



AMERICA'S ARMY:

GLOBALLY RESPONSIVE, REGIONALLY ENGAGED



U.S.ARMY

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Army Chief of Staff Strategic Vision

The All-Volunteer Army will remain the most highly trained and professional land force in the world. It is uniquely organized with the capability and capacity to provide expeditionary, decisive landpower to the Joint Force and ready to perform across the range of military operations to Prevent, Shape, and Win in support of Combatant Commanders to defend the Nation and its interests at home and abroad, both today and against emerging threats.

Who is the Army?

The United States Army is America's sons and daughters, men and women of courage and character, and leaders of consequence — bonded together in the Army Profession — organized, trained, and equipped to be the most decisive land force in the world. We are a clear symbol of national resolve and commitment. From start to finish, in the lead or in support, we are the landpower required by the Nation to prevent, shape, and win.

The United States Army Mission

The mission of the United States Army is to fight and win the Nation's wars through prompt and sustained land combat, as part of the joint force. We do this by —

- ✓ Organizing, equipping, and training Army forces for prompt and sustained combat incident to operations on land;
- ✓ Integrating our capabilities with those of the other Armed Services;
- ✓ Accomplishing all missions assigned by the President, Secretary of Defense, and combatant commanders;
- ✓ Remaining ready while preparing for the future.

Army Chief of Staff Strategic Priorities

Adaptive Army Leaders for a Complex World

A Globally Responsive and Regionally Engaged Army

A Ready and Modern Army

Soldiers Committed to Our Army Profession

The Premier All Volunteer Army

The Army in a Time of Transition

From Adaptation to Innovation

The United States Army approaches a strategic inflection point. After 12 years of continuous fighting, we are transitioning from an Army at war to an Army ready to rapidly deploy, fight, and win whenever and wherever our national interests are threatened. As we draw down operations in Afghanistan, we still have Soldiers in more than 160 countries around the world. Army formations will continue to strengthen U.S. overseas partnerships and enhance regional security while securing the homeland, and remaining prepared to support civil authorities in any contingency.

The Army will transition from executing sustained counterinsurgency operations to preparing for the range of military operations, across all domains, anywhere in the world. The complexity inherent in such a broad array of potential future missions requires the ability to adapt quickly to new threats and circumstances. Despite the challenges, this transitional period presents an opportunity to develop



Combined Arms Maneuver

innovative new capabilities, even as we sustain those essential to winning decisively against any potential adversary. Educating our Soldiers and Civilians to grow the intellectual capacity necessary for understanding complex security environments and better lead Army, Joint, Interagency, and Multinational task forces is critical to this transition.

We must adjust our education, training, doctrine, and technological research focus so that we are best prepared for a complex, rapidly changing, and challenging security future. Historically, operational adaptation in time of war has been our trademark, and

certainly has been for the past twelve years. From the Army Special Forces Teams coordinating B-52 strikes against Taliban Forces from horseback, to heavy combined arms battalions maneuvering in Iraqi cities and the development of new counterinsurgency doctrine, our ability to effectively adapt made us successful. The future will require similar flexibility,



Expeditionary and enduring landpower

adaptation, and innovation. The Army has a solid history of innovation in times of transition, when it used intellectually-driven change to successfully address anticipated future challenges. Since the Army generally adapts in wartime and innovates during periods of relative peace, setting the conditions that make innovation possible is critical.

Innovation provides the tactical and operational advantages which enable national strategic success. Unified land operations built on decisive action and mission command — linked and nested through simultaneous execution of both combined arms maneuver and wide area security — are what the Nation requires of its Army. Innovation will also help ensure that Army units are prepared for emerging and evolving missions in space, cyberspace, and missile defense, as well as in countering weapons of mass destruction.

Continuity and Change

The Complex Operational Environment

Potential future enemies include technically advanced conventional armies, irregular or paramilitary forces, terrorists, and criminal organizations. Most areas of operation will include the same multitude of actors

we see today: adversaries, indigenous populations, coalition partners, other government agencies, refugees, non-governmental organizations, and the ubiquitous media. Each actor has interests that evolve as they interact with other actors, which means that our priorities likely will not align with all the other players as we pursue our objectives. We can expect that a complex, chaotic and dynamic environment will result.

