

Defense Report

from AUSA's Institute of Land Warfare



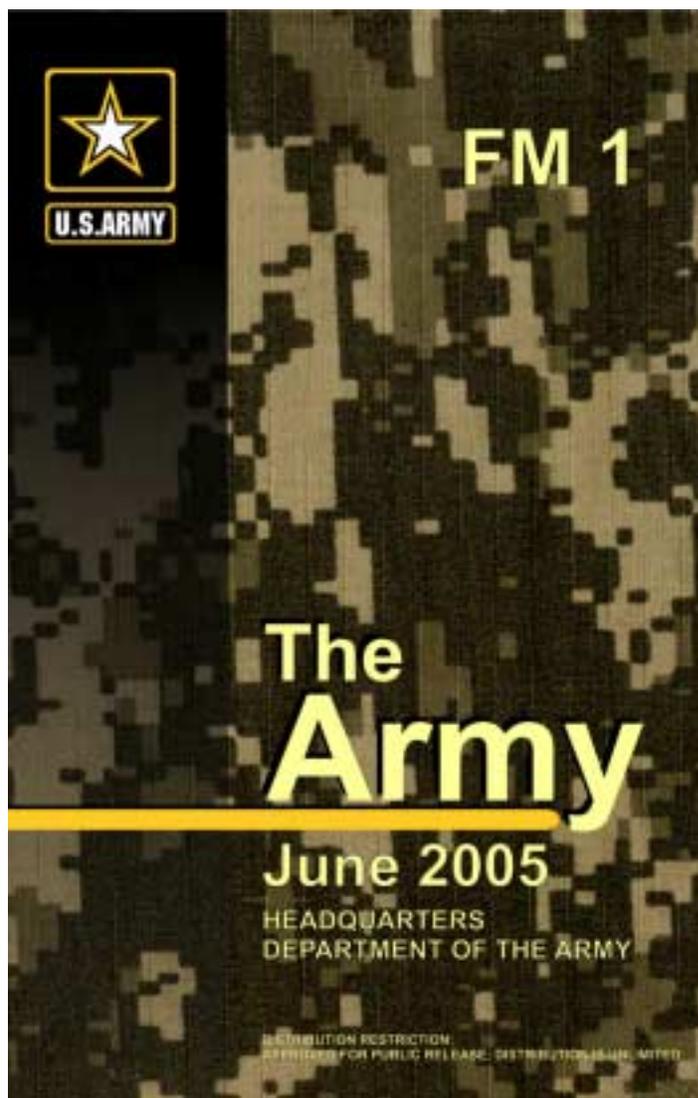
New Army Doctrine for a Nation at War

Today the United States is a nation at war. It is a war unlike any other in American history. It is a clash of cultures and ideologies between societies with deep roots in very different religious and ethnic traditions and with extremely different world views. This ideological and cultural divide is exacerbated by shrinking world resources, exploding populations coincident with rising popular expectations, and the challenges universally faced in providing growing populations economic opportunity. The enemy is intent on eroding American influence and power on the world stage as an actor proffering solutions to these problems from its own experience and example. This resolve is fueled in large part by a fundamentalist ideology that promotes intractable hatred of personal freedom, individual economic entrepreneurship, and the right of political or religious dissent within a liberal democratic system of government.

The conflict is being waged across a spectrum of uncertain, unpredictable environments where the threats are extraordinarily complex, volatile and ambiguous. The adversaries facing the United States are patient, resourceful and adaptable, and they are committed to acquiring the capability to take whatever measures they can to bring fear and terror to the American homeland. This is a war to which an end can be envisioned, yet with no foreseeable end in sight.

