U.S.ARMY

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FM 1

The Army

Our Army at War
Relevant and Ready
Today and Tomorrow

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The Army

June 2005

HEADQUARTERS
DEPARTMENT OF THE ARMY

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Foreword

The Army is the primary landpower arm of our Nation's Armed Forces. It exists to serve the American people, protect enduring national interests, and fulfill the Nation's military responsibilities. FM 1 is one of the Army's two capstone field manuals. It contains our vision for the Army. While the entire manual is important, I would direct your attention to four particular items.

FM 1 establishes the fundamental principles for employing landpower. The most important of these are the Army's operational concept and the fundamentals that support it. They form the foundation for all Army doctrine. All Soldiers should understand and internalize them.

FM 1 describes the American profession of arms, the Army's place in it, and what it means to be a professional Soldier. Central to this discussion are the Soldier's Creed, Warrior Ethos, and Army Values. These three statements establish the guiding values and standards of the Army profession. To understand Soldiers, you must know about them. To be a Soldier, you must live them.

FM 1 discusses Army contributions to the joint force. As the Armed Forces achieve even greater joint interdependence, the Army will depend more on the other Services and vice versa. For this reason, the Army is currently transforming its units and institutions to enhance our campaign qualities for sustained operations and to achieve greater expeditionary and joint capabilities. It is important for Soldiers and all who support or are associated with the Army to understand these contributions and how the Army is transforming to better meet its obligations to the other Services.

Finally, FM 1 talks about Soldiers, the centerpiece of all Army organizations. Without Soldiers there is no Army. Soldiers of all components and the Army civilians who support them render selfless service to the Nation daily. FM 1 begins and ends with Soldiers because the Army begins and ends with Soldiers. It is they who, together with their leaders, will keep the Army relevant and ready, today and tomorrow.

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Chief of Staff

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No. 1

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THE ARMY

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Preface

FM 1 is one of the Army's two capstone doctrinal manuals. The other is FM 3-0, *Operations*. FM 1's audience includes the Executive Branch; Congress; Office of the Secretary of Defense; Joint Staff; combatant commanders; other Services; officers, noncommissioned officers, and enlisted Soldiers of all Army components; and Army civilians.

FM 1 is prepared under the direction of the Army Chief of Staff. It states what the Army is, what the Army does, how the Army does it, and where the Army is going. It establishes the Army's operational concept and other fundamental principles for employing landpower in support of the National Security, National Defense, and the National Military Strategies. FM 1 delineates the Army's purpose, roles, and functions as established by the Constitution; the Congress, in Title 10, United States Code; and the Department of Defense, in Department of Defense Directive 5100.1. FM 1 is also the Army Chief of Staff's vision for the Army.

To facilitate joint interdependence, Army doctrine supports and is consistent with joint doctrine. FM 1 connects Army doctrine to joint doctrine as expressed in the relevant joint doctrinal publications, especially, Joint Publication 1, *Joint Warfare of the Armed Forces of the United States*, and Joint Publication 3-0, *Doctrine for Joint Operations*. FM 1 also links the National Security, National Defense, and National Military Strategies with the Army's operational doctrine in FM 3-0.

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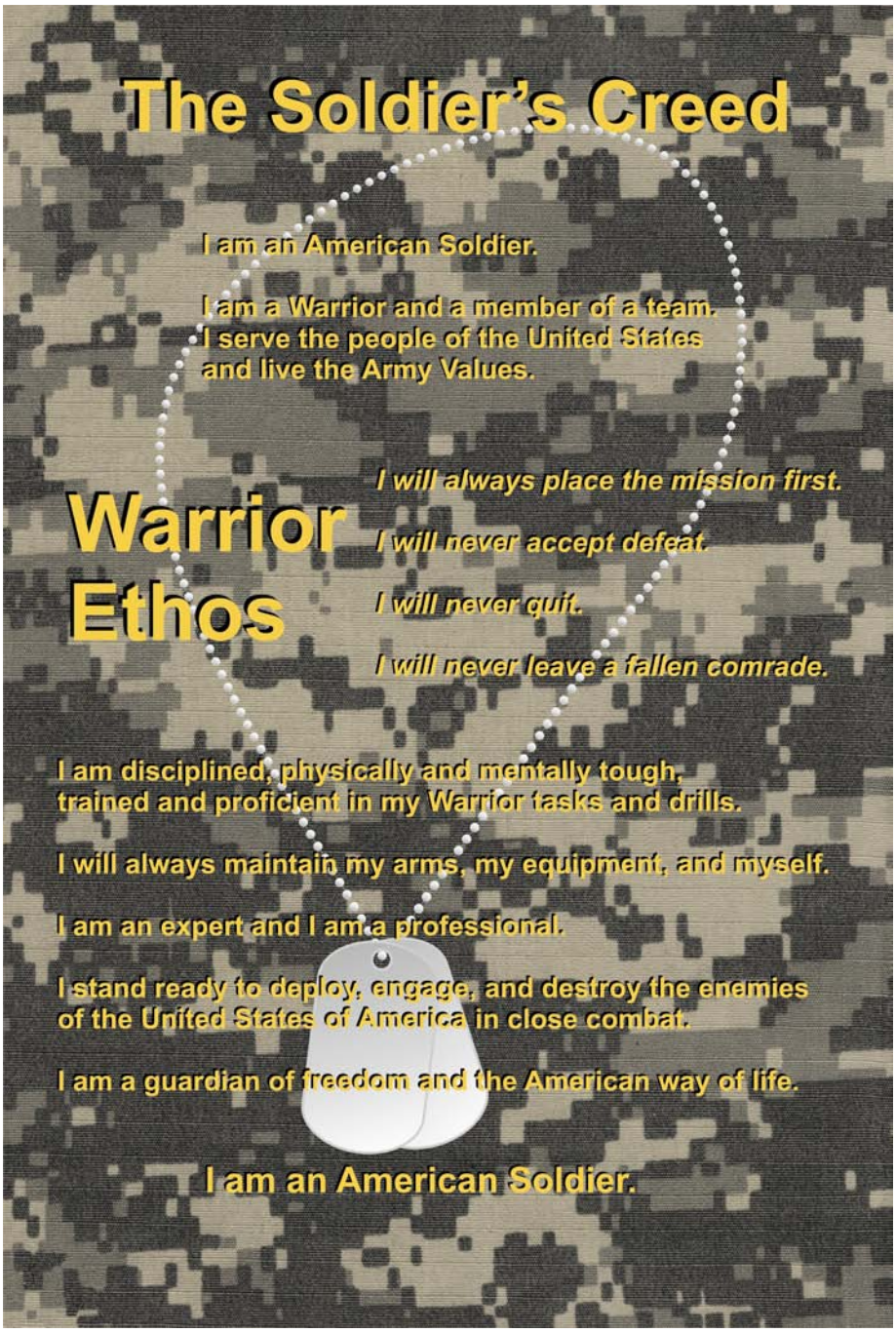


Figure 1-1. The Soldier's Creed

Chapter 1

The Army and the Profession of Arms

…[Y]ou may fly over a land forever; you may bomb it, atomize it, pulverize it and wipe it clean of life—but if you desire to defend it, protect it, and keep it for civilization, you must do this on the ground, the way the Roman legions did, by putting your young men into the mud.

T.R. Fehrenbach
This Kind of War

1-1. First and foremost, the Army is Soldiers. No matter how much the tools of warfare improve, it is Soldiers who use them to accomplish their mission. Soldiers committed to selfless service to the Nation are the centerpiece of Army organizations. Everything the Army does for the Nation is done by Soldiers supported by Army civilians and family members. Only with quality Soldiers answering the noble call to serve freedom can the Army ensure the victories required on battlefields of today and the future.

1-2. The Army, a long-trusted institution, exists to serve the Nation. As part of the joint force, the Army supports and defends America's Constitution and way of life against all enemies, foreign and domestic. The Army protects national security interests, including, forces, possessions, citizens, allies, and friends. It prepares for and delivers decisive action in all operations. Above all, the Army provides combatant commanders with versatile land forces ready to fight and win the Nation's wars.

1-3. The Army's contribution to joint operations is landpower. *Landpower* is the ability—by threat, force, or occupation—to promptly gain, sustain, and exploit control over land, resources, and people. Landpower includes the ability to—

- Impose the Nation's will on adversaries—by force if necessary—in diverse and complex terrain.
- Establish and maintain a stable environment that sets the conditions for a lasting peace.
- Address the consequences of catastrophic events—both natural and man-made—to restore infrastructure and reestablish basic civil services.
- Support and provide a base from which forces can influence and dominate the air and sea dimensions of the joint operational area.

1-4. While the Army is an integral part of the joint force, the value of its contribution depends on its ability to exercise landpower. Ultimately, Army forces' ability to control land, resources, and people through a sustained presence makes permanent the advantages gained by joint forces.

1-5. At the dawn of the twentieth century, Secretary of War Elihu Root wrote, "The real object of having an Army is to provide for war." He continued, "The regular [military] establishment in the United States will probably never be by itself the whole machine with which any war will be fought." But Root also knew that the Army does more than fight wars. Even as he wrote, Army forces were establishing civil governments in recently acquired territories in Puerto Rico, the Philippines, and Cuba. After fighting the war with Spain, the Army had reduced its strength. However, it was recruiting Soldiers for counterinsurgency operations in the Philippines. Now, at the beginning of the twenty-first century, Secretary Root's observation remains true. The Army—Regular Army and Reserve Components—continues to provide forces relevant to mission requirements. The Soldiers and Army civilians of these forces are ready for employment on short notice and able to conduct sustained operations when required.

1-6. Army forces provide combatant commanders the means to deter potential adversaries and shape the strategic environment. Fundamental to deterrence is the credible, demonstrated capability to fight and win in all land environments. Several factors underlie the credibility and capability that make Army forces relevant in any environment. Tough, disciplined Soldiers and imaginative, adaptive leadership are essential components. Rigorous and realistic training, sound doctrine, and modern equipment also contribute. The design and practices of Army institutional structures provide essential support. These same characteristics make Army forces important to establishing relationships with potential multinational partners. The versatile mix of Army organizations provides combatant commanders with the landpower necessary to achieve objectives across the range of military operations.

1-7. Army forces are ready—well led, well trained, and well equipped. They are prepared to deploy immediately anywhere in the world. Army forces can manage crises. They are ready to conduct prompt force projection and sustained land operations. When deterrence fails or disaster strikes, they can lead or support the unified action required to resolve a situation.

1-8. Army forces are versatile. In addition to conducting combat operations, Army forces help provide security. They supply many services associated with establishing order, rebuilding infrastructure, and delivering humanitarian support. When necessary, they can direct assistance in reestablishing governmental institutions. Army forces help set the conditions that allow a return to normalcy or a self-sustaining peace.

THE ARMY IN AMERICAN HISTORY

1-9. The Army traces its heritage to the colonial militias. These were precursors of today's Army National Guard. Citizens answering the call to protect their homes and families began a heritage of selfless service and sacrifice that continues today. Opposition to British colonial policies in the eighteenth century led to war in 1775. After the battles at Lexington and Concord, militia forces from across New England surrounded British forces in Boston. The Continental Congress assumed command of these units as "Troops of the United Provinces of North America" on 14 June 1775.

This date is taken as the Army's birthday. The next day, Congress gave command of all "Continental forces" to George Washington. Washington's forces were the first American military organizations responsible to an authority other than that of the individual colonies or the British Crown. Born in this quest for freedom, the Army has served the Nation in peace and war for over 230 years.

1-10. On 1 January 1776, the national force authorized by Congress came into existence. It was described by Washington in his first general order of the new year as "the new army, which, in every point of View is entirely Continental." The name stuck, and the national forces became known as the Continentals. The Continentals drew strength from strong leadership and selfless patriotism despite shortages of supplies and equipment. Their early hardships and the crucible of Valley Forge molded them into the Army that, with the state militias, kept the spirit of patriotism alive until the long war for independence could be won.

1-11. Thus, from the start, the Army comprised a small national force and the state militias' citizen-Soldiers. In times of emergency, the standing army was enlarged with recruits and augmented by mobilizing the militia and creating volunteer units, initially by state and nationally by the time of the Civil War. This tradition of an Army that combines "full-time" regular Soldiers and citizen-Soldiers serving for short active-service periods is still the cornerstone of Army organization.

1-12. In 1781, with the support of French land and naval forces, the Continental Army defeated the British at Yorktown. This victory secured for the Nation the ideals so eloquently stated in the Declaration of Independence:

> *WE hold these Truths to be self-evident, that all Men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty, and the pursuit of Happiness….*

1-13. Sustained by the selfless service of patriots, the Army continues to protect these same unalienable rights today. Thus, the most meaningful lines of the Declaration of Independence with respect to the Army may not be the first, but the last:

> *And for the support of this Declaration, with a firm Reliance on the Protection of divine Providence, we mutually pledge to each other our Lives, our Fortunes, and our sacred Honor.*

1-14. This sentence reflects the ideals of American civil society and its military. Since it was written, the Army has provided Americans the means to pledge their lives, fortunes, and honor to a noble, selfless cause. Today's young men and women are continuing the Army's vigilant, dedicated, and selfless service to the American people. They are honoring the bond and sacred trust the Army bears as the servant of the Nation. The commitment of today's Soldiers sustains freedom and inspires the next generation to answer the call to duty.

Washington at Newburgh
Establishing the Role of the Military in a Democracy

Following victory at Yorktown in 1781, the Continental Army moved into quarters near Newburgh, New York, to await peace. The national situation was grim. The Continental Congress could not raise the funds to provide pay or pensions to the Soldiers, some of whom had not been paid for several years. Many officers feared that Congress would disband the Army and renege on its promises. By the winter of 1782–83, tension had reached a dangerous level. The future of the Republic was in doubt.

A group of officers determined to use the threat of military action to compel Congress to settle its debts. They attempted to enlist their commander, General George Washington, to lead the plot. He refused every appeal, and the rebellious officers prepared to act without him. On 15 March 1783, Washington entered an officers assembly and warned them of the grave danger inherent in their scheme. He was having little effect until he took a pair of spectacles from his pocket to read.

The officers were astonished. None of them had seen their hero in his eyeglasses. Washington seemed to age before them. But an offhand comment demonstrated the depth of character that had sustained a revolution: “Gentlemen, you will permit me to put on my spectacles, for I have not only grown gray, but almost blind, in the service of my country.” The act, the statement, and the power of a leader’s example quelled an incipient rebellion.

Washington’s selfless leadership and willing subordination instituted the tradition of civilian control of the military—a fundamental tenet of the American military profession.

1-15. The American tradition of subordinating the military to civilian authority dates from the end of the Revolutionary War. This tradition began with a threat to liberty at Newburgh, New York, in 1781. As described in the vignette on page 1-4, a group of Continental Army officers were plotting to compel the Continental Congress to settle debts owed to Soldiers with the threat of force. George Washington took a strong stand against the conspirators and quelled what could have become a military rebellion. His actions stand as an example of the selfless service and willing subordination to civilian authority the Nation expects of American military professionals today.

1-16. After the Revolutionary War, the government reduced the Army to fewer than 100 Soldiers. This action began a recurring pattern of small peacetime forces followed by wartime expansion. This reduction was based on both a distrust of large standing forces and a belief that the Atlantic Ocean would protect the Nation from major foreign threats. Significant federal forces were reconstituted only in response to emergencies, usually to protect citizens on the frontier. The Army did expand significantly to fight the British in the War of 1812. This war was fought primarily with the standing Army, augmented by militia and volunteers. It solidified the Army's reputation of service to the Nation. Although it was again reduced in size after the war, the Army was never again reduced to the extent that it was after the Revolutionary War.

1-17. From the beginning, the Army made major contributions to America's growth. As the Nation expanded westward, Army explorers mapped new territories and extended the frontier. Army engineers built roads and canals and improved navigation on waterways. Army forces kept watch over the frontier, enforcing law and order and providing the security necessary for the Nation's expansion. In 1846, the Army expanded to fight the Mexican War. Afterwards, it again was reduced to a small standing force.

1-18. In the 1860s, the Army and the Nation experienced their most trying period, when both were torn apart by the Civil War. The Army grew dramatically—in size, capability, and technological sophistication—during the four long years of war. Afterwards, the Army was charged with reconstructing the South. Simultaneously, it resumed responsibility for maintaining security on the frontier.

1-19. Changes in military thought and technology accelerated in the second half of the nineteenth century. The hard-won lessons of the Civil War and examples from European wars demonstrated the need to codify a body of professional knowledge and train leaders to apply it. Army leaders, like General William Tecumseh Sherman, acted to meet this need. In 1882, the Army established the School of Application for Cavalry and Infantry at Fort Leavenworth, Kansas. In time, this school became the foundation of the Army's professional education system. Its founding was key to the Army's development as a profession between 1870 and 1910.

1-20. The Spanish-American War of 1898 exposed Army leadership, organizational, logistic, and training deficiencies. The Army overcame these and defeated Spanish forces at opposite ends of the globe. Afterwards, it struggled to assimilate many technological changes. It also became an expeditionary force for a growing world power.

Army forces assumed responsibility for governing the new possessions of Puerto Rico, the Philippines, and Cuba. They continued to protect the border with Mexico as well.

