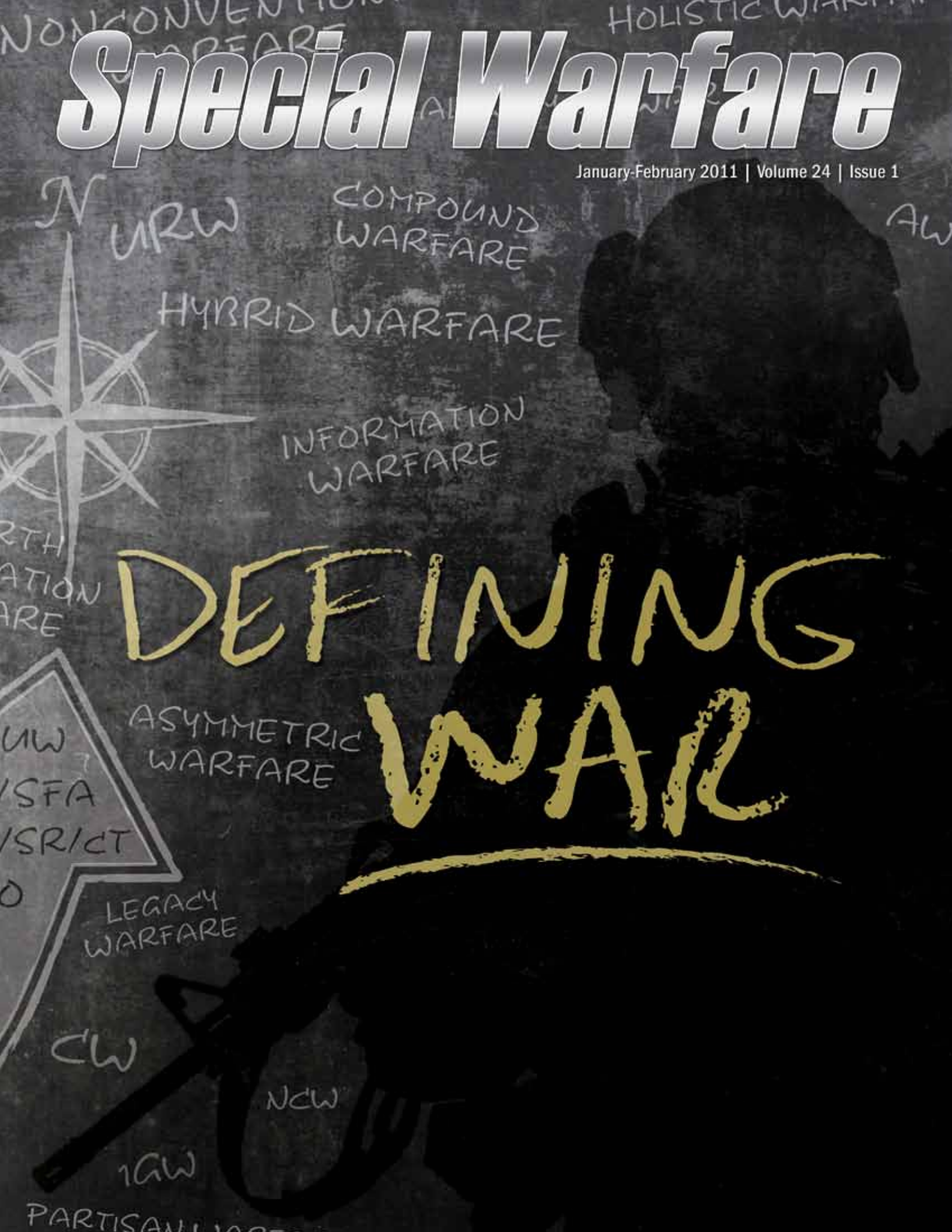
Special Warfare
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Defining War

The official, approved definitions pertaining to the missions, tasks and activities conducted by Army special-operations forces, or ARSOF, are clear and unambiguous. They provide crisp and practical distillations that denote what ARSOF does. They provide a command azimuth for negotiating the hazards of a larger conceptual environment — an environment made more challenging by a dense conceptual fog.

ARTICLES

DEPARTMENTS

U.S. Army John F. Kennedy
Special Warfare Center and School

MISSION: Recruit, assess, select, train and educate the U.S. Army Civil Affairs, Psychological Operations and Special Forces Soldiers by providing superior training and education, relevant doctrine, effective career management and an integrated force-development capability.

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FROM THE COMMANDANT

Part of our vision of making the JFK Special Warfare Center and School a world-class training center is to develop innovative, relevant doctrine, informed by insightful future concepts. That part of the vision is equally as important as the skills and training that we provide, because doctrine drives our training. We must achieve consistency in our understanding of terms, definitions and functions in order for special-operations forces to perform at their full capacities within the Army and the Department of Defense.

In this issue of Special Warfare, Admiral Eric Olson's introduction to Jeffrey Hasler's article, "Defining War 2011," reminds readers of the importance of understanding doctrinal terms and their implications. Hasler's article examines in depth the definition of basic terms, such as role, function, core competency and core task, and goes on to examine the core activities of Army special-operations forces. In seeking to clear any doctrinal fog, he provides comprehensive lists of official and nondoctrinal terms. These unique lists should prove to be invaluable for future reference and discussion, and readers are encouraged to reproduce them.

In the area of future concepts, SWCS's Army Special Operations Capabilities Integration Center, or ARSOCIC, works to anticipate future threats and requirements for ARSOF and to analyze guidance from the Joint Chiefs of Staff, the Army and the U.S. Special Operations Command, or USASOC, pertaining to our future operational environment. ARSOCIC also validates future concepts through experimentation and war games.

The director of ARSOCIC, Lieutenant Colonel Glenn Thomas, writes in this issue about the need to make special operations the seventh warfighting function, or WfF. The current WfFs replace the battlefield operating systems and serve as a default "forcing function" to capture considerations for planning. Special operations is woven into each function but all too often is omitted in the early stages of planning. USASOC is working closely with Army leadership to change doctrine and demonstrate not only that special operations is an element of combat power that should be addressed at all levels of professional military education, but also that it is crucial that special operations has a seat at the table during all phases of operational planning and execution. Special operations as a WfF will directly enable service leaders and our own Army leaders to better understand and appreciate the roles, effects, capabilities and limitations of special operations in contributing to military operations. SOF have and will continue to have a major role in contributing to the execution of full-spectrum operations.

To better achieve a shared understanding and appreciation of all of our Army's capabilities, ARSOCIC is working with the Army Training and Doctrine Command's Army Capabilities Integration Center, or ARCIC, to address ways in which ARSOF can contribute to other military components' operations and to achieve inclusion of SOF as a warfighting function. ARSOCIC is also working with ARCIC's centers of excellence, including the Movement and Maneuver Center of Excellence, to better identify future battlefield requirements and ways of preparing Soldiers to meet the demands of the current and future operating environments.

It is an exciting time to be working at SWCS. The ability to meet the challenges of a changing environment with constrained resources demands that we produce an agile and adaptive force, and in striving toward that goal, we will need the azimuth provided by clear doctrine and concepts.

Major General Bennet S. Sacolick

3rd Special Forces Group dedicates memorial walk

On Dec. 2, the 3rd Special Forces Group dedicated a memorial walk honoring the group's fallen heroes from Iraq and Afghanistan.

The walkway, six years in the making, consists of 28 marble stones in chronological order, one for each member of the 3rd SF Group who has been killed in combat since the start of America's battle against terrorists.

In his remarks, the 3rd SF Group commander, Colonel Mark Schwartz, took a moment to recognize 17-year-old Jacob Netzel and all of the other volunteers and contributors who made the walkway possible.

"Not until today has 3rd Group had a group memorial to honor our comrades who have paid the ultimate sacrifice through their combat actions on behalf of their fellow operators, their families and this great nation," Schwartz said. "What you see before you today to honor our fallen brothers is greatly because of the leadership, hard work and determination of Jacob Netzel."

Netzel, then a Boy Scout, heard about the memorial walk project from his dad, a former comptroller for the 3rd SF Group. He wanted to take on the project to earn the Eagle Scout rank, scouting's highest award.

Netzel said he chose the memorial walkway project because he thought it was an ideal way to remember fallen heroes and to honor his former scoutmaster, Staff Sergeant Bob White, who was killed in Afghanistan Sept. 26, 2005.

"It's something to support troops that is real. It is more than just putting a sticker on the back of your car. This is really showing support," Netzel said.

IN HONOR 3rd Special Forces Group Soldiers unveil stones of the new memorial walk during the dedication ceremony held at Fort Bragg, N.C., Dec. 2. *U.S. Army photo.*

He spent the first few months raising enough money to pay for the memorial stones and landscaping. He then had to obtain permission to create the memorial from the Secretary of the Army, because there was a moratorium on developing new memorials.

In June, after more than two years of waiting, Netzel received the letter of approval from the Department of the Army. He then worked with contractors and the 3rd SF Group to complete the project.

"Our group will always have a place for our gold-star families and the Soldiers of this group past and present to come, honor and pay tribute to the individual and collective sacrifice by our brothers to free the oppressed," Schwartz said.

At the conclusion of the dedication, gold-star family members and friends placed roses on the newly unveiled stones lining the walkway. — *USASOC Public Affairs Office*

Special-operations medics honor fallen comrade as SOCOM Medic of the Year

Sergeant Peney

"Fully knowing the hazards of my chosen profession," a phrase from the Ranger Creed, is one that Sergeant Jonathan K. Peney, 22, lived and died by as a Ranger combat medic.

"Sergeant Peney was a devoted and extraordinary Ranger medic," said Captain Andrew Fisher, physician assistant in the 1st Battalion, 75th Ranger Regiment.

"He possessed all of the talents and maturity necessary to excel both personally and professionally in any organization."

Peney, who was assigned to Company D, 1st Battalion, 75th Ranger Regiment, at Hunter Army Airfield, Ga., was on his fourth combat rotation as the company medic when he was killed by enemy forces. For his actions on and off the battlefield, Peney was posthumously named the 2010 U.S. Army Special Operations Command Medic of the Year and the Special Operations Medical Association Medic of the Year.

"Intrinsically motivated, Sergeant Peney captivated the medical staff's attention as one to watch for positions of greater responsibility," said Fisher. "He was always searching for ways to increase his understanding of medicine and ultimately provide the better care for his patients."

Peney was killed June 1 in the Kandahar Province of Afghanistan. Two days earlier, his platoon had earlier conducted a search-and-attack operation and secured a strongpoint. Shortly after sunrise on June 1, the enemy attacked the strongpoint from three directions, with an intense barrage of sniper fire, small-arms fire and rocket-propelled grenades.

During the initial volley, a team leader sustained two gunshot wounds and was critically wounded.

"Without hesitation and with complete disregard for his own personal safety, Sergeant Peney ran through effective automatic weapons fire to get to his wounded Ranger," said Fisher. "He was killed by enemy fire while moving under heavy fire to provide aid to the Ranger."

"Sergeant Peney was a fine example of what we expect a Ranger medic to be," said Fisher. "He not only challenged himself every day but also his peers and the medical providers. I will miss him constantly asking medical questions, for which he had no shortage."

Command Sergeant Major Parry Baer, command sergeant major of the U.S. Army Special Operations Command, reviewed nomination packets from throughout the command and selected one 18D and one 68WW1 for the Medic of the Year recognition.

The nominations consisted of two-page unclassified recommendations from the medics' supervisors and endorsements from their chain of command.

Sergeant First Class James C. Birchfield, assigned to the 2nd Battalion, 5th SF Group, was named the 2010 Special Forces Medical Sergeant of the Year. — *USASOC Public Affairs Office*

MAVNI Soldiers look to join U.S. SOF elite

MENTORSHIP A Soldier from the 3rd Battalion, 10th Special Forces Group, supervises a small-unit-tactics movement during the Flintlock 2010 training exercise in Mali in May 2010. The Soldier is participating in the Special Operations Forces Military Accessions Vital to National Interest Program, training to become a member of the SOF community. *U.S. Army photo*

"No matter what I do, I am looking to be the best," said Specialist Lukasz Herbst, 3rd Battalion, 10th Special Forces Group. "Being Special Forces presents the greatest test, something that is physically, mentally and academically challenging."

Herbst, a native of Poland and now a United States citizen, enlisted in the Army as part of the Military Accessions Vital to National Interest, or MAVNI. Along with 27 other U.S. Soldiers with native ties to Africa and Europe, he is part of the 10th SF Group MAVNI Program, which is designed to train and prepare the Soldiers for duty in Special Forces, Civil Affairs, Military Information Support Operations or other roles with special-operations forces, or SOF.

Since July, members of the 3rd Battalion, 10th SF Group, have established the program that will prepare those individuals for a SOF-related job. The program is designed to prepare them both physically and mentally as well as placing them on SF teams to gain knowledge for the road ahead.

"There is a lot of value added to having them with the SF teams as we tap into other areas of the world," said an SF captain. "When that Soldier can talk to guys in this community and tap into that resource, they're telling him what's important to prepare for. On the flip side, that Soldier is serving as a translator and an asset for the team while they conduct training exercises in other countries."

As assets, two of the Soldiers have deployed with SF A-detachments in African countries to conduct joint training exercises. Five other Soldiers will have the same opportunity in the coming months, and five others are currently serving in Iraq.

The candidates come from various cultures and backgrounds; however, most of them hold bachelor's degrees from well-known colleges, speak multiple languages and dialects and were top athletes at some point in their lives. Also of note, 19 Soldiers have completed the Basic Airborne School while the others await their chance to attend.

"Their life stories and what they've been through are amazing," said a sergeant first class training the Soldiers. "Most of them grew up in a Third World country, came to America, got a degree at a reputable institution, all on their own … these are driven guys."

Herbst, a swimmer for Western Kentucky University, enlisted in the Army as an engineer diver. During physical-fitness training, he has helped teach some of the Soldiers how to swim. He graduated from college with a double major in psychology and physiology.

Another Soldier, Private First Class Edmond Kiptum, went to the University of the Southwest in New Mexico on a track-and-field scholarship. After attending college for three years, he decided to join the U.S. Army through the MAVNI Program.

At the completion of basic training, an SF recruiter spoke to him about going into the MAVNI Program and trying out for a SOF position.

"I was really interested in what the recruiter had to say because I knew I would be a great candidate," Kiptum said. "With my background and language skills, I felt I could be an asset with operations in Africa."

Kiptum, a native of Kenya, grew up going to school and working for his father at a local restaurant in his hometown. After completing high school, he worked with a missionary group that provided medication to people with malaria. To work for the group, he had to speak English, Swahili and Kalenjin, a language most commonly used in Kenya.

"I know that I am going to be an asset if I get picked up for Special Forces," Kiptum said. "I know the culture and the people in Africa, and that would help the team while they have to travel to those countries."

During their down time, Soldiers such as Herbst, Kiptum and others teach each other about different cultures and languages, such as Swahili, Polish, Russian and French.

"We try to help each other out and work as a team while preparing for selection," Herbst said. "There may be something that someone else has knowledge of (that) could be beneficial for the rest of us."

Selection process

When a Soldier comes to the unit and is identified for the MAVNI Program, he begins in-processing with the Headquarters Support Company, 3rd Battalion, 10th SF Group. He receives his initial Army Physical Fitness Test, initiates and receives a security clearance, files for a passport and goes through the command language program to be certified in languages deemed critical to the U.S. Army.

After the unit finishes in-processing, the Soldier will either stay with the company to continuing training, be utilized at the medical clinic if he is a medic or is placed on an A-detachment to receive on-the-job training.

"We've had some great feedback from the teams as they assess them, and we keep a file on what they are doing," said the SF captain. "They

are being used on operational deployments in Iraq, getting that combat experience, and in Africa as translators for foreign militaries."

Soldiers who stay with the company participate in physical-fitness activities each day. Since the course began, they have spent four weeks undergoing water-survival training, six weeks in land-navigation training and 10 days in the Special Forces Basic Combat Course–Support training exercise.

"I didn't even know how to swim when I got to the unit," Kiptum explained. "But they worked with me, starting off in floatation devices for a couple weeks. By the third week, I was swimming side-by-side with everyone else in the deep end."

Kiptum explained that the physical training and critical training classes have benefitted and challenged him — something that he feels will better prepare him for the future.

"We have to keep working harder toward our goal," he said. "I'm not going to say I am ready right now, when I know there is still more to learn. I'm going to keep working hard until the date comes to attend the class."

In the next few months, the battalion will hold a "decision-making board" with each Soldier to determine his needs and what he wants to do in his career.

