Concrete (synthesis/evaluation)

- Op planning
  - authorities
  - funding
  - F3EA
  - R3
  - phase 0

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Special Operations Campaign Artist Program (SOCAP)

**WHO:** 6 Officers, 1 CW4, 1 SGM

**WHAT:** Red Team Leader Course/Special Operations Campaign Artist Program (RTLC/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.

- **Red Team Plans Analysis**
  - 11 Lessons

- **Critical Thinking and Reasoning**
  - (17 Lessons)

- **SOF Case and Country Studies**
  - (27 Lessons)

- **Cultural and Social Factors**
  - (15 Lessons)

- **Joint and Unified Action Planning**
  - (18 Lessons)

- **Capstone Exercise (CULEX)**
  - (1.5 Weeks)
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.