



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

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MEMORANDUM FOR CHAIRMAN, DEFENSE SCIENCE BOARD

SUBJECT: Terms of Reference – Task Force on Understanding Adversaries

Increased understanding of adversaries, their operating environment and the relevant host population is important to conduct complex operations (including stability, security, transition and reconstruction operations), to devise effective terrorist and insurgent countermeasures, to support strategic communications, and to aid intelligence analysis and planning for contingencies.

The Department of Defense (DoD) needs to understand the adversary and host population social structure, culture, motivations, beliefs, and interests that contribute to behavioral actions and responses. This understanding is necessary to recognize behavioral patterns and gain influence in interactions with host populations, friendly forces and potential adversaries (training, advising, crowd responses, patrolling, key leader engagements and other interactions). Our adversaries often have the advantage of local understanding and connections to host populations, as well as an effectively utilized understanding of Western thinking and cultures.

In the face of American dominance in traditional forms of warfare, we see new efforts among nations and non-state actors seeking to counter U.S. conventional superiority by making use of irregular tactics and campaigns for influence over local populations and institutions. Furthermore, there are many indications that they are doing better than us and are making significant gains in the eyes of their supporters. Ultimately, DoD and the United States may pay a high price for failing to understand their motivations and those of their supporters.

To improve understanding of adversaries and the populations in which they operate, the Task Force should:

- Review and re-evaluate previous and current attempts in DoD to assess host population social structures, culture, adversarial thinking styles and patterns of behavior.
- Identify and assess current relevant science and technology investment plans, to include research, analysis, tools and techniques.

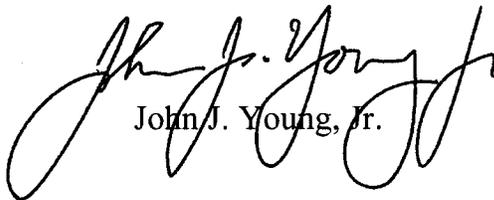


- Identify new capability opportunities.
- Identify how relevant approaches, analysis, methods, technologies can be incorporated into U.S. military capabilities and systems (planning, intelligence, decision making, training, etc.).
- Identify mechanisms that may be needed to accelerate the transition of relevant approaches and tools into U.S. military capabilities.
- Develop recommendations to achieve operational capabilities.

Where relevant, the Task Force should draw upon the ongoing work of the OUSD(P)/OUSD(I) Human Terrain/Socio-cultural Analysis Integrated Process Team, the DDR&E Human Social Culture Behavior Modeling Program, and the OUSD(P&R) white paper on cultural and regional proficiency.

The study will be sponsored by the Acting Under Secretary for Defense for Acquisition, Technology and Logistics and the Under Secretary of Defense for Policy. Dr. Ann Skalka and Mr. Larry Lynn will serve as the Task Force Chairpersons. Mr. David Sobyra of OUSD(P) will serve as the Executive Secretary, and Commander Cliff Phillips, USN, will serve as the DSB representative.

The Task Force will operate in accordance with the provisions of P.L. 92-463, the "Federal Advisory Committee Act," and DoD Directive 5105.4, the "DoD Federal Advisory Committee Management Program." It is not anticipated that this Task Force will need to go into any "particular matters" within the meaning of title 18, U.S. Code, section 208, nor will it cause any member to be placed in the position of acting as a procurement official.



John J. Young, Jr.