

Enclosure 24



**DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY SPECIAL OPERATIONS COMMAND
2929 DESERT STORM DRIVE
FORT BRAGG, NORTH CAROLINA 28310-9110**

JUN 25 2021

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MEMORANDUM FOR RECORD

SUBJECT: United States Army Special Operations Command (USASOC) Warfighter For Life Alliance

1. **Vision:** USASOC leads a collaborative alliance delivering effect-focused research to meet and optimize Army Special Operations Forces (ARSOF's) performance and resilience needs.
2. **Mission:** USASOC harnesses expertise throughout the Department of Defense, academia, U.S. Army Medical Treatment Facilities (MTFs), and premier public and private research institutions in order to deliver evidence-led, innovative, Soldier-focused tools and methodologies for the longitudinal surveillance, protection, enhancement, and treatment of ARSOF Soldier performance, mind and brain health.
3. **Lines of Effort:**
 - a. **Identify, Monitor, and Mitigate Brain Trauma Exposures:** Development of objective, predictive and standardized set of brain health vital signs; increasing awareness of the signs and symptoms of concussions and other head trauma; reduce risks of exposure to events negatively impacting brain health; provide timely concussion treatments for providers and Special Operation medics; and inform engaged leaders of ways to employ and care for Soldiers. Pursue research institute partnerships leveraging existing evidence and propose emerging neuroscience research focused on both preventive and rehabilitative warfighter brain health, and rapidly deliver valid neuroscience tools and processes to the provider and Soldier.
 - b. **Rapid Human Performance (HP) and Wellness Research Focus:** capitalizes on innovation at all levels to establish, harness, and sustain a rapid process to harness best processes, tools, methods, education, information and collaboration. Gains in research are applied and resourced to support and enable the Soldier, the Family Member and the ARSOF Veteran into the future.
 - c. **Development of a Performance and Brain Health Fusion Center on Fort Bragg** serving as the hub of collaborative efforts and research for USASOC, FORSCOM, 18th Airborne Corps, and 82nd Airborne Division.
4. **Research Areas of Interest:**
 - a. **Warfighter Mind and Brain Health:** Establish cognitive performance baselines; raise awareness and convey best practices to maximize cognitive performance. enhance current cognitive performance; in cooperation with DOD's Warfighter Brain

AOHP-W

SUBJECT: USASOC Warfighter For Life Alliance

Health Comprehensive Strategy, align brain health research and acquisition to the operational environment and current/emerging threats; mitigate the degradation of cognitive performance to operational risks; restore cognitive and physical performance post injury.

b. ARSOF Soldier Human Performance and Wellness: Establish performance baselines; raise awareness and convey best practices to optimize comprehensive performance; strengthen research partnership opportunities with other government agencies, industry, and academia; enable researchers' access to valid data; translate research findings to knowledge, practices, policies, and material products; facilitate research by bringing researchers to the nexus of ARSOF training and ARSOF/FORSCOM operational units.

c. Diversity and Inclusion in ARSOF: Pursue research, identify best practices, and implement activities and programs to effectively integrate historically underrepresented groups and genders into ARSOF; better understand and optimize respective HPW needs and requirements for diversity and inclusion as a part of the ARSOF mission; create pathways to increase USASOC's diversity; enable and promote progression opportunities within USASOC.

d. ARSOF Veteran Engagement and Transition Support (ARSOF VETS): Establish a collaborative community that connects with and engages the Service Member and Family upon entry into ARSOF, throughout service in uniform, into and through post-separation for 24 months; filling SOF-peculiar gaps in Army Transition Assistance Program (TAP), thicken the support network to connect to VA, inform ARSOF VETS about benevolent Veteran Service Organizations (VSOs), and equip ARSOF veterans with right knowledge, processes and tools to thrive after their service to the nation.

5. USASOC Warfighter For Life Alliance as a part of the USASOC Strategic Planning Process:

a. USASOC will own this process at all levels of command to foster the initiative, innovation and creativity found at the tactical level, while synchronizing with processes and staffs to enable approval, resourcing and sustainment over time. The external members of the alliance will collaborate with service members, units, leaders, experts and staff members at all echelons of USASOC. This policy outlines the process and necessary requirements for additional agreements with academic universities, research institutions, public and private organizations, as seen in Figure 1.