Circumstances leading to the tragic events of 11 September 2001 have demonstrated that the United States can no longer focus only on threats posed by other nation states and known adversaries. Globalization and the information revolution have dissolved the protection once afforded by geographic distance, while the potential for

attacks on civilian, military and economic targets by a complex cast of evolving adversaries has become a virtually certain fixture of the future global security



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environment. Consequently, though the current trend toward regional and global interdependency may render interstate war less likely, the stability and legitimacy of the conventional political order in regions vital to the United States will likely come under increasingly complex pressures posing significant challenges.

In response to the Global War on Terrorism, the U.S. Army has seized the strategic opportunity to reshape itself by leveraging the wartime focus to forge a campaign-quality force with enhanced joint and expeditionary capabilities. As a result, the Army is executing its most profound transformation since World War II, restructuring from a traditional division-based Army to a brigade-based modular force able to deploy more promptly and sustain operations longer to apply decisive landpower across the range of military operations. In transformation, the Army is preparing to meet the challenges of the future security environment while simultaneously remaining committed to sustaining operational support to combatant commanders and maintaining the quality of the all-volunteer force.

At the heart of this transformation is a shift in doctrinal emphasis that will encompass the experience and change that have characterized service to the nation since 11 September 2001. For the Army to provide relevant and ready landpower, it is imperative that it captures the collective operational experience of its forces within the crucible of an uncertain and unpredictable security environment. To support these efforts, the Army is executing an unprecedented, sweeping rewrite of its fundamental operational warfighting doctrine.

Coincident with the Army's 230th birthday on 14 June 2005, Secretary of the Army Francis J. Harvey and Army Chief of Staff General Peter J. Schoomaker will announce the publication of Field Manual (FM) 1, *The Army*.^{*} In concert with FM 3-0, *Operations* (to be published later), FM 1 sets the capstone of Army doctrine. It establishes the Army's operational concept while defining the fundamental principles for employing landpower in support of the National Security, Defense and Military Strategies. FM 1 will serve as the linchpin between Army and Joint doctrine, ensuring greater joint interdependence while providing campaign-quality formations for sustained operations with enhanced expeditionary and joint capabilities.

^{*}Online after 14 June 2005 at www.army.mil/fm1.

FM 1, prepared under the direction of the Secretary and the Chief of Staff, represents the integration of their shared vision of the Army, defining the purpose, roles and functions of the Army in contemporary terms while establishing a broad direction for the future of the force. Ultimately, FM 1 exists to tell the Army's story: who it is, what it does, how it does it and where it is going. This is a story intended not only for Soldiers but for a broader audience as well. To that end, the new FM 1 is written with clear, focused prose, avoiding the jargon and acronyms characteristic of other Army publications. This format and technique was employed to add value to the Army's story, making it accessible to a much wider, more diverse audience.

FM 1 is written to inform Soldiers as well. No single document will better help Soldiers appreciate the significance of their chosen profession, the sacred bond they share with past generations who answered the noble call to serve a cause profoundly more important than life itself. FM 1 is subdivided into four separate chapters, consciously framed to begin and end with the Soldiers who, together with their leaders, ensure the Army remains relevant and ready, today and tomorrow.

Chapter 1 describes the Army's rich tradition and history, nested within the American profession of arms. It defines the character of the professional Soldier and the vital role of leadership, training and doctrine within a professional culture that has enabled the Army to continuously and repeatedly adapt to dynamic conditions and situations. It discusses the definition of landpower, the historic role of the citizen-Soldier and the relationship between the military and the civilian society of the United States.

American Soldiers swear a solemn oath to support and defend a document—the Constitution of the United States—rather than a leader, government or territory. Through this forging of a moral link between military service and the founding document of the nation, each Soldier is instilled with a nobility of purpose common to all who serve. The profession embraces common standards and a code of ethics (derived from moral obligations undertaken with the oath of service) that unite Soldiers with a shared purpose: defending the Constitution and protecting the nation's interests, at home and abroad, against all threats.