"Ultimately, the decision is the Soldier's," said the SF captain. "We want to educate them on their options, whether it's SF, CA, MISO or staying with the unit and finding other ways to contribute."

"We are pleased that so many have already shown an interest in attending (Special Forces Assessment and Selection)," the captain said. "There are so many ways to categorize success, but at the end of the day, we would like for them to stay in the community and find other ways to contribute to SOF."

So far, three Soldiers have expressed a desire to attend the Civil Affairs Qualification Course, and 15 want to attend SF Assessment and Selection. While the others continue to weigh their options, they all agree that the program has been successful thus far.

"This is one of the best programs to be a part of, and we have yet to reach its fullest potential," Kiptum said. "We are just at the beginning; we still face a lot of challenges. One of the best things is the continued support and guidance from our leadership." *— SFC Michael R. Noggle, 10th SF Group Public Affairs.*

VALOR From left, Bronze Star with V-device awardees Captain Ryan Schloesser and Sergeant Erik Crouch, and Army Commendation Medal with V-device awardee Sergeant First Class Marius Orhon. *U.S. Army photo.*

Three Civil Affairs Soldiers honored for valor in Afghanistan

Three Soldiers of Company A, 91st Civil Affairs Battalion, were honored Dec. 3 for their heroism in firefights with Taliban insurgents during their company's recent deployment to Afghanistan.

Captain Ryan Schloesser and Sergeant Erik Crouch both received the Bronze Star Medal with V-device for their heroism May 25, 2010, when their combat reconnaissance patrol, consisting of U.S. Special Forces and forces of the Afghan National Army and National Police, was ambushed near Mullah Wasir village by dozens of Taliban insurgents.

During the day-long battle, Schloesser, a CA team leader, drew withering enemy fire while using a bright signal panel to show other U.S. and Afghan forces the location of his patrol element. He also drew heavy enemy fire while retrieving badly needed ammunition and supplies dropped by a U.S. Army helicopter in an open field.

Crouch, a CA medic, exposed himself to a hail of enemy fire while retrieving a wounded Afghan soldier from an open field, treating him and carrying him to a landing MEDEVAC helicopter. Crouch's actions raised the morale of the Afghan Army soldiers, rallying them to continue the fight and preventing the enemy from overrunning the U.S./Afghan positions.

Sergeant First Class Marius Orhon, a Civil Affairs team sergeant, was awarded an Army Commendation Medal with V-Device for heroism in Operation Mostarak, while he was assigned to a U.S. Special Forces and Afghan National Army combat reconnaissance patrol on Feb. 18 on a route-clearance mission. When the lead element of the patrol came under heavy fire from mortars, rockets and small arms as it moved into a Taliban-controlled area in southern Marjeh, Orhon helped reorganize the rear element of Afghan soldiers to return effective fire. While drawing enemy fire from an exposed rooftop position, he provided valuable battle information to help defeat the attack during the nine-hour battle.

Brigadier General Kurt Fuller, deputy commanding general of the U.S. Army Special Operations Command, presented the three their medals at the John F. Kennedy Auditorium at Fort Bragg's Special Warfare Center and School, and remarked, "As you all understand, we're not going to shoot our way out of this conflict."

"The only way we're going to [succeed] is with the help of Civil Affair Soldiers. Until you look in the face of an [Afghan] child and understand what kind of conditions they're living in, you can't really understand what these folks do for our nation," Fuller said.

Fuller concluded, "You have my heartfelt thanks for what you did, obviously in a very dangerous environment. The Army is proud of you, USASOC is proud of you and the nation is proud of you."

Other Soldiers from Company A were recognized for their work while conducting more than 662 CA missions in 10 Afghanistan provinces during their eight-month deployment. Soldiers conducted more than 533 key-leader engagements, 162 medical civic-action programs, 23 veterinary civic-action programs and 59 troops-in-contact missions.

The commander and command sergeant major of the 95th CA Brigade, Colonel James Wolff and Command Sergeant Major Thomas Wall, were assisted by the commander and command sergeant major of the 91st CA Battalion, Lieutenant Colonel Daniel Barzyk and Command Sergeant Major Gilbert Troxler, in presenting 33 other Soldiers with 15 Bronze Star Medals, six Meritorious Service Medals and 12 Army Commendation Medals. *– Leslie Ozawa, 95th CA Brigade Public Affairs.*

SPECIAL OPERATIONS AS A WARFIGHTING FUNCTION

BY LIEUTENANT COLONEL GLENN R. THOMAS

In recent years, the Army has made great strides in adapting to the changing operational environment, adjusting its training and leader development to focus on building more agile and effective leaders. Despite the improvements, however, issues remain regarding a lack of doctrinal emphasis that would teach leaders to appreciate the role and effects of special operations.

Army Training and Doctrine Command Pamphlet 525-3-0, *The Army Capstone Concept, Operational Adaptability: Operating Under Conditions of Uncertainty and Complexity in an Era of Persistent Conflict 2016-2028*, takes into consideration the changing operational environment and seeks to describe the capabilities the Army will require. At the core of the concept is the need for leaders to embrace changes necessary for dealing with anticipated threats. General Martin Dempsey, commanding general of the United States Army Training and Doctrine Command, or TRADOC, introduces *The Army's Capstone Concept* by emphasizing the requirement for a "mindset based on flexibility of thought and calling for leaders at all levels who are comfortable with collaborative planning and decentralized execution."[1] The need for that adaptive mindset is critical in shaping future military operations and requires the Army to rethink doctrine.

Along with placing greater emphasis on adaptability, the Army has transitioned its focus on training and operations from developing forces for large-scale maneuver warfare to increasing the capability of individuals to operate in smaller, decentralized elements. It can be argued that the military as a whole is seeking to become more like special-operations forces, or SOF.

SOF have played and will continue to play a major role in all facets of military operations, and it is imperative that all military leaders and planners understand SOF's capabilities and limitations. The challenges posed in recruiting, training and employing large forces that can operate in a manner similar to SOF are many and will not be addressed in this article.[2] The author of this article understands that the necessity to understand special operations is in no way limited to the Army, but the article will address Army doctrine only, in order to address and foster discussion on the inclusion of special operations into the Army's warfighting functions, or WfFs.[3]

Army warfighting functions

Through the lens of doctrine, Army leaders learn to address operational challenges. The Army's FM 3.0, *Operations*, is the proponent field manual for operations and, along with FM 1.0, *The Army*, provides the force's doctrinal framework. According to FM 3.0, doctrine provides a "body of thought on how Army forces intend to operate as an integral part of a joint force." It also explains that "doctrine promotes mutual understanding and enhances effectiveness."[4] Arguably, the most important update of FM 3.0 — the 2008 version — is the emphasis on preparing the Army for an era of "persistent engagement." Compared to the previous version of the FM (14 June 2001), the current FM more adeptly describes the operational environment the Army will face in the years to come. It describes an environment of persistent conflict, and the use of a "spectrum of conflict" makes it evident that leaders can expect to face threats in the execution of operations ranging from peace to general war.[5]

Even though the current FM 3.0 redefines the operational environment, it remains fixated on the application of combat power for large-scale operations. The 2008 version remains dedicated to the full-spectrum operational concept introduced in the 2001 version, but it replaces the battlefield operating systems, or BOS, with six WfFs: movement and maneuver, intelligence, fires, sustainment, mission command and protection.[6] Leadership and information join the six WfFs to form the eight elements of combat power.[7] Through the application of combat power using *combined arms*, the Army ultimately seeks to conduct operations.[8] Viewing operations in the context of synchronizing and prioritizing WfFs to support combined-arms operations provides a framework that leads planners to view all operations as they relate to combat operations.

Like the BOSs they replaced, the WfFs assist leaders in identifying, prioritizing and categorizing the resources and capabilities available to friendly and threat forces. In many ways, the WfFs serve as a checklist for ensuring that planners address all elements of combat power.[9] The categorization and structuring of the WfFs into simple, all-encompassing categories provide planners a means of ensuring that they are addressing all capabilities required to support full-spectrum operations. However, a major shortcoming of the current WfFs is their failure to adequately capture and address the role that special operations may play in supporting, leading and, in some cases, preventing the need for operations.

Special operations as a WfF

The current doctrinal construct provided in FM 3.0's description of the WfFs efficiently organizes the elements of combat power. The newer FM's greater appreciation of the operational environment is critical in developing leaders who plan

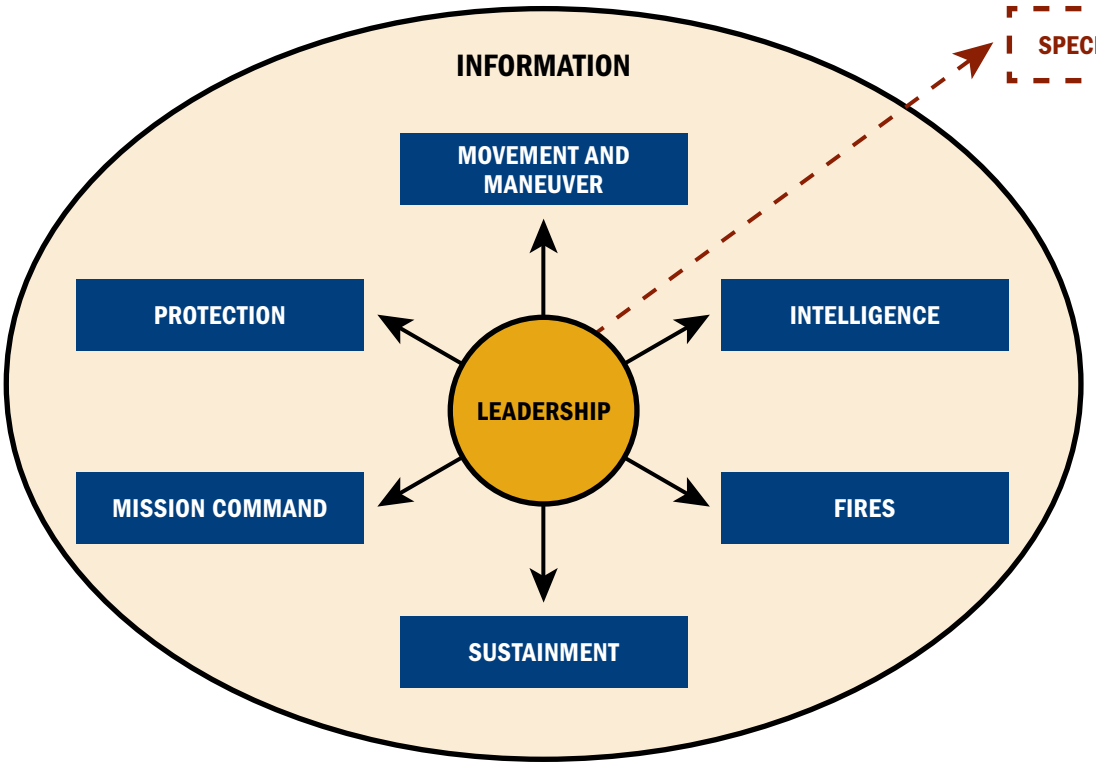
ON PATROL U.S. Army Special Forces patrol a valley outside Forward Operating Base Salerno, Khost Province, Afghanistan. Special operations can be used in supporting and, in some specific cases, decisive operations to better shape the contemporary operating environment. *U.S. Army photo.*

with foresight, but the current structure of the WfFs fails to assist planners in recognizing the capabilities and effects that special operations contribute.

Now, more than ever, it is of paramount importance for leaders to understand the capabilities and limitations of special operations. Planners must also recognize the unique contributions that SOF provide throughout the spectrum of conflict. The major combat operations ongoing in Iraq and Afghanistan have created a default view among many Army leaders that special operations are merely direct action. Directly complementing ongoing combat operations is but a fraction of the abilities that elements of Army Civil Affairs, or CA; Military Information Support Operations, or MISO; and Special Forces, or SF, bring to the table. Special operations can be used in supporting and, in some specific cases, decisive operations to better shape the contemporary operating environment.

The Army faces the challenges of preventing and deterring conflict while maintaining the ability to defeat current and future threats. The Army's operating concept states that the nation's military problem is, "How do future Army forces prevent and deter conflict, prevail in war and succeed in a wide range of contingencies?"[10] Army special-operations forces, or ARSOF, are uniquely postured to execute operations across the spectrum of conflict. While the Army describes the current and future operational environment as one of "persistent conflict," ARSOF view it as an opportunity for "persistent engagement." Elements of CA, MISO and SF routinely deploy during times of peace to execute missions of foreign internal defense and security-force assistance. Through those deployments, they gain functional experience and knowledge in areas prior to the beginning of hostilities. CA, MISO and SF teams also hone their ability to operate in smaller, decentralized elements — skills that are applicable in any environment or theater of operations during peacetime, limited intervention, peace operations, irregular warfare or major combat operations.[11]

CA, MISO and SF elements' investment in the individual throughout all aspects of selection and training creates a specialized and unique capability that provides the Army with the most capable force for shaping the operational environment throughout all phases of conflict. The investment made in SOF provides military and national decision-makers with specialized capabilities that can drive courses of action that may not be readily apparent. For instance, images of bearded men on horseback during *Operation Enduring Freedom* exemplify modern SF's execution of unconventional warfare; however, one can read Bob Woodward's *Bush at War* and realize that the military was caught off-guard by the 9/11 attacks and did not have a "boots on the ground" option



SOF AS A WARFIGHTING FUNCTION
The eight elements of combat power include the six warfighting functions, shown in blue, multiplied by leadership and complemented by information. The warfighting functions replace the Battlefield Operating System and serve as a default "forcing function" to capture considerations for planning. Both constructs do not capture contributions of special operations before during and post conflict, indirectly leading to omission of specialized capabiltities in the conduct of full-sprectrum operations.

readily available to present to the president and his staff.[12]

Without an adequate understanding of the capabilities and limitations of SOF, leaders fail to consider the way these types of forces may complement a particular course of action. Not listing special operations as a WfF in Army doctrine makes it less likely that commanders and staffs will consider them during operations planning. That is particularly concerning, as SOF offer the military a specialized capability and often provide area-specific knowledge and expertise gained prior to hostilities. Not only does a lack of understanding of special operations lead to underuse: It can actually lead to misuse. This is evident in the growing tendency of planners at all levels within the Army to view SOF as commandos for direct-action operations or as smaller, "infantry-like" forces that can be readily positioned throughout a battlefield.

Army leaders at all levels still fail to appreciate that SOF provide a combat-multiplying capability. With the reduction in the scale of operations in Iraq and the likelihood of reduced operations in Afghanistan in the years to come, it is likely that the employment of special operations will increase. Using the experience and knowledge gained from regionally specific operations, CA, MISO and SF elements can directly and indirectly shape the operational environment prior to hostilities. These specific skills and established relationships with host-nation and interagency elements can then serve to contribute to the execution of operations by conventional forces. In some situations, the employment of special operations in support of geographic combatant commanders may actually prevent or deter threats.

Ultimately, the efficient and effective employment of SOF requires their consideration prior to the onset of hostilities and not as an afterthought. In order to increase awareness and understanding of special operations and how they may best support combatant commanders, the Army must work to educate and develop leaders at all levels, and that requires conceptual and doctrinal updates. The current WfFs do not adequately capture the unique and specialized missions encompassed by special operations and the ways they can serve as a force multiplier or as an economy of force. Doctrinal inclusion of special operations as a WfF would provide a starting point for increasing education and improved integration of forces at all levels.

SWCS' current initiatives

The specialized capabilities of SOF provide planners at all levels with unique abilities that are easily overlooked or less effectively included as subsets of other WfFs. In addition to using the WfFs as a means of conceptualizing capabilities in terms of combat power, the Army also uses them as a means of organizing and assigning responsibilities for doctrine, organization, training, materiel, leadership, personnel and facilities, or DOTMPLF, to command organizations called centers of excellence, or CoE.[13] TRADOC maintains six CoEs that encompass all six WfFs. A shortcoming of the current CoE construct is that special-operations missions and forces do not readily fall into the current warfighting taxonomy. The six WfFs do not capture the unique DOTMPLF requirements associated with CA, MISO and SF. The JFK Special Warfare Center and School, or SWCS, now serves in a similar capacity to TRADOC's CoEs, and its role would only grow with the inclusion of special operations as a WfF.