Every armed conflict is driven by policy and reflects a variable combination of risk, violence, and chance. Emerging technology, along with the diverse geographic, social, and political contexts in which armed conflicts occur, makes one-size-fits-all military solutions ill suited to our national interests. War's enduring nature, as well as its shifting character, will ensure that uncertainty remains a fundamental condition of any future operation. Global urbanization trends coupled with ongoing efforts to avoid U.S. precision strike weapons via subterranean fortifications mean that we are more likely to fight in cities and underground. In addition to the physical challenges presented by such terrain, the continuous interactions of actors with their own objectives, interests, and allegiances will complicate the operational environment further. Army formations must be able to operate effectively across the range of military operations under such conditions, not just against traditional types of opponents.

While the possibility of general war against a conventional military threat still exists, the most likely future will blur the distinctions between peace and conflict, as well as conventional and irregular operations. Our enemies will continue to adapt and

innovate just as we will. Conflicts in this century will involve a mix of conventional, irregular, terror, and criminal tactics. Sophisticated weapons and advanced technologies, once possessed by only the most powerful nation-states, will be available to actors not beholden to rational nation state interests.

Cyber and space weapons, precision munitions, ballistic missiles, and WMD capabilities will proliferate worldwide. It is likely that our adversaries will combine advanced weapon technologies and old systems to create new capabilities suited to their particular regional requirements.

Complex state...



...and non-state threats

Future adversaries will avoid direct confrontation with the United States wherever possible. Air- and sea-delivered precision guided munitions provide significant advantages for the U.S., but will remain insufficient to defeat resilient adversaries who go to ground and retain the will to fight. Successful

strategies address the underlying human causes of a conflict, preferably by deterring war, but ultimately by compelling acceptable behavior by the people who oppose us. Defeating our adversaries requires joint integration that maximizes the capabilities of our Joint Force through all domains. Robust, expeditionary landpower capable of operating across the range of military operations is essential because those we will fight and the military capabilities they wield are, for

the most part, land based. Only a scalable and ready modern land force, capable of discriminate decisive action over a sustained period of time, can counter malicious actors and establish security to stabilize operational environments in an enduring manner.



Build trust, develop relationships

The Human Nature of Conflict

Strategic Landpower: Versatile, Adaptive, and Decisive

Simply put, war is a human endeavor, a clash of wills. Landpower is the ability to gain, sustain, and exploit control over land, resources, and people. Land operations have a uniquely significant role,



Wide Area Security

in both peace and conflict, in addressing human factors. Strategic Landpower is the application of landpower towards achieving overarching national or multinational (alliance or coalition) security objectives.

“This nation takes action in the international arena aimed at influencing human activity and the environments in which that activity occurs. It could not be otherwise, as all institutions – states, corporations, NGOs, etc. – are populated, controlled, and directed by people. Influencing these people – be they heads of state, tribal elders, militaries and their leaders, or even an entire population – remains essential to securing U.S. interests. All elements of national power have an important role in these interactions with other nations and peoples.”

*“Strategic Landpower: Winning the Clash of Wills,”
USA, USMC, USSOCOM White Paper, 2013*

Landpower achieves lasting strategic results. Land forces shape the operational environment outside of conflict, influencing the behavior of people and governments in support of U.S. and partner nation interests. The Army currently supports security

cooperation activities in over 160 countries worldwide, and we can expect that demand will increase. This forward presence provides access and builds the human relationships essential to ensuring the type of basing and multinational coalition support needed during periods of conflict. Trust and confidence is best built before a crisis starts, not at the beginning of a conflict.

Once war begins, land forces provide decisive action – offense, defense, and stability operations – to defeat the enemy, protect populations and infrastructure, and stabilize environments to restore civil authority. At the lower end of the range of military operations, such as disaster relief and humanitarian operations, land forces provide support to civil authorities and help set



Service and Sacrifice

conditions for the return to normalcy. None of these missions is fundamentally different than those the Army does now or did in the past, since the human component of operations will remain constant as long as people are involved.