1-21. The Spanish-American War and Philippine Insurrection showed the need for a federal reserve force. This force was created in 1908 and eventually became the Organized Reserve. It was the predecessor of the Army Reserve. The Organized Reserve provided a formal peacetime structure for volunteers. It produced a pool of reserve officers and enlisted Soldiers with medical and other skills.

1-22. The early twentieth century found the Nation and the Army involved in the first of two world wars. These wars transformed them both. A greatly and hastily expanded U.S. Army assured the Allied victory in World War I. The American Expeditionary Forces first saw action at Cantigny. Important victories at Soissons, St. Mihiel, and the Meuse-Argonne followed. The action of the 369th Infantry Regiment described on page 1-7 provides one example of the contributions of the American Expeditionary Forces. These and other victories helped turn the tide on the Western Front and defeat the Central Powers. The Nation had raised, trained, and equipped almost three million Soldiers and deployed them overseas in 18 months.

1-23. World War I also saw developments in land operations that began the evolution to the joint operations of today. Different Army branches were integrated into combined arms operations on a larger scale than ever before. The use of military aircraft led to the awareness of the potential of airpower. Military leaders began to recognize that landpower, airpower, and sea power are interrelated. Large Marine forces served under Army command and Army forces served under Marine commanders for the first time. As important, the Army, under Generals John J. Pershing and Peyton March, learned to mobilize, train, and project power across the Atlantic Ocean. The Regular Army revised its relationship with the Army National Guard as part of that effort. In addition, members of the Organized Reserve were mobilized to provide the many skills needed to sustain a large twentieth-century Army.

1-24. A generation later, World War II challenged the Army to again project landpower across the Atlantic Ocean—and the Pacific as well. The United States recognized an unofficial state of national emergency after the fall of France in June 1940. The National Guard was mobilized and a peacetime draft initiated. All members of the Organized Reserve were called to active duty. To take advantage of technological advances, the Army changed the structure of its organizations, fielding such specialized units as armored divisions, airborne divisions, and special operations forces. To defeat the Axis powers, combat organizations were deployed to North Africa, Europe, Asia, and the Pacific.

1-25. The Army had been greatly reduced during the lean years between the wars. The Great Depression limited available money, equipment, and Soldiers. However, the Army used that time and its education system to develop leaders. This brilliant generation of Army leaders included such generals as Marshall, MacArthur, Arnold, Eisenhower, Bradley, and Patton. These leaders were able to mobilize, train, and equip a force that grew to 89 divisions by 1945. Organized Reserve officers formed the leadership cadre for most of these divisions.

Meuse-Argonne, 26 September–1 October 1918

The 369th Infantry fought valiantly in the Meuse-Argonne as part of the French 161st Division. Attacking behind a fiery barrage, the 369th Infantry assaulted successive German trench lines and captured the town of Ripont. On 29 September, the regiment stormed powerful enemy positions and took the town of Sechault. Despite heavy casualties, the 369th, called "Hell Fighters" by the French and Germans, relentlessly continued the attack at dawn. Raked by enemy machine guns, they assaulted in the woods northeast of Sechault, flanking and overwhelming enemy machine gun positions. The "Let's Go!" elan and indomitable fighting spirit of the 369th Infantry was illustrated throughout the battle. Their initiative, leadership, and gallantry won for their entire regiment the French Croix de Guerre.

1-26. Twice in 25 years, America's regulars and citizen-Soldiers had answered the call to duty. During World War II, the Army's ranks swelled to meet unprecedented challenges of global magnitude. It formed a decisive force that helped sustain freedom and democracy throughout the world. The sacrifices of millions of American Soldiers of two generations helped establish the United States as a global power. At the end of World War II, Army forces were stationed around the world. They were governing occupied countries, assisting in reconstruction programs, and securing new borders against new foes.

1-27. World War II did not end the threat to freedom. The Soviet Union also emerged from the war as a global power, and the Chinese Communists drove the Nationalists from the Chinese mainland in 1949. These developments resulted in a continuing state of tension that persisted for five decades. Army forces were involved in worldwide commitments. For the first time, Americans accepted the need to maintain a large

standing army in peacetime. However, the belief that strategic nuclear weapons would prove decisive in future conflict led to resource scarcity for the Army until the 1960s.

1-28. Even so, the strategic environment was also dangerous from a conventional perspective. Between 1950 and 1989, Army forces served in many small but important actions. These included an intervention in the Dominican Republic in 1965 and combat operations in Grenada in 1983. The Multinational Force and Observers mission in the Sinai began in 1982. The major conflicts of this period, in Korea and Vietnam, were limited in terms of objectives and scope to prevent escalation into nuclear warfare. Limited in scope did not mean that either of these conflicts were "small wars." Both involved Army forces in large-scale conventional operations.

1-29. Operations in Vietnam entailed significant counterinsurgency operations as well. Soldiers fought with honor, many times overcoming great odds to prevail. This protracted conflict sorely challenged the Army. However, the lessons learned served as a catalyst to revitalize it. Following this conflict, the Army launched key initiatives to create the all-volunteer force; refocus doctrine, training, and leader development; and modernize its equipment.

1-30. The 1970s and 1980s were a challenging time of rebuilding. The Army's focus returned to fighting a large-scale conventional war in Europe. However, budgets for military spending remained tight until the 1980s. Then the Army began modernizing its equipment with such systems as the Abrams tank and Bradley fighting vehicle. Army doctrine was refined as well. Ground tactics that had not changed much since the mid-1950s gave way to the Active Defense and then to AirLand Battle. In addition, innovations in both individual and collective training brought Soldiers and their leaders to a proficiency seldom seen in any army. These Soldiers, trained and ready, secured the frontiers of freedom in Korea and central Europe.

1-31. The Cold War ended with the fall of the Berlin Wall in 1989. The dissolution of the Warsaw Pact, collapse of the Soviet Union, and reunification of Germany brought changes for the military. The United States faced a strategic environment containing no peer competitor. There was no clear-cut threat against which to prepare a defense. The strategic environment was increasingly volatile, uncertain, complex, and ambiguous. The Army had to prepare to deter unknown adversaries, defeat ill-defined enemies, and control unfamiliar situations. Instead of focusing on prevailing in major combat operations, the Army was required to balance its capabilities. However, the desire for a "peace dividend" again resulted in smaller Army budgets during the 1990s.

1-32. The last decade of the twentieth century found Army forces reassuring partners and deterring aggression in critical regions. In December 1989, Army forces intervened to establish a U.S.-recognized government in Panama. After the intervention, Army Reserve civil affairs and military police units remained to restore order. In 1991, Army forces ejected the Iraqi Army from Kuwait in an unprecedented 100-hour ground offensive that followed an equally unprecedented joint air offensive. This operation occurred during the post-Cold War force reduction. It required mobilizing many National Guard and Army Reserve units. To ensure regional stability and bolster

respect for human rights, Army forces participated in several North Atlantic Treaty Organization and United Nations peacekeeping operations. These included missions in Somalia, Haiti, and the Balkans.

1-33. The twenty-first century brought new threats to the United States. These took the form of ideologies and networks hostile to the American way of life. Today finds Army forces committed worldwide in the War on Terrorism. After the attacks of 11 September 2001, Army forces contributed to successful major combat operations in Afghanistan and Iraq. These operations removed two repressive regimes. In Afghanistan, Army and joint forces carried the fight to the sponsors and organizers of the 11 September attacks. In both countries, Army forces' sustained operations established the conditions for unprecedented national elections. The Army continues to contribute most of the forces for the stability and reconstruction operations in these two countries. Today, Army forces are acting in a new strategic environment, one in which the Nation is waging a complex, protracted conflict. In this environment, peace is the exception; combat and extended operations are routine.

1-34. Throughout its history, the Army has demonstrated respect for enduring principles and institutional characteristics in its service to the Nation. Among the first are the primacy of the Constitution, the rule of law, and military subordination to civilian authority. Among the second are maintaining the ability to mobilize rapidly to support the Nation's interests, integrating new technology, and quickly adapting to and learning to win in changing environments and circumstances. The Army's rich history inspires today's Soldiers as members of a proud and noble profession. It links this generation of Soldiers to those of past generations who answered the call to duty.

A HISTORIC CHALLENGE

The Army used to have all the time in the world and no money; now we've got all the money and no time.

General George C. Marshall

1-35. Besides evoking inspiration and ancestral linkage, history also bears lessons. In the immediate aftermath of the Cold War, there was a widespread and apparently reasonable expectation of a "peace dividend." There also appeared to be time for the Army to methodically transform the force. The "new world order" was supposed to be one of fewer conflicts. Threats to the United States were expected to decrease. These assumptions affected defense planning and budgeting. Both the size and readiness of the Army decreased.

1-36. The attacks of 11 September 2001 exposed the realities of the current security environment. The United States is now engaged in a protracted global war against enemies fighting with unconventional means. The more extreme of them value human life differently and reject any accommodation. These realities make clear that, to ultimately succeed in the War on Terrorism, the Army must rebalance its capabilities and capacities. The Army is using this strategic opportunity to transform itself. It is undergoing its most profound restructuring in more than 50 years. Combat capabilities and

capacities designed to defeat a peer competitor are being converted to those better able to sustain protracted operations across the range of military operations. At the same time, the Army is applying increased resources to meet the needs of combatant commanders today and posturing itself for tomorrow's challenges.

1-37. This is not the first time the Army has made such a force correction. Throughout its history, increases in size and modernization efforts to meet national challenges have been followed by decreases in strength and resources after the crisis. For example, after World War I, the Army received barely enough resources to experiment with new technologies, let alone integrate them into the force. Thus, the eve of World War II found the Army in a race against time as it created a mechanized force and built the combat organizations needed to defeat peer competitors on opposite ends of the globe.

1-38. Today the Army finds itself in a similar situation. The threat is here and now, and it is global in scope. This time, however, the Army is making the best use of existing Army capabilities while expanding capacities where needed. World War II required a large Army to match the capacities of peer competitors. The War on Terrorism requires an Army with diverse capabilities to meet a different kind of adversary. The Army is rapidly rebalancing its capabilities and capacities to effectively meet this challenge.

1-39. But there is a significant difference between the challenges before World War II and those of today. During World War II, the homeland was safe from major attacks. While there was a threat of sabotage, the Axis powers could neither project a major force to North America nor strike it from the air. Today's security environment is different. Weapons of mass destruction and those able to produce catastrophic effects are small enough to smuggle into the homeland. America's adversaries are actively seeking those weapons. The United States must find and defeat those adversaries before they procure and use them. A second difference is the nature of the adversary. America's adversaries during World War II were nation states. Their sources of power could be located and destroyed. Once this was accomplished, the war ended. Today's enemies include nonstate organizations. Their members and power sources are hard to find and defeat. New enemies may appear with little warning. This situation makes it impossible to determine when the War on Terrorism will end. It places a premium on operational flexibility and adaptability—attributes of Army forces with balanced capabilities. It requires Army forces to sustain a consistently high readiness level. There will be no time to "ramp up" to meet a crisis. Maintaining this readiness level while fighting the War on Terrorism requires a long-term commitment—of both resources and will—by the Nation as well as the Army. These differences form the basis of today's challenge.

THE AMERICAN PROFESSION OF ARMS

1-40. The purpose of any profession is to serve society by effectively delivering a necessary and useful specialized service. To fulfill those societal needs, professions—such as, medicine, law, the clergy, and the military—develop and maintain distinct bodies of specialized knowledge and impart expertise through formal, theoretical, and

practical education. Each profession establishes a unique subculture that distinguishes practitioners from the society they serve while supporting and enhancing that society. Professions create their own standards of performance and codes of ethics to maintain their effectiveness. To that end, they develop particular vocabularies, establish journals, and sometimes adopt distinct forms of dress. In exchange for holding their membership to high technical and ethical standards, society grants professionals a great deal of autonomy. However, the profession of arms is different from other professions, both as an institution and with respect to its individual members.

1-41. Institutionally, the consequences of failure in the profession of arms—for both individual members of the Armed Forces and the Nation—are more dire than those in any other. Most professions serve individual clients. The military serves a collective client, the Nation. Its actions impact broadly in extent and consequences: the recovery of a community devastated by natural disaster, the defeat of enemy forces, or the security of the Nation. Therefore, failure of the military profession would have catastrophic consequences. American military professionals work, study, and train throughout their careers to ensure the military profession will not fail in the call to duty.

1-42. Individual members of the profession of arms are distinguished from those of other professions by the "unlimited liability" they assume in their oaths of office. While members of some professions engage in dangerous tasks daily, only members of the Armed Forces can be ordered to place their lives in peril anywhere at any time. The obligations they undertake, risking life and well-being for the greater good, are in many ways extraordinary.

1-43. The profession of arms is global. Most nations maintain armies. American Soldiers consider soldiers of most other nations to be peers. They consider each other members of a community born of similar experiences, military cultures, and values. However, the American profession of arms is distinguished in three ways:

- Service to the Constitution.
- Officer and noncommissioned officer professionalism.
- Proficiency in integrating technology.

1-44. Members of the American military profession swear to support and defend a document, the Constitution of the United States—not a leader, people, government, or territory. That solemn oath ties military service directly to the founding document of the Nation. It instills a nobility of purpose within each member of the Armed Forces and provides deep personal meaning to all who serve. The profession holds common standards and a code of ethics derived from common moral obligations undertaken in its members' oaths of office. These unite members of all the Services in their common purpose: defending the Constitution and protecting the Nation's interests, at home and abroad, against all threats.

1-45. All branches of government contribute to providing for the common defense. Under the Constitution, Congress, representing the people, has authority "to raise and support Armies…[and] To provide and maintain a Navy." Congress also makes statutes applicable to the land and naval forces and appropriates funds for their missions. The Constitution designates the President as Commander in Chief of the Armed

Forces. Once the Congress has approved the use of force, the President directs that use. The judicial branch interprets laws passed by Congress as they apply to the Armed Forces and the authority of the President as Commander in Chief. Thus, the military is responsible to the legislative, executive, and judicial branches of the government in their separate functions.

1-46. A final aspect that distinguishes the American profession of arms is the professionalism of its officers and noncommissioned officers. Both are given considerable authority early in their careers. Both are expected to exercise initiative to identify and resolve unforeseen circumstances. Both are developed through a series of schools that equips them for greater responsibilities as they are promoted. This combination of professional development and experience in making decisions within general guidelines rather than rigid rules develops flexible and self-aware leaders. It has resulted in an agile institution able to conduct decentralized operations and obtain extraordinary results. The accompanying vignette contains one example of this kind of military professional, Sergeant First Class Paul R. Smith.

1-47. In the past two decades, the American military has advanced technologically at an unprecedented rate. More importantly, it has integrated technology into combined arms and joint operations beyond the militaries of most other nations. The identity of the American profession of arms is joint in nature and essence. It encompasses specialized knowledge of land, maritime, aerospace, and special operations that it applies through unified action.

1-48. The American profession of arms has three dimensions: physical, intellectual, and moral.

1-49. The profession of arms is *physical* because warfare is physical. The joint force applies violent measures to destroy assets and personnel essential to adversaries' interests. The physical dimension includes deploying forces over vast distances and moving them through complex environments. Doing this requires considerable energy. Doing it well without adverse unintended consequences requires considerable skill and training. Extraordinary physical strength is necessary to endure the violence and friction attendant to military operations.

1-50. The profession of arms is *intellectual* because the body of expertise required to employ joint forces in military operations is extensive and detailed. From the strategic perspective, this expertise is exercised in concert with the other instruments of national power: diplomatic, informational, and economic. From the operational and tactical perspectives, military professionals exercise their expertise against intelligent adversaries actively seeking to defeat them in life-and-death situations.

1-51. The intellectual dimension also encompasses two cultural aspects of the profession. The first is internal: it pertains to knowledge of the military's values-based culture (addressed in the next section). The second is external: it pertains to the need to adapt to varying environments with different cultural and political values. Military professionals must be culturally aware—sensitive to differences and the implications those differences have on the operational environment.

(U.S. Army photo)

Professionalism in Combat—Beyond the Call of Duty

His Soldiers considered Sergeant First Class Paul R. Smith a strict disciplinarian and tough trainer. Smith's experiences during the Persian Gulf War of 1991 impressed on him the importance of strong leadership and training to standard. As a platoon sergeant, he lived that conviction, training his platoon tirelessly. When deployed to Kuwait before Operation Iraqi Freedom, Smith vowed to do all it took to bring his Soldiers home.

On 4 April 2003, near the Baghdad airport, Smith's combat engineer unit was attacked by a company-sized enemy force. Realizing the threat to his unit, Smith personally engaged the enemy with hand grenades and antitank weapons. Then he organized the evacuation of three wounded Soldiers from a damaged armored personnel carrier. Concerned that the enemy would overrun their defenses, Smith moved under withering fire to a .50 caliber machine gun mounted on the damaged vehicle. With total disregard for himself, he engaged the attackers from an exposed position, ordering the Soldier feeding ammunition to his weapon to stay down. After firing over three cans of ammunition, Smith was mortally wounded. However, his courageous actions helped repel the enemy attack, resulting in as many as 50 enemy killed and the safe withdrawal of many wounded Soldiers.

The only casualty from his platoon that day was Sergeant First Class Smith. He was awarded the Medal of Honor for his selfless, courageous action. Many Soldiers of his platoon, "his boys," believe they returned home because of their platoon sergeant's unceasing efforts to prepare them for combat and his selfless service above and beyond the call of duty on 4 April 2003.