SWCS's Army Special Operations Capabilities Integration Center, or ARSOCIC, is charged with anticipating the future environment, threats and requirements for

ARSOF. ARSOCIC supports the development of concepts in CA, MISO and SF and provides subject-matter expertise to analyze guidance from the Joint Chiefs of Staff, the Department of Army and the U.S. Special Operations Command that pertains to the future operational environment. The result of the studies, combined with an understanding of future capabilities, capacities and government relationships, allows ARSOCIC to prepare concepts that describe how ARSOF should operate if they are to dominate strategic and tactical challenges of the future.

ARSOCIC works directly with the U.S. Army Special Operations Command, the U.S. Army Special Forces Command, the U.S. Army Civil Affairs and Psychological Operations Command and TRADOC's Army Capabilities Integration Center, or ARCIC, to better prepare ARSOF and the Army as a whole for the future. Among numerous projects, ARSOCIC's current initiatives include working with ARCIC to address how ARSOF can more efficiently contribute to operations and to achieve inclusion of special operations as a WfF. Additionally, ARSOCIC works directly with ARCIC's CoEs to better identify current and future warfighting requirements. Currently SWCS works directly with TRADOC and the CoEs to better identify current and future warfighting requirements for the Army as a whole. ***SW***

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Notes:

1. *The Army Capstone Concept*, i.

2. Brigadier General Bennet Sacolick, in articles for the *Small Wars Journal and Special Warfare*, describes the challenges inherent in training individuals to serve in special operations.

3. Joint Publication 1-02, (amended April 2010) defines special operations as "Operations conducted in hostile, denied or politically sensitive environments to achieve military, diplomatic, informational and/or economic objectives employing military capabilities for which there is no broad conventional-force requirement. These operations often require covert, clandestine or low-visibility capabilities. Special operations are applicable across the range of military operations. They can be conducted independently or in conjunction with operations of conventional forces or other government agencies and may include operations through, with or by indigenous or surrogate forces. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support and dependence on detailed operational intelligence and indigenous assets." Also called SO. (JP 3-05)

4. FM 3.0 (Appendix D).

5. FM 3-0, Chapter 2, explains that the "spectrum of conflict is the backdrop for Army operations." Figure 2-1 showcases levels of violence on an ascending scale, based on the operational environment (stable peace, unstable peace, insurgency and general war).

6. The BOS were originally introduced in the 1990 version of TRADOC Pamphlet 525-5*: Blueprint of the Battlefield*. The pamphlet introduced seven tactical BOS: intelligence, maneuver, fire support, air defense, mobility and survivability, combat service support, and mission command. FM 3.0's Chapter 4 describes warfighting functions as "a group of tasks and systems (people, organizations, information and processes) united by a common purpose that commanders use to accomplish missions and training objectives." Updates to the warfighting functions that will likely be found in an update to FM 3.0 is the change of command and control to the more holistic term, mission command.

7. FM 3-0, Chapter 4, paragraph 4-1, defines combat power as "the total means of destructive, constructive and information capabilities that a military unit/formation can apply at a given time. Army forces generate combat power by converting potential into effective action."

8. FM 3-0, Chapter 4-30, explains combined arms as "the synchronized and simultaneous application of the elements of combat power to achieve an effect greater than if each element of combat power was used separately or sequentially."

9. Throughout FM 5-0, *Army Planning and Orders Production* (2005), the BOS are presented as a means of assisting in the commander's visualization process. Additionally, the BOS are used by planners to categorize, prioritize and synchronize capabilities. The draft version of FM 5-0, *The Operations Process* (2010), uses the WfFs in the same manner as the BOSs. The draft FM 5-0 also incorporates the WfFs in supporting planning efforts over a "horizon" of time through the use of planning cells (plans, future operations, current operations).

10. *Army Operating Concept*, 11.

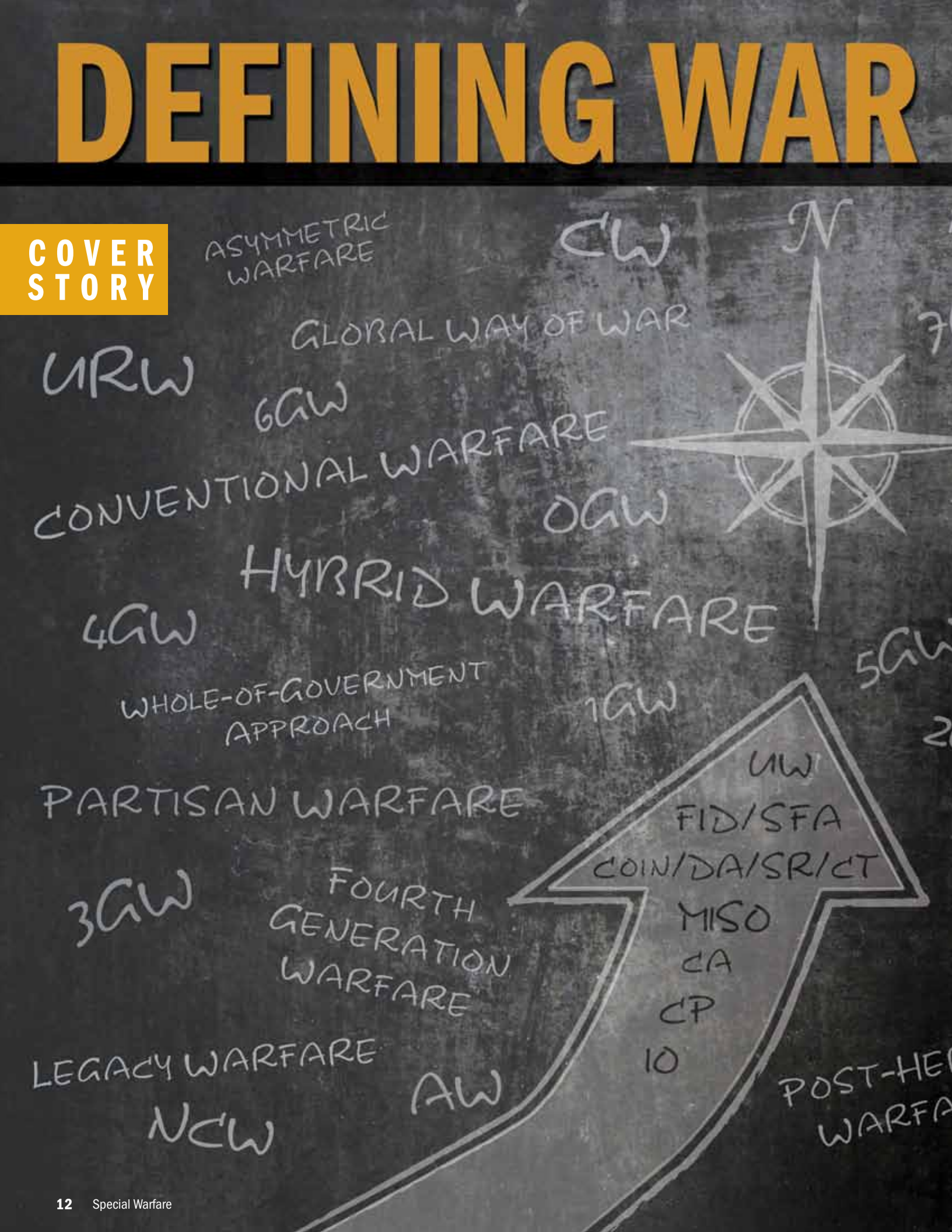
11. FM 3-0, Chapter 2, Table 2-1, lists examples of joint military operations conducted with operational themes. The operations listed under "Peacetime military engagement and limited intervention" includes security assistance, joint combined exchange training, noncombatant evacuation operations and foreign humanitarian assistance. The *irregular warfare* theme includes foreign internal defense, support to insurgency, unconventional warfare and counterterrorism. Figure 2-2 ("The Spectrum of Conflict and Operational Themes") highlights the types of operations (operational themes) as they fall into the visualization of the spectrum of violence.

12. Bob Woodward, *Bush at War* (New York: Simon & Schuster Paperbacks, 2002), 79-80. According to Woodward, CJCS General Hugh Shelton presented the president with three military options. The first two options centered around the use of cruise missiles or a combination of cruise missiles and aircraft to strike al-Qaeda training camps and Taliban targets. The third option presented a combination of missile and aircraft strikes with the inclusion of special operations and, potentially, Army and Marine ground forces. Though the third option introduced "boots on the ground," the intent to use SOF to work with the Northern Alliance as a surrogate force to target al-Qaeda and topple the Taliban regime was not presented.

13. A center of excellence is defined as a designated command or organization within an assigned area of expertise that delivers current warfighting requirements; identifies future capabilities; integrates assigned doctrine, organization, training, materiel, leadership, personnel and facilities dimensions; and presents resource-informed, outcomes-based recommendations to the TRADOC commanding general. The Army currently maintains six CoEs: Fires, Maneuver, Maneuver Support, Sustainment, Intelligence and Signal. (http://www.tradoc.army.mil/about.htm.)

DEFINING WAR

COVER STORY



2011

BY JEFFREY HASLER

> Doctrine is the "fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application."
>
> – JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*[1]

I applaud the JFK Special Warfare Center's continued efforts to develop and define ARSOF doctrine. The United States Special Operations Command has a legislated responsibility to develop doctrine relating to special-operations activities, and the efforts of the Special Warfare Center's Directorate of Doctrine and Training are essential to providing the linkage from Army SOF doctrine to joint special-operations and service doctrine. While clarifying many of the often confused definitions, this article also provides an opportunity to remind our joint force about the application of doctrine during periods of prolonged conflict.

Undoubtedly, doctrine is a valuable tool and our force needs to understand the terms and the implications of our words — especially in today's joint, interagency and multinational environment. Doctrine can also be restrictive if applied too strictly. Our operators must appreciate that there is no template for every situation they will encounter on the battlefield. Therefore, the greater imperative in the study of doctrine is for the force to recognize when and where to deviate from it to address a specific operational necessity. By doing so, we sustain the intellectual and tactical agility that is a hallmark of SOF operations.

— Admiral Eric T. Olson, Commander, USSOCOM

"If language is not correct, then what is said is not what is meant; if what is said is not what is meant, then what must be done remains undone; if this remains undone, morals and art will deteriorate; if justice goes astray, the people will stand about in helpless confusion. Hence there must be no arbitrariness in what is said. This matters above everything."[3] — Confucius, *Rectification of Names*

The modern world is awash in information. The information available on any topic comes in varying degrees of content quality, with varying claims to authority and from every conceivable perspective. In earlier generations, a much smaller volume of information from a few relatively respected sources aided unity of understanding. Today, the volume of information and the number of sources has exploded. The honorable pursuit of warfighting insights, the habit of defending organizational prerogatives and the personal ambitions of some hoping to market "the next new thing" have all contributed to a glut of conceptual terms. The confusion resulting from such a surfeit of (often questionable) terms is then increased further by vague and misleading descriptions compounded by media amplification.

Bold, imaginative professional discussion of terms is healthy and should be encouraged in the professional and academic schoolhouses, editorials and blogs. However, there is also a value in organizations using terms correctly. As Aristotle told us, repetition of virtuous "lessons" in their correct form is a public good.[4] By contrast, carelessly vague descriptions masquerading as "definitions" erode unity of understanding. The use of trendy — but unapproved — jargon pretending to represent the "progress" of insight or the institutional superiority of the claimant is better left in the unofficial blogosphere. It is a truism that a proper and professional discussion presupposes a prior common definition of terms. That being the case, ARSOF leaders at all levels have a duty to strengthen the organizational enterprise by the correct use of terminology.

Definition vs Description

To define is "to state the precise meaning."[5] Whereas, to describe "is to give an account of; to convey an idea or impression of; to represent pictorially."[6] Applied to doctrine, a definition focuses on what something *is*, while its description provides context and explains what it *does* within that context. A definition should be enduring and slow to change, while its description can evolve as context and circumstances change. Regardless of whether leaders are using written or spoken discourse, they must not mistake one for the other, nor ought reporters to carelessly relay the melodious or fashionable for the correct. A description is not a definition.

Denote vs Connote

This duality of denote/connote is similar to that of define/describe. "Denote means 'to signify directly or literally' and describes the relation between the word and the thing it conventionally names. Connote means 'to signify indirectly, suggest or imply' and describes the relation between the word and the images or associations it evokes. Thus, the word 'river' *denotes* a [linear] moving body of water [but] may *connote* such things as the relentlessness of time [or] the changing nature of life."[7] Official definitions are specific; they are not poetry.

Official vs Service Specific or Multinational & Pending Inclusion

The highest joint authority for an official doctrinal term is the highest joint publication with proponent authority of the subject. For example, the authoritative doctrinal definition for "stability operations" is found in JP 3-0, *Joint Operations*. Approved joint definitions are then routinely compiled in JP 1-02. Sometimes there are other approved definitions — such as service specific or multinational — but they apply only within those constituencies and are therefore limited; when such definitions conflict, the joint version takes precedence. Sometimes, properly command-approved definitions may take months or years to appear in JP 1-02. For example, a revised definition for unconventional warfare was approved by the commander of the United States Special Operations Command, or USSOCOM, in May 2009 and is currently the approved definition within the command. This definition, however, is being vetted for inclusion in JP 1-02. During the transition, two distinct definitions may cause some confusion, but this should be temporary.

Official vs Unofficial Concepts & Theories

Everyone has the individual power to define strictly personal issues — such as personal values or religious meaning — for himself. Some have the authority to define for organizations beyond the scope of the individual; such as establishing specific standards of manufacturing quality at a business. For enormous organizations such as the Department of Defense, or DoD, the authority to approve doctrinal definitions is a command prerogative. However, this approval decision is the culmination of a lengthy process representing copious amounts of staff work and intellectual effort. By contrast, unofficial concepts and theories — no matter how trendy, regardless of media attention and repetition, and no matter the enthusiasm of any individual — are not official doctrine until they go through the vetting process of numerous staffs. Such processes provide an opportunity to examine the validity of "new" concepts and eliminate the half-baked and counterproductive. The power to define is the power to design a vision of organizational purpose. ARSOF leaders should sustain that power by staying on an azimuth of doctrinal clarity, accuracy and repetition.

Roles, Functions, Competencies, Mission (Areas), Activities, Tasks, Functional Areas and Missions[8]

Another example of terminology confusion results from the improper use of terms that define what our ARSOF organizations do.

Roles are the broad and enduring purposes for which the services and USSOCOM were established by law. QRM JAN09.[9]

Functions are the appropriate or assigned duties, responsibilities, missions or tasks of an individual, office or organization as defined in the National Security Act of 1947, including responsibilities of the Armed Forces as amended. The term "function" includes purpose, powers and duties. Specific functions of the services and USSOCOM are captured in Department of Defense Directives. JP 1-02 31JUL10.[10]

Core Competencies are groupings of functionally-organized capabilities associated with the performance of, or support for, a Department of Defense core mission area. The department's components perform tasks and activities that supply these functionally-organized capabilities. QRM JAN09.[11]

Core Mission Areas are broad Department of Defense military activities required to achieve strategic objectives of the National Defense Strategy and National Military Strategy. A core mission area is a mission for which the department is uniquely responsible, provides the preponderance of U.S. government capabilities, or is the U.S. government lead for achieving end states defined in national strategy documents. Each of the department's core mission areas is underpinned by a joint operating concept that visualizes future operations. QRM JAN09[12]

Activities are organizational units for performing specific functions. The term can also refer to the function or duties themselves.[13]

Core Activities of Special Operations Section 167 of Title 10, U.S. Code, gives USSOCOM responsibility for certain activities. Although most of these activities have been assigned to USSOCOM for more than 20 years, USSOCOM does not assert exclusivity or ownership over these areas. However, the activities do reflect tasks or skills peculiar to, or particularly characteristic of, special operations.[14]

Tasks A discrete event or action that enables a mission or function to be accomplished by individuals or organizations. Tasks are based upon doctrine, tactics, techniques or procedures or an organization's standard operating procedure, and are generated by mission analysis. CJCSM3400.04c Universal Joint Task List, 1 July 2002.[15]

Primary Core Task A component is fully organized, manned, trained and equipped to execute the task.

Secondary Core Task A component has some degree of organization, manning, training and equipment to execute the task.

Support Core Task A component supports within its organization capabilities. USSOCOM D 10-1cc 15 December 2009.[16]

Missions (1.) The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. (JP 3-0) (2.) In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. (JP 3-0) JP 1-02 15 December 2001.[17]

Finally, it is important to have a clear understanding of two concepts that are not ARSOF core activities but that frequently involve ARSOF operations: irregular warfare, or IW, and stability operations.

IW is defined in JP 1 as a violent struggle among state and non-state actors for legitimacy and influence over the relevant populations. Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capabilities, in order to erode an adversary's power, influence and will.