American air and sea power are unmatched in their respective domains, which includes their support to land forces through lethal fires, transportation, and other capabilities. It is critical for the future of the Army and success of the Joint Force that such superiority continues into the future. However, the other Services’ ability to achieve lasting strategic results in any scenario short of total war is limited. Strike operations tend to be pre-emptive or punitive in nature and generally have limited impact on an opponent’s will. Air and sea power, separately or in combination, may temporarily compel or coerce an adversary to modify their behavior, but will not resolve the underlying

human causes of conflict in an enduring manner. As the Nation's principal land force, the Army will continue to play the decisive strategic role in favorably resolving clashes of wills.

We are using many tools, such as 360-degree Multi-Source Assessment and Feedback (MSAF), to provide the candid and honest feedback necessary to develop leaders for future responsibilities. We will continue to evolve our school system to provide the right education and training to the right

Adaptive Army Leaders for a Complex World

Educate and develop Soldiers, Leaders, and Civilians

The Army will continue to invest in the development and education of our people so that we continue to provide adaptive leaders for a complex world. We must retain tactical competence and technical proficiency while cultivating strategic perspective and leadership at the senior NCO, field grade, and general officer ranks. Fostering the individual toughness, battlefield skills and fighting spirit that have always typified the American Soldier will continue. An uncertain and ambiguous future makes developing adaptive leaders critical to our continued success. Actively managing talent through assignments and education to broaden leader experience and better align individual desires with Army requirements becomes even more important for retaining high quality people.



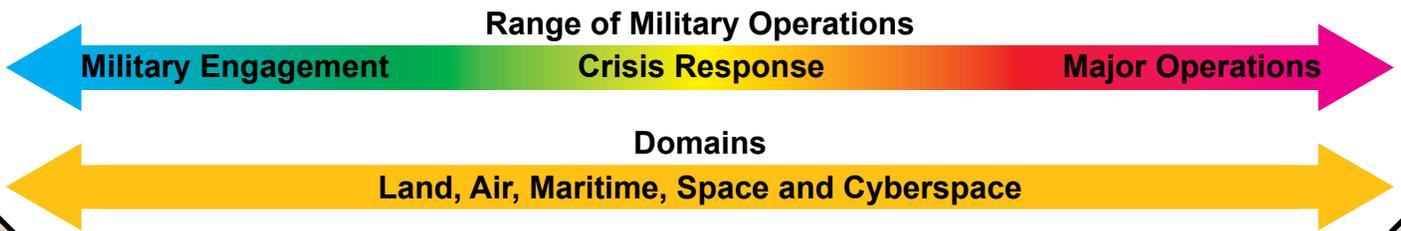
Special Operations - Conventional Force Interdependence

individuals at the right time. We will broaden joint and interagency school and exchange opportunities to ensure a common knowledge of Unified Action partner capabilities. Our current virtual training environments are expanding training opportunities

Strategic Landpower

Uniquely Positioned to Win the Clash of Wills

Affecting Populations, Their Governments, and Militaries



and offering units multiple operational settings that compliment live training. When augmented with emerging training approaches such as the Adaptive Soldier Leader Training and Education (ASLTE), the combination of live, virtual, and constructive training allows units to refine fundamental warfighting skills while solving complex problems in new and unfamiliar environments.

Globally Responsive, Regionally Engaged

Designed and Organized to Support the Joint Force

Just as a painter blends various colors to create the exact shade needed, the proper tailoring of forces provides the right capabilities to accomplish missions across the range of military operations. The Army will provide deployable and scalable regionally-focused forces task organized for direct support of Geographic and Functional Combatant Commands



Educate and Develop

and Joint requirements. Stability operations in Iraq and Afghanistan demonstrated the effectiveness of combined arms teams with the right mix of combat power, sustainment, and support for civil authorities. By appropriately task organizing lethal and non-lethal capabilities, Army forces will continue to create asymmetric challenges the enemy cannot effectively address.

To become more globally responsive, the Army requires formations that deploy more quickly to austere environments while retaining the lethality, protection, and tactical mobility of our current

units. We are focused on creating smaller Brigade Combat Teams and other formations that require less infrastructure, while delivering same or better combat power by 2025. Focused scientific research, technological advancements, and experimentation conducted during demanding multi-echelon joint and combined training events will allow innovative solutions to our challenges.