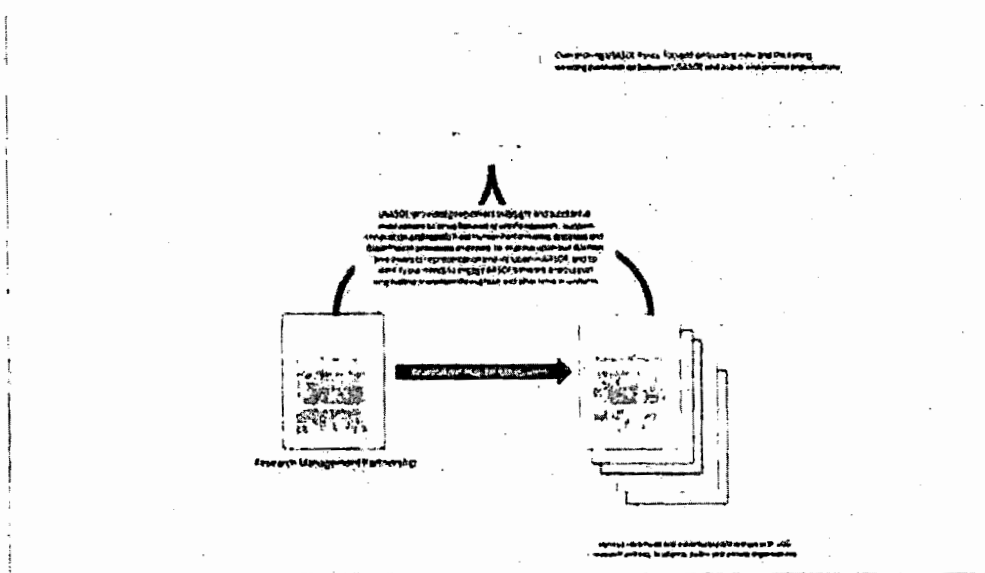


Figure 1, Alliance Policy and Framework

b. The main element of collaboration at the USASOC level will be through the HPW Integrated Product Team (IPT). The HPW IPT's role is to identify, prioritize, and champion ARSOF equities across a broad range of HPW related initiatives, ultimately to garner appropriate capabilities (and resources) toward quantifiable results. This process is intended to mitigate or close identified capability gaps, or leverage game changing opportunities/ technologies that give ARSOF a competitive edge over our adversaries, now and into the future. The HPW IPT will have representation from USASOC and subordinate commands and staff directorates, while ensuring that unit requirements are met through this process. The HPW IPT is the single-entry point for new USASOC research considerations.

c. Collaboration through the HPW IPT enables the resourcing of solutions through research, development, testing, evaluation, fielding and equipping requirements. This process defines the method the alliance uses to enter the USASOC Planning, Programming, Budgeting and Execution (PPBE) portion of the Strategic Planning Process (SPP). This nesting of processes transforms research and innovative ideas into tangible tools available to the Special Operations Soldier, provider, Family member, Veteran and supporting staff.

6. Research Requirements as a Part of the Alliance: Research efforts as a part of this alliance may be classified as Human Subjects Research or non-Human Subjects Research. Such efforts will be IAW with the USASOC Use and Protection of Human Subjects in Research policy.

a. The HPW IPT can and will serve as a clearing house for the RAC, to ensure Human Subjects Research proposals are IAW the USASOC identified priority research areas of interest and forwarded onward for review and approval/disapproval by the

RAC. Human Subjects Research efforts that are conducted on the behalf of, or in collaboration with USASOC will be approved through the USASOC Human Subjects Review Board (HSRB) and the RAC.

b. Requirements as a part of any agreement with a program management institute must include, but are not limited to: USASOC data ownership of USASOC service members, including those serving as human test subjects; intellectual property ownership delineation; landscape review of research areas of interest; Institutional Review Board (IRB) completion; interim results delivered from Primary Investigator (PI) to USASOC HPW IPT; pre-peer review and/or pre-publication review to USASOC HPW IPT; and streamlined testing and evaluation of processes, tools, and methods to rapidly deliver validated tools and means to the service member, provider and supporting staff.

7. Research Proposal through Output Process: The process to facilitate study proposals through research and fielding is outlined in Figure 2.