There are five principal activities or operations that are undertaken in sequence, in parallel or in blended form in a coherent campaign to address irregular threats: counterterrorism, or CT; unconventional warfare, or UW; foreign internal defense, or FID; counterinsurgency, or COIN; and stability operations. IW is not synonymous with any of these activities. In addition to these five activities, there are a host of key related activities, including strategic communications, information operations, psychological operations (now MISO), civil-military operations and support to law-enforcement, intelligence and counterintelligence operations in which the joint force may engage to counter irregular threats. IW is also not synonymous with any of those activities.

ROLES, FUNCTIONS, COMPETENCIES, MISSION AREAS, ACTIVITIES, TASKS, FUNCTIONAL AREAS AND MISSIONS

DoD Role: The role of the Department of Defense is to field, sustain and employ the military capabilities needed to protect the United States and its allies and to advance our interests. (2010 QDR)

DoD Functions: (and the functions of its major components) are listed in DoDD 5100.1 Listed functions are numerous and generally begin with active verbs such as: employ (forces); maintain; organize; assign; prescribe; exercise; assess; review; advise; prepare; etc. (DoDD 5100.1, 01AUG02)

DoD Nine Core Competencies: Force Application; Command and Control; Battlespace Awareness; Net Centric; Building Partnerships; Protection; Logistics; Force Support; and Corporate Management and Support (2009 QRM)

DoD Six Core Mission Areas: Homeland Defense and Civil Support; Deterrence Operations; Major Combat Operations; Irregular Warfare; Military Support to Stabilization Security, Transition, and Reconstruction Operations; and Military Contribution to Cooperative Security (2009 QRM)

USSOCOM 11 Core Activities: Direct action; special reconnaissance; unconventional warfare; foreign internal defense; Civil Affairs operations; counterterrorism; Psychological Operations; information operations; counterproliferation of weapons of mass destruction; security force assistance; and counterinsurgency operations. (Title 10 USC Sec 167, 01FEB10)

ARSOF 11 Core Activities: Unconventional warfare; foreign internal defense; security force assistance; counterinsurgency; direct action; special reconnaissance; counterterrorism; military information support operations; Civil Affairs operations; counter-proliferation of weapons of mass destruction [secondary core activity]; and information operations [secondary core activity]. (FM 3-05, 06OCT10 DRAFT)

SF perform 9 Principal Tasks:	MISO (PO) perform 2 Principal Tasks:	CA perform 1 Principal Task:
UW FID SFA COIN DA SR CT CP IO	MISO IO **MISO (PO) forces play a supporting role in 9 tasks:** UW FID SFA COIN DA SR CT CAO CP	CAO ***In all cases, CA support the commander's relationship with civil authorities and the civil populace.*** **Core Tasks include:** Populace and resources control (PRC) Foreign humanitarian assistance (FHA) Nation assistance (NA) Support to civil administration (SCA). Civil information management (CIM)
(FM 3-05, 06OCT10 DRAFT)	(FM 3-05, 06OCT10 DRAFT)	(FM 3-05, 06OCT10 DRAFT)

OFFICIAL TERMS
(USE IN WRITTEN AND SPOKEN DISCOURSE)

Irregular Warfare (IW) A violent struggle among state and nonstate actors for legitimacy and influence over the relevant populations. Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capabilities in order to erode an adversary's power, influence and will. (JP 1, MAR09. Although not doctrine, IW JOC, v2, MAY10 is the primary conceptual reference). IW comprises five principle activities: UW, FID, COIN, CT and Stability Operations. Not synonymous with those activities.

Stability Operations An overarching term encompassing various military missions, tasks and activities conducted outside the United States in coordination with other instruments of national power to maintain or re-establish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction and humanitarian relief. (JP 3-0, MAR10. Although not doctrine, SSTRO JOC, v2, DEC06 is the primary conceptual reference). Not synonymous with FID or COIN.

Unconventional Warfare (UW) Activities conducted to enable a resistance movement or insurgency to coerce, disrupt or overthrow a government or occupying power by operating through or with an underground, auxiliary and guerrilla force in a denied area. Core activity of ARSOF. Core activity and organizing principle for SF. Core activity of IW. (TC18-01, DEC10. ATTP 3-18.01 in development 2011. There is no joint doctrine for UW.)

Foreign Internal Defense (FID) Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism or other threats to its security. (JP 3-22, JUL10. FM 3-05.137, JUN08). Core activity of ARSOF. Core activity of IW.

Security Force Assistance (SFA) The Department of Defense activities that contribute to unified action by the U.S. government to support the development of the capacity and capability of foreign security forces and their supporting institutions. (JP 3-22, JUL10. TC 31-73, JUL08. TC 18-02 in development 2011). Core activity of ARSOF. Core activty of IW. SFA and FID overlap; neither subsumes the other.

Counterinsurgency (COIN) Comprehensive civilian and military efforts taken to defeat an insurgency and to address any core grievances. (JP 3-24, OCT09. TC 18-05 in development 2011). Core activity of ARSOF. Core activty of IW. Subset of FID.

Direct Action (DA) Short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied or politically sensitive environments and which employ specialized military capabilities to seize, destroy, capture, exploit, recover or damage designated targets. Direct action differs from conventional offensive actions in the level of physical and political risk, operational techniques and the degree of discriminate and precise use of force to achieve specific objectives. (JP 3-05, DEC03. (C) ATTP 3-05.203 (U), JAN09). Core activity of ARSOF.

Special Reconnaissance (SR) Reconnaissance and surveillance actions conducted as a special operation in hostile, denied or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. These actions provide an additive capability for commanders and supplement other conventional reconnaissance and surveillance actions. (JP 3-05, DEC03. ATTP 3-18.04, NOV10). Core activity of ARSOF.

Counterterroism (CT) Actions taken directly against terrorist networks and indirectly to influence and render global environments inhospitable to terrorist networks. (JP 3-26, NOV09). Core activity of ARSOF.

Military Information Support Operations (MISO) As an activity: Supports all of the other core activities by increasing the psychological effects inherent in their application. As a capability: Conducted across the strategic, operational, and tactical levels of conflict as part of interagency activities to achieve U.S. national objectives. Formerly known as psychological operations. (JP 3-13.2, JAN10. FM 3-05.30, APR05. FM 3-53 in development 2011). Both a core activity and a capability of ARSOF. Key related activity of IW.

Civil Affairs Operations (CAO) Those military operations conducted by civil affairs forces that: (1) enhance the relationship between military forces and civil authorities in localities where military forces are present; (2) require coordination with other interagency organizations, intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and the private sector; and (3) involve application of functional specialty skills that normally are the responsibility of civil government to enhance the conduct of civil-military operations. (JP 3-57, JUL08. FM 3-05.40, SEP06. FM 3-57 in development 2011). Core activity of ARSOF.

Counterproliferation (CP) of Weapons of Mass Destruction Actions taken to defeat the threat and/or use of weapons of mass destruction against the United States, our forces, allies and partners. (JP 3-40, JUN09. FM 3-05.132, NOV09). Secondary core activity of ARSOF.

Information Operations (IO) Integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision-making while protecting our own. (JP 3-13, FEB06. TC 18-06 in development in 2011). Secondary core activity of ARSOF.

Conventional Forces (CF) (1) Those forces capable of conducting operations using non-nuclear weapons. (2) Those forces other than designated special operations forces. (JP 3-05, DEC03).

Guerrilla Warfare (GW) Military and paramilitary operations conducted in enemy-held or hostile territory by irregular, predominantly indigenous forces. (JP 3-05.1, APR07). Not synonymous with unconventional warfare.

Insurgency The organized use of subversion and violence by a group or movement that seeks to overthrow or force change of a governing authority. Insurgency can also refer to the group itself. (JP 3-24, OCT09).

Special Forces (SF) U.S. Army forces organized, trained and equipped to conduct special operations, with an emphasis on unconventional-warfare capabilities. (JP 3-05, DEC03). SF and SOF are not synonymous: All (Army) SF are SOF, but not all (joint) SOF are (Army) SF.

Special Operations Forces (SOF) Those active- and reserve-component forces of the military services designated by the secretary of defense and specifically organized, trained and equipped to conduct and support special operations. (JP 3-05.1, APR07).

Terrorism The calculated use of unlawful violence or the threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious or ideological. (JP 3-07.2, APR06).

Traditional Warfare A form of warfare between the regulated militaries of states, or alliances of states, in which the objective is to defeat an adversary's armed forces, destroy an adversary's war-making capacity, or seize or retain territory in order to force a change in an adversary's government or policies. (DoDD 3000.07, DEC08).

NONDOCTRINAL/UNOFFICIAL TERMS AND THEORIES

(AVOID USE IN OFFICIAL WRITTEN AND SPOKEN DISCOURSE)

Asymmetric Warfare (AW) Opponents who cannot prevail against an enemy by using "symmetrical," mirror-image force and procedures will avoid using them. Rather, they will seek to exploit enemy weaknesses in ways the enemy does not expect and which are difficult to protect against. This is not a new kind of warfare. Asymmetries between opponents, and the quest for asymmetric advantages against them, have been inherent in war since the dawn of man. However, terms such as "asymmetric threats," "asymmetric approaches" or "asymmetric TTPs" can be useful descriptors in characterizing any given set of war phenomena, particulary in IW, UW, COIN and related topics. Be advised that a so-called Asymmetric Warfare Group exists to combat asymmetric threats.

Compound Warfare (CW) Varying mixes of conventional regular forces and irregular forces, used together under unified direction, provide a range of options to a clever commander. A statement of the obvious.

Conventional Warfare There is no such doctrinal term. The officially defined "traditional warfare" can be used instead, in most cases.

Fourth Generation Warfare (4GW) (and derivative/similar concepts) Advocates of 4GW maintain that the world is in a new era, or "generation," of warfare. The first generation was characterized by massed manpower, the second by firepower and the third by maneuver. 4GW proponents claim that the new generation is characterized by the use of all instruments of power — not only the military — to defeat the will of enemy decision-makers. 4GW is a pretentious, ahistorical and contrived theory based on an assailable model of generational definition, an assailable theory of generational evolution and an arbitrary nation-state start point that controls out most of human experience. It "discovers" insights already known. Unfortunately and counterproductively, 4GW enthusiasts have multiplied, and the 4GW model has been appended with more useless "new-found revelations." A distinction is now made by some between G standing for generation and G standing for "gradient." This so-called "XGW" dropped the 4GW basis in modernism and replaced it with a spectrum of power dispersion. The gradients are then fundamentally understood as: 0GW becomes "survival;" 1GW becomes "force projection;" 2GW becomes "counterforce;" 3GW remains manuever; 4GW becomes "counterperception;" and 5GW becomes "perception manipulation," whereby the context of observation is changed so that the foe is manipulated into reacting on false assumptions. As if this weren't enough, there are advocates for various so-called "6GW" theories. One continuation of this school claims 6GW is 5GW with an increased emphasis on the vulnerabilities of human biology and psychology. An entirely different 6GW theory — associated largely with Russian theorists — is based entirely on technological progress, whereby the sixth generation will highlight exploitation of advanced technology, obviating the need for large-casualty invasions and occupations. There are even at least two schools of "7GW." One school is predicated on achieving the superlative application of the Boydian OODA loop. This school asserts that he who thinks faster and better will win, and this requires an imaginative fusion of any and all human disciplines. A different 7GW school is rooted in what might be characterized as *reductio ad absurdum*, or Eastern-style monism, where the source and destination of all conflict is rooted in the individual consciousness. All of the time devoted to this intellectual ferment would probably be better spent contemplating Sun Tzu. Not one of these ideas is approved for doctrine.

General Purpose Forces There is no such doctrinal term. Use the officially defined term "conventional forces" instead.

Global Way of War Held up by advocates as a desired evolution from the perceived limitations of a traditional "Western way of war."

Holistic Warfare A broad, generic concept frequently used to connote using any and all ways and means available to prosecute warfare.

Hybrid Warfare The common thread among various theorists is the truism that some combination of two or more dissimilar elements produces a hybrid. Knowing this is said to have great explanatory value. It doesn't, unless, perhaps, one is locked into *a priori* conceptual strait jackets on the limited combination of ends, ways and means. Nevertheless, the plain English usage of terms such as "hybrid threats" or "hybrid approaches" does provide useful descriptors, and tellingly, these phrases are used in senior policy and command documents. However, there is no new kind of warfare called hybrid warfare. Like the asymmetries in so-called asymmetric warfare, hybrids are inherent in everything, including all warfare.

Information Warfare A concept referring to the exploitation of information management to achieve comparative advantages over an opponent. It emphasizes leveraging emerging technologies and psychological operations. Not synonymous with the doctrinal term "information operations."

Legacy Warfare A vague term sometimes used loosely to connote a previous, less-relevant and fading convention of warfare.

Matrix Warfare Describes an environment in which war and peace, battlefield victory and notions of black or white no longer apply, and in which success or failure will be determined in a collection of gray-area results. Depictions of opponents' organizations resemble business organization models that are deliberately non-hierarchical, are adaptive to their operating environments and have decentralized leadership adept at achieving efficiencies vs. more cumbersome competitors. A confluence of technology, economics and information has produced unprecedented empowerment relative to scale. Conceptually redundent with IW and other contemporary theories.

Netwar A concept focused on the identification of social networks used by irregular-threat opponents. Not synonymous with NCW.

Network-centric warfare (NCW) A theory of organization and information management that seeks to translate an information advantage, enabled in part by information technology, into a competitive warfighting advantage. Friendly units would be networked together to achieve an OODA loop advantage. A common saying for enthusiasts is: "It takes a network to beat a network."

Nonconventional Warfare A vague, simple and plain-English negation of "conventional warfare" that is used in academic discussions. It is not synonymous with unconventional warfare, which has a specific meaning. Avoid use of this term.

OODA A theory that whoever is able to observe, orient, decide and act faster has a warfighting advantage. It is influential non-doctrine.

Partisan Warfare The use of irregular troops raised to resist foreign occupation of an area. Specific to World War II or before. JP 1-02 directs that the term not be used.

Post-Heroic Warfare This is one school of thought with two branches. The original branch argues that American policy should not be constrained by the need for "heroic-crusade" motivations to intervene in small-scale stability operations. The second branch is an effete academic argument that asserts that Western civilization has evolved beyond heroic rationales — i.e., for "fortune and glory" — for conducting warfare.

Unrestricted Warfare (URW) Unfortunately, this term is sometimes abbreviated "UW," which is counterproductive because of avoidable confusion with the proper doctrinal abbreviation for unconventional warfare. URW refers to a Chinese Peoples' Liberation Army monograph advocating the use of any and all means to attack or subvert the United States specifically, while explicitly recognizing no rules that apply to an ascendant power. It is a relatively recent update of Chinese tradition, with a very specific international context and usage.

Whole-of-Government Approach (as it applies to warfare) Connotes the use of all instruments of government power together, in a (theoretically) coordinated manner. Similar to, but not synonymous with, the more broadly defined concept of "holistic warfare."

IW differs from conventional operations dramatically in two aspects. First, it is warfare among and within the people. The conflict is waged not for military supremacy but for political power. Military power can contribute to the resolution of this form of warfare, but it is not decisive. The effective application of military forces can create the conditions for the other instruments of national power to exert their influence. Second, IW differs from conventional warfare by its emphasis on the indirect approach. Although it is not approved as joint doctrine, the *Irregular Warfare Joint Operating Concept*, version 2.0, dated 17 May 2010, is the reference most directly focused on IW. IW is addressed in JP 3-0 as a strategic context and in FM 3-0 as an operational theme.

Stability Operations is defined in JP 3-0 as an overarching term encompassing various military missions, tasks and activities conducted outside the United States in coordination with other instruments of national power to maintain or re-establish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction and humanitarian relief.

Through a comprehensive approach to stability operations, military forces establish conditions that enable the efforts of the other instruments of national and international power. Those efforts build a foundation for transitioning to civilian control by providing the requisite security and control to stabilize an operational area.

Stability operations are typically lengthy endeavors conducted within an environment of political ambiguity. As a result, the potentially slow development process of government reconstruction and stabilization policy may frustrate flexible military plans that adapt to the lethal dynamics of combat operations. Thus, integrating the planning efforts of all the agencies and organizations involved in a stability operation is essential to long-term peace and stability. Any ARSOF core activity could be employed in support of stability operations. However, CAO is the ARSOF core activity most essential to stability operations, and the most closely-focused reference is FM 3-05.40, *Civil Affairs*.

