

**Subject: Global integration – Executive Summary for Capstone Fellows**

1. **Purpose:** Provide summary of global integration with a focus on globally integrated operations. Incorporate unclassified portions of CJCSI 3050.01 (Implementing Global Integration, draft Joint Publication 1.0 Joint Warfighting, and a graphic on insights learned from the past four years of implementation (para 6). Note: CJCSI 3050.01 may be found on SIPRNET in the CJCS Directives Electronic Library (see para 5 below for other references).
2. **What is Global Integration?** Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multifunctional challenges. Pursuant to Title 10, U.S. Code, section 153, the Chairman is responsible for matters relating to global military strategic and operational integration. This includes providing advice to the President and Secretary of Defense on ongoing military operations and advising the Secretary on the allocation and transfer of forces to address transregional, all-domain, and multifunctional threats.
  - a. To accomplish global integration, the Joint Force employs a top-down, Chairman-led approach to integrate planning, prioritize resources, mitigate risk, and assess Joint Force progress toward strategic objectives for the Secretary. [Source: CJCSI 3050.01]
  - b. The Chairman is in a unique position to synthesize regional perspectives on risk, options, and priorities into a global perspective and provide military advice to the SecDef and POTUS that accounts for all domains, regions, and challenges without impinging on CCDRs legal and direct chain of command to SecDef and POTUS. [Source: Observation]
  - c. The Joint Force must meet three objectives to achieve global integration. [Source: CJCSI 3050.01]
    - i. First, **senior leaders must be able to make decisions in a complex environment at the speed of conflict.** This requires a common intelligence picture and a shared understanding of global force posture to see operations in real time, visualize opportunities to seize the initiative, and identify trade-offs, risk, and opportunity costs.
    - ii. Second, **operations must be strategically coordinated worldwide, nested within a whole of government approach, and include our allies and coalition partners.** In an environment where requested requirements exceed inventory, force posture must ensure strength, agility, and resilience across regions and domains. Once committed, the Joint Force must rapidly engage adversaries, understand tradeoffs across Combatant Commands (CCMDs), and communicate risk with a global perspective.
    - iii. Finally, global integration enables the **development of a lethal and agile future fighting force.** A balanced inventory of capabilities and capacities ensures the Joint Force's continuous competitive advantage, enabling the force to deter and defeat potential adversaries across the entire continuum of conflict. The Joint Force must also retain the capability to defend the homeland and project power against any other potential adversaries.
  - d. Globally integrated operations retain the proven strength of CCDR-led operations while leveraging the unique position of the Chairman to synthesize regional perspectives on risk,

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- options, and priorities into a global perspective. The Chairman provides clear options for tolerable global risk in the form of military advice to the Secretary that prioritizes Joint Force missions, sourcing, and assessments. The Secretary gains a richer understanding of risk to the Joint Force and is better prepared to provide globally informed guidance. [Source: Observation]
- e. **KEY TAKE AWAY:** Achieving global integration requires the combination of the institutional expertise of the Services and geographic and functional CCMDs to provide precise and timely global military solutions in support of national policy objectives. A comprehensive body of assessments provides a firm analytical foundation to this process. [Source: Observation]
3. **Why do we need global integration?** Strategic Environment. The regional approach the Joint Force long relied on is no longer appropriate to address the global threats that comprise the contemporary strategic environment. Great power competition that is global in scope and encompasses all domains has emerged as the central challenge to employment of Joint Force capabilities. State and non-state actors present increasingly complex challenges by operating across regions, domains, and functions in which the United States was once unchallenged. Factors such as accelerating adversary military modernization, global proliferation of commercial technology, and ease of entry to domains such as space and cyberspace, has led to a relative decline in relative U.S. military competitive advantage. This shift, along with potential adversaries' increasing willingness to employ coercive tools of statecraft that remain below the threshold for a traditional military response, illustrates the character of conflict has likewise changed. [Source: CJCSI 3050.01]
- a. Peace and war do not constitute a binary construct, but exist along a continuum of conflict. Both state and non-state actors are increasingly exerting influence across not only the military element of power, but also across the diplomatic, information, and economic elements. As stated in the National Defense Strategy (NDS) 2018, "Competitors and adversaries are competing across all dimensions of power, with increased efforts in areas short of armed conflict...violating principles of sovereignty, exploiting ambiguity, and deliberately blurring civil and military targets."
- b. The Joint Force must be capable of anticipating adversary actions and leveraging transregional, all-domain, and multi-functional responses against multiple challenges in concert with partners. Advanced adversary technologies enable integrated activities across domains that enhance overall strategic effects and support layering of capabilities across numerous functions to create previously unseen problems for the United States. This increased threat complexity is apparent in potential adversaries' abilities to challenge power projection and freedom of maneuver.
- c. Global demand for forces will continue to exceed available inventory for the foreseeable future. The Joint Force requires ways to sustain now, and to develop and design in the years ahead, a balanced inventory of global, all-domain capabilities and capacity to operate against the Priority Challenge adversaries (Russia, China, North Korea, Iran, and Violent Extremist Organizations (VEOs)) while remaining prepared for new actors that could threaten the United States and its allies and partners.
- d. A dynamic, unpredictable security environment with a range of emerging threats requires an innovative global defense posture that is fully integrated with allies and coalition partners. It is a key element in planning, decision making, force management, and force