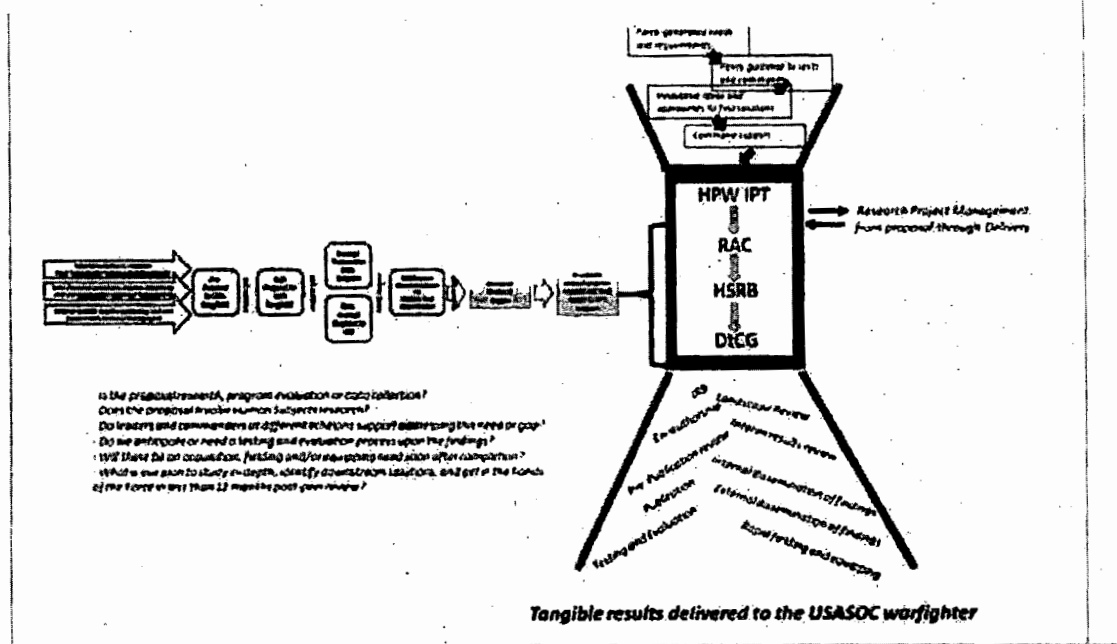


Figure 2, Research Proposal, Project Management and Delivery process

Example milestone timelines of two separate proposals are outlined in Figure 3.