ARSOF Core Activities

ARSOF possess unique capabilities to support USSOCOM's roles, missions and functions as directed by Congress in Section 164, Title 10, United States Code (10 USC 164) and Section 167, Title 10, United States Code (10 USC 167). ARSOF plan, conduct and support special operations throughout the range of military operations. ARSOF missions are normally joint or interagency in nature. ARSOF can conduct these missions unilaterally, with allied forces, as part of a coalition force or with indigenous assets. Mission priorities vary from one theater of operations to another. ARSOF missions are dynamic because they are directly affected by politico-military considerations. A change in national-security strategy or policy may add, delete or radically alter the nature of an ARSOF mission. The president, the secretary of defense, or a joint-force commander may task an ARSOF element to perform missions for which it is the best suited among available forces or perhaps the only force available. ARSOF are organized, trained and equipped specifically to accomplish the core activities.

UW is a core activity for ARSOF and a core IW activity. By order of the commander of the U.S. Army Special Operations Command, or USASOC, UW is the core [activity] and organizing principle for Army Special Forces. The USSOCOM definition of UW was approved in May 2009 — Activities conducted to enable a resistance movement or insurgency to coerce, disrupt or overthrow a government or occupying power by operating through or with an underground, auxiliary and guerrilla force in a denied area.[18] From this definition, it is clear that UW is not the opposite of some loosely understood, nondoctrinal concept such as "conventional warfare." The current, longstanding joint UW definition found in JP 1-02 is "a broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with or by indigenous or surrogate forces who are organized, trained, equipped, supported and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities and unconventional assisted recovery." The USSOCOM version is being proposed as the replacement term for inclusion in JP 1-02 through JP 3-05, *Special Operations*, which is currently in revision.

The current UW product is TC 18-01, *Special Forces Unconventional Warfare*, which will be available electronically from the Reimer Training and Doctrine Digital Library in 2011. TC 18-01 will fill the doctrinal void for UW while the new Army UW tactics, techniques and procedures manual, ATTP 3-18.01 *Special Forces Unconventional Warfare*, is under development using the updated Army doctrine hierarchy of ATTP publications. There is no joint doctrine for UW, and when ATTP 3-18.01 is complete, it will be the authoritative UW reference.

FID is a core activity for ARSOF and a core IW activity. JP 3-22, *Foreign Internal Defense*, defines FID as participation by civilian and military agencies of a government in any of the action programs taken by another government or designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism and other threats to its security. Its primary intent is to help the legitimate governing body address internal threats and their underlying causes through a host-nation, or HN, program of internal defense and development. FID is not restricted to times of conflict. Like UW, FID is an umbrella concept that covers a broad range of activities, potentially including the conduct of all other ARSOF core activities. FID is a whole-of-U.S. government effort based in law and is not a subordinate activity to COIN.

There are three categories of support in FID: indirect support, direct support not involving combat and combat operations. ARSOF may be employed in any of the three categories. However, ARSOF's primary role in FID is to assess, train, advise and assist HN military and paramilitary forces with tasks that require the unique capabilities of ARSOF. The goal is to enable these HN forces to maintain internal stability, to counter subversion and violence in their country, and to address the causes of instability. The current authoritative reference on ARSOF's role is FM 3-05.137, *Army Special Operations Forces Foreign Internal Defense*. The Army's new FID manual is scheduled for publication in September 2011 as ATTP 3-05.22, *Foreign Internal Defense*.

SFA is a core activity for ARSOF. SFA and FID overlap without being subsets of each other. JP 3-22 defines SFA as the Department of Defense activities that contribute to unified action by the U.S. government to support the development of the capacity and capability of foreign security forces and their supporting institutions. SFA is DoD's contribution to unified action to develop the capacity and capability of foreign security forces, or FSF, from the ministerial level down to units of those forces. FSF include but are not limited to the military; police; border police, coast guard and customs officials; paramilitary forces; forces peculiar to specific nations, states, tribes or ethnic groups; prison, correctional and penal services; infrastructure-protection forces; and the governmental ministries and departments responsible

for FSF. At operational and strategic levels, both SFA and FID focus on developing an FSF's internal capacity and capability. However, SFA also prepares FSF to defend against external threats and to perform as part of an international coalition. FID and SFA are similar at the tactical level where advisory skills are applicable to both.

USSOCOM is the designated joint proponent and will lead development of joint doctrine for SFA, and it has the responsibility to lead the collaborative development, coordination and integration of the SFA capability across DoD. That includes development of SFA in joint doctrine; training and education for individuals and units; joint capabilities; joint mission-essential task lists; and identification of critical individual skills, training and experience. Additionally, in collaboration with the Joint Staff and U.S. Joint Forces Command, and in coordination with the services and geographic combatant commanders, USSOCOM is tasked with developing global joint-sourcing solutions that recommend the most appropriate forces (conventional forces and/or SOF) for validated SFA requirements referred to the global force management process. The U.S. Army John F. Kennedy Special Warfare Center and School's Directorate of Training and Doctrine collaborates with the Army Training and Doctrine Command's Combined Arms Center — the Army's designated proponent for SFA — in development of Army service doctrine for SFA. Although pertinent to most ARSOF activities, TC 31-73, *Special Forces Advisor Guide*, (July 2008) is a practical guide directly relevant to SF's conduct of SFA. TC 31-73 will be reviewed, updated and redesignated TC 18-02 sometime in 2011. The authoritative Army reference for SFA is FM 3-07.1, *Security Force Assistance*.

COIN is a core activity for ARSOF and a core IW activity. JP 3-24, *Counterinsurgency Operations*, defines COIN as comprehensive civilian and military efforts taken to defeat an insurgency and to address any core grievances. Military operations in support of COIN fall into three broad categories: civil-military operations, combat operations and information operations. ARSOF are particularly valuable in COIN because of their specialized capabilities in CAO; MISO; intelligence; language skills; and region-specific knowledge.

ARSOF committed to COIN have a dual mission. First, they must assist the HN forces to defeat or neutralize the insurgent militarily. That allows the HN government to start or resume functioning in once-contested or insurgent-controlled areas. Second, ARSOF support the overall COIN program by conducting operations, such as SFA, military information support, training, intelligence and tactical support. This provides an environment in which the HN government can win the trust and support of its people and become self-sustaining. Both aspects of the COIN mission are of equal importance and must be conducted at the same time. The authoritative reference on the Army's role is FM 3-24, *Counterinsurgency*. When published in mid-2011, TC 18-05, *Special Forces Counterinsurgency; Tactics, Techniques and Procedures*, will highlight SF participation in COIN.

DA is a core activity for ARSOF. JP 3-05, *Doctrine for Joint Special Operations*, defines DA as short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied or politically sensitive environments and which employ specialized military capabilities to seize, destroy, capture, exploit, recover or damage designated targets. Direct action differs from conventional offensive actions in the level of physical and political risk, operational techniques and the degree of discriminate and precise use of force to achieve specific objectives.

In the conduct of these operations, ARSOF may employ raid, ambush or assault tactics (including close-quarters battle); emplace mines and other munitions; conduct standoff attacks by fire from air, ground or maritime platforms; provide terminal guidance for precision-guided munitions; conduct independent sabotage; conduct anti-ship operations; or recover or capture personnel or material. DA operations are normally limited in scope and duration, but they may provide specific, well-defined and often time-sensitive results of strategic and operationally critical significance. ARSOF conduct DA operations independently or as part of larger conventional or unconventional operations or campaigns. The authoritative reference on SF's role in DA is ATTP 3-18.03, (C) *Special Forces Direct Action Operations* (U).

SR is a core activity of ARSOF. JP 3-05 defines SR as reconnaissance and surveillance actions conducted as a special operation in hostile, denied or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. These actions provide an additive capability for commanders and supplement other conventional reconnaissance and surveillance actions.

SR may include information on activities of an actual or potential enemy or secure data on the meteorological, hydrographic or geographic characteristics of a particular area. SR may also include assessment of chemical, biological, residual nuclear or environmental hazards in a denied area. SR includes target acquisition, area assessment and post-strike reconnaissance. It may complement other collection methods constrained by weather, terrain-masking or hostile countermeasures. Selected ARSOF conduct SR as a HUMINT activity that places U.S. or U.S.-controlled "eyes on target," when authorized, in hostile, denied or politically sensitive territory. ARSOF SR support of conventional forces may create an additional and unique capability to achieve objectives that may not be otherwise attainable. However, such use does not mean that ARSOF will become dedicated reconnaissance assets for conventional forces. ARSOF may also employ advanced reconnaissance and

ARSOF CORE ACTIVITIES

- Unconventional Warfare (UW)
- Foreign Internal Defense (FID)
- Security Force Assistance (SFA)
- Counterinsurgency (COIN)
- Direct Action (DA)
- Special Reconnaissance (SR)
- Counterterrorism (CT)
- Military Information Support Operations (MISO)
- Civil Affairs Operations (CAO)
- Counterproliferation (CP) of Weapons of Mass Destruction (Secondary)
- Information Operations (IO) (Secondary)

surveillance sensors and collection methods that utilize indigenous assets. When received and passed to users, SR intelligence is considered reliable and accurate, and it normally does not require secondary confirmation. The authoritative reference on SF's role in SR is ATTP 3-18.04, (C) *Special Forces Special Reconnaissance Operations* (U).

CT is a core activity of ARSOF and a core IW activity. JP 3-26, *Counterterrorism*, defines CT as actions taken directly against terrorist networks and indirectly to influence and render global environments inhospitable to terrorist networks. Department of Justice and Department of State have lead-agency authority. Legal and political restrictions, and appropriate DoD directives limit ARSOF involvement in CT. However, ARSOF possess the capability to conduct these operations in environments that may be denied to conventional forces because of political or threat conditions. ARSOF's role and added capability is to conduct offensive measures within DoD's overall combating-terrorism efforts. ARSOF conduct CT missions as SO by covert, clandestine or low-visibility means.

ARSOF activities within CT include, but are not limited to: intelligence operations to collect, exploit and report information on terrorist organizations, personnel, assets and activities; network and infrastructure attacks to execute pre-emptive strikes against terrorist organizations; hostage or sensitive-materiel recovery that require capabilities not normally found in conventional military units; and nonlethal activities to defeat the ideologies or motivations that spawn terrorism by nonlethal means. These activities could include, but are not limited to, MISO, IO, CAO, UW and FID. Most CT activities are classified.

MISO are both an ARSOF core activity and a capability. MISO are also a key related activity of IW. According to FM 3-05, as a core activity, MISO [PO] support all of the other core activities by increasing the psychological effects inherent in their application. It is important not to confuse psychological impact with planned psychological effects as part of MISO. While all military activities can have degrees of psychological impact on the enemy and civilian population, unless they are planned and executed specifically to influence the perceptions and subsequent behavior of a target audience, they are not MISO.

As a capability, MISO [PO] are conducted across the strategic, operational and tactical levels of conflict as part of interagency activities to achieve U.S. national objectives. One important aspect of MIS as a capability is the role of MIS specialists as advisers on psychological effects. MISO can support other capabilities or can be the supported capability in some situations. MISO are the primary ARSOF information capability that: achieves information objectives; analyzes and addresses psychological factors in the operational environment; provides support to IO as a core capability; constitutes information activities across the range of military operations; supports other agencies' information activities (military information support); conducts domestic U.S. information-dissemination activities (during federal and local relief efforts in response to a natural or man-made disaster and as coordinated with ongoing military and lead federal agency PA efforts); supports the countering of adversary information; and provides an important nonlethal fire under the fires warfighting function. MISO were formerly known as psychological operations; the name was changed in June 2010 by order of the commander of USSOCOM, with the concurrence of the chief of staff of the Army. While doctrine is being updated to reflect the nuances of the change, the most authoritative current references remain JP 3-13.2 and FM 3-05.30, *Psychological Operations*.

CAO is an ARSOF core activity and a key related activity of IW. JP 3-57, *Civil-Military Operations*, defines CAO as those military operations conducted by Civil Affairs forces that: (1) enhance the relationship between military forces and civil authorities in localities where military forces are present; (2) require coordination with other interagency organizations, intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions and the private sector; and (3) involve application of functional specialty skills that normally are the responsibility of civil government to enhance the conduct of civil-military operations. CAO are conducted by the designated conventional Army and the U.S. Army Reserve. CA forces are organized, trained and equipped to provide specialized support to commanders.

Commanders conduct CMO to establish, maintain, influence or exploit relations between military forces and civil authorities (government and nongovernment) and the civilian populace in friendly, neutral or hostile areas of operation to facilitate military operations and to consolidate operational objectives. CMO may occur at the strategic, operational and tactical levels and across the full range of military operations. They may also occur, if directed, in the absence of other military operations. While CA forces can be found within the Navy and Marines, most CA units reside in the Regular Army and the Army Reserve. USSOCOM is the joint proponent for CA, but SWCS is the force-modernization proponent for Army CA. The authoritative reference on CAO is FM 3-05.40, *Civil Affairs Operations*.

CP is an ARSOF secondary core activity. JP 3-40, *Combating Weapons of Mass Destruction*, defines CP as actions taken to defeat the threat and/or use of weapons of mass destruction against the United States, our forces, allies and partners. JP 3 40 defines WMD as "chemical, biological, radiological or nuclear weapons capable of a high order of destruction or causing mass casualties and excludes the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon." The preponderance of activities conducted by ARSOF in CP is a combination of the other ARSOF core activities. The authoritative reference on ARSOF's role in CP is FM 3-05.132, *Army Special Operations Forces Chemical, Biological, Radiological, and Nuclear Operations.*

IO is an ARSOF secondary core activity and a key related activity of IW. JP 3-13, *Information Operations*, defines IO as the integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations [now MISO], military deception and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision-making while protecting our own.

Two ARSOF capabilities, MISO and CAO, provide primary support to IO. Note that the IO definition does not yet reflect the recent name change from psychological operations to MISO. As one of the core capabilities of IO, MISO are the primary means of influencing foreign target audiences. Although FM 3-05.30 and FM 3-05.40 are authoritative references for MISO and CA respectively, there is no direct ARSOF reference for IO.

ARSOF's conduct of the IO activity affects the information environment to achieve information superiority over an adversary. Information superiority is the operational advantage gained through improved, fully synchronized, integrated intelligence, surveillance and reconnais-

sance; knowledge management; and information management (FM 3-0). The ultimate targets of all IO are the human decision-making processes and the attainment of information superiority, which enables friendly forces to understand and act first. As appropriate, IO target or protect information, information-transfer links, information-gathering and information-processing nodes, and the human decision-making process through core, supporting and related capabilities.

The Hazard of Nondoctrinal Terms

"This is this. This isn't something else. This is this."[19] *— The Deerhunter*

Regular review and restatement of approved definitions and their descriptions are necessary as sources of doctrine (e.g., policy, concepts, lessons learned, training, military education, operations planning and strategy) naturally evolve and doctrine is routinely updated. However, further complicating the goal of establishing and reinforcing up-to-date, authoritative and clearly articulated doctrine are other, currently influential, nondoctrinal terms. Incorrect usage of doctrinal terms sows confusion and hinders mission accomplishment; incorrect usage of unapproved terms does so exponentially. Unapproved, nondoctrinal terms are so widely (and often incorrectly) used throughout government, academia and the press that they demand a brief summary. Space limitations prevent a full discussion of such terms. However, a list of the most current and/or influential nondoctrinal terms has been summarized in a quick-reference guide of terms including: Asymmetric Warfare (AW); Compound Warfare (CW); Conventional Warfare; Fourth Generation Warfare (4GW) and derivative/similar concepts; Global Way of War; Holistic Warfare; Hybrid Warfare; Information Warfare; Legacy Warfare; Matrix Warfare; Netwar; Network-Centric Warfare (NCW); Nonconventional Warfare; Partisan Warfare; Post-Heroic Warfare; Unrestricted Warfare (URW); and the Whole-of-Government Approach (as it applies to warfare).[20] This guide is in the center spread of this article and can be pulled out for readers to use and instruct others.