Chapter 2 describes the strategic environment and its inherent challenges to national interests and security. It

links the Army Vision and Mission to the National Security, National Defense and National Military Strategies, explains the Army's statutory obligations and describes how the Army organizes to accomplish its mission. It discusses the evolving global security environment and the role of nonmilitary disciplines in helping to achieve national security objectives.

To counter these challenges, the Army is increasing its versatility and flexibility, pursuing iterative solutions while developing a sophisticated understanding of the contemporary security environment and its implications for Army operations. Army forces are committed to global requirements beyond those associated with the Global War on Terrorism, operating to counter challenges ranging from the traditional to potentially catastrophic. All Soldiers—members of the Regular Army, Army National Guard and Army Reserve, along with Army civilians—serve to accomplish the Army's mission and meet its vision, guided by the compelling oath to defend the Constitution and the American way of life.

Chapter 3 represents the heart of FM 1, establishing the fundamental principles for employing landpower as an integrated member of the joint force. At the core of the Army's landpower doctrine is the operational concept, which guides the way it fights engagements, battles and major operations. Four essential elements—combined arms, joint interdependence, full-spectrum operations and mission command—underlie the operational concept: seizing, retaining and exploiting the initiative with speed, shock, surprise, depth, simultaneity and endurance. The operational concept shapes warfighting doctrine; it is dynamic and evolving, a reflection of the nation's landpower requirements, the operational environment and emerging capabilities.

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. *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 elements,

fundamental to the operational concept, define the way the Army executes operations.

Army forces do not fight alone; joint interdependence combines the strengths of Army forces with those of the other services, creating combined military effects far more potent and lethal than the effects produced by any single service. Through unified action—the focused integration of joint and interagency capabilities—commanders add diplomatic, informational and economic depth to their military efforts while allowing other agencies to interact with foreign powers from a position of strength and security. Unified action synchronizes the activities of governmental and nongovernmental agencies to achieve a unity of effort and purpose among diverse organizations to better counter the threats of today's complex operational environment.

Chapter 4 charts "The Way Ahead" for the Army within the context of contemporary as well as future force transformation. It discusses how the Army is preparing today to confront the challenges of the future security environment while continuing to sustain operations and maintain readiness to meet current threats. It describes how the Army is changing policies, training and behavior to create a culture that embraces the operational and organizational challenges of a turbulent and uncertain security environment.

The Soldier's Creed

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.**

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

**I am disciplined, physically and mentally tough,
trained and proficient in my warrior tasks and drills.**

**I always maintain my arms, my equipment
and myself.**

I am an expert and I am a professional.

**I stand ready to deploy, engage and destroy
the enemies of the United States of America
in close combat.**

**I am a guardian of freedom
and the American way of life.**

I am an American Soldier.

The Army's success in creating a culture of change will serve as a measure of effectiveness in gauging the success of its organizational transformation. This cultural shift, building on the existing Army culture and beliefs as expressed in the Soldier's Creed and the Army Values, comprises four major dimensions: inculcating a culture of innovation, realizing the implications of joint expeditionary warfare, committing to the ideals of the Warrior Ethos, and promoting institutional stability and resiliency.

As the Army forges ahead into the future, two elements of the Army profession will not change: the primacy

of Soldiers and the Army Values. Well-trained and well-led Soldiers are fundamental to realizing the advancements of technology, techniques and strategies. American Soldiers—exemplifying the Army Values of loyalty, duty, respect, selfless service, honor, integrity and personal courage—remain the centerpiece of Army organizations.

The nation has entrusted the Army with preserving peace and freedom, defending democracy and safeguarding the Constitution of the United States. 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.

Army Values

- ***Loyalty***—Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.
- ***Duty***—Fulfill your obligations.
- ***Respect***—Treat people as they should be treated.
- ***Selfless Service***—Put the welfare of the nation, the Army and your subordinates before your own.
- ***Honor***—Live up to Army values.
- ***Integrity***—Do what's right, legally and morally.
- ***Personal Courage***—Face fear, danger or adversity (physical or moral).