As the Army prepares for future operations, the ability to create asymmetric challenges for our adversaries plays an essential role in shaping and setting theaters for regional commanders. The Army will utilize its unique characteristics and capabilities to influence the security environment, build trusting relationships, and gain access through rotational forces, multilateral exercises, mil-to-mil engagements, coalition training, and other opportunities. Regionally-aligned forces



Coalition Training

from across the Total Army will provide geographic combatant commands with mission-tailored, scalable, regionally-trained, and culturally aware forces. Those forces will be responsive to all requirements, including operational missions, military exercises, and theater security cooperation activities. 2nd Brigade, First Infantry Division was the first BCT to execute the regionally aligned concept over the past year, in support of U.S. Africa Command. As part of the Combatant Commander's security cooperation plan, groups of Soldiers ranging from small teams to entire formations began engagement operations with 34 African nations.

Regionally aligned, mission tailored forces will play an essential role in the rebalance of our strategic focus to the Asia-Pacific region while still maintaining



Shape and Set Theaters

our commitments elsewhere in the world. In addition to providing versatile, responsive and ready forces to combatant commanders, this initiative will help Soldiers maintain the expeditionary mindset essential to a scalable and ready modern Army. The Army will provide Combatant Commanders the capability to rapidly deploy, fight, and win whenever and wherever our national interests are threatened.

operational environment (OE), which in turn helps us understand the character of the “next battle” and the “battle after next.” The Army will develop concepts for solving challenges identified in the OE, and then analyze those concepts to identify doctrine, organization, training, materiel, leadership and education, personnel, and facilities solutions.

A Ready and Modern Army

Adapting today...Evolving tomorrow...
Innovating for the future

Preparing for the future requires the Army to develop an intellectual framework, evolve capabilities in the mid-term, and innovate for the distant future so that we maintain our competitive edge for the range of most likely and dangerous threats we will face. We must, however, sustain the ability to effectively respond against near-term challenges because our opponents will never give the U.S. a “break” to pursue continued qualitative advantages.

The first step for both evolution and innovation is a careful review of the lessons learned in Iraq, Afghanistan, and other regions during the past decade. These contribute to the intellectual framework necessary for analyzing the future



Ready and Modern

The Army has already begun reorganizing Brigade Combat Teams as a result of this effort, increasing the number of maneuver battalions in armored and infantry brigades to provide greater capability and versatility in future operations.

Effective future innovation requires science and technology investments focused on game-changing landpower technologies to counter emerging threats. Our intent is to provide small units with capabilities that ensure tactical overmatch while delivering a decisive materiel edge across the range of military operations, to include the space and cyberspace domains as well as for counter weapon of mass destruction missions. For example, adversaries are developing an array of anti-access and area denial capabilities to defeat a United States forced entry into an area of operation. Both time and secure ports (or staging bases) are assets we cannot count on in a future contingency operation. We will need to quickly deploy a robust, capable, and survivable force under austere conditions, something current brigade combat teams (BCT) cannot do quickly or capably enough as currently equipped. Investment in materials science holds the potential of a major breakthrough that provides greater protection at a fraction of the weight of current armor. Such a dramatic change in the weight-protection ratio would enable strategic maneuver of mobile protected firepower from home station directly to the crisis in a matter of days instead of weeks or months.

Materials science is only one of a number of possibilities to leverage science and technology. Advanced computing that enhances mission command and human sciences that improve Soldier physical and cognitive performance are two exciting areas of scientific research that require focused investment to reach their potential. These types of basic science and technology research (S&T) will ensure our future qualitative edge, and it would be a significant mistake to risk that advantage for small economies today.

Our focus on innovation, coupled with realistic and demanding experimentation that uses regular Soldiers in simulated combat environments, will allow significant improvements to our expeditionary capabilities by 2025. We will make best use of scarce resources by ensuring we have realistic and cost effective solutions to the problems that hinder the

Nation's ability to project strategic landpower. We will need to make tough decisions about resources, but the end result will be smaller, more agile brigade combat teams with the same or better capabilities than we have today.