Closing

Generally speaking, our Soldiers are not English teachers, and our senior leaders are not terminologists or walking dictionaries. However, it is important that properly-approved definitions should be adhered to and repeated often and accurately by leaders at every echelon. Such official definitions can provide continuity, unity and clarity, and they may therefore be relied upon for effective professional discussion. By contrast, the unofficial terms and theories that beguile the policy, doctrinal and operational discourse are ultimately unhelpful. Regardless of good intentions or patronage, when such concepts restate the obvious or can't survive scrutiny, they become counterproductive; they deepen the swamp of misunderstanding and thicken the conceptual fog. ARSOF's correct usage of doctrinal definitions provides a reliable azimuth through them. **SW**

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THE FUTURE OF MISO

BY COLONEL CURTIS BOYD

In 2005, then-Secretary of Defense Donald Rumsfeld asked whether the term psychological operations, or PSYOP, still had utility in the information age. His point was that the information age posed many branding challenges for PSYOP that adherence to the code of conduct and the Army values simply could not overcome. Earlier this year, absent any improvement in brand image, Admiral Eric Olson, commander of the United States Special Operations Command, directed that the term PSYOP be changed to military information-support operations, or MISO.[1]

But the simple name change can neither eliminate the association of PSYOP with its pejorative predecessors — propaganda and psychological warfare — nor correct the contemporary perception of PSYOP as potentially underhanded and unethical. It is possible, however, that a better appreciation of the historical baggage might lead to a more complete understanding of the challenges facing the MISO force and its future.

This article will offer a review of PSYOP's history; take a brief look at definitions; show the relationships of PSYOP to public affairs, or PA; information operations, or IO, and public diplomacy, or PD; and suggest new ways we might think about PSYOP (now MISO). Although PSYOP has been repeatedly misunderstood and misrepresented, MISO, as a means of informing and influencing foreign audiences, remains as relevant in peace as in war and as vital to our nation's defense as ever before. This discussion is intended to create a dialogue that may generate solutions to many unresolved issues and serve as the beginning of a more comprehensive vision and mission of our MISO force and its function.

Pejorative past: the truth

The documented history of PSYOP begins with the World War I activities of its antecedent, propaganda.[2] In World War I, PSYOP "came into its own as a formal activity," said retired Colonel Frank Goldstein.[3] During that period, the three shades of propaganda — white, gray and black — appeared in a variety of unclassified and classified government programs aimed at motivating popular support for the war and demoralizing the enemy. It is important to understand that as propaganda moves from shades of white to black, the source of the propaganda becomes less obvious, until, in black propaganda, the source is unknown.

The most memorable and successful World War I white-propaganda themes communicated that the war was necessary to "keep the world safe for democracy" and that it would be "the war to end all wars."

Ultimately, the propaganda campaigns waged by the U.S. and its allies also had unintended consequences. On occasion, propaganda waged at home exaggerated the truth to such an extent as to be construed as disinformation. The deceptiveness of those tactics almost eliminated our government's credibility, even among sympathetic U.S. audiences. For example, rumors of the Germans making soap out of dead bodies at the "Corpse Conversion Factory" only temporarily aroused war fervor and later aroused suspicion of U.S. government information.[4] By the end of the war, the American public had become indifferent to rumors and disinformation.

During World War II, the U.S. adapted its organizational structure to make the newly named psychological warfare, or PSYWAR, more acceptable. As in World War I, white propaganda still aroused popular support for the war effort, but it was placed under the control of the War Advertising Council. The more sensitive shades of gray and black propaganda were handled separately by the Office of War Information, or OWI.

The War Advertising Council organized corporate sponsorships and facilitated partnerships with the media and various advertising agencies to increase popular support for a variety of government programs ranging from the census to the draft. Its successor, the Ad Council, is notably remembered for some of America's most famous icons and catch phrases: Smokey the Bear, McGruff the Crime Dog and "Friends don't let friends drive drunk."[5]

Meanwhile, the OWI, with its subordinate Psychological Warfare Division, focused its propaganda efforts on confusing, delegitimizing and demoralizing foreign enemy audiences. Understanding the public's sensitivity to black propaganda, the Office of Strategic Services, or OSS, took control of those programs, which were eventually assimilated by one of the OSS's successors, the CIA.[6]

During World War II, both white propaganda and the full-spectrum propaganda of PSYWAR gained a respectability that World War I propaganda had not. Its use continued during the postwar reconstruction era as consolidation propaganda (similar to today's MISO support to stability operations). Despite the precipitous postwar decline of staff expertise in Washington, D.C., PSYWAR and propaganda teams remained active in many headquarters in European and Pacific theaters.[7]

HISTORICAL PERSPECTIVE In Vietnam the traditional concept [of PSYWAR] was broadened: Americans wielded a double-edged psychological sword of the "dual war." *U.S. Army photo.*

At the time, the prevailing opinion was that PSYWAR's ability to influence foreign audiences exceeded the boundaries of combat and the tactical battlefield, and that a more expansive definition and operational construct were needed. Understanding the limitations of PSYWAR and the need to communicate U.S. goals and objectives to foreign audiences, President Harry Truman's administration viewed the job as one not exclusive to the military. To provide a capability for conducting peacetime propaganda and to oversee the standing-down of the War Department's OWI, Truman established the Interim International Information Service, or IIIS, within the Department of State. Soon the Office of International Information and Cultural Affairs replaced the IIIS and formed the nucleus of what later became the United States Information Agency, or USIA, in 1953.[8] While the USIA gave the U.S. government a way to communicate U.S. goals and objectives to foreign audiences, the military continued to struggle for a more expansive PSYWAR role that could support military operations and overseas interagency initiatives during peacetime.

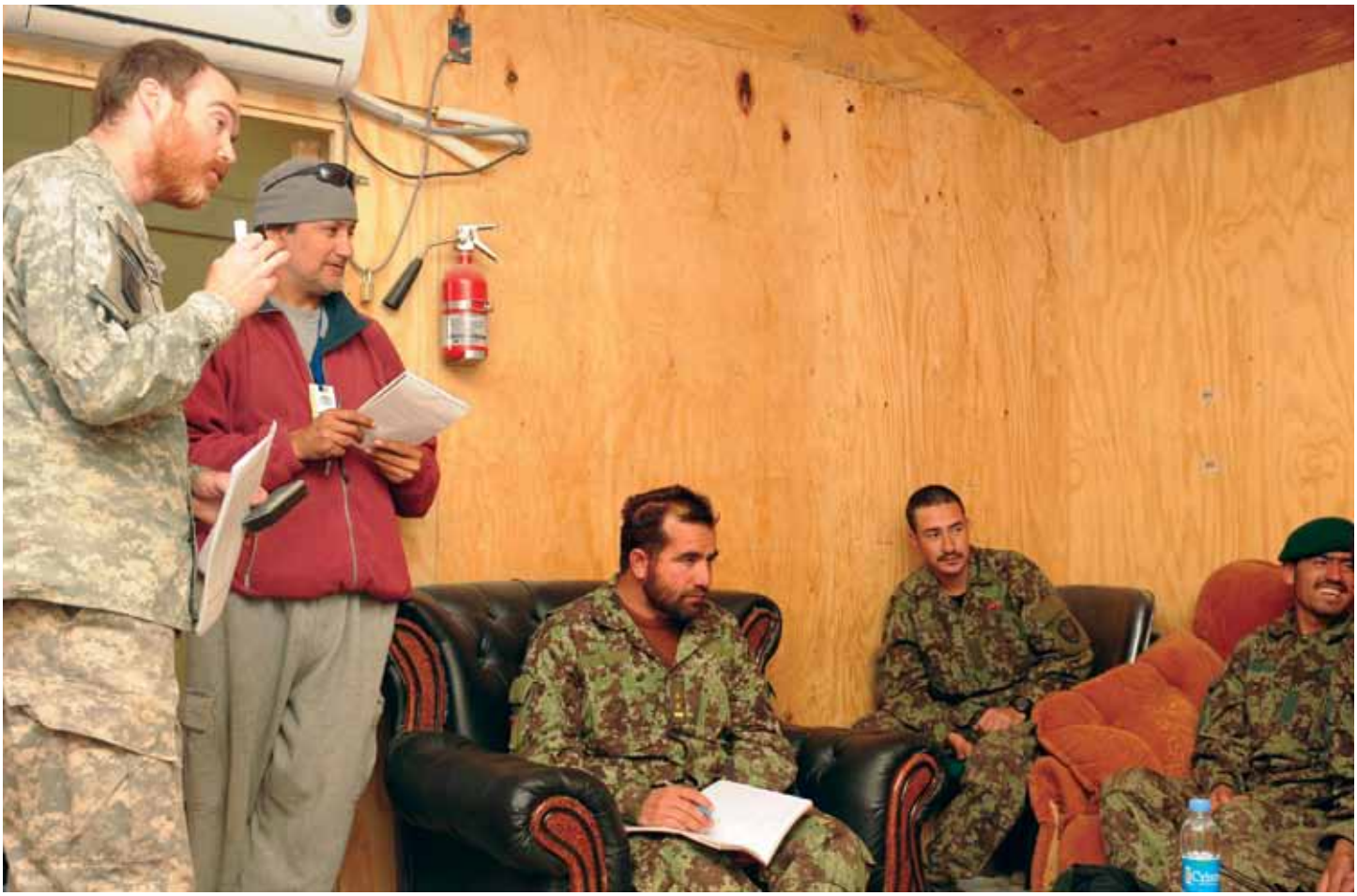
In 1959, Murray Dyer suggested political communications as an umbrella term for concealing the three separate branches — psychological warfare, information and propaganda — of PSYWAR.

In a 1952 campaign speech in San Francisco, Dwight D. Eisenhower spoke of the value of PSYWAR:

We must adapt our foreign policy to a "cold war" strategy … a chance to gain a victory without casualties, to win a contest that can quite literally save peace. … In this war, which was total in every sense of the word, we have seen many great changes in military science. It seems to me that not the least of these was the development of psychological warfare as a specific and effective weapon.[9]

From then on, psychological warfare rose to national strategic significance in an East vs. West war of images and ideas — the Cold War. As retired Colonel Al Paddock shows in his book, *U.S. Army Special Warfare: Its Origins*, maintaining PSYWAR as a viable capability during World War II and afterward was a constant but worthwhile battle that gave us the ability to influence foreign audiences in a manner favorable to U.S. national-security objectives. It is not surprising that in the same year as Eisenhower's speech, the Psychological Warfare Center was established at Fort Bragg, N.C., in recognition of PSYWAR's importance and credible ability to influence foreign audiences in war and peace. The Army appreciated the need for talented young officers who had the education, experience or aptitude for the art of influence to join the PSYWAR ranks, and the PSYWAR Center, later the Special Warfare Training Center, began providing the Army's cadre of professional "psywarriors" who would later take their understanding of the art of influence to war in Vietnam.

By its very nature, PSYWAR fit well with combat operations, but during the post-combat consolidation and stabilization phases, its credibility began to erode. As dur-



STRAIGHT TALK A MISO specialist assigned to 307th Psychological Operations Company, and an interpreter (second from the left) teach English to Afghan National Army soldiers on Combat Outpost Sayed. *U.S. Army photo.*

ing the post-World War II period, there were efforts to disguise PSYWAR as something else during the less-than-hostile phases of military operations. Paddock says that in Vietnam, counterinsurgency, unconventional warfare and guerrilla warfare could not have been waged effectively without PSYOP as a valuable enabler and force multiplier.

From Vietnam to the present, psychological operations have risen to respectability and credibility within our Army and the Department of Defense. While there was another postwar lull in interest in PSYOP after Vietnam, the most profound increase in numbers and interest in PSYOP forces occurred during the mid- to late 1980s. The impact of President Ronald Reagan's National Security Decision Directive 77 (1983), the Department of Defense PSYOP Master Plan (1985) and the Goldwater-Nichols Act (1987) provided permanent PSYOP staff authorizations within the Joint Staff, the Department of the Army and the U.S. Special Operations Command, as well as the permanent establishment of two reserve-component PSYOP groups, an enlisted military occupational specialty (37F), the recognition of the importance of PSYOP planning at combatant commands and the modernization of PSYOP equipment — all improvements that were absent during any other postwar period in our military history.[10]

The activation of the 4th PSYOP Group headquarters and four battalions during Vietnam, the activation of the PSYOP Regiment in 1998, the creation of the PSYOP Branch (37A) in 2006 and the existence of three PSYOP groups today show remarkable steps ahead in the Army's ability to convey messages to affect foreign audiences' behavior.[11]

In 1962, the term psychological warfare changed to psychological operations to address the demands of a "more expansive role" in general and to meet the mission demands of counterinsurgency and unconventional warfare in particular. In today's operating environment, the Army finds itself asking a similar question about PSYOP in the war on terrorism. The question now is whether or not MISO will serve as an appropriate substitute for PSYOP and a new term of reference for DoD's most credible inform-and-influence capability not only in the war on terror but in all forms of military and interagency engagements.

Facts

For the purposes of this article, our analysis and definition will remain within the Army's domain. That is not to suggest that what was PSYOP and is now MISO is not a joint force or capability. MISO is inherently joint, yet the forces and capabilities to execute it for the DoD reside predominantly in the Army. There are more than 2,000 active-duty PSYOP Branch Soldiers, most of whom are assigned to the Army Special Operations Command's 4th Military Information Support Group (formerly the 4th PSYOP Group), and twice that number are assigned to the two Army Reserve groups (the 2nd and the 7th). Those active-duty and reserve forces conduct *operations planned to*

convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately, the behavior of foreign governments, organizations, groups and individuals.[12] More simply stated, MISO is communications to influence human attitudes and behavior. The targeting of foreign governments, organizations, groups and individuals is the most revealing feature of the more detailed definition, because it reflects intentions and potential actions that extend beyond the tactical level of war and are not exclusive to combat. Likewise, the mere idea that we might convey "selected information" parallels methods akin to those of propaganda (a lesson for a revised MISO definition).

In the information age, PSYOP's relevance across the continuum of conflict and functionality at multiple levels of warfare was tenuous, at best. On the one hand, there was and still is no debating the relevance of PSYOP at the tactical level. One cannot convincingly argue that there is such a thing as strategic PSYOP, because no senior government official will ever admit that they conduct propaganda. In fact, in 1999, then-Secretary of State Madeline Albright closed the USIA to ensure that she and the rest of the State Department dissociated themselves from any possibility that propaganda was being developed and disseminated anywhere on behalf of the U.S. government.[13] While one might argue that the U.S. government cannot separate itself from propaganda by simply eliminating an agency, the argument itself is beyond the analytical scope of this discussion. Other attempts to disguise operational- and strategic-level propaganda have increased confusion and reduced the clarity of our message.[14] Likewise, while one can see opportunity by changing the name PSYOP to MISO, there will still be lingering suspicion and innuendo given the gradual changes in lixicon, doctrine, training, education, leader development and force management that will occur over time.

Does MISO's reach extend across all levels of war?

The combatant commands and the interagency are typically not inclined to refer to "PSYOP" when they are considering influencing populations in their area of responsibility. At the operational level, the preference is to conceal PSYOP's apparently untruthful tendencies and unscrupulous underpinnings. White or "pure" PSYOP has been disguised as "Military or Defense Support to Public Diplomacy," "International Public Information" or, in some other instances, simply IO, to lessen the scrutiny and allegations that might come with using PSYOP in a peacetime environment.[15]

The U.S. government, through the State Department, uses PD as a means of "engaging, informing and influencing key international audiences about U.S. policy and society to advance America's interests which is practiced in harmony with public affairs (outreach to Americans) and traditional diplomacy to advance U.S. interests and security and to provide the moral basis for U.S. leadership in the world"[16] (one might think MISO could harmonize with PA, too).[17]

Does today's MISO parallel PD?

In years past, PSYOP and diplomacy did not easily mix, but the desire to inform and influence foreign audiences was of mutual concern. Despite good intentions, PSYOP's negative connotation and brand image required PD to collaborate cautiously, assume a safe distance and maintain deniability, or risk guilt by association. So how then did the former practices and principles of PSYOP get synchronized with those of "well intentioned" diplomats and our so-called PSYOP specialists? Simply put, PSYOP had to become more compatible and persuasive by using other names to refer to itself, demilitarizing its lexicon, and describing its functions as more inclusive of commercial activities, public relations and cross-cultural-communications constructs. De facto, the military information support team had become synonymous with the PA and PD partnership, which had markedly increased accessibility, reduced suspicion and lessened the potential for guilt by association — providing sufficient basis for today's MISO.

Accordingly, support of regional combatant commanders and U.S. country teams' theater-security cooperation initiatives has been provided by a military information-support team. Similarly, as contingency operations like Haiti, Bosnia, Kosovo, Iraq and Afghanistan transitioned to less-than-hostile phases of operations, PSYOP task forces changed to softer, more sophisticated product-development and –dissemination, under the guise of information task forces, further relieving accessibility challenges, misgivings or suspicion.