1-52. The *moral* dimension of the profession of arms lies in the fact that war is ultimately fought for ideas. Ideas motivate combatants. It is only in the moral dimension—when opponents understand and believe that they are defeated—that victory is complete. While the use of force is sometimes necessary for the common good, the authority to wield it carries a moral responsibility of the greatest magnitude. The morality of applying force in a just cause derives from ancient ethical and religious standards. The moral and ethical tenets of the Constitution and the Declaration of Independence form the basis of the military's professional ideals. The Law of Land Warfare, Uniform Code of Military Justice, and Code of Conduct give structure to its moral standards.

1-53. Included in the moral dimension is civilian control of the military. The Armed Forces do not wage war in their own name or under their own authority. Under the Constitution, the decision to use military force belongs to the American people (acting through Congress) and the President (acting under their authority). Once the Nation, through its elected representatives, decides to authorize military action, it relies on the professionalism of its military leaders to ensure the judicious application of violence.

1-54. Doing the right thing for the right reason and with the right intention is always challenging. But this challenge is even more difficult during the fast-moving, ambiguous, and deadly chaos of combat. It is only slightly less so under the stressful conditions of providing humanitarian assistance. Military leaders are responsible for ensuring proper moral and ethical conduct of their Soldiers. They influence character development and foster correct actions through role-modeling, teaching, and coaching. Besides influencing moral behavior, the moral realm for military leaders includes maintaining popular support, cooperation among multinational partners, and Soldiers' loyalty.

1-55. The imperative to master these dimensions of the profession of arms is the basis of the physical, intellectual, and moral aspects of professional military education and leader development. Military leaders continuously cultivate expertise in their Service's capabilities. Through study and practice, they seek to better understand how to integrate that knowledge into joint operations. They strive to be expert practitioners of the art and science of warfare. Military professionals personally commit to a career-long process of learning, teaching, evaluating, and adapting. They are constantly mastering changing security environments, technologies, and military techniques.

THE ARMY IN THE PROFESSION OF ARMS

1-56. The Army profession is nested within the American profession of arms. The larger profession comprises the professions of the individual Services: the Army, Marine Corps, Navy, Air Force, and Coast Guard. The value of the Army's contribution depends on its ability to dominate its operational sphere—the conduct of prompt and sustained operations on land. The Army organizes its forces and educates and trains its leaders to apply landpower. Army leaders maintain and advance the body of knowledge that guides land operations. This specialized knowledge contributes to further developing a comprehensive knowledge of joint operations. The Army's

culture expresses its traditions and history, norms of conduct, and guiding values and standards. These have evolved over two centuries of operations in peace and war, of shared hardships and triumphs.

TRADITIONS AND HISTORY

1-57. The Army's culture has its roots in its traditions and history. The Army cherishes its past and nourishes its institutional memory through ceremonies and traditions. Its organizations preserve their unit histories and display them in unit distinctive insignia ("crests"), patches, and mottos. Such traditions reinforce morale and the distinctiveness of the Army's contributions within the profession of arms. The Army's rich and honorable history of service to the Nation reminds Soldiers of who they are, the cause they serve, and their ties to those who have gone before them.

NORMS OF CONDUCT

1-58. The Army's culture promotes certain norms of conduct. For example, discipline is central to its professional identity. Soldiers, who manage violence under the stress and ambiguity of combat, require the highest level of individual and organizational discipline. Likewise, because Soldiers must face the violence of combat, they require the stiffening of discipline to help them do their duty. General George S. Patton Jr. summarized the need for discipline as follows:

> *Discipline is based on pride in the profession of arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so engrained that it is stronger than the excitement of battle or the fear of death.*

1-59. Army norms of conduct also demand adherence to the laws, treaties, and conventions governing the conduct of war to which the United States is a party. The law of war seeks both to legitimatize and limit the use of military force and prevent employing violence unnecessarily or inhumanely. For Soldiers, this is more than a legal rule; it is an American value. For Americans, each individual has worth. Each is a person endowed with unalienable rights.

GUIDING VALUES AND STANDARDS

1-60. The Army is a values-based organization. It upholds principles that are grounded in the Constitution and inspire guiding values and standards for its members. These principles are best expressed by the Army Values, Soldier's Creed, and Warrior Ethos. (See figure 1-1, page iv, and figure 1-2, page 16.) Derived from the obligations of the oaths of office, they express the professional competence required of Soldiers and affirm long-standing values within the Army's culture.

1-61. The Army Values are the basic building blocks of a Soldier's character. They help Soldiers judge what is right or wrong in any situation. The Army Values form the very identity of the Army, the solid rock on which everything else stands, especially in combat. They are the glue that binds together the members of a noble profession.

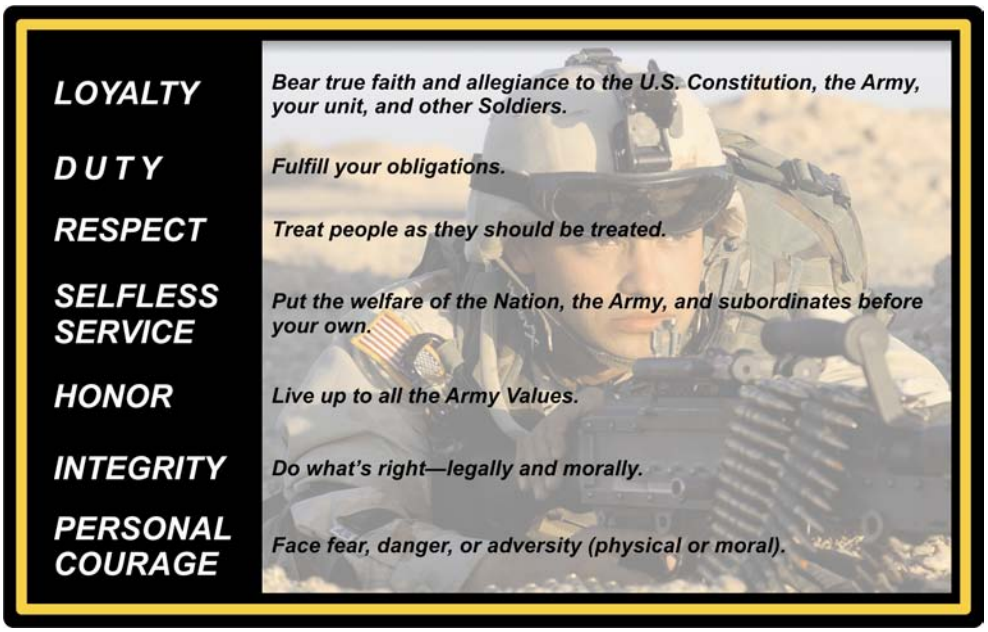


Figure 1-2. The Army Values

1-62. The Soldier's Creed captures the spirit of being a Soldier and the dedication Soldiers feel to something greater than themselves. It outlines the fundamental obligations of Soldiers to their fellow Soldiers, their unit, and the Army itself. In fact, the Soldier's Creed extends beyond service as a Soldier; it includes commitment to family and society. It begins with an affirmation of who Soldiers are and what they do:

> *I am an American Soldier. I am a Warrior and a member of a team.*
> *I serve the people of the United States and live the Army Values.*

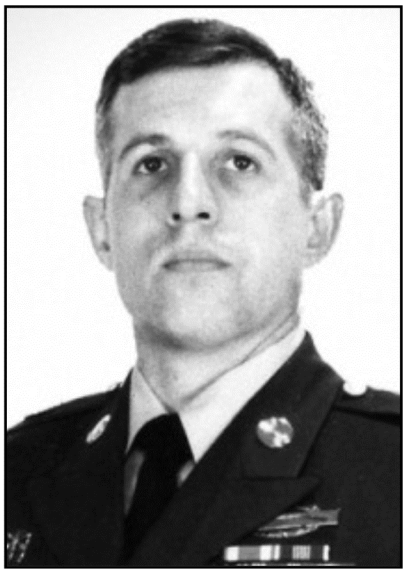
Embedded in the Soldier's Creed is the Warrior Ethos—the very essence of what it means to be a Soldier:

- *I will always place the mission first.*
- *I will never accept defeat.*
- *I will never quit.*
- *I will never leave a fallen comrade.*

1-63. The Warrior Ethos describes the frame of mind of the professional Soldier. It proclaims the selfless commitment to the Nation, mission, unit, and fellow Soldiers that all Soldiers espouse. When internalized, it produces the will to win. The accompanying vignette portrays the actions of two Soldiers that epitomize the Warrior Ethos.

(U.S. Army photo)

Master Sergeant Gary Gordon



(U.S. Army photo)

Sergeant First Class Randall Shughart

Warrior Ethos—"I Will Never Leave a Fallen Comrade."

During a raid in Mogadishu in October 1993, Master Sergeant Gary Gordon and Sergeant First Class Randall Shughart, leader and member of a sniper team with Task Force Ranger in Somalia, were providing precision and suppressive fires from helicopters above two helicopter crash sites. Learning that no ground forces were available to rescue one of the downed aircrews and aware that a growing number of enemy were closing in on the site, Gordon and Shughart volunteered to be inserted to protect their critically wounded comrades. Their initial request was turned down because of the danger of the situation. They asked a second time; permission was denied. Only after their third request were they inserted.

Gordon and Shughart were inserted one hundred meters south of the downed chopper. Armed with only their personal weapons, the two noncommissioned officers fought their way to the downed fliers through intense small arms fire, a maze of shanties and shacks, and the enemy converging on the site. After Gordon and Shughart pulled the wounded from the wreckage, they established a perimeter, put themselves in the most dangerous position, and fought off a series of attacks. The two warriors continued to protect their comrades until they had depleted their ammunition and were themselves fatally wounded. Their actions saved the life of an Army pilot.

1-64. At its core, the Warrior Ethos is the refusal to accept failure and instead overcome all obstacles with honor. The Warrior Ethos moves Soldiers to fight through all conditions to victory, no matter how long it takes and how much effort is required. Army leaders develop and sustain it through discipline, realistic training, commitment to the Army Values, and pride in the Army's heritage.

1-65. The Army Values, Soldier's Creed, and Warrior Ethos are mutually dependent. A Soldier cannot follow one while ignoring the others. Together they guide the personal conduct of every Soldier. They place requirements on individual Soldiers beyond those necessary in civil professions. By taking an oath to defend the Constitution, Soldiers accept a set of responsibilities that other citizens do not. For example, Soldiers agree to limit their freedom to come and go in order to be available on short notice as readiness demands. Soldiers also subordinate certain freedoms of expression to the needs of security and disciplined organizations.

1-66. Soldiers show their commitment to the Army's guiding values and standards by willingly performing their duty at all times and subordinating their personal welfare to that of others without expecting reward or recognition. Conversely, the Army is committed to developing values-based leadership and seeing to the well-being of Soldiers and their families. Soldiers with patriotism, pride in their profession, commitment to the Army and its values, and belief in the essential purposes of the military provide the inner strength of cohesive units. They enable the Army to attain its service ideal. Developing these attributes is a major goal of Army leadership.

LEADERSHIP

> *The American soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties. The noncommissioned officer wearing the chevron is supposed to be the best soldier in the platoon and he is supposed to know how to perform all the duties expected of him. The American soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers.*
>
> General of the Army Omar N. Bradley

1-67. The Army defines *leadership* as influencing people—by providing purpose, direction, and motivation—while operating to accomplish the mission and improving the organization. The Army leadership framework comprises values, attributes, skills, and actions—summarized by the shorthand expression, *BE-KNOW-DO*.

1-68. Army leadership begins with character, the values and attributes that shape what the leader must *BE*. Army leaders must demonstrate exemplary conduct in their professional and personal lives. They adopt and internalize the Army Values and develop the requisite mental, physical, and emotional attributes of a warrior. Additionally, the ambiguous nature of the operational environment requires Army leaders to know themselves and deal with circumstances as they are, not as they want them to be.

1-69. Interpersonal, conceptual, technical, and tactical skills constitute what a leader must *KNOW*. Army leadership demands competence in a diverse range of human activities that expand in complexity in positions of greater responsibility. Army leaders maintain and advance the body of knowledge that guides land operations.

1-70. In the new security environment, cultural awareness has become one of the most important knowledge areas for Army leaders. Army leaders develop their knowledge of major world cultures and learn how those cultures affect military operations. The Army's rich mix of Soldiers' backgrounds and cultures is a natural enabler of cultural awareness. Effective Army leaders get to know their Soldiers; in doing so, they increase their awareness of different perspectives. This knowledge helps them become more self-aware and adaptive.

1-71. But character and knowledge—while absolutely necessary—are not enough. Leadership demands action—the self-discipline to *DO* what feels or is known to be right. Army leaders must act in both immediate conditions, which may be complex and dangerous, and over the long term, where the effects of decisions may not be readily apparent. Army leaders exercise influencing actions to motivate and mentor subordinates. They execute operating actions to conduct operations. And they perform improving actions to continually develop and increase the proficiency of their units, their Soldiers, and themselves. Leadership is a lifelong learning process for Army leaders, but action is its essence.

1-72. Today's security environment demands more from Army leaders than ever before. Army leaders must not only be able to lead Soldiers but also influence other people. They must be able to work with members of other Services and governmental agencies. They must win the willing cooperation of multinational partners, both military and civilian. But ultimately, the Army demands self-aware and adaptive leaders who can compel enemies to surrender in war and master the circumstances facing them in peace. Victory and success depend on the effectiveness of these leaders' organizations. Developing effective organizations requires hard, realistic, and relevant training.

TRAINING

1-73. Army forces train every day. After the War of 1812, Secretary of War John C. Calhoun articulated the sole purpose of a peacetime army—to prepare for war. But in today's security environment, the Nation is engaged in a protracted war—the War on Terrorism. The Army no longer considers itself a peacetime army preparing for war. Today peace is the exception. Deployments, including combat operations, are normal. To prepare Soldiers and units to operate in this new strategic context, the Army is training them for ongoing operations and preparing for other possible contingencies simultaneously.

1-74. The threats facing the Nation require the Army to provide a continuous supply of relevant and ready landpower to combatant commanders and civil authorities. To accomplish this, the Army follows a structured progression of unit readiness known as the operational readiness cycle. It consists of three phases: reset/train, ready, and

available. The operational readiness cycle begins with a redeployed unit and produces combat ready, available forces. These forces are trained, equipped, resourced, and ready for deployment to fulfill the combatant commanders' operational requirements when needed.

1-75. The Army trains to meet the gravest military threat to the Nation's security—fighting a peer or near-peer competitor—because this capability is fundamental to strategic deterrence. But gone are the days when the Army could focus training only on major combat operations. Today the Army must train Soldiers and units to fight insurgents and other irregular threats while executing multiple operations worldwide. The complexities of the strategic environment demand a balanced training focus. Leaders and units must be prepared to expect the unexpected. Organizations must be adaptable and flexible. Both leaders and organizations must be able to accomplish missions throughout the range of military operations and at locations distributed throughout the operational area. Focusing training on capabilities at one end of the range of military operations and neglecting those on the opposite end is unacceptable. It would create an asymmetry for adversaries to exploit. Training that produces balanced capabilities is essential to remaining relevant and ready. Units and leaders must be prepared to operate under any conditions and in any environment.

1-76. Increasingly, Army forces have little time to train before deploying. To increase readiness for no-notice expeditionary operations, the Army is modifying its training model to coincide with the new operational readiness cycle. The Army is moving from an "alert-train-deploy" training model to a "train-alert-deploy-employ" model. Furthermore, the Army has modified training and education to provide key skills and knowledge Soldiers require. Lessons learned from recent operations are quickly incorporated into systems and training scenarios at home stations, mobilization stations, and combat training centers. Training conditions on ranges and other facilities reflect the current security environment. Language, cultural awareness, and regional expertise education and training are included.

1-77. Army training includes a system of techniques and standards that allow Soldiers and units to determine, acquire, and practice necessary skills. This allows them to maintain a high level of warfighting readiness. Candid after action reviews and repeated application of skills under changing conditions reinforce training and readiness standards. The Army is also applying significant resources to ensure training enhances Soldier and unit effectiveness. It is incorporating operational lessons learned into all its systems and training scenarios at mobilization stations and combat training centers. Additionally, it is assigning veterans with current operational experience to key joint positions and as instructors and doctrine developers. These practices and the Army's training system helps Army leaders develop quality Soldiers and lethal units with relevant skills, ready for conditions in today's operational environment.

DOCTRINE

1-78. Doctrine is the concise expression of how Army forces contribute to campaigns, major operations, battles, and engagements. It is a guide to action, not hard and

fast rules. Doctrine provides a common frame of reference across the Army. It helps standardize operations, facilitating readiness by establishing common ways of accomplishing military tasks. Standardization means that Soldiers transferring between units do not need to learn new ways to perform familiar tasks.

1-79. Doctrine facilitates communication among Soldiers, contributes to a shared professional culture, and serves as the basis for curricula in the Army education system. The Army is a learning organization. It has evolved with the Nation through societal changes, technological advancements, and ever changing international circumstances. It continually revises its doctrine to account for changes, incorporating new technologies and lessons from operations. It improves education and training processes to provide Soldiers with the most challenging and realistic experience possible. It aims to impart to Soldiers and units the individual and collective skills, knowledge, and attributes required to accomplish their missions.