Critical Enablers

Sustaining the competitive advantages the Army provides

to the Nation will drive many tough choices. Joint operations depend on the Army's ability to provide mission command (art of command, science of control, and the capability and capacity to conduct

both) and the logistics necessary to support operations in austere environments. The Army will continue to provide joint and combined forces with expeditionary and enduring landpower, which includes the unique competencies of operational leadership, mobility, command and control, and theater logistics. Furthermore, the Army's tactical and operational mobility and firepower will remain essential to the successful prosecution of every operation from theater sustainment to close combat. Army communication, tactical transportation, and sustainment functions are interwoven into every aspect of joint operations and will remain so in the future. Too deep cuts to the Army will adversely affect our ability to effectively support the Joint Force.



Focus on Science and Technology

Soldiers Committed to Our Army Profession

Citizen, Volunteer, Soldier, Professional, Patriot

The Soldier remains the focal point for the Army: physically and mentally strong, trained to perform a range of tasks and missions, and committed to our Army Profession. Soldiers are the reason the



Most discriminately lethal

United States Army remains a versatile, adaptive force respected by our friends and feared by our enemies. Soldiers will remain the foundation of our Army's strength, living the values of our Profession daily and exhibiting the character, competence, and commitment that are hallmarks of an Army Professional.

We will ensure that the American Soldier remains the most discriminately lethal force on the battlefield.

"We must be able to rapidly adjust our units and capabilities to meet the unique requirements of any situation, delivering precision results through the most capable, discriminate weapon system ever fielded — the American soldier."

General Raymond T. Odierno,
38th Chief of Staff, U.S. Army

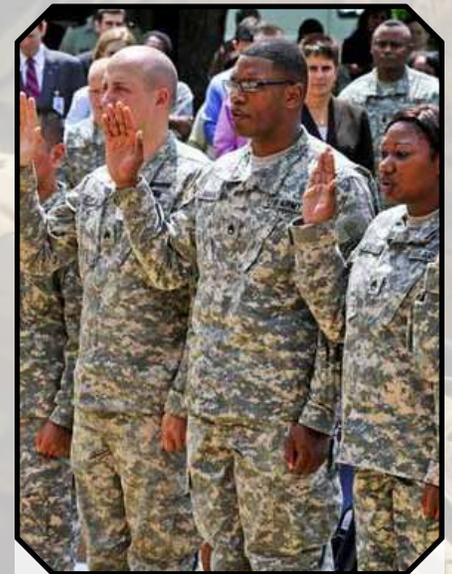
This versatility is both a result and inherent quality of the premier all-volunteer force's organization, training, and equipment.

The Premier All Volunteer Army

Army Strong

The Army has been, is today, and will remain in the future, the strength of our Nation. Military expertise, honorable service, esprit de corps, and professional stewardship mark our Army's heritage as defender of our Nation in peace and war since 1775. The Army will remain the most highly-trained and professional All-Volunteer land force in the world. By enforcing a professional environment across our Army that promotes and respects the individual dignity of every Soldier and Civilian, we will allow them to realize their full potential.

As the Army transitions from combat operations in Afghanistan to preparing for the challenges of 2025 and beyond, we require the focused thinking, investment, and experimentation that leads to innovation. We will develop the concepts that drive investments in future capabilities while ensuring our Army remains trained and ready for today's complex world. When the Nation calls, we will provide scalable and ready organizations with modern equipment, resourceful leaders willing to take reasonable risks, and the indomitable American Soldier to prevent conflict, shape the operational environment and win decisively.



Premier All-Volunteer Army

"While we cannot predict the future of our increasingly uncertain and complex strategic environment, we can be certain that our Nation will continue to call on America's Army."

General Raymond T. Odierno,
38th Chief of Staff, U.S. Army

What Endures

Soldier...Sergeant...Officer...Civilian
Active...Guard...Reserve
Peace...Crisis...War
Trained and Ready...At home and Abroad

LOYALTY

DUTY

RESPECT

**SELFLESS
SERVICE**

HONOR

INTEGRITY

**PERSONAL
COURAGE**

This We Will Defend
Strength of the Nation
Army Strong!



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