As if things were not confused enough, PA, PSYOP and PD have been categorized as influence operations, strategic communication, perception management, soft power and strategic influence.[18] Retired Colonel Fred Walker adds, "We might use the term 'persuasive communications' to mean the same thing as psychological operations."[19] MISO is a reasonable compromise, given the many nondescript and confusing terms of reference that might be used to encapsulate what PSYOP once was and what MISO really has the potential to be.

Friction

The various terminologies sometimes complicate our understanding and hinder our ability to redefine PSYOP in the information age so that we can introduce a more inclusive concept like MISO. Information operations, for example, are the integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial decision-making while protecting our own.[20] The simplest way to think of the difference between information operations and historical PSYOP is that IO is the integrator, whereas PSYOP was the instigator.[21]

In an article that retired Major General David Grange wrote on Bosnia, he used information operations and psychological operations interchangeably. Similarly, in a book about the war planning for Iraq, Bob Woodward points out how Secretary of Defense Donald Rumsfeld referred repeatedly to PSYOP from leaflet drops to Commando Solo broadcasts as information operations.

Nathaniel Fick, author of the book, *One Bullet Away*, stated in an oral presentation about his experiences in Iraq that as he and his recon platoon crossed into the southern portion of the country, nine out of 10 Iraqis surrendered without fighting, which he contends was the result of an "intense IO campaign that dropped leaflets and broadcasted surrender appeals."[22] Similarly, there are many flag officers and senior Pentagon officials who cannot comfortably use the term PSYOP in forums in Washington and elsewhere, so, in its place, information operations has become a more appropriate and subtle substitute.[23]

There is much discussion about the future of IO in our Army, and suffice it to state that if it is economically and operationally practical and purposeful to retain this redundancy, then there is no need to assume that there are any efficiencies to be gained from combining the IO and PSYOP officer corps. On the other hand, if there is evidence that IO and PSYOP redundancies or staff fratricide do exist, then we should pursue a construct that builds a MISO plus IO (and PA) career force from the bottom up. There is no question that affecting adversary decision-making begins with a psychological appreciation of the target audience. That said, then it logically flows that MISO gains the advanced understanding of IO tools and techniques to further discourage or defeat the target of influence. Therefore, the convergence of the two officer career fields offers practical, purposeful and economic solutions for DoD and our nation.

Speaking in 2005 to the Armed Services Subcommittee on Terrorism, Unconventional Threats and Capabilities, General Doug Brown, the former commander of the United States Special Operations Command, said, "Dissemination of truthful information to foreign audiences in support of U.S. policy and national objectives is a vital part of the special-operations force's effort to secure peace."[24] Admiral Eric Olson, the USSOCOM commander, has repeatedly made the same point, which he has stressed emphatically in the replacement of the term PSYOP with MISO. Admiral Olson has made the point that MISO has no business associating itself with such ventures as deception that rely on misperceptions and misinterpretations of the facts among target audiences (MISO must and will be truth-based).

The Geneva-Hague Convention's laws of armed conflict outline the legal and ethical limitations for the conduct of military operations, including PSYOP. Moreover, DoD regulations, instructions and policy directives outline PSYOP permissions, as well as release and approval authorities. Joint Pub 3-53, *Doctrine for Joint PSYOP*, and other doctrinal publications reiterate the legal limitations on psychological operations. Ultimately, the authority to conduct PSYOP resides with either the president or the secretary of defense. While the Posse Comitatus Act (1878) establishes strict legal limits for the use of the military in the continental United States in general, the Smith Mundt Act (1948) more particularly restricts the use of PSYOP within our borders.[25] For MISO Soldiers to conduct operations within the continental U.S., the secretary of defense must issue a deployment-and-execution order that delineates the objectives, themes, timing, duration and types of information to be disseminated in support of military operations or lead federal agencies. Therefore, MISO authorities to deploy and execute operations are tightly controlled and are kept within the acceptable norms of American culture.

Today, the Department of Defense conveys truth through two messengers: PA and MISO. PA assets consist largely of staff assistants, journalists, correspondents and small detachments capable of gathering and disseminating military news for domestic consumption. MISO (AC/USAR PSYOP), by contrast, has larger tactical and operational units with the skills and resources needed to capture, develop, produce and disseminate multimedia products that can be used to inform and influence foreign audiences. Because MISO and PA must have the trust of the target audience, and because trust and credibility depend on facts, truth forms the foundation of both MISO and PA.[26] Absent the untruthful stigma of PSYOP, MISO offers PA a vital partner in DoD's capacity to craft a unified message and speak with one voice.

Regardless, each of DoD's messengers subscribes to truth as a critical ingredient in securing and shaping a credible relationship with its audience. PA and MISO claim proprietorship to the same truth, yet one might ask, "If PA and MISO tell the same truth, then why are there two messengers and two distinct military career fields?" Having a wall between PA and MISO is counterproductive during an era when we are experiencing persistent budget cuts, manpower reductions, and declining brand loyalty and image in a more media enriched, culturally diverse, and technologically sophisticated global market. If correctly defined, MISO might offer some relief from propaganda's pejorative past and find itself even more inclusive of PA-like competencies, cooperation and collaboration.

Today's self-proclaimed purists in PA, PD and the national media detest any association with propaganda, yet they "spin" messages without full disclosure. PD promotes U.S. foreign-policy objectives by "seeking to understand, inform and influence foreign audiences and opinion makers, and by broadening the dialogue between American citizens and institutions and their counterparts abroad."[27] As Joseph Nye states, "Skeptics who treat public diplomacy as a euphemism for broadcasting government propaganda miss the point. Simple propaganda lacks credibility and thus is counterproductive."[28]

The Pentagon has stated: "The media coverage of any future operation will to a large extent shape public perception in the United States." PA officers steer media toward stories, interviews and photo opportunities, all intended to have the desired influence and affect.[29] Even the Army has recognized the importance of information to the current and future fight. Army Field Manual 3-0, *Operations*, states that information is the commander's business.

The 2004 Defense Science Board's *Study on Strategic Communication* examined the relationship between PD, PA and white PSYOP in order to create consistency of message and maximize our national tools of influence.[30] There is little question that prejudice stems from PSYOP's origins in propaganda and psychological warfare, although with time, that stigma has become more fiction that fact.

Assuming that we could isolate the functionality of pure PA and dark PSYOP (deception) at opposite ends of an information continuum, we could use MISO in the middle as an operational construct that links the core competencies of foreign public and community relations, media operations, public information and communication, military marketing/advertising/branding, and crisis communications as the informational and influential means of communicating our military's message.[31]

END: MISO in the middle

The brighter side of PSYOP's historical record highlights some incredibly ingenious, innovative and imaginative methods for winning the "hearts and minds" of select foreign audiences and compelling many enemies to surrender without fighting. Current operations in Iraq and Afghanistan are full of such successes. PSYOP assumed a leading role in the formation of the information task forces in both Operation Iraqi Freedom and Operation Enduring Freedom and employed a myriad of inform-and-influence techniques, from traditional face-to-face key-leader engagements to leveraging leading-edge technologies for delivering more precise and more purposeful messages.

NEWSMAKERS MISO (left) and PA Soldiers have similar skills and resources needed to capture, develop, produce and disseminate multimedia products that can be used to inform and influence audiences. *U.S. Army photos.*

From surrender appeals to weapons buy-back to national-pride programs to publicizing federal and local elections, PSYOP has delivered convincingly credible and truthful information for effect.

Ninety-five percent of psychological operations have reflected factual and truthful information, full disclosure without manipulation and a genuine intent to inform. The remaining five percent were either unacknowledged communications or outright blunders that tended to capture the most criticism and public interest, yet they typically were not performed by uniformed PSYOP personnel.[32] MISO lacks any ability to counteract those misrepresentations that tend to overshadow the tens of thousands of more influential messages and positive informational activities that have been employed from Iraq to Indonesia.

In the contemporary information environment, the term PSYOP has become inextricably tied to political "doubletalk" akin to deception, disinformation and other lies or falsehoods. An understanding of MISO today has to consider the weight imposed by the historical baggage of propaganda, PSYWAR and PSYOP. While the bright side of the historical record is full of some incredibly ingenious and imaginative ways to influence foreign audiences in divisive, coercive and persuasive ways to compel them to surrender without fighting, there are also some less favorable memories of trickery and disinformation representative of the darker side of PSYOP history.

From World War I until Vietnam, PSYWAR was generally reserved for "wartime use only." From Vietnam until the present however, the size and capabilities of PSYWAR's successor PSYOP force have increased three times over their original configuration, and improvements in technology have increased, as well. The combination of those two factors and the competencies of the PSYOP officer branch and enlisted career field have increased the military's power to inform and influence exponentially. To achieve the positive brand recognition needed to maximize MISO's potential to inform and influence, however, we continue to use euphemisms to disguise historical PSYOP terms.

Umbrella terms like strategic communication, strategic influence, military support to public diplomacy and information operations are confusing references to our ability to communicate a persuasive or truthful message to a particular audience and more often than not have been simply euphemisms for PSYOP. Despite the best of intentions, possible linkages of the umbrella terms with PSYOP risked sacrificing message credibility with the target of influence. MISO, by contrast, assumes more truthful connotation and clear associations with methods of communication, as well as greater interface with IO and PA to create the intended inform-or-influence effect.[33]

While PA might claim that its message is intended for U.S. domestic audiences and international media, current operations in Afghanistan, Iraq and elsewhere suggest otherwise. Operational lessons learned and future concepts indicate that PA is able to persuade with a purpose and can partner with a transformed MISO force in order to effectively speak with one voice. To assist the warfighter, MISO can communicate intent, confirm or deny the adversary's perceived ideas, introduce new facts and new ways to interpret the situation, and counter disinformation coming from outside sources. In February 2005, the U.S. Joint Forces Command published a future-concepts paper that stated that PA has a vested interest in maintaining an ability to develop and deliver timely messages and images to produce desired effects. Similarly, the Army's Field Manual 3-13, *Information Operations*, states that PA shapes the information environment by preparing command themes and messages aimed toward the belligerent government, hostile forces and its civilian population.[34] Reading between the lines, it appears that the PA approach has become quite compatible with MISO synchronization and with communicating the truth to gain the desired effect.

A MISO, IO and PA partnering would have six important effects: (1) It would eliminate unnecessary redundancies in manpower and function at all echelons (G7); (2) It would increase the level of talent and sophistication in each of the career fields (officer and enlisted) in an overarching information corps; (3) It would normalize the narrative, create message consistency and improve content; (4) It would increase message timeliness, precision and relevance; (5) It would close the gaps between MISO, IO and PA and leverage the best talents of all three; and ultimately, (6) It would reduce operational redundancies and provide a common lexicon upon which we could finally speak and ally more closely.[35]

Historical PSYOP and PA could be opposites that attract by virtue of having MISO in the middle to fill the Army's inform-and-influence capability gap (as PD has done for the State Department). Likewise, IO and PSYOP have worked at cross-purposes, lacked compatibility, confused commanders and unnecessarily complicated operations. At this juncture, unity of effort and singleness of purpose seem practical and prudent, given competing fiscal and manpower requirements. An IO and PSYOP/MISO merger is both meaningful and mandatory, given lessons learned, and most probable, given future operational demands.[36] All considered, message consistency, precision, content, relevance and timeliness will seal the information seams with a renewed standard of influencing excellence: IO, PA and MISO all-inclusive.[37]

Ultimately, MISO must speak to more than just PSYOP: It must be more inclusive, be compatible with information-age constructs, employ IO tools and techniques, adapt to emerging technologies and be resilient to perpetual scrutiny from those suspicious of government authority or DoD sources of information. An inclusive MISO construct would capture the many methods (IO/PA) of informing and influencing.

MISO cannot be completely appreciated without clear association to multimedia, marketing, mass-communications, crisis and public communications, and community or public relations that would counteract any preconceived notions that MISO is nothing more than PSYOP by another name. MISO must be more: inclusive, convincing, compelling, persuasive, accurate and truthful. MISO cannot be connected with the sinister or misleading aspects of its ancestry. MISO must have only one shade of truth — white.[38]

> MISO has no business associating itself with such ventures as deception that rely on misperceptions and misinterpretations of the facts among target audiences (MISO must and will be truth-based.)

This article has discussed four important nuances regarding our historical PSYOP. First, by definition, PSYOP was always more than simply tactical operations — MISO will make that even more obvious. Second, the historical record validates operational- and strategic-level effects and the need for coordination — full-spectrum MISO. Third, the use of PSYOP during peace or operations other than war always necessitated the use of euphemisms — MISO can be more easily understood. Fourth, PSYOP, PA, IO and PD have more similarities than differences — MISO is the connective tissue that can link all of them. In the end, the purpose of MISO will be to inform and influence foreign audiences with cultural precision and the intended effect — there are no other credible DoD options. **SW**

Colonel Curtis Boyd is the chief of staff at the JFK Special Warfare Center and School. In 1995, he began a series of operational tours in the 4th Psychological Operations Group, in which he has served as a detachment commander, group operations officer, battalion executive officer and group commander. His other special-operations assignments include information operations officer at the Joint Special Operations Command; deputy director of the SWCS Directorate of Special Operations Proponency; and commander of the 3rd Battalion, 1st Special Warfare Training Group. Commissioned as an Infantry officer in 1984, he served tours with Infantry units in Germany and at Fort Bragg, N.C. He has served in a variety of operations, including Just Cause, Desert Shield, Desert Storm, Uphold Democracy, Joint Endeavor, Enduring Freedom and Iraqi Freedom. In addition to holding a bachelor's in interdisciplinary studies from Norwich University, Colonel Boyd is a 1992 graduate of the Naval Postgraduate School's special operations and low-intensity conflict curriculum, a 1994 graduate of the Defense Language Institute and a 2004 fellow at Harvard University's JFK School of Government.

Notes

1. For Defense Secretary Robert Gates' decision, see Office of the Secretary of Defense, memorandum dated 3 December 2010, Subject: Changing the Term Psychological Operations to Military Information Support Operations.

2. For an excellent historical review, see: Paul M. A. Linebarger, *Psychological Warfare* (Washington, D.C.: Infantry Journal Press, 1948).

3. Frank L. Goldstein, "Psychological Operations: An Introduction," in Frank L. Goldstein and Benjamin F. Findley, eds., *Psychological Operations: Principles and Case Studies* (Washington, D.C.: U.S. Government Printing Office, 2002), 13.

4. Phillip M. Taylor, *Munitions of the Mind: A History of Propaganda from the Ancient World to the Present Era*, (Manchester, England: Manchester University Press, 1995 [2nd ed.]), 80.

5. Sheldon Rampton and John Stauber, *Weapons of Mass Deception* (New York: Penguin Group, 2003), 12.

6. William E. Daugherty, *Psychological Warfare Casebook* (Baltimore, Md.: John Hopkins University Press, 1958), 128-30.

7. For an insightful comparative analysis of PSYWAR in the European theatre during World War II and PSYOP support to OIF, refer to: Dr. Cora Sol Goldstein, "A Strategic Failure: American Information Control Policy in Occupied Iraq," *Military Review*, March-April 2008.

8. Daugherty, 135-39.

9. Daugherty, 28-29; the second portion of the citation was taken from JP 3-53, I-1.

10. Alfred H. Paddock Jr., "No More Tactical Information Detachments," in Frank L. Goldstein and Benjamin F. Findley, eds., *Psychological Operations: Principles and Case Studies* (Washington, D.C.: U.S. Government Printing Office, 2002), 29-32.

11. The 6th PSYOP Battalion, activated in 1965, formed the nucleus of the 4th PSYOP Group, which by 1967 had expanded to four battalions. The 7th PSYOP Group provided the 4th Group backup from Okinawa; Alfred H. Paddock, *U.S. Army Special Warfare: Its Origins* (Lawrence, Kan.: University Press of Kansas, 2002), 160; Paddock, "No More Tactical Information Detachments," 28-29.

12. Joint Publication 3-53, *Doctrine for Joint Psychological Operations* (Washington, DC, 5 Sep 2003), I-1.

13. Madeleine Albright, "The Importance of Public Diplomacy to American Foreign Policy," *U.S. Department of State Dispatch*, 10, no. 8 (October 1999), 8-9; Albright can be credited with the final dismantling of the United States Information Agency, an integral component of the U.S. government's Cold-War propaganda apparatus.

14. See Admiral Michael G. Mullen, "From the Chairman: Strategic Communications, Getting Back to Basics," *Joint Force Quarterly*, Issue 55, 4th quarter 2009, 2-4. For an assessment of strategic PSYOP, see Cora Sol Goldstein, "A Strategic Failure: American Information Control Policy in Occupied Iraq," *Military Review*, March-April 2008, 58-65; see also Dr. Carnes Lord, "The Psychological Dimension of National Strategy," in Goldstein and Findley, *Psychological Operations: Principles and Case Studies*, 73-89.