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development and design and is adjustable as a result of continual assessments of current and future requirements. Appropriate posture enables the Joint Force to maintain a global reach and regional access to facilitate day-to-day campaigning and contingency response. Arrayed against our primary strategic challenges and adversaries, it ensures freedom of maneuver and access to the global commons for free trade and cooperative engagement. Including forward deployed forces and globally positioned war reserve materiel, an overseas network of bases and infrastructure as well as agreements with foreign governments, posture is often the most visible indicator of U.S. national interests and priorities abroad. Strategic direction informs posture.

**4. Strategic Guidance**

- a. The President and Secretary provide strategic policy guidance and direction to the Joint Force. The National Security Strategy (NSS), the Contingency Planning Guidance (CPG), and the Unified Command Plan (UCP)—all signed by the President—are the defining elements of national strategy. The NSS highlights the vital national interests and grand strategic approach, which the Joint Force frames its military strategy to support broader government efforts. The CPG provides policy guidance to focus contingency planning efforts across the Department of Defense. The UCP establishes the missions, responsibilities, and areas of responsibility for Combatant Commanders (CCDRs) to enable unity of command of the Armed Forces. This and other presidential policy guidance establish the framework for the Secretary to provide focused direction to the Department of Defense. [Source: CJCSI 3050.01]
- b. The NDS articulates how the Department will contribute to the vital national interests laid out in the NSS. The Defense Planning Guidance provides force development priorities. Together these documents guide the broad direction the Joint Force takes in its programming, planning, and execution of operations. [Source: CJCSI 3050.01]

