

2 January 2002 (0830-1130) S  
3 January 2002 (1300-1600) S  
Lesson Author: COL Michael R. Kershner, 53524

**MILITARY OPERATIONS OTHER THAN WAR (MOOTW)**

Mode: Seminar

Lesson No. 4-24a-S

Lesson No. 4-24b-S

1. Introduction. Military Operations Other Than War (MOOTW) encompass the use of military capabilities across the range of military operations short of war, either with or without a declaration. These operations can be applied to complement any combination of the other instruments of national power (diplomatic, economic, informational, and military) and thus form a significant portion of our National Military Strategy.

Readying forces for MOOTW requires building on the core purpose of the Armed Forces--to fight and win the nation's wars. For most types of MOOTW, military personnel adapt their inherent warfighting skills to the situation. However, for some MOOTW, such as humanitarian assistance and peacekeeping operations, warfighting skills are neither appropriate nor desired. Therefore, to be effective in these types of MOOTW, a mindset other than traditional warfighting is required.

This lesson focuses on capturing the key points that aid commanders and staff officers in developing a MOOTW frame of reference. The first day's seminar lesson will concentrate on the objectives, doctrinal principles, and characteristics of operations captured under the term MOOTW; the second day will include a summary of current events in the war on terrorism, followed by exercise and subsequent briefing on theater-specific analyses of possible MOOTW contributions to current combat operations.

2. Learning Objectives. To enable students to:

a. Analyze the nature of MOOTW with emphasis on the primacy of political objectives and MOOTW contributions towards the attainment of U.S. national security objectives.

b. Analyze the principles and types of MOOTW.

c. Analyze the planning factors for MOOTW and compare/contrast them with the planning considerations used during war.

d. Comprehend the changing nature of the potential threat.

e. Synthesize and apply the principles and planning considerations from Lesson 4-24a during Lesson 4-24b and the End-of-Course Exercise.

3. Student Requirements.

a. Tasks.

(1) Complete the Required Readings.

(2) Be prepared to address the Questions for Discussion. Selected students and groups will prepare and lead discussion topics assigned by the Faculty Instructor.

b. Required Readings (4-24a) See Para. 3d below for 4-24b.

(1) Chairman, Joint Chiefs of Staff. Joint Pub 3-07, Joint Doctrine for Military Operations Other Than War, June 1995. Read Chapters I through IV. (Student Issue)

(2) Peters, Ralph. "The New Warrior Class," Parameters, Summer 1994. (Course 4 Selected Readings, AY02, Implementing National Military Strategy).

(3) Joint Chiefs of Staff. Joint Pub 3-07.3, Joint Tactics, Techniques, and Procedures for Peace Operations, 12 February 1999. Read pages vii-xii, pages I-1 to I-23, and scan all of Appendix A. (Student Issue)

c. Suggested Readings (4-24a).

(1) Institute for National Strategic Studies. Somalia Operations: Lessons Learned, January 1995. Read pages 3 thru 44 and 89 thru 97. (Student Issue)

(2) Coon, Robert C. Kosovo Case Study, 14 Oct 99, (Student Issue)

(3) Chairman, Joint Chiefs of Staff. Joint Pub 3-07.3, Joint Tactics, Techniques, and Procedures for Peace Operations, 12 February 1999. Read pages II-1 thru II-33, pages III-1 thru III-17, and scan Appendix B, C, and D. (Student Issue)

(4) Alberts, David S. and Richard Hayes. Command Arrangements for Peace Operations. Institute for National Strategic Studies, NDU, May 1995. (Student Issue)

d. Required Readings (4-24b). These will be distributed separately during Lesson 4-22 on 20 December. This will also be when CINCDOM assignments are made for Lesson 4-24b.

#### 4. Questions for Discussion.

a. What are some of the objectives, principles, and characteristics of MOOTW?

b. What is the significance of the "*Primacy of Political Objectives*," and what important considerations stand out?

c. What are some of the major planning similarities and differences between MOOTW and general war?

d. Because of the ambiguous nature of MOOTW and the sometimes inevitable resulting mission creep, is there a better way to define mission success/end state, i.e., what types of questions need to be answered relative to mission success?

e. Why is planning for post-conflict activities and termination of operations so important within the context of MOOTW?

f. Does the type of warrior class found in Ralph Peters' article appear as a significant factor to U.S. involvement in MOOTW?

g. What are the considerations and ramifications for the military while serving as a supporting organization in MOOTW? Does this affect the core values of our Service cultures?

h. Each of the three distinctly different phases of our operations in Somalia - Provide Relief, Restore Hope, and UNOSOM II - serve to teach future U.S. peacekeepers some very important lessons. Discuss the key points of U.S. involvement focusing on mandates, missions, and entry and exit strategies. Can "mission creep" be avoided?

i. There are numerous MOOTW required to support ongoing combat operations in the war on terrorism. Conduct a theater-specific analysis of current operations and present a concept for the use of MOOTW to support operations in EUCOM, CENTCOM, and PACOM.

5. Relationship to Professional Joint Education (PJE) Learning Areas.

- a. PJE LA 1.c. Readings, Points to Consider
- b. PJE LA 1.e. Readings, Points to Consider
- c. PJE LA 3.a. Readings, Points to Consider
- d. PJE LA 3.b. Readings, Points to Consider
- e. PJE LA 3.c. Objectives, Readings, Points to Consider
- f. PJE LA 4.a. Objectives, Readings, Points to Consider
- g. PJE LA 4.b. Objectives, Points to Consider
- h. PJE LA 4.d. Objectives, Readings, Points to Consider
- i. PJE LA 4.e. Objectives, Readings, Points to Consider
- j. PJE LA 4.f. Readings, Points to Consider
- k. PJE LA 4.g. Readings
- l. PJE LA 5.b. Readings, Points to Consider
- m. PJE LA 5.c. Readings

6. Relationship to USAWC Institutional Learning Objectives (ILOs), Enduring and Special Themes.

- a. ILO: 1, 2, 6, and 7
- b. Enduring Themes: History, Strategic Vision, Jointness
- c. Special Themes: Civil-Military Operations, Civil-Military Relations, Creating a Total Army.