1-80. Doctrine links theory, history, experimentation, and practice. Its objective is to foster initiative and creative thinking. Doctrine encapsulates a larger body of knowledge and experience. It provides an authoritative statement about how military forces conduct operations and a common lexicon with which to describe them. Doctrine furnishes the intellectual tools with which to diagnose unexpected requirements. It also provides a menu of practical options based on experience from which self-aware and adaptive Army leaders can create their own solutions quickly and effectively.

SUMMARY

> *…[Y]ours is the profession of arms—the will to win, the sure knowledge that in war there is no substitute for victory; that if you lose, the nation will be destroyed; that the very obsession of your public service must be Duty—Honor—Country.*
>
> General of the Army Douglas MacArthur

1-81. The profession of arms involves the disciplined use of legally sanctioned force to defend the security of the Nation, its ideals, and its way of life. Nested in the profession of arms and providing the Nation's major source of landpower is the Army, whose members are educated, trained, and organized to win. The Army's culture encompasses the traditions, norms of conduct, and ideals that have evolved since its inception in 1775.

1-82. The Army's most important guiding values and standards are written in the Army Values, Soldier's Creed, and Warrior Ethos. These instill in every Soldier the will to win and make great personal sacrifices—sometimes the ultimate sacrifice—in selfless service to the Nation. In answering the call to duty, Soldiers voluntarily limit certain rights to become disciplined, competent practitioners of the art and science of war. In so doing, they guarantee the Nation's security.

1-83. For over two centuries, the Army has served the Nation in peace and war. It has adapted repeatedly and successfully to changing conditions and situations. As technologies and conditions change, the Army will continue to develop leaders and

train Soldiers to contribute landpower to joint operations. Above all, however, the Army will continue to provide versatile land forces ready to fight and win the Nation's wars. These forces—both the Regular Army and the Reserve Components—will remain relevant and ready to defend America's Constitution against all enemies, foreign and domestic.

Chapter 2

The Strategic Environment and Army Organization

Our Nation's cause has always been larger than our Nation's defense. We fight, as we always fight, for a just peace, a peace that favors human liberty. We will defend the peace against threats from terrorists and tyrants. We will preserve the peace by building good relations among the great powers. And we will extend the peace by encouraging free and open societies on every continent.

President George W. Bush

2-1. The United States possesses unprecedented and unequaled strength and influence in the world. Sustained by faith in the principles of liberty and the value of a free society, this position comes with unparalleled responsibilities, obligations, and opportunities. The Nation's leaders have decided to use this strength to promote a balance of power that favors freedom both at home and abroad.

2-2. This is a time of opportunity and challenge for America. The Nation will work, both at home and internationally, to translate this moment of influence into decades of peace, prosperity, and liberty. The National Security Strategy is based on a distinctly American internationalism that reflects the union of the Nation's values and interests. Its aim is to help make the world not just safer but better.

2-3. To shape the international environment, the United States wields strength and influence through the instruments of national power—diplomatic, informational, military, and economic. The National Security Strategy articulates how the President intends to use these instruments to accomplish three goals in pursuit of making the world safer and better:

- Political and economic freedom.
- Peaceful relations with other states.
- Respect for human dignity.

Together these national security goals provide the foundation of U.S. national security policies.

THE NATIONAL SECURITY ENVIRONMENT

2-4. Globalization and the information revolution continue to change the way the Nation engages the international environment. Combined with the compression of time and distance, these phenomena affect all instruments of national power. The world's open economic system of interdependent global markets, global communications systems, and ubiquitous media presence have broadened security responsibilities

beyond military concerns. Both national and international security require integrating many nonmilitary disciplines, including such areas as economic and political health. To a greater degree than ever, diplomatic, informational, and economic factors affect national security. At the strategic level, an adversary's power is no longer reckoned only in terms of its military capabilities. It is now assessed more comprehensively, in terms of its interconnected political, military, economic, social, informational, and infrastructure systems.

2-5. The end of the Cold War did not make the world more stable. Instead, it exposed points of stress worldwide where American interests might be threatened. Threats to American security and interests have become more varied. They are harder to anticipate and more difficult to combat than ever before. A growing number of borderless threats complicate the strategic environment, making its challenges less predictable. Some of these threats are sponsored or given passive support by states. They include extremist movements, narcotics trafficking, and organized crime. Typically, they are long-term, continuous threats that cannot be eliminated in short, limited actions. Instead, they require continuous engagement and the extended application of all instruments of national power.

2-6. Today the Nation is fighting the War on Terrorism. In this war, adversaries are not only foreign states but also extremists employing irregular means. These adversaries seek to erode American power, influence, and resolve. They threaten the security of American society, endangering its freedoms and way of life. This war is fueled by an ideology that promotes intractable hatred of the democratic ideal, especially in its Western manifestations. It is likely to endure in some form for the foreseeable future.

2-7. The Army is at war in this uncertain, unpredictable environment. It is prepared to conduct sustained operations throughout a period of protracted conflict in which the familiar distinction between war and peace does not exist. More notably, this war is the first severe, long-term test of the all-volunteer Army. The need to conduct sustained operations over a number of years may be the most significant aspect of the early twenty-first century security environment.

2-8. In the aftermath of 11 September 2001, it is inadequate to focus defenses only on threats by other states and known enemies. The strategic environment requires the Army to respond to unconventional and asymmetric threats too. The most prominent are followers of extremist ideologies. The protection afforded by geographic distance has decreased, while the potential for attacks on civilian, military, and economic targets has increased. The threat of an attack with weapons of mass destruction or other means of causing catastrophic effects adds urgency to operations against these enemies. The current trend toward regional and global integration may render interstate war less likely. However, the stability and legitimacy of the conventional political order in regions vital to the United States are increasingly under pressure.

2-9. New adversaries, methods, and capabilities now challenge the United States, its interests, and its partners and friends in strategically significant ways. Persistent and emerging challenges to the United States include the following:

- *Traditional challenges* through established and well-known forms of military competition and conflict.
- *Irregular challenges* by state and nonstate sources using unconventional methods.
- *Catastrophic challenges* from terrorists and rogue states threatening the use of weapons of mass destruction or other means of causing catastrophic effects.
- *Disruptive challenges* from competitors developing, possessing, and employing breakthrough technologies to gain an advantage in a particular operational domain.

In many operations, these challenges may overlap, occur simultaneously, or offer no easily discernible transition from one to another.

2-10. The National Security, National Defense, and National Military Strategies recognize traditional threats from other states and known adversaries. However, old security and deterrence concepts based on advanced warnings developed through traditional intelligence approaches do not fit the new strategic environment. In today's security environment, the Nation's overwhelming conventional and nuclear military superiority does not deter many emerging threats, especially followers of extremist ideologies who are willing to destroy themselves to achieve their aims.

2-11. Certain threats are nonstate entities, loosely organized networks of independent cells bound by beliefs or criminal activity rather than a hierarchical structure. They have a minimal physical presence, are difficult to target, and feel no moral obligation to limit collateral damage. These enemies often employ irregular methods—such as, terrorism, insurgency, and civil war—to erode U.S. power. Some seek to acquire weapons of mass destruction or other means of causing catastrophic effects. Because the United States can dominate conventional combat, some adversary states have allied themselves with terrorist and criminal groups that use more elusive, asymmetric methods. These include using unconventional means of coercion against friendly civilians and multinational partners rather than attempting traditional challenges against U.S. forces.

2-12. Nonstate threats are elusive. They may seek to undermine the American technological advantages by concealing themselves in complex environments. Multidimensional geography (natural, man-made, or subterraneous) and a society (with its associated social and political domains) can provide a convenient operational base and safe haven for adversaries. Complex environments degrade the conventional military advantages of speed and knowledge. They hinder development of an accurate, comprehensive intelligence picture and may preclude standoff precision strikes. They may limit Army commanders' ability to freely determine the time and place for engaging adversaries. Successful operations in such environments require integration and simultaneous application of multiple governmental and nongovernmental capabilities.

2-13. Traditional strategic threats (those possessing nuclear weapons or pursuing breakthrough technological capabilities) have not disappeared. Threats from nuclear armed states and states with large, modernizing conventional forces remain. Some of these are in Asia, where they can threaten neighbors and supply others with nuclear weapons. Breakthrough technologies include such advanced capabilities as cybernetic warfare, directed-energy weapons, and genetically engineered pathogens and toxins. These weapons are asymmetric in that they are difficult to engage militarily and can produce major disruptive and catastrophic effects. To preempt such challenges, the Army is developing and maintaining favorable relationships with armies of regional powers. Such relationships facilitate mutual understanding of issues and values. While they do not preclude misunderstandings, such relationships provide a basis for resolving differences. They reduce the likelihood of competitors becoming adversaries.

2-14. These diverse threats require combatant commanders to shape the security environment to a greater extent than ever. The Army's ability to conduct stability and reconstruction operations provides an important tool for doing this. The Army plays a vital role in terms of security cooperation and engagement. These operations are both military and humanitarian in nature. Around the world, Army forces are cooperating with the armies of established and emerging democracies to create a better and more secure future. Simultaneously, they are meeting current threats and preparing for future challenges.

2-15. In order to counter these challenges, the Army is increasing its versatility and flexibility, pursuing iterative solutions, and developing a sophisticated understanding of the new environment and its implications. Army forces are committed to global requirements beyond those associated with the War on Terrorism. They are operating to counter challenges ranging from the traditional to potentially catastrophic. Army forces provide the bulk of the landpower component of the military instrument of national power. They deter potential adversaries, reassure allies and friends, and assist when disaster strikes. The versatility of Army forces and their readiness to deploy on short notice make them relevant throughout the range of military operations.

NATIONAL MILITARY STRATEGY FORMULATION

This nation can afford to be strong—it cannot afford to be weak. We shall do what is needed to make and to keep us strong.

President John F. Kennedy

2-16. The President is responsible for national security. The National Security Council helps the President determine how best to employ the instruments of national power to achieve national goals. The National Security Council coordinates the efforts of all governmental agencies to execute a synchronized strategy that most effectively uses all the instruments. The Department of Defense—under the leadership of the Secretary of Defense—prepares the National Defense Strategy. It synchronizes Defense Department support of the National Security Strategy.

2-17. The Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, National Security Council, and Secretary of Defense. The chairman prepares the National Military Strategy in consultation with the Secretary of Defense, Joint Chiefs of Staff, and combatant commanders. The National Military Strategy contains the advice of the chairman and the Joint Chiefs of Staff on the role of the Armed Forces in implementing the National Security and National Defense Strategies. The chairman, on behalf of the Secretary of Defense, directs combatant commanders to develop theater security cooperation plans as well as war and contingency plans.

NATIONAL MILITARY OBJECTIVES

2-18. The Armed Forces of the United States execute the National Military Strategy within the context of the National Security and National Defense Strategies. The National Military Strategy establishes the following interrelated military objectives:

- Protect the United States against external attacks and aggression.
- Prevent conflict and surprise attack.
- Prevail against adversaries.

These objectives guide military contributions to national defense and ultimately to the accomplishment of the national security goals.

2-19. Executing the National Military Strategy requires military forces with an expeditionary capability. It stresses fast, flexible power projection to eliminate threats before they reach the United States. It relies on versatile military forces able to deal with the breadth and scope of the security environment's challenges. The National Military Strategy also requires significant actions to shape the security environment to support achieving the national security goals. These actions include engagement, deterrence, and security cooperation operations. Ultimately, however, achieving the national security goals requires the Armed Forces to deter—and, if necessary, defeat—adversaries on land, in space, in the air, and at sea. Success in these endeavors requires landpower.

THE ARMY'S STATUTORY OBLIGATIONS

The Congress shall have Power To lay and collect Taxes, Duties, Imposts and Excises, to pay the Debts and provide for the common Defence and general Welfare of the United States; …

To raise and support Armies, but no Appropriation of Money to that Use shall be for a longer Term than two Years;

To provide and maintain a Navy;

To make Rules for the Government and Regulation of the land and naval Forces;

To provide for calling forth the Militia to execute the Laws of the Union, suppress Insurrections and repel Invasions;

To provide for organizing, arming, and disciplining, the Militia, and for governing such Part of them as may be employed in the Service of the United States, …

Constitution of the United States, article 1, section 8

2-20. Under its Constitutional responsibility to raise and support armies, Congress establishes statutory obligations governing the roles and responsibilities of the Department of the Army. These are contained in Title 10 of the United States Code. (See figure 2-1.)

Subject to the authority, direction, and control of the Secretary of Defense…the Secretary of the Army is responsible for…the Department of the Army, including the following functions:

- Recruiting.
- Organizing.
- Supplying.
- Equipping (including research and development).
- Training.
- Servicing.
- Mobilizing.
- Demobilizing.
- Administering (including the morale and welfare of personnel).
- Maintaining.
- The construction, outfitting, and repair of military equipment.
- The construction, maintenance, and repair of buildings, structures, and utilities, and the acquisition of real property….

Title 10, U.S. Code, Section 3013 (b)

Figure 2-1. Title 10 functions

2-21. More specifically, Department of Defense Directive 5100.1 lists the primary statutory functions of the Army: organize, equip, and train forces for the conduct of prompt and sustained combat operations on land. Additionally, it requires Army forces to be capable of conducting air and missile defense, space and space-control operations, and joint amphibious and airborne operations. Army forces are also required to support special operations forces, operate land lines of communication, and conduct other civil programs prescribed by law.

2-22. Title 10 charges the Army with administrative control (ADCON) of Army forces assigned to combatant commands. ADCON entails providing administrative (legal, personnel, and finance) and logistic support to these forces. When designated an executive agent, the Army also enters into inter-Service, interagency, and intergovernmental agreements for certain responsibilities. These may include—

- Civil engineering support.
- Common-user land transportation.
- Disaster assistance.
- Force protection.
- Mortuary services.
- Detainee operations.
- Bulk petroleum management.

Title 10 also includes combatant commanders' responsibilities and authorities. Two of these overlap the military departments' Title 10 functions: joint training and directive authority for logistics. Title 10 functions and the diverse set of missions assigned by the President and combatant commanders link the Army's enduring roles to its vision and mission.

THE ARMY VISION

2-23. The Army vision expresses how the Army intends to meet the challenges of the security environment. (See figure 2-2.)

Relevant and Ready Landpower in Service to the Nation

*The **Nation** has **entrusted** the Army with preserving its **peace** and **freedom**, defending its **democracy,** and providing **opportunities** for its Soldiers to **serve** the country and personally develop their skills and citizenship. Consequently, we are and will continuously strive to remain among the most respected institutions in the United States. To fulfill our solemn obligation to the Nation, we must remain the preeminent land power on earth—**the ultimate instrument of national resolve**; strategically dominant on the ground where **our Soldiers' engagements are decisive**.*

Dr. Francis J. Harvey
Secretary of the Army
April 2005

Figure 2-2. The Army vision

2-24. The organization and training of its forces, innovation and adaptability of its leaders, and design and practices of its institutional support structures will keep the Army relevant to the challenges posed by the complex global security environment. The Army will be ready to promptly provide combatant commanders with the capabilities—principally well-led, well-trained, and well-equipped forces—required to achieve all operational objectives. To realize this vision, the Army is positioning itself for the security environment in which it will operate for the foreseeable future. It is transforming its mindset, capabilities, effectiveness, efficiency, training, education, leadership, and culture. Throughout this transformation, the American Soldier will remain the Army's primary focus—the centerpiece of Army organizations. Chapter 4 describes how the Army will achieve its vision.

THE ARMY MISSION

It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of—

(1) preserving the peace and security, and providing for the defense, of the United States, the Territories, Commonwealths, and possessions, and any areas occupied by the United States;

(2) supporting the national policies;
(3) implementing the national objectives; and
(4) overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

Title 10, U.S. Code, Section 3062 (a)

2-25. Title 10 of the United States Code states the purpose of Congress in establishing the Army and its guidance on how the Army is to be organized, trained, and equipped. Title 10 states that the Army includes land combat and service forces, and organic aviation and water transport. Army forces are to be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land. The Army is responsible for preparing the land forces necessary to effectively prosecute war except as otherwise assigned. It is also responsible, in accordance with integrated joint mobilization plans, for its expansion to meet the needs of war.

2-26. The Army exists to serve the American people, protect enduring national interests, and fulfill the Nation's military responsibilities. Specifically, the Army mission is to provide to combatant commanders the forces and capabilities necessary to execute the National Security, National Defense, and National Military Strategies. Army forces provide the capability—by threat, force, or occupation—to promptly gain, sustain, and exploit comprehensive control over land, resources, and people. This landpower capability compliments the other Services' capabilities. Furthermore, the Army is charged to provide logistic and other executive agent functions to enable the other Services to accomplish their missions. The Army is organized to accomplish this mission.

THE ORGANIZATION OF THE ARMY

Battles are won by the infantry, the armor, the artillery, and air teams, by soldiers living in the rains and huddling in the snow. But wars are won by the great strength of a nation—the soldier and the civilian working together.