**5. References**

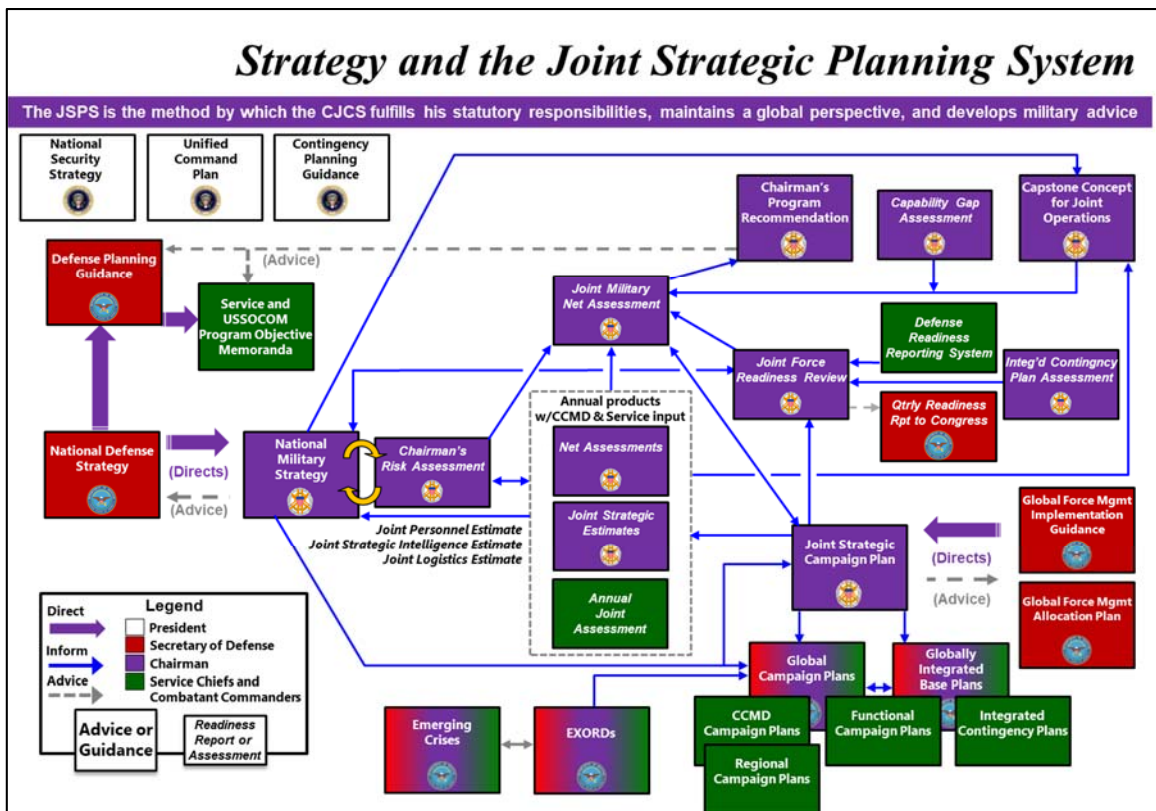
- a. National Defense Strategy 2018 (Classified) (SIPRNET)
- b. CJCSI 3050.01 Implementing Global Integration (Classified) 31 Dec 2018 (SIPRNET)
- c. CJCSI.01K Joint Strategic Campaign Plan (Classified) 22 Mar 2019 (SIPRNET)
- d. CJCSI 3141.01F Management and Review of Campaign and Contingency Plans (U) 31 Jan 2019 (JEL)
- e. CJCSM 3105.01 Joint Risk Analysis (U) 14 Oct 2016 (SIPRNET)
- f. CJCSM XXX.XX Execution and Oversight of Global Integration (U) (Draft Document)
- g. JS J7 Decision making for GIO in Crisis (FOUO) 8 Jul 2019 (JEL+)

**6. Learning opportunities in Globally integrated operations (Unclassified excerpt of graphic)**

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Enclosure – Provides informative slides on this topic.

Enclosure



## 2018 National Military Strategy Framework

### Central Idea of the National Military Strategy: The Boxer's Stance

*Because we cannot be certain when, where, or under what conditions the next fight will occur, the Joint Force must maintain a boxer's stance—with the strength, agility, endurance, resilience, flexibility, and awareness to fight and win against any potential adversary.*

**Strength** to win against any adversary

**Agility** to adapt to any challenge

**Endurance** to sustain any campaign

**Resilience** to recover readiness quickly

**Flexibility** to address multiple challenges under different conditions

**Awareness** of the strategic environment

*ENDS of the strategy are taken from the Defense Objectives in the NDS*

Continuum of Strategic Direction

**Force Employment**

fulfills the defense objectives of the NDS

**Force Development**

enables the Joint Force to do what it does better

**Force Design**

enables the Joint Force to do what it does differently

0-3 years

~2-7 years

~5-15 years

**WAYS in force employment**  
(NMS Mission Areas)

**WAYS in Force Development and Force Design**

Deter strategic attack  
Deter conventional attack  
Assure allies and partners  
Compete below armed conflict  
Respond to threats

