



THE ARMY VISION

The United States Army is the most lethal and capable ground combat force in history. It has proven this in multiple conflicts, across a broad spectrum of operations, in various locations around the world, defending the Nation and serving the American people well for over 240 years. The key to this success has been the skill and grit of the American Soldier, the quality of its Leaders, the superiority of its equipment, and the ability of the Army – Regular, National Guard, and Reserve – to adapt to and dominate a complex and continuously changing environment as a member of the Joint Force.

As we look ahead, near-peer competitors such as China and Russia will increasingly challenge the United States and our allies in Europe, the Middle East, and the Indo-Pacific region. At the same time, we should expect these countries' arms, equipment, and tactics to be used against us by others, including threats such as North Korea and Iran, failed states, and terrorist groups. Our adversaries' ambitions and the accelerating pace of technological change will create challenges and opportunities for the Army's battlefield superiority.

Meanwhile, the many demands on the Nation's resources will put downward pressure on the defense budget in the future, forcing the Army to continue making difficult choices about how it spends scarce dollars to meet national objectives and compelling us to become ever more efficient. A continued commitment to strengthening our alliances and building partnerships will help offset these challenges.

The **Army Mission**—our purpose—remains constant: *To deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force.* The Army mission is vital to the Nation because we are a Service capable of defeating enemy ground forces and indefinitely seizing and controlling those things an adversary prizes most – its land, its resources, and its population.

Given the threats and challenges ahead, it is imperative the Army have a clear and coherent vision of where we want to be in the coming years so that we retain our overmatch against all potential adversaries and remain capable of accomplishing our Mission in the future. As such, the **Army Vision**—our future end state—is as follows:

The Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. The Army will do this through the employment of modern manned and unmanned ground combat vehicles, aircraft, sustainment systems, and weapons, coupled with robust combined arms formations and tactics based on a modern warfighting doctrine and centered on exceptional Leaders and Soldiers of unmatched lethality.

To achieve our Vision, the Army must meet the following objectives in the coming years:

- **Man.** Grow the Regular Army above 500,000 Soldiers, with associated growth in the National Guard and Army Reserve, by recruiting and retaining high quality, physically fit, mentally tough Soldiers who can deploy, fight, and win decisively on any future battlefield.
- **Organize.** Ensure warfighting formations have sufficient infantry, armor, engineer, artillery, and air defense assets. Units from brigade through corps must also have the ability to conduct sustained ground and air Intelligence, Surveillance, and Reconnaissance; Electronic Warfare; and cyber operations to shape the battlefield across all domains. Aviation, additional combat support, and robust logistical support must be readily available to units.

- Train. Focus training on high-intensity conflict, with emphasis on operating in dense urban terrain, electronically degraded environments, and under constant surveillance. Training must be tough, realistic, iterative, and dynamic. Continuous movement, battlefield innovation, and leverage of combined arms maneuver with the Joint Force, allies, and partners must be its hallmarks. This training will require rapid expansion of our synthetic training environments and deeper distribution of simulations capabilities down to the company level to significantly enhance Soldier and team lethality.

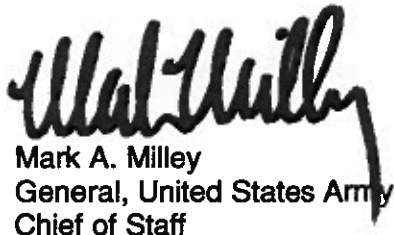
- Equip. Modernize the force by first reforming the current acquisition system and unifying the modernization enterprise under a single command to focus the Army's efforts on delivering the weapons, combat vehicles, sustainment systems, and equipment that Soldiers need when they need it. This modernization includes experimenting with and developing autonomous systems, artificial intelligence, and robotics to make our Soldiers more effective and our units less logistically dependent.

- Lead. Develop smart, thoughtful, and innovative leaders of character who are comfortable with complexity and capable of operating from the tactical to the strategic level. We will build a new talent management-based personnel system that leverages the knowledge, skills, behaviors, and preferences of its officers and noncommissioned officers. This system, when coupled with more flexible career models, will enable the Army to better attract, identify, develop, and place these leaders to optimize outcomes for all.

To achieve and sustain these objectives given the uncertainty of future budgets, the Army must continually assess everything we do, identifying lower value activities to discontinue and ways to improve what we must do, in order to free up time, money, and manpower for our top priorities. Trusting and empowering subordinate leaders will facilitate both reform and greater performance.

In all these efforts, we will ensure that our Soldiers, civilian workforce, and their Families enjoy the professional opportunities and quality of life they deserve. From the top down we must also remain committed to the Army Values. The Army is at its best when we work and fight as one team, and our Army Values, coupled with our Warrior Ethos, will guide and serve us well as we face the challenges ahead.

Since 1775, the United States Army has proven itself absolutely vital to protecting the American people, safeguarding the Nation, and advancing our interests abroad. This fact remains true today. Our ability to do so will be even more critical in the future as threats continue to emerge and evolve, becoming ever more dangerous and more complex. To remain ready to accomplish our Mission of fighting and winning the Nation's wars, the Army must fulfill the future Army Vision outlined herein. We are confident that with the right leadership, the proper focus, sufficient resources, and sustained effort the U.S. Army will achieve our Vision, remain the world's premier fighting force, and serve the Nation well for decades to come.



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