General of the Army Omar N. Bradley

2-27. Soldiers are the centerpiece of Army organizations. Professional Soldiers—warriors well trained, well equipped, and well led—serve as the ultimate expression of what the Army provides to the Nation and the joint force. They are the engine behind Army capabilities. However, the Army is more than a collection of individuals. It is a complex institution comprising many diverse types of organizations. Its Soldiers are both "full-time" Regulars and Reserve Component citizen-Soldiers. Army civilians are members of the force as well, serving in leadership and support functions at all levels. The Army is all these people and organizations, united by a common purpose in service to the Nation. In addition, civilian contractors augment Army organizations, providing specialized support that sustains readiness and operations.

2-28. Army forces are engaged in the Nation's numerous global commitments of today and preparing for the uncertainties of tomorrow. Nearly half the Soldiers on active

duty are deployed or forward-stationed in more than 120 countries. They are accompanied by Army civilians and contractors. In addition to conducting combat operations, these Soldiers secure the homeland by deterring aggression and supporting friends and allies. The Army's organization supports mobilizing, training, deploying, and sustaining Soldiers at home and abroad.

FUNCTIONAL ORGANIZATION

2-29. Soldiers and Army civilians serve in two functionally discrete entities known as the institutional Army and the operational Army.

Institutional Army

2-30. The institutional Army exists to support accomplishing the Army's Title 10 functions. Institutional organizations provide the foundation necessary to design, raise, train, equip, deploy, sustain, and ensure the readiness of all Army forces. (See figure 2-3.) For example, institutional organizations include the training base that provides military skill development and professional education to Soldiers, members of the other Services, and multinational students. The institutional Army includes the schools, Soldier training centers, and combat training centers that develop and maintain individual and collective skills. These centers and schools also preserve the doctrine, research, and learning activities of the Army's professional knowledge base.

- Accessions.
- Training.
- Doctrine development.
- Human resource management.
- Medical support and health sustainment.
- Civil engineer and infrastructure support.
- Acquisition and procurement activities.
- Organic industrial facilities.
- Laboratories and research centers.
- Hospitals and clinics.
- Corps of Engineers districts.

Figure 2-3. Sample institutional Army functions and facilities

2-31. The institutional Army provides the infrastructure and capabilities needed to rapidly expand the Army and deploy its forces. It synchronizes Army acquisition and force development efforts with the national industrial capabilities and resources needed to provide equipment, logistics, and services. It also manages reach-back resources, capabilities at home station that deployed units access to support their operations. These include everything from databases and staff support to contracted services. Reach-back capabilities reduce strategic lift requirements and the size of in-theater logistic operations (the "footprint"). The institutional Army provides vital support to joint campaigns and Army operations.

Operational Army

2-32. The operational Army provides essential landpower capabilities to combatant commanders. For most of the twentieth century, the operational Army was organized around the division. Field armies and corps were groups of divisions and supporting organizations. Brigades, regiments, and battalions were divisional components. This structure served the Army and the Nation well. However, to remain relevant and ready, the operational Army is transforming from a division-based to a brigade-based force. This more agile "modular force" is organized and trained to fight as part of the joint force. Modular organizations can be quickly assembled into strategically responsive force packages able to rapidly move wherever needed. They can quickly and seamlessly transition among types of operations better than could their predecessors. Modular organizations provide the bulk of forces needed for sustained land operations in the twenty-first century. In addition to conventional modular forces, the Army will continue to provide the major special operations force capabilities (both land and air) in support of the U.S. Special Operations Command's global mission.

COMPONENTS

2-33. In addition to functional distinctions, the Army is described in terms of components. Each component is characterized by the source and role of its units and people. There are three components: the Regular Army and two Reserve Components, the Army National Guard and Army Reserve. All components include Army civilians as well as officers, noncommissioned officers, and enlisted Soldiers.

Regular Army

2-34. The Regular Army is a federal force consisting of full-time Soldiers and Army civilians. Both are assigned to the operational and institutional organizations engaged in the day-to-day Army missions. Congress annually determines the number of Soldiers the Army can maintain in the Regular Army.

Army National Guard

2-35. The Army National Guard has a dual mission that includes federal and state roles. In its federal role, the National Guard provides trained units able to mobilize quickly for war, national emergencies, and other missions. In its state role, it prepares for domestic emergencies and other missions as required by state law. National Guard Soldiers serve as the first military responders within states during emergencies. National Guard units are commanded by their state executive (usually the governor) unless they are mobilized for a federal mission. Members of the National Guard exemplify the state militia traditions of citizens answering the call to duty. Their selfless service, like that of Sergeant Christian P. Engeldrum described in the following vignette, reflects America's values and inspires others to the noble calling that serves freedom.

(1-69 Infantry photo)

(A. Savulich / New York Daily News)

Citizen Soldier—Selfless Service

In 2004, Sergeant Christian P. Engeldrum deployed to Iraq with B Company, 1st Battalion, 69th Infantry, New York Army National Guard. This was not the first time Engeldrum had fought in Iraq; he had served there with the 82d Airborne Division during Operation Desert Storm. After leaving the Regular Army, Engeldrum became a New York City police officer and later a firefighter.

Engeldrum experienced 11 September 2001 first hand. As a member of the New York City Fire Department, he was a first responder to the attack on the World Trade Center. His organization, Ladder Company 61, arrived as the first tower collapsed. Later, he helped raise the first flag at Ground Zero on a lamp post. Engeldrum had completed his military service obligation but was outraged by the attacks of 11 September and joined the Army National Guard.

On 29 November 2004, B Company was attacked while engaged in a convoy in the northwest part of Baghdad. Engeldrum's vehicle detonated an improvised explosive device, which destroyed the vehicle and killed Engeldrum and two other Soldiers. This citizen-Soldier, four times the volunteer, had given his life for his country. By his example of selfless service, Sergeant Christian Engeldrum demonstrated what it means to answer the call to duty.

Army Reserve

2-36. The Army Reserve is the Army's primary federal reserve force. It is a complementary force consisting of highly trained Soldiers and units able to perform a vast range of missions worldwide. Their primary role is to provide the specialized units, capabilities, and resources needed to deploy and sustain Army forces at home and overseas. The Army Reserve is also the Army's major source of trained individual Soldiers for augmenting headquarters staffs and filling vacancies in Regular Army units. The Army Reserve provides a wide range of specialized skills required for

consequence management, foreign army training, and stability and reconstruction operations. Many of its Soldiers are civilian professionals.

ARMY CIVILIANS AND CONTRACTORS

2-37. Army civilians and contractors support the Army's ability to mobilize, deploy, employ, and sustain Army forces at home and abroad. In recent years, an increasing number of Army civilians and contractors have been supporting Soldiers on the battlefield, employing their technical expertise under hazardous conditions. They provide critical capabilities that supplement Soldier skills.

Army Civilians

2-38. Army civilians are full-time federal employees with skills and competencies that encompass many functional areas and occupational series. Army civilians perform technical and administrative tasks that free Soldiers for training and for operational and institutional missions. Army civilians are integral, vital team members of all three components.

Contractors

2-39. Civilian contractors work to support Army forces in garrison locations and on the battlefield. Unlike Army civilians, contractors are hired for specific tasks and for a specific duration. They provide professional skills and perform technical and administrative tasks that allow Soldiers to focus on their primary missions. They are an important part of the Army team.

WELFARE AND READINESS

2-40. The challenge of serving a Nation at war highlights the importance of providing for the physical, material, mental, and spiritual well-being of Soldiers, Army civilians, and their family members. Their welfare is linked to readiness and the Army's sustained viability as an all-volunteer force. Army leaders will never take for granted the personal sacrifices made by Soldiers and their families. These include facing the hardships of war and extended periods of separation. In the case of Reserve Component Soldiers, they include concerns over continued employment and advancement in their civilian jobs as well. Additionally, the Army recognizes the importance of civilian employer support of Reserve Component Soldiers. Employers make sacrifices to support mobilized citizen-Soldiers. Their continued support is essential to the immediate and long-term readiness required to win the War on Terrorism.

2-41. Ultimately, the Army is a team comprising many people: Soldiers and Army civilians, regular and reserve; the citizens who support them; retirees, veterans, and family members. All are vital to the Army's success. These team members are drawn together by shared values and experiences, sacrifice, and selfless service to the Nation. All subordinate their own welfare to a higher calling. Dedicated, well-prepared people—Soldiers and those who support them—provide the leadership and skills

necessary to ensure success in any complex military operation. It is they who translate the Army vision into decisive capabilities.

SUMMARY

2-42. Today the Nation is at war, facing enemies that endanger its freedoms and way of life. At the same time, the Army is also undergoing its most profound transformation since World War II. The War on Terrorism will likely continue in some form for the foreseeable future. This protracted conflict against implacable enemies is occurring in a security environment that is dangerous, volatile, uncertain, complex, and ambiguous. To meet today's challenges, the Army is engaged in a continuous, adaptive cycle of innovation and experimentation informed by experience. This effort is improving the forces and capabilities the Army is providing today and ensuring that it is well postured for tomorrow.

2-43. America is strong and a bastion of freedom. Its citizens are a free people and, to a great extent, its strength flows from that freedom. America has abundant resources and a dynamic and productive population. It wields enormous political power and has the world's largest economy. But without a strong military to protect its enduring interests, America's freedom would be at risk. National power remains relative and dynamic. Because of this, the military provides the President with flexible forces that can operate across the range of military operations.

2-44. The Army's commitment to the Nation is certain and unwavering. All members of the Army—the Soldiers and Army civilians of all components—serve to accomplish the Army mission and meet its vision. They are guided by the compelling requirement to defend America's Constitution and way of life. The Army has defended the Nation and served the cause of freedom against all enemies and various forms of extremism for well over two centuries. It will continue to remain vigilant in these fundamental tasks.

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Chapter 3

Army Forces in Unified Action

3-1. Over the last century, warfare became increasingly complex. Army organizations changed from the large, predominantly infantry divisions of World War I to today's brigade-based combined arms teams. The way the Army fights evolved from a single-Service to a joint focus. As technology increased weapons ranges and enabled the application of airpower and sea power to land operations, the context for Army operations evolved from Service independence through joint interoperability to joint interdependence. *Joint interdependence* is the purposeful combination of Service capabilities to maximize their total complementary and reinforcing effects while minimizing their relative vulnerabilities. Army forces exploit joint interdependence to dominate land combat. Today's Army forces routinely participate in unified action, integrating their operations with those of joint, interagency, and multinational partners.

UNIFIED ACTION

3-2. Joint doctrine defines *unified action* as a broad generic term that describes the wide scope of actions (including the synchronization of activities with governmental and nongovernmental agencies) taking place within combatant commands, subordinate unified commands, or joint task forces under the overall direction of the commanders of those commands. Army forces provide the bulk of landpower resources for unified action. Combatant commanders and subordinate joint force commanders integrate joint force operations with interagency activities.

3-3. Regardless of the task or nature of the threat, combatant commanders use land, air, sea, space, and special operations forces to achieve strategic and operational objectives. They synchronize their efforts with those of interagency and multinational partners when possible. They establish theater strategies and provide strategic guidance and operational focus to subordinates. They organize joint forces, designate operational areas, and direct campaigns. Their aim is to achieve unity of effort among many diverse agencies in today's complex operational environment.

JOINT OPERATIONS

3-4. The Armed Forces (Army, Marine Corps, Navy, Air Force, and Coast Guard, and their associated special operations forces) provide globally responsive assets for joint operations to support combatant commanders' theater strategies. These theater strategies support the National Security, National Defense, and National Military Strategies.

3-5. The President exercises authority and control over the Army through a single chain of command with two distinct branches. The first branch runs from the President

through the Secretary of Defense to the combatant commanders. It controls the operational Army, the fighting force, for missions assigned to combatant commands. The second branch is used for purposes other than operational direction of forces. It principally controls the institutional Army, whose organizations raise, train, and equip Army forces. It runs from the President through the Secretary of Defense to the Secretary of the Army. The Chairman of the Joint Chiefs of Staff directs the Joint Staff for the Secretary of Defense. The chairman is not in a chain of command but may be in the channel of communications between the Secretary of Defense and combatant commanders. The chairman normally conveys orders issued by the President by authority and direction of the Secretary of Defense.

3-6. Each Service retains responsibility for administration and logistic support (called administrative control—ADCON) of forces it allocates to a joint force. The Secretary of the Army exercises this responsibility through the Army Chief of Staff and the Army service component commander assigned to each combatant command. The Army service component commander is responsible for the preparation and administrative support of Army forces assigned or attached to the combatant command.

3-7. A formal chain of command exists within each combatant command. Combatant commanders establish their chains of command according to their preferences and the needs of the command. The Secretary of Defense specifies the degree of control that combatant commanders exercise over their forces. When necessary to execute a mission, combatant commanders can establish a command structure using any of the following options: a subordinate unified command, joint task force, functional component command, Service component command, or single-Service force. Some Army headquarters may provide the nucleus for the establishment of either joint task forces or functional component commands.

3-8. Army forces do not fight alone; they fight as part of a joint team. *Joint operations* involve forces of two or more Services under a single joint force commander. Effective joint integration does not demand joint commands at all echelons but does require an understanding of joint interdependence at all echelons. Joint interdependence combines Army forces' strengths with those of other Service forces. The combination of multiple and diverse joint force capabilities creates military effects more potent than the effects produced by any Service alone.

INTERAGENCY ACTIVITIES

3-9. The instruments of national power—diplomatic, informational, military, and economic—complement and reinforce each other. Army forces enhance their effectiveness through close coordination with interagency partners. By understanding the capabilities of other agencies, senior- and midlevel commanders can add diplomatic, informational, and economic depth to their military efforts. Conversely, U.S. military capabilities allow other agencies to interact with foreign powers from a position of strength and security. Synchronizing military power with other instruments of national power substantially improves the joint force's strategic capabilities.

3-10. The links among the instruments of national power require Army commanders to consider how all capabilities and agencies can contribute to accomplishing the mission. Interagency coordination forges a vital link between military operations and nonmilitary organization activities. These may include governmental agencies of the United States, host nations, and partner nations. It may also include regional and international nongovernmental organizations. Theater strategies routinely incorporate the capabilities of the entire U.S. interagency network.

MULTINATIONAL OPERATIONS

3-11. Although the United States acts unilaterally when necessary, it normally pursues its national interests through multinational operations—those conducted by alliances and coalitions. An *alliance* is the result of formal agreements (treaties) between two or more nations for broad, long-term objectives that further the common interests of the members. Alliance members strive to field compatible military systems and establish common procedures. They develop contingency plans to integrate their responses to potential threats. A *coalition* is an ad hoc arrangement between two or more nations for common action. A coalition is normally formed for a focused, limited-scope purpose. Alliances and coalitions increase the quantity and skills of available forces and allow the participants to share the cost of operations. They may enhance the perceived legitimacy of U.S. strategic aims. In some cases, the military forces of other nations contribute vital capabilities to the multinational force. For example, the infantry strength of the Army of the Republic of Korea is indispensable to the Combined Forces Command, which defends the Korean peninsula.

HOW ARMY FORCES FIGHT

3-12. The Army's operational concept is the core statement of its doctrine. It drives the way the Army fights its engagements, battles, and major operations. The operational concept shapes Army tactics, techniques, procedures, organizations, support, equipment, and training. From its operational concept, the Army develops its operational doctrine, contained in FM 3-0, *Operations*. The Army's operational concept is not static. It evolves, shaped by the Nation's requirements for landpower, the operational environment, and emerging capabilities.

3-13. Today's operational concept is distinct from future concepts. The Army Training and Doctrine Command develops future concepts and publishes them in its 525-series publications. These documents forecast landpower requirements anticipated between ten and twenty years in the future. Once validated, they provide the basis for developing doctrine, organizations, and systems. In contrast, the operational concept discussed below forms the foundation for current doctrine and applies to operations today.

3-14. Four fundamentals—combined arms, joint interdependence, full spectrum operations, and mission command—underlie the operational concept. *Combined arms* involves the complementary application of the different Army branches. *Joint interdependence* describes the complementary use of Army forces with those of other

Services as part of the joint force. *Full spectrum operations* combine offensive, defensive, stability and reconstruction, and civil support operations. *Mission command* is the Army's preferred method for commanding and controlling forces. These fundamentals define the way the Army executes operations.

OPERATIONAL CONCEPT

3-15. The Army's operational concept is seizing, retaining, and exploiting the initiative with speed, shock, surprise, depth, simultaneity, and endurance. The operational concept depends on flexible combinations of Army capabilities (combined arms) and joint capabilities (joint interdependence) integrated across the full spectrum of operations through mission command.

3-16. *Initiative*, in its operational sense, is setting or dictating the terms of action throughout an operation. The side with the initiative determines the nature, tempo, and sequence of actions. Initiative is decisive if retained and exploited. In any operation, a force has the initiative when it is controlling the situation rather than reacting to circumstances. The counterpart to operational initiative is individual initiative, the willingness to act in the absence of orders or when existing orders no longer fit the situation.

3-17. *Speed* is the ability of land forces to act rapidly. Rapid maneuver dislocates the enemy force and exposes its elements before they are prepared or positioned. Rapid action preempts threats to security. It reduces suffering and loss of life among noncombatants or victims of disaster by restoring order and essential services. At the strategic level, speed gives Army forces their expeditionary quality. Speed allows Army forces to keep the initiative. It contributes to their ability to achieve shock and surprise.

3-18. *Shock* is the application of violence of such magnitude that the enemy force is stunned and helpless to reverse the situation. It entails the use of overwhelming force at the decisive time and place. When circumstances limit the use of violence, as in some stability and reconstruction operations, the perceived ability to deliver decisive force is as important as its actual use. In noncombat operations, shock stems from employing enough military force to dissuade possible adversaries from hostile action.