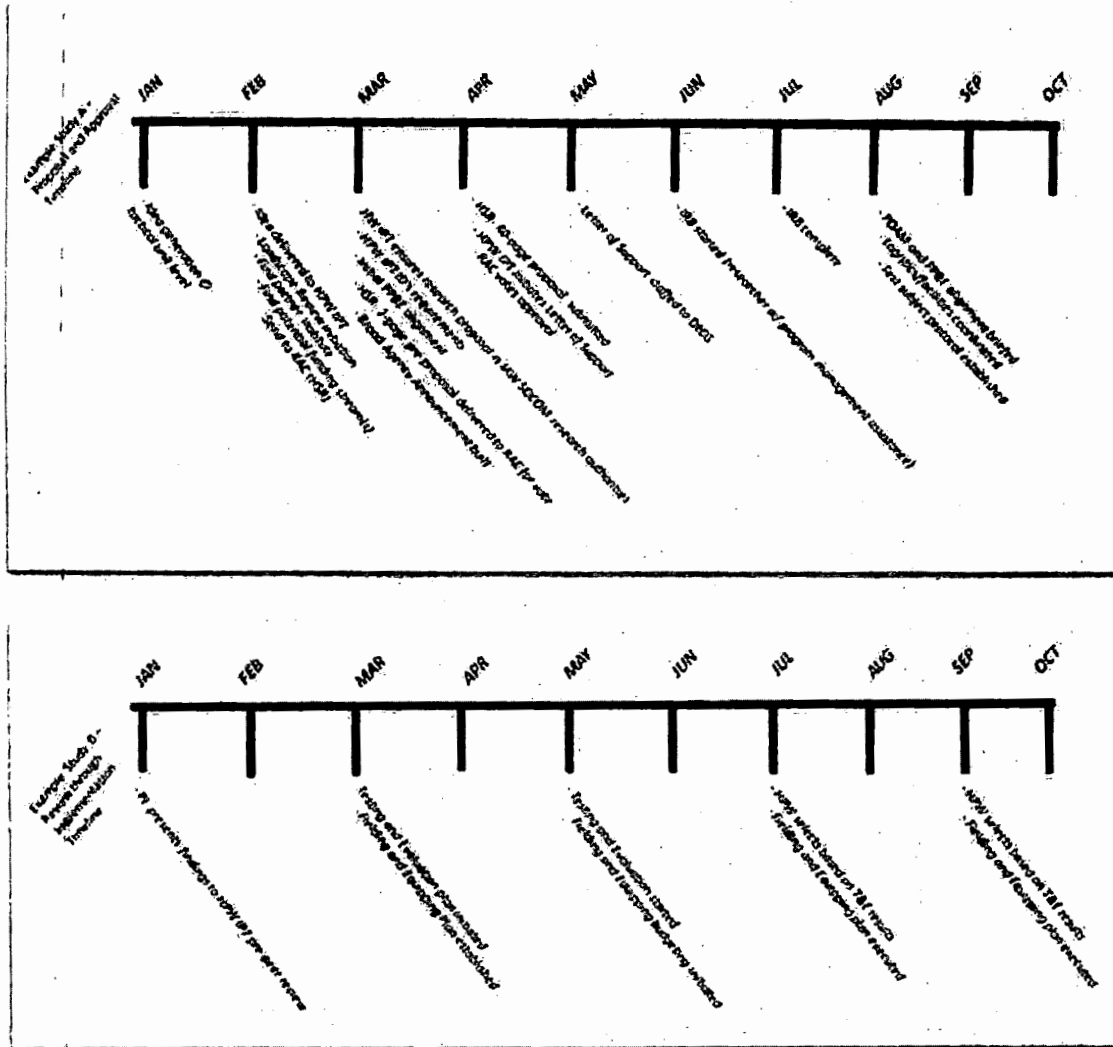


Figure 3, Examples of milestone timelines for two separate proposals

8. Agreement Partnerships, Areas of Collaboration, Staffing and Approval Process: USASOC will maintain and grow collaborative partnerships with higher education institutes as defined by the Department of Higher Education as a public entity as a part of this alliance. The alliance enables the military, research and academic communities to mutually benefit through shared capabilities, expertise, and interest in national security.

a. Background. This policy defines the requirements for any future partnerships between USASOC and College, University, higher education school system, research institute or foundation, as well as any other private or public entity as a part of the USASOC Warfighter For Life Alliance. This policy also outlines the requirements for any continuation of current partnerships with College, University, higher education school system, research institute or foundation, as well as any other private or public entity (from here forward known as "partner entities") as a part of the USASOC Warfighter For

AOHP-W
SUBJECT: USASOC Warfighter For Life Alliance

Life Alliance. Such partnerships in the past have produced meaningful contributions to national security. USASOC wants to ensure that we establish a streamlined process to maintain guidelines, procedures, and responsibilities for functional partnerships into the future. This policy provides the framework for establishing subsequent Memorandum of Agreement (MOA) for collaboration and shared expertise between the academic and military communities in support of U.S. National Security objectives.

b. **Scope.** The scope of the partnership between USASOC and the partner entity will be in accordance with (IAW) the respective requirements of both parties. Under the charge of the partner entity's strategic plan and the USASOC Strategy, USASOC will proactively anticipate and seek solutions to challenges, needs, and requirements throughout the partnership. Partnerships subject to this policy should consider progressive pathways for accredited education for ARSOF personnel. The scope of the partnership can be wide-ranging and should consider exploring the following areas of interest, without limitation as they apply to SOF:

Human Performance

- Strength and Conditioning
- Nutrition
- Rehabilitation and Physical Therapy
- Traumatic Brain Injury
- Sport and Exercise Psychology
- Musculoskeletal injuries
- Cognitive performance
- Psychology
- Human-machine interface
- Resilience
- Performance optimization and injury prevention
- Performance monitoring and prediction, including Wearables and Data Analytics

Science and Technology

- Behavioral Science
- Engineering
- Computer science and/or Information Systems
- Materials Science
- Anthropology
- Sociology

