



SECRETARY OF THE ARMY  
WASHINGTON

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2018-02 (Global Cultural Knowledge Network)

1. References:

- a. National Defense Authorization Act for Fiscal Year 2017, Pub. L. No. 114-328, Section 1087 (Global Cultural Knowledge Network), 130 Stat. 2425–2426.
- b. Army Regulation (AR) 11-2 (Managers' Internal Control Program), 4 January 2010, Including Rapid Action Revision Issued 26 March 2012.
- c. AR 11-31 (Army Security Cooperation Policy), 21 March 2013.
- d. AR 350-1 (Army Training and Leader Development), 10 December 2017.

2. Purpose. In the National Defense Authorization Act for Fiscal Year 2017 (reference 1a), Congress directed the Secretary of the Army to carry out a program, known as the Global Cultural Knowledge Network (GCKN), to support the sociocultural understanding of the Department of the Army (DA) and to issue a directive outlining the governance of the GCKN. This directive establishes the GCKN governance processes, including oversight and process controls for auditing the activities of the GCKN and its personnel, how operational personnel will employ the GCKN, and the processes for operational Army units and other Department of Defense and Federal entities to request support.

3. Applicability. The provisions of this directive are effective immediately and apply to the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.

4. Mission. The mission of the GCKN is to ensure that U.S. Army Training and Doctrine Command (TRADOC) core missions of training, leader development, education, and capabilities development include an indepth understanding of the complex operational environment and the interaction of the environment's variables. The GCKN is an important element in the TRADOC inventory of knowledge-based organizations that supports all elements of the U.S. Army and potentially other Federal entities. The GCKN will support the following goals:

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a. provide sociocultural analysis support to any unit deployed, or preparing to deploy, to an exercise or operation in the assigned region of responsibility of the unit being supported.

b. make recommendations or support policy or doctrine development to increase the social science expertise of DA military and civilian personnel.

c. provide reimbursable support to other military departments or Federal agencies, if requested and as GCKN agrees to in writing, through a request to the TRADOC G-2 for support from the GCKN capability. The reimbursable support will comply with all Federal, Department of Defense, and DA statutes, regulations, directives, and other policies relating to fiscal law and other rules concerning reimbursable support.

5. Organization. The elements of the GCKN include:

a. a reach-back center located at Fort Leavenworth, Kansas, to support requests for information, research, and analysis;

b. outreach to academic institutions and other Federal agencies involved in social science research to increase the network of resources for the reach-back center;

c. training with operational units during annual training exercises or pre-deployment training; and

d. access to the training, contracting, and human resources capacity to rapidly respond to contingencies when operational commanders request social science expertise through an operational needs request process.

6. Governance

a. TRADOC is responsible for the GCKN. The GCKN will operate under the TRADOC G-2 as an extension of the command's role as caretaker of the Department of the Army body of knowledge on the history of warfare, missions, and operations. The GCKN will operate under law, regulation, and policies as promulgated by Congress, the Department of Defense, and DA.

b. The Deputy Commanding General, TRADOC will oversee the day-to-day activities of the GCKN through the TRADOC G-2, who is the director of the Operational Environment Enterprise.

c. The Army Deputy Chief of Staff (DCS), G-2 will be responsible for managing the TRADOC G-2 submissions for the Program Objective Memorandum for the GCKN and for advocating for the submissions to the Army DCS, G-3/5/7.

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d. The DCS, G-3/5/7 will be responsible for validating requirements for the GCKN.

e. The TRADOC G-2 will supervise budget year execution in accordance with applicable laws and regulations.

#### 7. Process Controls for Auditing GCKN Activities and Personnel

a. The TRADOC G-2 will review GCKN activities and report to the Deputy Commanding General, TRADOC during scheduled quarterly organizational updates.

b. GCKN personnel are TRADOC civilian, military, and contractor personnel. TRADOC will oversee activities in accordance with applicable law, regulations, and standard operating procedures for civilians and uniformed military personnel, and with Federal acquisition regulations, policies, and procedures governing the performance of contractor personnel.

#### 8. Employment of the GCKN

a. The GCKN may be employed to support institutional and operational Army forces for sociocultural analytical support to any deployed unit, pre-deployment training, Title 10 war games, and TRADOC experiments. The GCKN provides support by producing sociocultural assessments that enable a deeper understanding of the complexity of the operational environment and its effect on military operations. The GCKN may produce specialized products that identify potential sociocultural fault lines in the countries of interest. These products include a risk assessment based on input from subject matter experts with research and experience in the area.

b. Requests for support will be directed to the TRADOC G-2 Operations with an information copy to the TRADOC G-3. Commanders requiring training, contracting, and human resources for social science expertise to rapidly respond to contingencies will submit a requirement through the operational needs request process, including the directed requirements process for urgent operational needs.

c. The TRADOC G-2 will approve the deployment of GCKN personnel to support war games or experiments in accordance with standard organizational procedures for attending and participating in events and regulations governing travel, as applicable.

d. The GCKN will provide support outside the continental United States through a web-based information service. This web-based service will facilitate access to information by operational Army units and other Department of Defense and Federal entities. The web-based support will include:

- (1) contact information for TRADOC-vetted subject matter experts;

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(2) curated publications, maps, and videos from government organizations, academia, and industry that were selected because of their operational relevance, in compliance with copyright and other data rights laws and regulations, and funding rules for obtaining data rights;

(3) ready access to multiple databases to enhance warfighter understanding of relevant operational environments; and

(4) vetted tools, methods, and frameworks to facilitate analysis of the operational environment.

e. The GCKN social scientists will not be deployed to a conflict zone. However, the Secretary of the Army may waive this prohibition by submitting a notice of the waiver at least 10 days before the deployment to the Committees on Armed Services of both the House of Representatives and the Senate. Any request for a waiver of this prohibition will be submitted to the Secretary of the Army through the DCS, G-2 no later than 30 days before any requested deployment. The request will include:

(1) the operational unit or units requesting support, including the location or locations where the civilian or contractor social scientists are to be deployed;

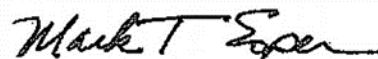
(2) the number of GCKN personnel to be deployed and the anticipated duration of the deployment;

(3) the anticipated resource needs for the deployment; and

(4) a justification explaining the compelling national security interest for the deployment or how the safety and welfare of members of the Armed Forces will benefit from the deployment.

9. Proponent. The DCS, G-2 is the proponent for this policy and will incorporate the provisions of this directive into references 1c and 1d as appropriate.

10. Rescission. This directive is rescinded upon publication of the revised regulations.



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