15. William J. Clinton, "International Public Information," *Presidential Decision* Directive/NSC-68 (Washington, D.C.: The White House, 30 April 1999).

16. Department of State Web site, Public Diplomacy, <http://www.state.gov/r/>.

17. Refer to Reorganization Plan and Report, Submitted by President Clinton to the Congress on December 30, 1998, Pursuant to Section 1601 of the Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277, for insight into the Department of State's combining of PA and PD functions.

18. Susan L. Gough, "The Evolution of Strategic Influence," U.S. Army War College strategic-research paper, 7 April 2003. See also: Kim Cragin and Scott Gerwehr, "Dissuading Terror: Strategic Influence and the Struggle Against Terrorism," (Santa Monica, Calif.: Rand Corporation, 2005). Internet accessed < http://www.rand.org/pubs/monographs/2005/RAND_MG184.pdf>; 8 February 2006.

19. Fred W. Walker, "Truth is the Best Propaganda: A Study in Military Psychological Operations," *National Guard*, October 1987, 27.

20. Joint Publication 3-13, *Information Operations* (Washington, D.C.: 13 Feb 2005), 132.

21. For more on the expansion of the role of PSYOP in the Information Age as cyber-centric and "net ready," see Raymond Jones Jr., *The Role of U.S. Psychological Operations in the New Global Threat Environment* (Maxwell AFB, Ala.: Air University, 23 February 2007).

22. Oral presentation for Harvard University, National Bureau for Economic Research, Economics of National Security, former Marine Captain Nathaniel Fick, author of *One Bullet Away*.

23. Paddock, "No More Tactical Information Detachments," 25-50. His historical review establishes a base from which to understand MISO more succinctly.

24. Testimony of General Bryan D. Brown, U.S. Army, commander of the U.S. Special Operations Command, before the United States House of Representatives; Committee on Armed Services; Subcommittee on Terrorism, Unconventional Threats And Capabilities, regarding the special-operations command budget request for fiscal year 2005, March 11, 2004. http://www.house.gov/hasc/openingstatementsandpressreleases/108thcongress/04-03-11brown.html>; Internet accessed 5 February 2006.

25. Smith-Mundt Act, U.S. Code. Title 22, Chapter 18, Sec. 1461 (1948). Available from <http://www4.law.cornell.edu/uscode/html/uscode22/usc_sec_22_00001461----000-.html>. Internet accessed 5 February 2006.

26. For more discussion about the truth of PSYOP: Fred W. Walker, "Truth is the Best Propaganda: A Study in Military Psychological Operations," National Guard, October 1987; Scott Lucas, "Campaigns of Truth: The Psychological Strategy Board and American Ideology, 1951-1953," International History Review 18, no. 2 (1996), 253-394; Wilson Dizard, Strategy of Truth: The Story of the United States Information Service (Washington, D.C.: Public Affairs, 1961); Douglas Waller, "On the PR Battlefield," Time, 13 June 2005, Vol. 165, Issue 24, 13; Director, Joint PSYOP Support Element, Colonel James Treadwell's quote: "We're always going to tell the truth."

27. Joint Pub 1-02.

28. Nye, n.d.

29. Rampton and Stauber, 185; see also: Tammy L. Miracle, "The Army and Embedded Media," Military Review, Sept.-Oct. 2003; Bill Van Auken, "Bush Administration Defends Use of Covert Propaganda in US," World Socialist Web site, 17 March 2005; Accessed 4 February 2006, <http://www.wsws.org/articles/2005/mar2005/prop-m17.shtml>.

30. Joint doctrine manuals lack reference to propaganda, the Army doctrine manuals reveal that Army propaganda is based in truth: white propaganda - message source is known; gray - somewhat known; and black - unknown.

31. Documentation delving into the how-to and "playbook" aspects of the PSYOP craft are detrimentally scarce. See Scott Gerwehr, Elizabeth F. Williams and Russell Glenn, "Influencing Outcomes: Psychological Operations in Urban Conflicts (restricted draft)," DRR-3148-A (Santa Monica, Calif.: RAND Arroyo Center, November 2003), 73-74.

32. Nelson McCouch III, Army Public Affairs Objective Force (Carlisle Barracks, Penn.: Army War College, 4 March 2003).

33. Retired Brigadier General Huba Wass de Czege offers "military public relations" as an alternative to PSYOP support to the general-purpose force (indicative of a PA and PO mission/function overlap, G7). See Retired Brigadier General Huba Wass de Czege, "Rethinking IO: Complex Operations in the Information Age," *Military Review*, January-February 2008, 14-26 (http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20081231_art006.pdf), accessed 2 January 2011.

34. Joint Forces Command, Joint Public Affairs Support Element: Improving Public Affairs Capability for the Joint Force Commander (Norfolk, Va.: USJFCOM, February 2005), 5; Field Manual 3-13, Information Operations (Fort Leavenworth, Kan., November 2003), 2-23.

35. For a similar discussion of merging IO/PO (+) career fields, see Major George C.L. Brown, "Do We Need FA30? Creating an Information Warfare Branch," *Military Review*, January-February 2005, 39-43.

36. See also Colonel Randolph Rosin, "To Kill a Mockingbird: The Deconstruction of Information Operations," *Small Wars Journal*, 2009 (http://smallwarsjournal.com/blog/journal/docs-temp/283-rosin.pdf), accessed 2 January 2011; and Major Walter E. Richter, "The Future of Information Operations," *Military Review*, January-February 2009, 103-13 (http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20090228_art013.pdf), accessed 2 January 2011.

37. Joint Pub 1-02; Additional consideration includes: develop Strategic Communications career force to capture PSYOP, IO and PA into a single career track, whereby everyone enters initial-entry training at Fort Meade; and those with a SOF option go to Fort Bragg for the PSYOP Specialist Course, while others continue as journalists or IO generalists. After ILE and JPME II, officers are designated as strategic communicators for continued utilization at the joint, combined and interagency levels.

38. Retired Air Force Colonel Sam Gardiner, "Truth from These Podia: Summary of a Study of Strategic Influence, Perception Management, Strategic Information Warfare and Strategic Psychological Operations in Gulf II," Oct. 8, 2003, also available at <http://www.usnews.com/usnews/politics/whispers/documents/truth_1.pdf>.

CA/MISO SWCS commander approves CA, MISO attrition policy

The commanding general of the United States Army John F. Kennedy Special Warfare Center and School has approved the attrition policy for candidates attending either the Civil Affairs Assessment and Selection, or CAAS, or the Military Information Support Operations Assessment and Selection, or MISOAS.

All Civil Affairs or Military Information Support Operations candidates must complete CAAS or MISOAS prior to entering their respective qualification course. If a candidate does not complete CAAS or MISOAS because of voluntary withdrawal or non-selection, the candidate will be returned to his or her former branch or career-management field.

A candidate who is medically dropped from the course will be evaluated, and if the potential exists for completion of CAAS or MISOAS, the candidate will be scheduled for the earliest CAAS or MISOAS that will allow completion.

A non-selected candidate who is returned to his or her prior branch or career-management field, or CMF, and wishes to reapply for Civil Affairs or Military Information Support Operations must reapply through the ARSOF Board process. A candidate who does not appeal the outcome of the board, or whose appeal is denied will be returned to their branch or CMF.

For questions relating to this policy, contact the appropriate Civil Affairs or Military Information Support Operations Assignment manager at the Army Human Resources Command.

SWCS/NDU masters program continues into 2012

The JFK Special Warfare Center and School has agreed to continue its partnership with the National Defense University, College of International Security Affairs, for the 2011-2012 academic year.

SWCS has partnered with NDU to offer a fully accredited masters-degree program at Fort Bragg, N.C. The program mirrors the master of arts in strategic security studies, or MASSS, offered by NDU's College of International Security Affairs. The NDU program is designed for students from U.S. departments and agencies, congressional staffs and military and civilian representatives of the international community who operate in the Washington, D.C., area. The MASSS curriculum offers a strategic perspective on the global threat environment, the rise of newly empowered and politicized ideological movements, the relationship between political objectives, strategy, all instruments of national power and the roles of power and ideology. Through seminars, independent study, research and the writing of a thesis, students will develop strategies for working with other agencies and with members of the international coalition. Through a combination of academic and practical learning, the program will prepare professionals to develop and implement national and international security strategies for conditions of peace, crisis and war.

Students who complete the MASSS degree should be able to meet the following learning objectives:

(1) Analyze the 21st-century geopolitical environment characterized by the rise of nonstate armed groups and the uneven erosion of state sovereignty;

(2) Evaluate the roles of power and ideology, the rise of newly empowered and politicized ideological movements and the basis for authority and legitimacy;

(3) Understand the relationship between political objectives, strategy and all instruments of national power;

(4) Develop skills needed for thinking critically and strategically and for differentiating between policy and analysis. Put knowledge into practice in complex circumstances involving collaboration with diverse partners.

Applications will be accepted through March 4. The SWCS/NDU program is offered to NCOs in grades E7 and above, warrant officers in grades CW3 or CW4 and officers from O3 to O4 promotable from all special-operations branches who have a bachelor's degree from a regionally accredited institution. NCOs must not have more than 22 years of active federal service as of report date to NDU.

Applicants should send copies of their ORB/ERB, last three evaluation reports, the NDU application (available at www.ndu.edu/cisa/index.cfm?secID=563&pageID=112&type=section), complete college transcripts, a 250-500 word statement of purpose and a letter of release signed by the first O6 in their chain of command. The SWCS Directorate of Regional Studies and Education is the point of contact for selection and accession for the masters program. Questions, comments and application packets should be sent to Lieutenant Colonel David Walton at (910) 432-4607, or send e-mail to: david.c.walton@soc.mil.

NDU is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools.

Program gives ARSOF NCOs pathway to associate degree

In the spring of 2010, Brigadier General Bennet Sacolick, commanding general of the JFK Special Warfare Center and School, observed, "We have a remarkably trained, experienced but undereducated force. Our current operational force consists of a generation of hardened, combat-proven officers and NCOs. However, we have failed to provide a comprehensive, holistic opportunity to harness and nurture the intellectual curiosity that exists in our officers, warrant officers and NCOs."

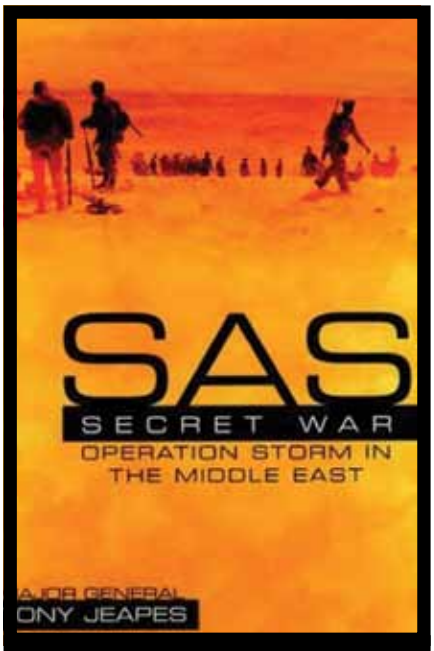
Through training and repetitive deployments to operations in Iraq, Afghanistan and other locations, the Army has produced superb special-operations-forces warriors. The missing component for ARSOF NCOs has been the opportunity for higher-level education. Education provides the regional knowledge, cultural awareness and advanced cognitive skills necessary to succeed at the strategic level and in the joint, interagency, intergovernmental and multinational environment.

The first step in solving that opportunity began in September, when SWCS implemented a pilot program to give 23 special-operations Soldiers instruction in English composition, research skills, math, computer skills, communication and learning success strategies. Coupled with academic credits earned through completion of the SWCS qualification courses for Civil Affairs, Military Information Support Operations or Special Forces, the program provides a pathway for Soldiers to earn an associate degree in general studies, with a concentration in strategic-security studies, from Fayetteville Technical Community College, or FTCC. The program is also available to legacy graduates of the SF, CA and MISO qualification courses.

Three of the 23 Soldiers who recently completed the 10-week pilot course have already completed the Special Forces Qualification Course and are now eligible for graduation from FTCC. Sergeant First Class Anthony Santiago was impressed with the program, particularly the writing classes. "The English composition class was the most beneficial for me and can easily be directly applied to my operational job. Being able to effectively communicate in writing is something every operator has to master," he said. The two other graduates, Sergeants First Class Chris Roberts and Jason Connors, were impressed with the communication classes. "I wish I had the public speaking skills years ago, when I first spent time on an ODA," Roberts said, "So many ODA missions depend on your skillful ability to brief your plan to commanders, and those are exactly the skills I enhanced in Communications."

The program is continuing in pilot format now and should be fully functioning by this spring. Soldiers who want to enroll in the associates-degree program or need more information should contact Kristina Noriega, lead program education counselor for the Directorate of Regional Studies and Education, at (910) 643-8620, or send e-mail to: kristina.m.noriegaartis@soc.mil.

SAS SECRET WAR:
OPERATION STORM IN THE MIDDLE EAST



DETAILS

By Major General Tony Jeapes
London: Greenhill Books, 2006
ISBN: 978-1853675676
(Paperback), 264 pages.

Reviewed by:
Colonel Peter J. Benson
U.S. Army Special Operations Command

Major General Tony Jeapes' book, *SAS Secret War: Operation Storm in the Middle East*, is timely and relevant book that would be of interest to all Special Forces Soldiers and anyone else interested in counterinsurgency warfare.

The book details the operations of a squadron of the British 22nd Special Air Service Regiment, or SAS, in the Dhofar War, a campaign fought in the austere province of Dhofar in southwestern Oman from 1966 to 1976. The Omani government of Sultan Qaboos, assisted by a small number of SAS soldiers, contract military personnel and British logistics support, fought one of the few successful counterinsurgency campaigns in modern times. Their enemy (*Adoo* in Dhofari) was the communist guerrillas of the People's Front for the Liberation of the Occupied Arabian Gulf, a movement supported from across the nearby border with the People's Democratic Republic of Yemen. By 1970, the *Adoo* were in control of the bulk of the province, controlling the interior "djebel" or plateau, above the coastal plain and isolating the major population centers. Starting with a scattered, poorly equipped Omani military, the British elements were able to improve Omani operations and governance, successfully crushing the insurgency movement. The Dhofar War is an example of classic modern counterinsurgency theory successfully applied to a contemporary conflict.

The author, Major General Tony Jeapes, tells the story of the successful campaign from his contemporary vantage point of being the SAS squadron commander. He outlines the objectives of the *Adoo* to subjugate the isolated and undeveloped province of Dhofar, and he describes the harsh and austere operational environment. He follows with what makes this book unique — a prescient outline of the strategic and operational counterinsurgency objectives by which he guided his campaign. These objectives are common to all counterinsurgency campaigns: to improve Omani military capacity and capability, thereby improving the security; to improve the reach of Omani government services, such as roads, clinics, schools and veterinary services; to conduct a truthful and an accurate information campaign, and lastly, to isolate, capture and "turn," if possible, their *Adoo* military opponents.

The story that follows vividly portrays the campaign as it was pursued along the established lines of operation. The Omani military was supported and fostered to control the coastal plain, expanding control from its main bases. Irregular forces — the *Firqats*, which were filled with surrendered enemy personnel — were created to pursue the enemy using their appreciation of the local area and politics. Security was provided to bring health, veterinary and educational services to the undeveloped Dhofar province. A vigorous information-operations campaign was waged by the creation of a weekly newspaper, notice boards and daily radio broadcasts to provide an accurate and timely Omani government viewpoint to the Dhofaris. *SAS Secret War: Operation Storm in the Middle East* is the story of a counterinsurgency campaign run with a clear plan and objectives to a successful conclusion.

The parallels of the Dhofari campaign to current counterinsurgency operations by the United States are considerable. The operation of the British forces in a remote, harsh and undeveloped country with a disparate ethnic, linguistic and religious population, and an enemy supported from across an international border, is analogous to the situation that U.S. forces face in Afghanistan. Read in conjunction with David Galula's classic *Counterinsurgency Warfare*, Jeapes' *SAS Secret War* is a case study of a successfully planned and conducted modern counterinsurgency. This book would, without doubt, be appreciated by any reader with an interest in modern applications of counterinsurgency theory. It is a demonstration that the basic tenets of counterinsurgency — focusing on the population and its political center of gravity — properly applied and resourced, can have a successful conclusion. **SW**

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