AOHP-W
SUBJECT: USASOC Warfighter For Life Alliance

Geographic Information Systems

Political Science

Research and Development

Human Domain

Medical and Health Sciences

Physical and Natural Sciences

Life Sciences

Agricultural and Plant Sciences

Data Science, Analytics, Artificial Intelligence and Machine Learning

Various Subjects or Colleges

Foreign Language Studies

Cultural Studies

International Relations Studies and Social Sciences

Social Work

Medical Studies

Engineering

Management

Instructional Technology

Adaptive Thinking and Leadership Courses

Supply chain management

Language and Cultural Collaboration

Communications

Education

Professional Certificate Programs

Baccalaureate and Graduate Degree Awarding Programs for USASOC Soldiers

- **Programs and courses aligned with Special Operations requirements to professionalize the Force**

Degree Completion Programs for USASOC Soldiers

Army Senior Service College Fellowship Program

Leadership Development

AOHP-W
SUBJECT: USASOC Warfighter For Life Alliance

Leader and Staff/Faculty exchanges

Guest speaking/instructing opportunities

Internships

Students/faculty with duty at USASOC locations

USASOC Soldiers at academic institutions/facilities

c. The Parties will determine whether a list of areas of interest is exclusive or not, and whether it may be expanded or revised as relevant and IAW the respective MOA. These areas of interest may be explored through faculty and student exchanges (including, as appropriate, role-playing in USASOC exercises); capability exercises, conferences, seminars and speaker series; curricula development; and applied research and directed projects.

d. Understanding. The USASOC Human Performance and Wellness (HPW) Directorate and the respective partner institute's Federal Relations Office (or representative) will serve as the initial internal points of contact for these partnerships. Each lead is required to coordinate and facilitate, but not encumber, initiatives proposed and accepted by both partners. USASOC may grant direct liaison between partner entities and CSC/CSUs as required and will be clearly stated in the MOA. HPW and respective Federal Relations Office will have visibility and/or involvement (to varying levels) in all component sections' elements' initiatives and programs (e.g. research). Subordinate USASOC elements are required to get approval of HPW prior to any action to partner, contract or seek assistance with/from partner entities.

e. Responsibilities. The HPW Directorate and respective Federal Relations Office of the partner entity will:

(1) Maintain transparent, effective channels of official communication to foster linkages and collaboration between and among various elements of the two institutions (for the development of innovative solutions to complex problems);

(2) Maintain institutional commitment and continuity;

(3) Provide access to respective body of knowledge capabilities and strengths

(4) Ensure research activities are either novel or not duplicative;

(5) Expand the capacity of each institution (and their component elements) to serve the nation.

f. It is required that any individual collaboration, exchange or project anticipated between the parties will be reduced to writing in the MOA, including sufficient description of deliverables or expectations and associated fees or costs, clearly determine data ownership and data or capabilities protection guidelines, and will be duly executed by the authorized representatives of the parties.

g. The HPW Directorate and respective Federal Relations Office will determine, by mutual agreement, to:

AOHP-W
SUBJECT: USASOC Warfighter For Life Alliance

- (1) Schedule regular meetings to identify and assess initiatives;**
- (2) Manage and oversee liaisons and/or interns for the purpose of information exchange, coordination, and collaboration;**
- (3) Establish benchmarks or measures of effectiveness for ongoing programs, and refine terms and conditions of specific initiatives, as appropriate;**
- (4) Identify Key Leader Engagements to support positive Strategic Communications for both organizations.**

h. The HPW Directorate and respective Federal Relations Office will determine, by mutual agreement, to pursue or facilitate the below items. These items are subject to any applicable rules covering USASOC service members and employees (particularly items 4 through 7).

- (1) The exchange of instructors, to include but not limited to medical, language, psychology, culture, communications, marketing, public administration/urban planning, and management negotiation training;**
- (2) The assessment of USASOC capabilities gaps for materiel for possible solution by institute/organization science and technology activities;**
- (3) The evaluation by institute/organization subject matter experts of science and technology proposals received by USASOC;**
- (4) Experience-based constructive credit and degree completion opportunities for Soldiers and Department of Defense civilians, including online programs;**
- (5) Degree opportunities and assistance for military spouses and Family members;**
- (6) The alignment of pertinent Civil Affairs, Psychological Operations, Special Forces, and other Army Special Operations Forces course curricula with curricula to parallel military and academic accreditation and/or course validation;**
- (7) Consult with the International Scholar Program to confirm it is willing and able to cooperate, then establish a relationship to allow for mutually supporting educational and cultural exchanges and awareness (and possible language exchange);**
- (8) Support to the Special Warfare Center of Excellence;**
- (9) Pertinent national security fellowship programs from the partner institute/organization;**
- (10) Congressional liaison, coordination, and support.**