3-19. *Surprise* involves the delivery of a powerful blow at a time and place for which the adversary is unprepared. With the exception of some humanitarian relief missions, surprise always magnifies the effects of landpower. When combined with shock, it reduces friendly casualties and ends opposition swiftly.

3-20. *Depth*, a function of space and reach, is the ability to operate across the entire area of operations. It includes the ability to act in the information environment as well as the physical domain. Depth may involve subordinate elements of a force executing operations in locations distributed throughout the area of operations. In stability and reconstruction operations, depth includes the ability to deliver relief, perform reconstruction tasks, or achieve deterrence at multiple sites. It increases opportunities to influence the population.

3-21. *Simultaneity,* a function of time, confronts opponents with multiple actions occurring at once. Multiple actions overload adversaries' control systems and overstretch their resources. In stability and reconstruction operations, the ability to handle multiple events at the same time increases opportunities to influence the population. Simultaneity is at the heart of how the Army operates: Army forces conduct offensive, defensive, and stability and reconstruction operations at the same time throughout a campaign.

3-22. *Endurance* is the ability to survive and persevere over time. Swift campaigns, however desirable, are the exception. To succeed, Army forces frequently conduct operations for protracted periods. Endurance stems from the ability to generate, protect, and sustain a force, regardless of how far away it is deployed, how austere the environment, or how long the combatant commander requires landpower. It involves anticipating requirements and preparing to make the most effective use of available resources. At the strategic level, endurance gives Army forces their campaign quality.

COMBINED ARMS AND JOINT INTERDEPENDENCE

3-23. Combined arms is a function both of organizational design and temporary association for particular missions. To achieve combined arms, commanders merge elements of different branches—armor, infantry, artillery, civil affairs, combat engineering, and many others—into highly integrated tactical organizations. The strengths of each branch complement and reinforce those of the others, making combined arms teams stronger than the sum of their elements. For example, the brigade combat team has organic elements of many different branches, including, military police, intelligence, infantry, artillery, logistics, and engineers. When deployed, specialized units are added or removed according the needs of the mission. Within the brigade, the commander constantly adjusts the organization of battalion task forces and company teams into different combinations of specialties to achieve the best balance. Well-trained combined arms teams dominate close combat. Army forces using combined arms win against all types of enemies and prevail in stability and reconstruction operations.

3-24. Joint interdependence is combined arms raised to the joint force level. It reinforces and complements the effects of Army combined arms operations and makes Army forces many times more effective than they would be otherwise. Joint interdependence enables the operational concept. Joint force capabilities provide additional mobility, intelligence, fires, protection, and logistics throughout the land area of operations. Flexible combinations of Service forces break the enemy force into pieces unable to complement or reinforce each other, shattering its coherence. Tough, resilient enemies rarely succumb to a single swift action. Ultimately, land forces must maneuver against and destroy them in close combat. Continuous, sustained Army operations, fully supported by joint capabilities, erode the resolve of remaining enemies. Joint interdependence makes the landpower of the joint force the most effective in history, particularly when measured in terms of capabilities per deployed Soldier.

3-25. Combined arms and joint interdependence make land forces more effective in stability and reconstruction operations. Army special operations forces—such as, civil affairs, psychological operations, and special forces A-teams—operate with conventional Army forces, often cooperating with other governmental agencies. Conventional brigades may be task-organized for security, reconstruction, and services. Although combat is less likely during stability and reconstruction operations, the Army's requirement for joint support does not diminish. Medical and logistic operations, for example, depend on responsive air support and, when feasible, movement on inland waterways. This support is especially important when areas of operations are noncontiguous.

FULL SPECTRUM OPERATIONS

3-26. Army forces employ landpower throughout the range of military operations. Effective employment of landpower requires securing and maintaining the initiative and combining types of operations. During joint campaigns overseas, Army forces execute a simultaneous and continuous combination of offensive, defensive, and stability and reconstruction operations as part of integrated joint, interagency, and multinational teams. Concurrently with overseas campaigns, Army forces within the United States and its territories combine offensive, defensive, and civil support operations to support homeland security. (See figure 3-1.) Strategically, the ability to conduct offensive, defensive, and stability and reconstruction operations in overseas campaigns while supporting homeland security domestically is central to full spectrum operations. Domestic operations provide Army capabilities to support homeland security directly. Overseas campaigns contribute to homeland security by taking the fight to the enemy.

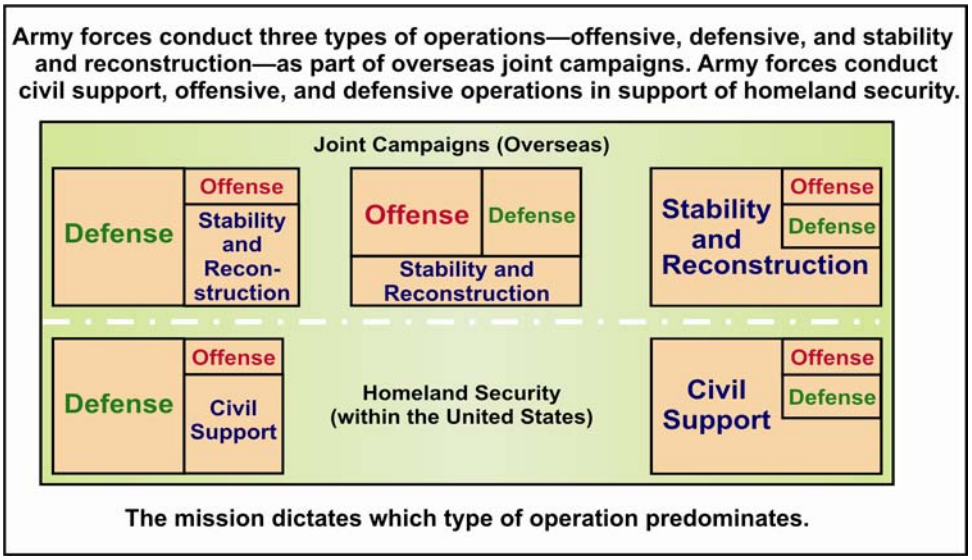

Figure 3-1. Full spectrum operations

3-27. *Offensive* operations carry the fight to the enemy by closing with and destroying enemy forces, seizing territory and vital resources, and imposing the commander's will on the enemy. They focus on seizing, retaining, and exploiting the initiative. This active imposition of landpower makes the offense the decisive type of military operation, whether undertaken against irregular forces or the armed forces of a nation state. In addition, the physical presence of land forces and their credible ability to conduct offensive operations enable the unimpeded conduct of stability and reconstruction operations.

3-28. *Defensive* operations counter enemy offensive operations. They defeat attacks, destroying as many attackers as necessary. Defensive operations preserve control over land, resources, and populations. They retain terrain, guard populations, and protect key resources. Defensive operations also buy time and economize forces to allow the conduct of offensive operations elsewhere. Defensive operations not only defeat attacks but also create the conditions necessary to regain the initiative and go on the offensive or execute stability and reconstruction operations.

3-29. *Stability and reconstruction* operations sustain and exploit security and control over areas, populations, and resources. They employ military capabilities to reconstruct or establish services and support civilian agencies. Stability and reconstruction operations involve both coercive and cooperative actions. They may occur before, during, and after offensive and defensive operations; however, they also occur separately, usually at the lower end of the range of military operations. Stability and reconstruction operations lead to an environment in which, in cooperation with a legitimate government, the other instruments of national power can predominate.

3-30. Within the United States and its territories, Army forces support *homeland security* operations. Homeland security operations provide the Nation strategic flexibility by protecting its citizens and infrastructure from conventional and unconventional threats. Homeland security has two components. The first component is *homeland defense*. If the United States comes under direct attack or is threatened by hostile armed forces, Army forces under joint command conduct offensive and defensive missions as part of homeland defense. The other component is *civil support*, which is the fourth type of Army operation.

3-31. *Civil support* operations address the consequences of man-made or natural accidents and incidents beyond the capabilities of civilian authorities. Army forces do not conduct stability and reconstruction operations within the United States; under U.S law, the federal and state governments are responsible for those tasks. Instead, Army forces conduct civil support operations when requested, providing Army expertise and capabilities to lead agency authorities.

3-32. The skills Army forces require to conduct one type of operation complement those required to conduct other types of operations. For example, the perceived ability of Army forces to attack and destroy enemies contributes to success in stability and reconstruction operations by deterring potential threats. Conversely, stability and reconstruction operations reduce the chance of offensive and defensive requirements by influencing civilians to not support enemy efforts. Defensive capabilities are

employed in such homeland security missions as protecting key infrastructure during a crisis. The discipline, physical stamina, and unit cohesion developed during training for offensive and defensive operations prepare Soldiers and units to deal effectively with the ambiguities and complexities of stability and reconstruction operations and civil support operations.

MISSION COMMAND

3-33. *Mission command* is the Army's preferred method for commanding and controlling forces. The distribution, speed, and simultaneity of integrated joint operations and the design of the modular force mandate conducting operations with mission command. A climate of mission command allows Army forces to adapt and succeed despite the chaos of combat. Successful mission command rests on the following elements: commander's intent, subordinates' initiative, mission orders, and resource allocation. Under mission command, commanders provide subordinates with a mission, their commander's intent and concept of operations, and resources adequate to accomplish the mission. Higher commanders empower subordinates to make decisions within the commander's intent. They leave details of execution to their subordinates and require them to use initiative and judgment to accomplish the mission. Higher commanders expect subordinates to identify and act on unforeseen circumstances, whether opportunities or threats, while synchronizing their operations with those of adjacent unit commanders. Seizing, retaining, and exploiting the operational initiative requires subordinate commanders and leaders to exercise individual initiative and higher commanders to give them authority to do so. Training subordinates under mission command develops disciplined initiative and skilled judgment. It also gives commanders the confidence to delegate them the necessary authority during operations. Mission command enables commanders to use the unprecedented agility and flexibility of the modular force to take advantage of the chaos of war. It allows Army forces to rapidly adapt to changes in the situation and exercise initiative within the commander's intent to accomplish the mission.

LANDPOWER IN FULL SPECTRUM OPERATIONS

3-34. Overcoming the enemy's will is the objective of combat operations; physical destruction of enemy forces, when necessary, is only a means to this end. Breaking the enemy's will signals victory but does not end a campaign. Americans fight for a better peace. Security must be established, services restored, and the foundation for lasting change set. During and after major combat operations, Army forces contribute to joint, interagency, and multinational efforts to exploit the opportunities military victory provides and provide strategic permanence to the otherwise temporary effects of combat.

3-35. Decisive resolution of conflicts normally occurs on land. Of the Armed Forces' capabilities, landpower is unique because only land forces can occupy, control, and protect vital areas. People and resources—the participants, supporters, and objectives of land operations—can only be controlled or protected by land forces. Effective employment of landpower is never purely destructive, nor is it totally benign or unobtrusive. Employing landpower requires using the appropriate level of force—for

example, peaceful persuasion and long-term stabilizing presence, localized raids, or overwhelming physical destruction.

3-36. Offensive and defensive land operations have immediate and severe effects on people, institutions, and infrastructure. Concurrent stability and reconstruction operations are normally needed to sustain the integrity of noncombatants' society. Effective stability and reconstruction operations protect the society's essential infrastructure, institutions, and basic needs. In some cases, stability and reconstruction operations alter factors or institutions to promote security and effect permanent changes. They enable the fastest possible return to a stable environment. Land forces may undertake stability and reconstruction operations to prevent or contain conflicts. In doing so, they sometimes have to conduct offensive and defensive operations. In many cases, stability and reconstruction operations include communicating the clear understanding that Army forces can and will counter any threat with the force required. In other words, combat capabilities underwrite stability and reconstruction operations.

3-37. The deployment of ground forces into a region and the approach they take to the population immediately affect the population's daily life, perceptions, and politics—for better or worse, depending on the viewpoint of the inhabitants. This effect occurs even without a shot being fired. It is especially true within the United States and its territories, where law and civil authority carefully circumscribe the use of military force.

3-38. Employing landpower effectively in joint campaigns requires combining types of operations and transitioning between them. While one type of operation normally predominates during each campaign phase, other types also occur. For example, after the Baathist regime collapsed and its military forces were destroyed during Operation Iraqi Freedom, the coalition campaign transitioned from one where offensive operations predominated to one characterized by stability and reconstruction operations. To counter the various insurgent groups that emerged afterwards, coalition forces again transitioned; they began to conduct offensive and defensive missions simultaneously with stability and reconstruction operations. The stability and reconstruction operations now included counterinsurgency. Simultaneous combinations of types of operations and transitions between them characterize full spectrum operations. They will be typical of the use of landpower in future campaigns. The skills required to transition between types of operations are special and critical for Army units. Mastering them requires the Army to develop Soldiers and leaders with not only combat expertise but also imagination and flexibility.

EXPEDITIONARY CAMPAIGNS

3-39. A *campaign* is a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space. Campaigns are inherently joint operations. Expeditionary campaigns that involve land operations almost always require Army forces. During campaigns, deployed Army forces normally conduct simultaneous offensive, defensive, and stability and reconstruction operations

throughout the area of operations. The predominant type of operation and its relationship to other types of operations vary according to the joint force commander's design.

3-40. At the outset of a campaign, the joint force commander typically needs forces to respond promptly to a crisis. The Army provides rapidly deployable units able to operate in any environment—from complex urban areas to remote, austere wilderness regions. If a decisive conclusion to combat operations does not occur swiftly, the Army provides land forces with greater combat power and the endurance needed to conduct sustained operations. Campaigns that are predominantly stability and reconstruction in character may require landpower for years, as operations in the Sinai and Balkans demonstrate. The capability to conduct sustained joint-enabled land operations—the Army's campaign quality—gives Army forces their ability to preserve the gains of joint operations where necessary. This allows employment of other instruments of national power to achieve strategic objectives.

3-41. Commanders seek to win decisively as quickly as possible. However, fighting strong or resilient enemies, or facing relief or humanitarian circumstances that cannot be resolved quickly, requires the staying power only land forces provide. Army forces remain on the ground until the job is done. Army forces make permanent the effects of joint operations.

ENHANCING JOINT INTERDEPENDENCE

3-42. The challenges of the security environment, complexity of unified action, and capabilities required to conduct full spectrum operations make joint interdependence imperative. Joint interdependence extends combined arms synergy into the joint realm. It is more than interoperability, the assurance that Service forces can work together smoothly. It is even more than integration to improve their collective efficiency and effectiveness. Joint interdependence purposefully combines Service capabilities to maximize their complementary and reinforcing effects while minimizing their vulnerabilities.

3-43. Fundamentally, joint interdependence means each Service depends on the others and on the joint force for key capabilities. It is based on recognition that the Armed Forces fight as one team of joint, interagency, and multinational partners. Several conditions are essential for joint interdependence. Joint force commanders must establish clear command relationships among force components; clearly stating supporting and supported relationships among joint force elements is particularly important. Commanders must also determine measures that allow unity of effort with interagency and multinational partners. Commanders at all levels must realize that assured access to partners' capabilities does not require command authority over them. Joint interdependence requires confidence that the supporting force will provide its capabilities where and when needed; conversely, commitment to delivering those capabilities to the supported force is also essential. Joint interdependence rests on trust among military professionals. For Soldiers, it means their Warrior Ethos obligations apply to their joint, interagency, and multinational partners.

3-44. At the strategic level, joint interdependence allows each Service to divest itself of redundant functions that another Service provides better. Doing this reduces unnecessary duplication of capabilities among the Services. It achieves greater efficiency in all areas of expertise. Interdependence allows the Army to focus on developing capabilities that only land forces can provide. Likewise, relying on the Army for land-related capabilities allows the other Services to achieve greater efficiencies in their respective domains.

3-45. Joint interdependence requires joint training. Organizations that operate together must train together. The Army's joint training opportunities continue to improve as it works with U.S. Joint Forces Command and the other Services to further develop a joint training capability. The planning, scenarios, connectivity, and overall realism of joint training are enhancing the joint operations skills of Army commanders and Soldiers. The Army is also learning from the strategic environment. The Nation's adversaries are elusive and adaptive. They seek refuge in complex terrain, sometimes harbored by failed or failing states. They often leverage such new and easy-to-obtain technologies as the Internet and satellite communications. The Army is incorporating these conditions into deployment scenarios, training, and education to enhance its joint warfighting proficiency. In pursuit of joint interdependence, the Army is considering joint operations at the outset when designing capabilities and establishing training requirements. Joint training and education help Soldiers and Army leaders learn about the other Services' cultures, responsibilities, and relationships. This knowledge, combined with experience in the joint environment, is enhancing Soldiers' and Army leaders' contributions to joint interdependence.

3-46. The Army's modular force combines an *expeditionary* capability, the ability to promptly deploy combined arms forces worldwide, and a *campaign* quality, the ability to sustain operations long enough to achieve the desired end state. Army forces' expeditionary capability and campaign quality allow them to contribute decisive, sustained landpower to joint, interagency, and multinational operations in any environment. An ever present challenge is to reconcile the Army's staying power—the ability to conduct long-term operations—with its strategic agility—the ability to promptly deploy forces of appropriate size and strength over vast distances to anywhere in the world. Army forces are postured, both at home and abroad, to demonstrate their agility and readiness to quickly execute expeditionary operations anytime, anywhere.