People  
Ideas  
Equipment

**Military Strategic Approaches**

implement

inform

**MEANS of the strategy**

Resources

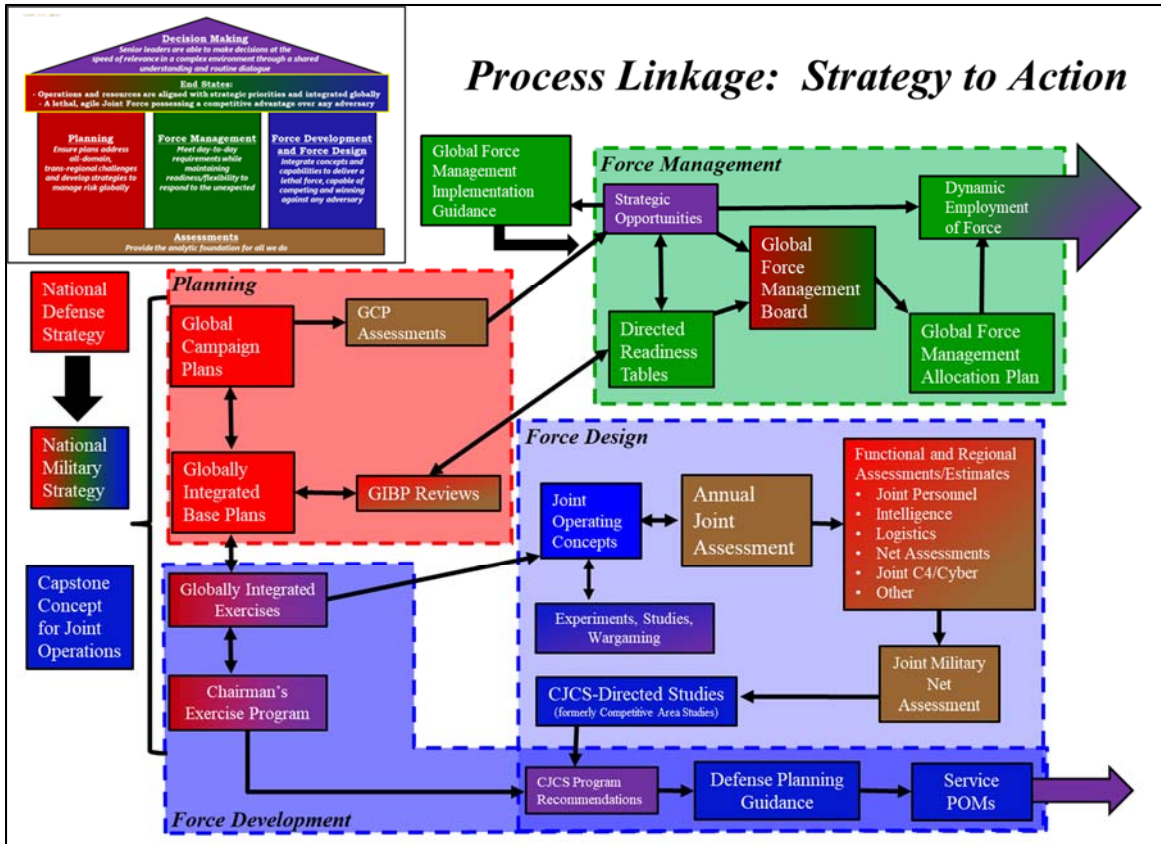
Capabilities

Authorities

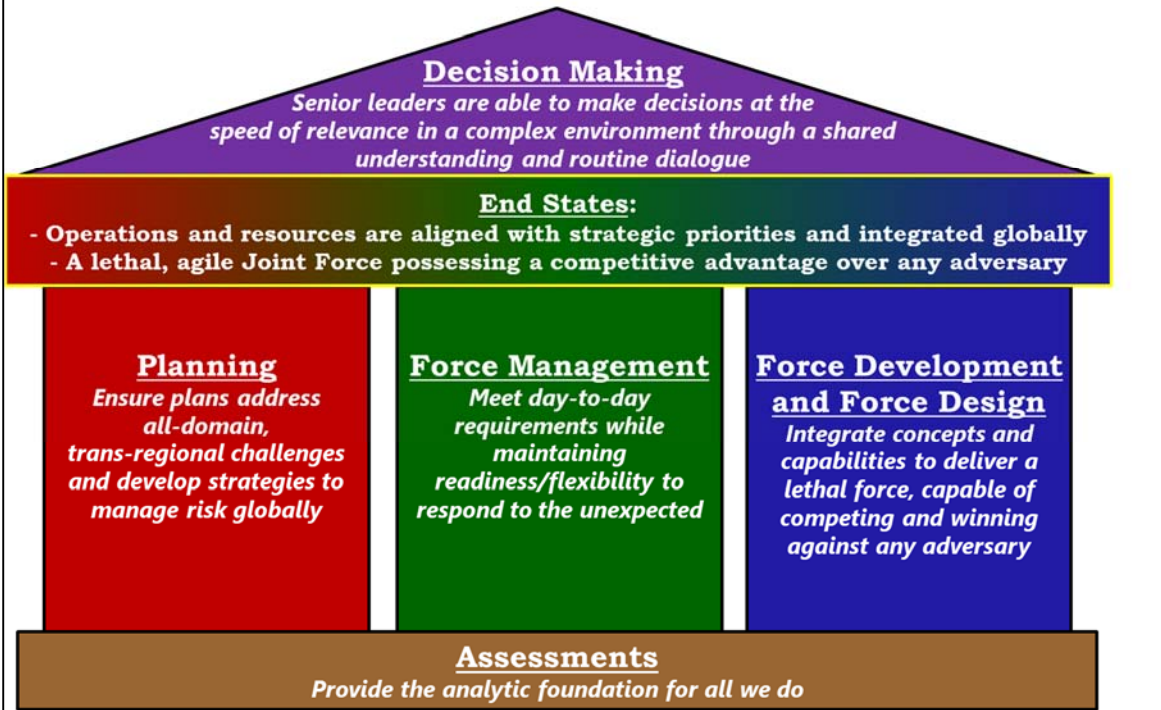
Activities