i. USASOC desires collaboration among institutes, organizations and universities that have demonstrated expertise supporting our desired effects. The HPW Directorate or respective Federal Relations Office must assess that the institute/organization possesses the appropriate subject matter experts, and otherwise the institute/organization will facilitate coordination between USASOC and other appropriate

subject matter experts willing to partner.

9. Funding Requirements:

a. The parties of an agreement will determine whom shall be responsible for their respective expenses associated with monthly meetings or travel between geographical headquarters.

b. All references to funding are understood by both Parties to be subject to the availability of funds and personnel and IAW applicable laws and regulations.

10. Miscellaneous Terms of Agreement to consider:

a. The Parties of agreements will determine who may terminate the respective MOA, and how to terminate the MOA, likely requiring notification from one party to the other party, in writing with a minimum of six months notice. Termination shall be without penalty to either Party, unless otherwise provided by a separate agreement related to any activity being performed by one Party at the request of the other.

b. The parties of agreements will determine sufficient notice (six months) in advance of termination of specific collaborations, exchanges or projects, documented in the MOA, with notice being given to the appropriate point of contact in the MOA. The parties of agreements will determine if any costs incurred for an approved collaboration, exchange, or project up to the termination date provided in the notice of termination will be paid in a manner to be provided in the applicable MOA or not.

c. The parties of agreements will determine how to promptly resolve any issues or concerns raised regarding instructional presentation, liaisons, trainers, speakers, curriculum, or the conduct of any training and education.

d. The partner institute/organization shall observe any required security processing and adhere to all security requirements and standards as outlined by USASOC and required by law. USASOC will identify positions requiring a security clearance and notify the respective institute/organization as soon as possible.

e. This policy will be reviewed biannually or ad hoc as circumstances or events reveal the need for substantial alterations, or for the development of a new policy.

f. In order to be effective, all annexes or amendments to this policy will be in writing.

g. In the event law or regulation necessitates a revision, the policy shall be construed as being modified on the effective date of the legal change.

h. No party from any MOA shall release confidential information derived from the other Party to a non-participating third Party without the approval of the contributing MOA Party. Notwithstanding the prior sentence, both Parties will clarify their understanding that protection of confidential information is subject to disclosure under the Federal Freedom of Information Act and any respective state or local public records disclosure statutes.

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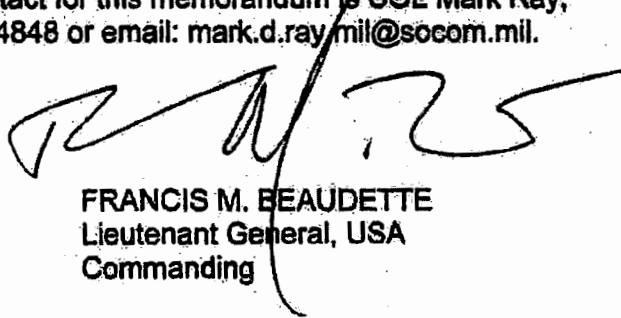
SUBJECT: USASOC Warfighter For Life Alliance

i. The parties of MOAs will determine the process to inform the other of any news media releases or engagements regarding the partnership established in the respective MOA and affiliated initiatives.

j. The parties of agreements will determine how and when to submit an initial report outlining the details of an initiative or program and provide subsequent regular (e.g. quarterly) updates to the HPW Directorate or Federal Relations Office, respectively. Initial reports and updates will be provided to the Commanding General, USASOC.

11. Effective Date: The parties of agreements will determine when the respective MOA shall become effective, based on the date of the last signature, and will remain in effect until terminated in writing, and in a mutually agreed upon manner.

12. Point of Contact: The point of contact for this memorandum is COL Mark Ray, USASOC HPW Director at (910) 432-4848 or email: mark.d.ray.mil@socom.mil.



FRANCIS M. BEAUDETTE
Lieutenant General, USA
Commanding

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