SUMMARY

3-47. Combatant commanders are responsible for winning wars and commanding the joint forces that fight them; however, the Army is responsible for providing the bulk of the landpower needed to achieve those victories, set the conditions for an enduring peace, and sustain those conditions as long as needed to achieve that peace. The campaign quality and joint and expeditionary capabilities of Army forces offer the President and combatant commanders diverse options for security cooperation, crisis response, and warfighting. The Army's campaign quality is expressed in its ability to conduct sustained operations on land with a variety of units for as long as it takes to accomplish the Nation's political objectives. Its expeditionary capability is seen in its

versatile organizations able to promptly deploy and operate in austere environments across the range of military operations. The campaign quality and expeditionary capability of Army forces make them relevant to today's operational environment and ready to meet any challenge to the Nation's security or well-being.

Chapter 4

The Way Ahead

The condition of the Army today can only be understood when one considers where we have been and where we are going.… The changes in the world have made us realize that to ultimately be successful in the Global War on Terror, we must transform our capabilities. We will not be ready and relevant in the 21st Century unless we become much more expeditionary, more joint, more rapidly deployable and adaptive, as well as enhance our capability to be successful across the entire range of military operations from major combat to the condition of stability.

Dr. Francis J. Harvey
Secretary of the Army

4-1. The strategic environment, national guidance, and operational requirements demand that today's Army forces conduct operations of a type, tempo, and duration that differ significantly from those of the past. The late twentieth century required a force able to execute a fixed number of deliberate war plans and prepared to provide small forces for infrequent contingencies. The twenty-first century requires a force able to conduct sustained operations against several ongoing contingencies while remaining prepared to execute a number of deliberate war plans. Sustained operations and readiness to meet both old and new threats will be normal for the foreseeable future. This situation requires changes in both structure and mindset. The Army is rapidly transforming itself to meet both requirements.

4-2. The War on Terrorism has given the Army a strategic opportunity to reshape itself. It is leveraging its wartime focus to build campaign quality Army forces with joint and expeditionary capabilities. It is shedding inefficient processes and procedures designed for peacetime and reexamining institutional assumptions, organizational structures, paradigms, policies, and procedures. This ongoing transformation is producing a better balance of capabilities. When complete, Army forces will be able to deploy more promptly and sustain operations longer to exercise decisive landpower across the range of military operations. The Army's goal is to transform itself into a more responsive, effective expeditionary force capable of sustained campaigning anywhere in the world. Meanwhile, it continues to sustain operational support to combatant commanders and maintain the quality of the all-volunteer force.

FUTURE OPERATING ENVIRONMENT CHALLENGES

4-3. The Army is preparing today to meet the four types of challenges outlined in chapter 2:

- Traditional.
- Irregular.
- Catastrophic.
- Disruptive.

4-4. To address *traditional* challenges, the Army is extending its mastery of major combat operations. It is maintaining the ability to counter today's conventional threats while preparing for tomorrow's antiaccess environments. The ability to prevail in major combat operations is a crucial responsibility and primary driver of capabilities development. Many capabilities required for major combat operations apply across the range of military operations. Those capabilities include—

- Strategic and operational mobility.
- Advanced information systems to support command, control, intelligence, surveillance, and reconnaissance.
- Precision weaponry.
- Force protection.
- Sustainment.

4-5. The Army is broadening and deepening its ability to counter *irregular* challenges. However, because the Nation cannot afford two armies, the Army is meeting this requirement by increasing the versatility and agility of the same forces that conduct conventional operations. In many situations, the combination of traditional and irregular threats presents the most demanding challenges to military effectiveness. This combination requires Soldiers and units able to transition between the operations required to counter conventional and irregular threats.

4-6. Preempting *catastrophic* threats includes deterring the use of or destroying weapons of mass destruction. To accomplish these tasks, the Army is continuously enhancing its expeditionary capability. It is increasing its ability to rapidly project forces and decisively maneuver them over both global and theater distances. It is seeking minimal reliance on predictable, vulnerable deployment transition points (intermediate staging bases) or ports of entry.

4-7. To prepare for *disruptive* challenges, the Army is maintaining and improving a range of capabilities, minimizing the potential for single-point strategic surprise and failure. It is also developing intellectual capital to power a culture of innovation and adaptability, the Army's most potent response to disruptive threats.

4-8. While preparing for irregular, disruptive, and catastrophic challenges, the Army is retaining its ability to dominate land operations in traditional conflicts. American land forces clearly occupy a commanding position in the world with respect to defeating traditional military challenges. The Army must retain a superior position, particu-

larly in the face of modernizing armies that might challenge U.S. partners and interests. Failure to maintain a qualitative edge over these traditional threats would promote instability and create vulnerabilities that adversaries might attempt to exploit.

4-9. While technology will be crucial to achieving greater operational agility and precision lethality, the human dimension will continue to be the critical element of war. The Soldier will remain the centerpiece of Army organizations. As the complexity of operations increases, well-trained, innovative, and disciplined Soldiers and leaders will become more important than ever. Recruiting, training, educating, and retaining of Soldiers is vital to maintaining landpower dominance in all forms of conflict.

ARMY TRANSFORMATION

4-10. Transformation describes the process by which the current force is becoming the future force. (See figure 4-1.) It occurs as the Army incorporates new capabilities into its force structure and trains Soldiers to use them. The future force is what the Army continuously seeks to become. It will be strategically responsive and joint interdependent. It will be capable of precision maneuver and able to dominate adversaries and situations across the range of military operations envisioned in the future security environment. The future force will be lighter, more lethal and agile, and optimized for versatility. It will be capable of seamlessly transitioning among the different types of military operations.

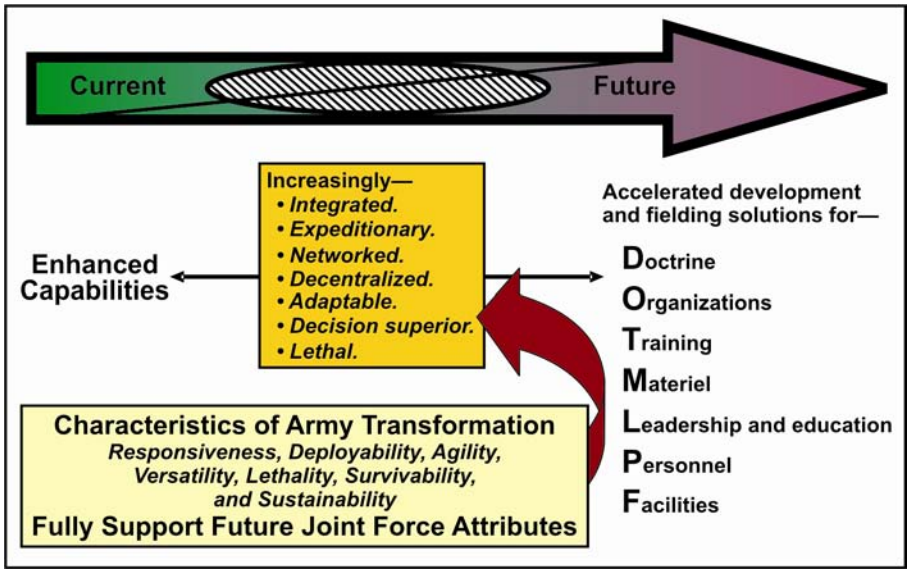

Figure 4-1. Current to future force

4-11. Army transformation is more than materiel solutions. Adaptive and determined leadership, innovative concept development and experimentation, and lessons learned from recent operations produce corresponding changes to doctrine, organizations,

training, materiel, leadership and education, personnel, and facilities (DOTMLPF). DOTMLPF is a problem-solving construct for assessing current capabilities and managing change. Change is achieved through a continuous cycle of adaptive innovation, experimentation, and experience. Change deliberately executed across DOTMLPF elements enables the Army to improve its capabilities to provide dominant landpower to the joint force.

4-12. The Army Campaign Plan is the authoritative basis that sets into action the Army's transformation strategies. It provides specific objectives, assigns responsibilities for execution, and synchronizes resources. It directs the planning, preparation, and execution of Army operations and Army transformation within the context of the Nation's ongoing strategic commitments. These commitments and resource availability dictate the synchronization and pace of change. The Army Campaign Plan also sustains operational support to combatant commanders and maintains the quality of the all-volunteer force.

THE ARMY'S TRANSFORMATION STRATEGIES

4-13. The Army's comprehensive restructuring combines four interrelated strategies. These strategies are centered on forces, people, quality of life, and infrastructure. Together, they enable the Army mission: Provide to combatant commanders the forces and capabilities necessary to execute the National Security, National Defense, and National Military Strategies. The Army's transformation strategies are—

- **Forces**. Provide relevant and ready landpower to combatant commanders to meet the full range of global commitments.
- **People**. Train and equip Soldiers as world-class warriors, and develop competent, flexible, and adaptive leaders able to meet twenty-first century challenges.
- **Quality of life**. Attain a quality of life and well-being for Army people that match the quality of the service they provide.
- **Infrastructure**. Establish and maintain the infrastructure and the information network required to develop, generate, train, and sustain operational forces for their global mission.

These interrelated strategies unify the Army's transformation effort. Properly implemented, they will produce an Army able to meet everything asked of it.

ESSENTIALS OF ARMY TRANSFORMATION

4-14. The Army Campaign Plan establishes eight campaign objectives that enable the Army to achieve its transformation strategies. (See figure 4-2.) These objectives are clearly defined, measurable, decisive, and attainable goals.

4-15. The Army is undertaking a significant shift in emphasis and priorities with respect to its near- and midterm focus and resourcing. This shift is driven by a reassessment of the strategic and operational environments. It is also driven by the

Army's responsibility to provide relevant and ready landpower to combatant commanders now and in the future.

- **Support global operations**. Organize, train, equip, and sustain a campaign capable joint, expeditionary Army to provide relevant and ready landpower to combatant commanders.
- **Adapt and improve total Army capabilities**. Organize Army forces into modular, capabilities-based unit designs to enable rapid force packaging and deployment, and sustained land combat.
- **Optimize Reserve Component contributions**. Transform Reserve Component force structure and continuum of service paradigms to optimize Reserve Component capabilities and provide relevant and ready forces and Soldiers to combatant commanders.
- **Sustain the right all-volunteer force**. Recruit and retain competent, adaptive, and confident Soldiers and Army civilians to meet immediate and long-range multicomponent personnel and family readiness requirements.
- **Adjust the global footprint**. Adjust Army stationing and support infrastructure in accordance with integrated global presence and basing strategy to better execute the National Defense Strategy and support operational deployments and sustained operational rotations.
- **Build the future force**. Develop future force capabilities to meet future landpower requirements of the combatant commanders.
- **Adapt the institutional Army**. Transform the institutional Army and associated processes to responsively execute Title 10 responsibilities to sustain a campaign quality Army with joint, expeditionary capabilities.
- **Develop a joint, interdependent logistic structure**. Create an integrated logistic capability responsible for end-to-end sustainment to joint force commanders across the range of military operations.

Figure 4-2. Army campaign objectives

TRANSFORMING TODAY

We will not be effective and relevant in the 21st century unless we become much more agile but with the capacity for a long-term, sustained level of conflict. Being relevant means having a campaign-quality Army with joint expeditionary capability. It must be an Army not trained for a single event like a track athlete, but talented across a broad spectrum like a decathlete.

General Peter J. Schoomaker

4-16. To respond to the contemporary strategic challenges, the Army has accelerated its transformation. During times of peace, change is generally slow and deliberate, conducted at a pace supported by limited resources. In wartime, however, change must occur faster to strengthen operational forces and provide the best available resources to deployed Soldiers. Thus, Army transformation is not an end in itself; it contributes to accomplishing today's missions as well. To improve its ability to provide forces and capabilities to combatant commanders, the Army is undergoing its most profound restructuring in over 50 years. Key aspects of the transformation already affecting the current force include the following:

- Resetting, restructuring, rebalancing, and stabilizing the force.
- Integrating component technology of the future combat systems.
- Developing networked information systems.
- Modernizing institutional Army processes.

RESETTING THE FORCE

4-17. Operations in Iraq and Afghanistan are placing tremendous demands on Army equipment and Soldiers. As a result, the Army has initiated a program to reset units returning from deployment. Resetting refers to actions taken to prepare redeploying units for future missions. Resetting units is not a one-time event, for either the Army as a whole or individual units. It is required for all units, regardless of component, every time they return from a deployment. The reset program consists of five elements. Each addresses different unit deployment requirements:

- Units and Soldiers are provided training in essential tasks incorporating lessons learned from the operational environment.
- Soldiers and leaders receive individual training and professional development.
- Pre-positioned equipment and ammunition stocks are adjusted.
- If necessary, units are reorganized into the appropriate modular design. Resetting units are not left in legacy designs.
- Overall unit readiness is returned to Army standards.

Through its reset program, the Army is simultaneously supporting current global commitments and transforming itself for future challenges.

4-18. Two programs geared for both redeployed and deployed units complement the reset program: the rapid fielding initiative and the rapid equipping force program. These programs are designed to quickly integrate combat systems and equipment for Soldiers into the current force.

4-19. The *rapid fielding initiative* is designed to fill Soldier and unit equipment requirements by quickly fielding commercial, off-the-shelf technology rather than waiting for standard acquisition programs to address shortages. Soldiers receive individual equipment, such as, body armor and ballistic goggles. Units receive equipment based on operational lessons learned, such as, grappling hooks and fiber-optic viewers. Soldiers and units of all components are equipped to a common standard.

4-20. The *rapid equipping force program* uses commercial and field-engineered solutions to quickly meet operational needs. It provides both simple and sophisticated equipment. Examples range from lock shims that open padlocks nondestructively to robotic sensors that explore caves, tunnels, wells, and other confined spaces.

4-21. These programs are directly aligned with the Army's people and force transformation strategies. They reflect how the Army cares for its people and prepares units for upcoming training and deployments. They also position the Army to be more responsive to emerging threats and contingencies.

RESTRUCTURING THE FORCE

4-22. The Army is restructuring from a division-based to a brigade-based force—the modular force. Modular force brigades are strategically flexible. The major combat and support capabilities a brigade needs for most operations are organic to its structure. This modular organization simplifies providing force packages to meet operational requirements. It also increases brigades' tactical independence. It enhances integration with Army, joint, other-Service, and multinational forces. This organizational transformation is making the operational Army more powerful and responsive.

4-23. Transforming to the modular force will increase Regular Army combat capability to as many as 48 combined arms brigade combat teams. It will increase the size of the Army's overall pool of available maneuver organizations to no fewer than 77 brigade combat teams. Having a larger pool of available brigade-based forces will enable the Army to generate forces in a predictable rotation. This enlarged force pool will also give Soldiers and units more time between deployments. Further, this stabilization will allow higher quality training and better support to combatant commanders.

4-24. The modular force includes five types of multifunctional support brigades that complement and reinforce brigade combat teams: aviation, battlefield surveillance, maneuver enhancement, fires, and sustainment. These brigades are also organized as combined arms units. Each accomplishes a broad function, such as, protection in the case of maneuver enhancement brigades. In addition, theater-level single-function commands or brigades (such as, Army air and missile defense commands) provide additional capabilities for the campaign quality modular force.

REBALANCING THE FORCE

4-25. The skills and organizations required for operations against today's threats are different from those of the recent past. The twentieth century required an Army with a large capacity focused on combat capabilities. Today's operational environment requires an Army with more diverse capabilities as well as the capacity for sustained operations. The Army is developing these diverse capabilities through a process called rebalancing.

4-26. Rebalancing involves retraining Soldiers and converting organizations to produce more Soldiers and units with high-demand skills. It will result in a substantial increase in infantry capabilities, with similar increases in military police, civil affairs, military intelligence, and other critical skills. It will also relieve stress on the relatively small pool of Soldiers and units currently possessing these high-demand skills. Additionally, rebalancing increases the Army's ability to conduct sustained stability and reconstruction operations.

4-27. The Army has already begun rebalancing the Regular Army and Reserve Components. The objective is to prepare the Regular Army to be able to execute the first 30 days of an operation without augmentation from the Reserve Components. This is increasing Army capabilities available for the first 30 days of an operation. Ultimately, rebalancing the force will realign the specialties of more than 100,000 Soldiers.

STABILIZING THE FORCE

4-28. The Army is now assigning Soldiers to brigades for longer periods. This policy increases combat readiness and cohesion as it reduces turnover and eliminates repetitive training requirements. With Soldiers and families moving less frequently, more Soldiers are available to train or fight on any given day. This initiative is a major step in transitioning the Army from an individual replacement system to a unit replacement system. It allows Soldiers to train, deploy, fight, and redeploy together. Unit replacement lessens the strain of the high operational tempo and creates greater stability in the lives of Soldiers and their families.

INTEGRATING COMPONENT TECHNOLOGY OF FUTURE COMBAT SYSTEMS

4-29. Also key to Army transformation is the fielding of future combat system technologies. These form the foundation for long-term Army transformation. The future combat systems are not platforms; they are a family of networked land- and air-based maneuver and supporting systems built around Soldiers. Networked future combat system capabilities will integrate sensors and information systems. They will also include manned and unmanned reconnaissance and surveillance systems. This network will improve commanders' situational understanding. Future combat system-equipped units will have superior joint interoperability and be more rapidly deployable and survivable than current force units.