**As the central strategy for the Joint Force, the NMS supports CJCS role as Global Integrator**

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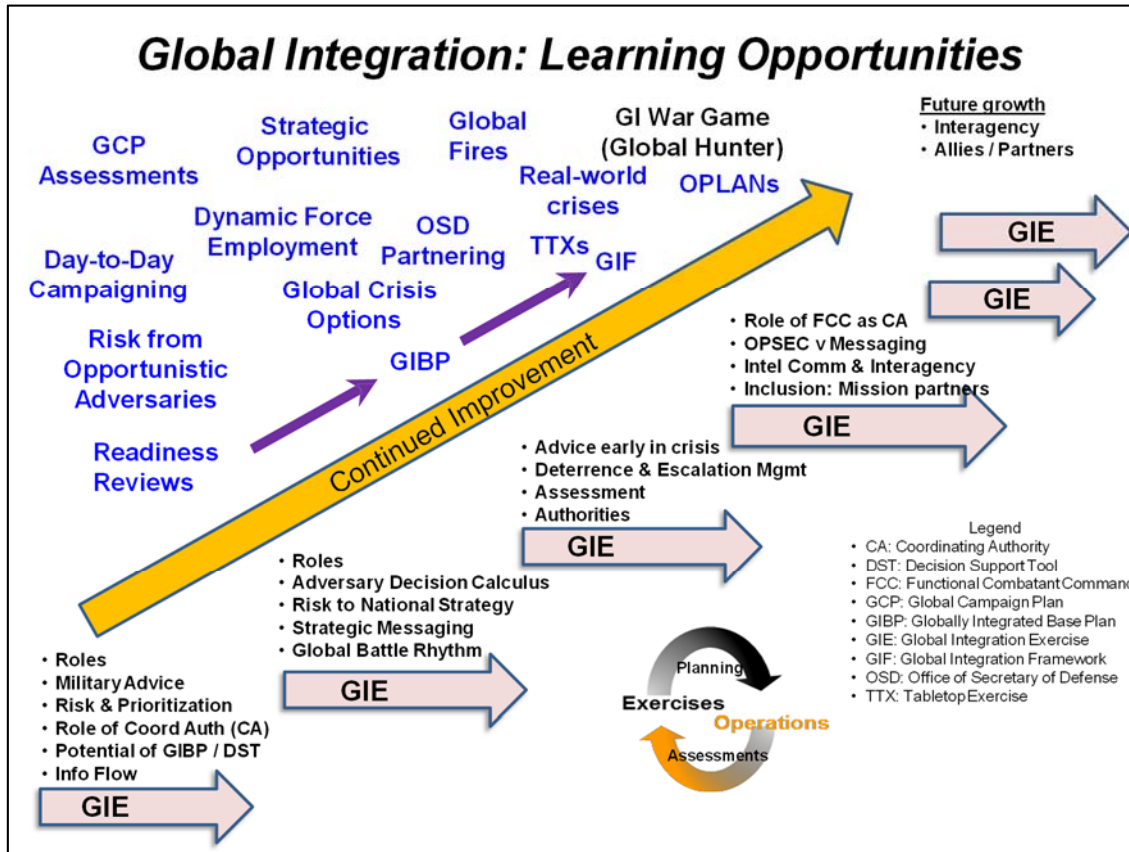


## How is Global Integration Achieved?



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