4-30. The operational Army is benefiting from future combat system programs today. The Army is integrating component technologies into the current force as they become

available. It is not waiting until all future combat system elements are completely developed. This strategy allows the operational force to use the best equipment and latest technological enhancements available. In addition, the experience gained in using these technologies is helping improve future force decisions. A continuous cycle of innovation, experimentation, experience, and change is improving the Army's ability to provide dominant and sustained landpower to combatant commanders. It is getting newly developed technology to Soldiers faster then previously envisioned.

DEVELOPING NETWORKED INFORMATION SYSTEMS

4-31. Also important to Army transformation is providing networked information systems down to the lowest level, including individual Soldiers. These networked systems support command, control, intelligence, surveillance, and reconnaissance. They are transforming how Army leaders make decisions and operate. They are improving commanders' connectivity within the collaborative information environment necessary for joint operations. Networked systems will contribute to information superiority by providing leaders access to online knowledge sources and interconnecting people and systems independent of time, location, or Service. Disciplined information sharing over this network will improve commanders' situational understanding. This collaboration will facilitate the human art of command and ultimately shorten commanders' decision cycles, contributing to decision superiority.

MODERNIZING INSTITUTIONAL ARMY PROCESSES

4-32. The institutional Army is reengineering its business, force-generation, and training practices to improve its support of the operational Army and other Services. Initiatives include eliminating irrelevant policies, processes, and practices. Other improvements include increasing institutional agility by developing a joint, end-to-end logistic structure and fostering a culture of innovation. The institutional Army is seeking to improve effectiveness and identify efficiencies that free people and money to better support the operational Army.

CHANGING ARMY CULTURE

4-33. When large, complex organizations pursue transformational change, a key measure of success is leaders' ability to reorient peoples' attitudes and actions. For Army leaders, these people include Soldiers, Army civilians, and families. The Army is changing policies, training, and behavior to create a culture that embraces the operational and organizational challenges of a turbulent security environment.

4-34. The Army's success in changing its culture will be a significant measure of its success in transforming itself. This cultural change will build on the existing Army culture and beliefs as expressed in the Army Values and Soldier's Creed. This effort has four major dimensions:

- Inculcate a culture of innovation.
- Realize the implications of joint, expeditionary warfare.

- Commit to the ideals of the Warrior Ethos.
- Promote resiliency.

INCULCATE A CULTURE OF INNOVATION

4-35. The Army's practice of learning and changing continually while performing its mission has historical roots. Since the 1980s, the Army has been a national leader in anticipating and leading change. Its deliberate study of technical and professional developments, focused collection and analysis of data from operations and training events, free-ranging experimentation, and transforming processes have made it a model of effective innovation. Army leaders are continuing to foster creative thinking. They are challenging inflexible ways of thinking, removing impediments to institutional innovation, and underwriting the risks associated with bold change.

4-36. Innovation seeks engagement by all Soldiers. Engagement fosters and improves communication among Soldiers and leaders throughout the force. It tests new ideas, concepts, and ways of conducting operations. Engagement includes methodically collecting and analyzing data and conducting informed discussions. It experiments with new ideas and creates opportunities to learn from critics. Army leaders are seeking to innovate radically. They want to move beyond incremental improvements to transformational changes. They continue to identify and test the best practices in industrial and commercial enterprises, the other Services, and foreign military establishments. They review history for insights and cautions. Consistent with security, they share information and ideas across organizational, public, private, and academic boundaries.

4-37. Engagement begins with a flexible doctrine adaptable to changing circumstances. The Army is enhancing its doctrine to address enemies who deliberately avoid predictable operating patterns. It is incorporating lessons learned from ongoing operations to equip Soldiers for today's security environment and prepare them for tomorrow's. Doctrine cannot predict the precise nature and form of asymmetric engagements; however, it can forecast the kinds of knowledge and organizational qualities necessary for victory. The Army is applying its intellectual and physical resources to refine its doctrine to accomplish that task. Effective doctrine fosters initiative and creative thinking. In so doing, it helps adaptive and flexible leaders make good decisions and stimulate a culture of innovation.

REALIZE THE IMPLICATIONS OF JOINT, EXPEDITIONARY WARFARE

4-38. Recent adversaries have achieved strategic surprise by operating against the United States from remote locations. Other adversaries may seek refuge in similar formidable environments. Thus, future conflicts are likely to involve joint, expeditionary operations. These conflicts will be characterized by rapid deployments with little to no notice, contingency operations in austere theaters, and incomplete planning information. Operations are likely to involve fighting for information rather than fighting with information against adaptive and creative adversaries. Future force organizations are designed to prevail under these circumstances.

4-39. However, victory in future conflicts requires more than redesigned organizations, materiel, and facilities. The Army is also changing its mindset to better cope with the implications of an uncertain and ambiguous security environment. Joint, expeditionary warfare places a premium on adapting to the unique circumstances of each campaign. Operational success depends on flexible employment of Army capabilities and different combinations of joint and interagency capabilities. No military force in history has had the range of capabilities available to today's joint force. However, there is no standard formula that fits every operation. Land warfare will always generate unexpected opportunities and sudden risks.

4-40. It is important that Soldiers have the training and experience to recognize what tactics and techniques might fit a particular situation. It is equally important that they have the imagination to recognize and initiative to adapt to new conditions and unforeseen events. It is therefore critical to view themselves through enemy eyes. To accomplish this, the modular force will include a "red-teaming" capability. Red team-trained personnel will actively participate during planning to ensure proper consideration of both conventional and asymmetric threats. Other red team personnel will be available to review plans and address commanders' areas of concern. Red team personnel are one resource commanders will be able to use to increase their Soldiers' self-awareness and knowledge of adversaries.

4-41. Although planning provides a necessary forecast for any operation, it cannot predict the actual course of events. The operational environment of the early twenty-first century requires Soldiers and units to adapt and execute in order to win. The Army is enhancing its training, education, and Soldier and leader development programs to develop the flexible, adaptive mindset needed to prevail in joint, expeditionary operations.

COMMIT TO THE IDEALS OF THE WARRIOR ETHOS

4-42. The Army prepares every Soldier to be a warrior. Army training seeks to replicate the stark realities of combat. The Army has changed its training systems to reflect the conditions of the current operational environment and better prepare Soldiers for them. The goal is to build Soldiers' confidence in themselves and their equipment, leaders, and fellow Soldiers.

4-43. Mental and physical toughness underpin the beliefs established in the Soldier's Creed. Army leaders develop them in all Soldiers. The Warrior Ethos inspires the refusal to accept failure and conviction that military service is much more than a job. It generates an unfailing commitment to win. The Warrior Ethos defines who Soldiers are and what Soldiers do. It is derived from the Army Values and reinforces a personal commitment to service.

4-44. Commitment to the ideals of the Warrior Ethos is deeply embedded in the Army's culture. The Warrior Ethos instills a "mission first–never quit" mental toughness in Soldiers. Training as tough as combat reinforces the Warrior Ethos. Soldiers who demonstrate it are promoted. Soldiers combine the Warrior Ethos with initiative, decisiveness, and mental agility to succeed in the complex, often irregular,

environments in which they operate. Soldiers and leaders who exemplify the Warrior Ethos accomplish the mission regardless of obstacles.

PROMOTE RESILIENCY

4-45. To complement the "mission first–never quit" spirit of the Warrior Ethos, the Army is emphasizing the importance of resiliency. Resiliency enables Soldiers to thrive in ambiguous, adverse situations. It allows units to respond aggressively to changes and setbacks. Resilient Soldiers overcome the stress, confusion, friction, and complexity of the environment to accomplish the mission. They are mentally prepared to deal with uncertainty. They can absorb the effects of unexpected developments without stopping or losing their orientation. Tough, realistic training develops Soldiers and leaders comfortable with uncertainty. This self-confidence produces a willingness to innovate and accept risk. Resiliency—underpinned by the ideals of the Warrior Ethos—allows Army forces to exploit adversaries less capable of dealing with ambiguity.

BALANCING RISKS

4-46. Before 11 September 2001, the absence of a peer competitor shaped the Army's strategic investment decisions. The Army's investment strategy accepted risks in numerous current force procurement areas to allow investment in the future force. After 11 September, the War on Terrorism changed Army requirements dramatically. The Army had to "buy back" many of the deferred capabilities required for current operations. Doing this has reduced operational risk and improved Army forces' firepower, force protection, mobility, and sustainability. While these decisions have produced dramatic, immediate improvements for Soldiers and increased current force capabilities, the monetary costs have been substantial.

4-47. To reduce the risks associated with fighting the War on Terrorism, the Army has made deliberate choices in several areas. These include allocating resources, assigning missions to its units and components, altering stationing, and procuring new weapons and equipment. These decisions accommodate urgent wartime needs and have better enabled Soldiers to accomplish their missions. The months and years ahead will challenge the Army to balance current and future investments to keep risk at moderate levels as it executes current requirements and prepares for future challenges.

WHAT DOES NOT CHANGE: THE HUMAN DIMENSION

> *Above all, we must realize that no arsenal or no weapon in the arsenals of the world is so formidable as the will and moral courage of free men and women.*
>
> President Ronald Reagan

4-48. As the Army moves into the future, two things will not change—the primacy of Soldiers and Army Values. Appropriately, this manual begins and ends with Soldiers.

Well-trained Soldiers are fundamental to realizing any improvements in technology, techniques, or strategy. It is Soldiers who use technology, execute techniques, and accomplish strategies. It is they who bear the hardships of combat, adapt to the demands of complex environments, and accomplish the mission. Their collective proficiency and willingness to undergo the brutal test of wills that is combat remains the ultimate test of Army forces.

4-49. American Soldiers—exemplifying the Army Values of *loyalty*, *duty*, *respect*, *selfless service*, *honor*, *integrity*, and *personal courage*—remain the centerpiece of Army organizations. The Army will continue to recruit, train, equip, and retain physically fit, mentally tough, high-quality Soldiers. It is quality people that make the Army what it is—the world's premier landpower force. An example of what quality Soldiers do—day in and day out—is in the story of the 724th Transportation Company deployed in support of Operation Iraqi Freedom. (See page 4-14.)

SUMMARY

4-50. The Nation has entrusted the Army with preserving its peace and freedom, defending its democracy, and providing opportunities for its Soldiers to serve their country and develop their skills and citizenship. To fulfill its solemn obligation to the Nation, the Army will continue to be the preeminent landpower on earth—the ultimate instrument of national resolve.

4-51. The Army will remain a values-centered, doctrine-based profession of Soldiers, rooted in the fundamental principles expressed in the Declaration of Independence and Constitution of the United States. George Washington's moral courage and selfless leadership preserved the ideal of civilian control of the military. Washington's actions at Newburgh show what selfless service to the Nation means—enduring personal sacrifice for the greater common good and rejecting personal gain that comes at the Nation's expense. Today's Soldiers continue his legacy of sacrifice and selfless service.

4-52. The Army's proud history and traditions point to countless men and women who have been and are committed to defending the American way of life. They are citizens who answered the call to duty. Many made the ultimate sacrifice. Today's Soldiers, bound together through the trials of service and combat, hold fast to the professional standards embodied in the Army Values and Warrior Ethos. In so doing, they will continue to inspire the Nation and the next generation that answers the call to duty.

(724th Transportation Company Family Readiness Group)

724th Transportation Company in Iraq

The 724th Transportation Company, an Army Reserve unit, mobilized on 8 November 2003 and deployed for Operation Iraqi Freedom on 18 February 2004. They served in Iraq until February 2005. On 327 missions, they traveled more than 728,000 miles and delivered nearly 9 million gallons of fuel. That much fuel would have supplied a World War II field army for more than three weeks.

The 724th spent most of its time in the Sunni Triangle, the most dangerous part of Iraq. Delivering fuel was a dangerous mission. Every convoy was a combat operation. The mission of 9 April 2004 was particularly memorable. It was the anniversary of the fall of Baghdad. A 724th convoy carrying fuel to al Asad was attacked as it traveled a four-mile stretch along Alternate Supply Route Husky. Insurgents subjected the convoy to a gauntlet of fire from built-up areas dominated by two- and three-story houses and narrow side streets. Nearly 200 enemy fighters engaged the convoy with rocket-propelled grenades, command-detonated improvised explosive devices, machine guns, and assault rifles. The Soldiers of the 724th responded as American Soldiers have done for over 200 years; they fought through and accomplished the mission. Specialist Jeremy Church, driving the lead vehicle, distinguished himself by engaging targets with his rifle and treating his wounded lieutenant without stopping the vehicle. He was awarded the Silver Star for exemplary courage under fire.

The 724th Transportation Company is typical of the many units that have served and are now serving in the War on Terrorism. The action of 9 April 2004 was not an exceptional occurrence. Similar engagements happened every day. The Soldiers of the 724th responded as all Soldiers do—in a selfless, professional manner. However, the 724th Transportation Company was exceptional because what Soldiers do in service to the Nation is exceptional.

Source Notes

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1-1 "[Y]ou may fly over a land…": T.R. Fehrenbach, *This Kind of War: A Study in Unpreparedness* (New York: MacMillan, 1963), 427.

1-1 1-5. "The real object…": House, *Annual Reports of the War Department, Fiscal Year Ended June 30, 1899, Report of the Secretary of War,* 56th Congress, 1st session, 1899, Document 2, 45–46.

1-3 1-10. "the new army…": John C. Fitzpatrick, ed., *The Writings of George Washington from the Original Manuscript Sources, 1745–1799*, vol. 4, October, 1775–April, 1776 (Washington DC: Government Printing Office, 1931), 202.

1-4 **Washington at Newburgh—Establishing the Role of the Military in a Democracy**: The American Soldier, 1775, Center for Military History Prints and Posters, The American Soldier, Set No. 3. [Online]. Available http://www.army.mil/cmh/art/P-P/As-3/1775.htm. "Gentlemen, you will permit me…": John C. Fitzpatrick, ed., *The Writings of George Washington from the Original Manuscript Sources, 1745–1799*, vol. 26, January 1, 1783–June 10, 1783 (Washington DC: Government Printing Office, 1938), 222n38. This note also describes Washington's actions at the officers assembly.

1-7 **Meuse-Argonne, 26 September–1 October 1918**: DA Poster 21-49, Hell Fighters! Let's Go! Vignette based on a Center for Military History account. [Online]. Available http://www.army.mil/cmh/art/P-P/USAIA/harlem.htm

1-9 "The Army used to have …": George C. Marshall, *Warrior's Words: A Quotation Book*, comp. Peter G. Tsouras, (London: Arms and Armour Press, 1992), 265. Marshall said this in 1942.

1-13 **Professionalism in Combat—Beyond the Call of Duty**: Based on the Medal of Honor citation and media reports. Photo by U.S. Army.

1-15 "Discipline is based on pride…": Third Army Letter of Instruction No. 2, 3 Apr 1944. See George S. Patton Jr., *War As I Knew It* (Boston: Houghton-Mifflin, 1947, reprinted 1975), 403.

1-17 **Warrior Ethos—"I will Never Leave a Fallen Comrade**.": Based on the account in Mark Bowden, "Black Hawk Down," chapter 8, *Philadelphia Inquirer* (Nov 23, 1997) and official sources. Photos by U.S. Army.

1-18 "The American soldier is a proud one…": Omar N. Bradley, "American Military Leadership," *Army Information Digest* 8, no. 2 (Feb 1953): 5.

1-21 "Yours is the profession of arms,…": Douglas MacArthur, Speech at West Point, 12 May 1962.

2-1 "Our Nation's cause has always been larger…": George W. Bush, Speech at West Point graduation, 1 June 2002, *Weekly Compilation of Presidential Documents*, vol. 38, April–June 2002, (Washington, DC: U.S. Government Printing Office, 2002), 945.

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2-8 "Battles are won by the infantry,…": Omar N. Bradley, Department of the Army Pamphlet 600-65, *Leadership Statements and Quotes* (Washington, DC: U.S. Government Printing Office, 1985), 4.

2-11 **Citizen Soldier—Selfless Service**: Based on information from various media reports. Photograph "Capt. Michael Dugan hangs an American flag from a light pole in front of what is left of the World Trade Center…" by Andrew Savulich. ©*New York Daily News* LP. Photo of Sergeant Engeldrum by the 1-69 Infantry, New York Army National Guard.

4-1 "The condition of the Army today…": Francis J. Harvey and Peter J. Schoomaker, "Statement before the House Armed Services Committee, Washington, DC, February 9, 2005," [Online]. Available http://www.army.mil/leaders/leaders/sa/testimony/20050209HASC.html.

4-6 "We will not be effective …": Peter J. Schoomaker, Tom Philpot, "The Army's Challenge,". *Military Officer Magazine* 2, no. 11 (November 2004):62.

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4-14 **724th Transportation Company in Iraq**: Based on information provided by the 88th Regional Readiness Command, 506 Roeder Circle, Fort Snelling, MN 55111: The information came from the following sources: Silver Star citation for Specialist Jeremy Church, 724th Transportation Company unit history, and interviews by the 88th Regional Readiness Command public affairs office. Photograph by permission of the 724th Transportation Company Family Readiness Group Web site. www.724transco.citymax.com/page/page/1810557.htm

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