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[Amenities.]

There are only 10 weeks left in this, the 20th century. 100 years ago, another secretary and another chief of the Army stood in the 99th year of their century and tried to divine (d-i-v-i-n-e) and define (d-e-f-i-n-e) what their future might hold and what their Army needed to be ready to do. What did they know? What could they have envisioned? Well, they certainly knew the condition of their Army. It was an Army that had ended a war of near-global proportions just the year before, and it was an Army stretched thin by its post-conflict peace-keeping and peace enforcement responsibilities.

Now what could Secretary of War Elihu Root and MG Nelson Miles, commanding general of the Army, have envisioned about the century that stretched out before them - - full of unknowns and yet filled with opportunities? Is it possible that they could have seen the First World War, which was then just 15 years away? Could they have imagined a decade-long collapse of our national economy in the 1930's? Could they have foreseen a second global war that would end with the birth of atomic weaponry so devastating that nations that had that capability would wrestle for the remainder of the century to keep it from others who did not have it? If they could not see any of these calamities, then they certainly could not have conceived of a world divided around two superpowers in a standoff that would last for 40 years and where brinkmanship and statesmanship were sometimes indistinguishable. Clearly, Secretary Root and General Miles saw none of this - - not even the First World War. And yet, we stand here in 1999 - - citizens of a truly great Nation, whose economy is strong and a foundation for the economies of other nations, and whose magnificent Army is much revered by its citizens, respected by its friends, and feared by its adversaries.

What decisions could Root and Miles have taken that might have enabled us to have traveled the 20th century with such success? When Root surveyed the Army in 1899, he drew several conclusions:

"First. That the real object of having an Army is to provide for war."

"Second. That the regular establishment in the United States will probably never be by itself the whole machine with which any war will be fought."

Third, Secretary Root put into place a decision to establish the Army War College - - located first here in Washington, D.C., before being relocated to its present location at Carlisle Barracks, Pennsylvania.

These broad and general conclusions are as applicable today as they were 100 years ago - - today, as in 1899, the fundamental business of the Army is to fight and win our Nation's wars. Warfighting remains job #1. And to win those wars, we must train soldiers and grow leaders. Everyday, we must train soldiers and grow leaders. All of our missions are subordinate to that imperative. Secondly, the active component

will not go it alone; in fact, the Army, this multi-component integrated force, can expect to operate as part of a joint and combined team, capable of commanding multinational operations. Third, there is no greater peacetime priority than preparing the leadership for the next war. We are the decisive element of force, and we must be equal to the task.

So what do we know about the world we will face in the next century? Can we be any more clairvoyant about the next 100 years than Secretary Root and General Miles were? Well, we see the world remaining a dangerous place full enough of authoritarian regimes and criminal interests whose combined influence extend the envelope of human suffering by creating haves and have nots. They foster an environment for extremism and the drive to acquire asymmetric capabilities and weapons of mass destruction. They also fuel an irrepressible human demand for freedom and a greater sharing of the better life. The threats to peace and stability are numerous, complex, and sometimes linked, and sometimes aggravated by natural disaster. And yet, despite these dangers, there are windows of opportunity which can and must be capitalized upon.

In their assessment, Root and Miles found the Army of 1899 scattered from Cuba to Puerto Rico to the Philippines. The operating tempo was high, with soldiers maintaining peace, rebuilding nations, handling refugees, even helping with disaster relief in the Caribbean after a hurricane. The Army was overseas, and things looked like they were going to stay that way for a while. Does any of this sound familiar? And what is the condition of our Army today?

- - Well, it's stretched and busier today than I can recall in the last 34 years, spread all over the globe - - not unlike Miles' Army - - and challenged to provide predictability to its soldiers and their families, but still the best Army in the profession.

- - Our superb heavy divisions remain unequalled in their ability to gain and hold ground in the most intense, horrifying direct fire battles we could imagine. And with our investments in strategic mobility, they become the decisive element in the major theater wars we envision. But these same divisions are challenged to get to other contingencies where we have not laid the deployment groundwork as well. And once deployed, it takes significant effort and cost to sustain them.

- - Our magnificent light forces - - the toughest light infantry in the world - - can strike lightning fast but lack staying power, lethality, and tactical mobility once inserted.

- - In general, our logistical footprints for deployed forces are unacceptably large driven sometimes by unrealistic replenishment demands but also by a complex inventory of multiple types of equipment, the sheer numbers of which drive up the stockage requirements for numerous lines of repair parts.

To adjust the condition of the Army to better meet the requirements of the next century, we articulate this vision: "Soldiers on point for the Nation transforming this, the most respected Army in the world, into a strategically responsive force that is dominant across the full spectrum of operations." With that overarching goal to frame us, the Army will undergo a major transformation to accomplish the following:

To improve strategic responsiveness, we will enable our Army Service Component Commands to function both as Joint Forces Land Component Command (JFLCC) and as Army Force (ARFOR) headquarters. We will enable our corps to function as JFLCCs, ARFORs, and Joint Task Force headquarters. We will "man" the divisions and armored cavalry regiments at 100% of authorization by the end of FY 00 and at 100% of MOS- and grade-level of authorization by the second quarter of FY 01. We will man the corps to 100% of authorization at MOS- and grade-level of detail by FY 03.

We will enable our divisions to dominate across the full spectrum of operations by providing them the agility and the versatility to transition rapidly from one point on that spectrum to another with least loss of momentum. To do so we must develop a vibrant capability for reach back communications and intelligence so that we can begin to aggressively reduce the size of our deployed support footprints - - both combat support and combat service support. If we don't deploy it, some maneuver commander won't have to feed it, fuel it, move it, house it, or protect it. It is our intent that units deploy essentially with their fighters and their critical support needs. Today, 90% of our lift requirement is composed of our logistics tail. We are going to attack that condition both through discipline and through a systems approach to equipment design. We will look for future systems which can be strategically deployed by C-17, but also be able to fit a C-130-like profile for tactical intra-theater lift. We will look for log support reductions by seeking common platform/common chassis/standard caliber designs by which to reduce our stockpile of repair parts. We will prioritize solutions which optimize smaller, lighter, more lethal, yet more reliable, fuel efficient, and more survivable options. We will seek technological solutions to our current dilemmas. We want the best combination of technologies that will provide survivability through low observable, ballistic protection, long-range acquisition, deep targeting, early attack, and first round kill at smaller caliber solutions. Can we, in time, go to an all wheel vehicle fleet where even the follow-on to today's armored vehicles can come in at 50%-70% less tonnage? I think the answer is yes, and we're going to ask the questions and then go where the answers are. With the right technological solutions, we intend to transform the Army, all components, into a standard design with internetted C4ISR packages that allow us to put a combat capable brigade anywhere in the world in 96 hours once we have received execute liftoff, a division on the ground in 120 hours, and five divisions in 30 days. Being able to do so gives the National Command Authority a genuine deterrent capability - - when ordered, we intend to get to trouble spots faster than our adversaries can complicate the crisis. Once there, we intend to leverage for de-escalation and a return to stability through our formidable presence. But if deterrence fails, we will be postured to prosecute war with an intensity that wins at least cost to us and our allies and sends clear messages for all future crises. And when technology permits, we will erase the distinctions, which exist today, between heavy and light forces and review our requirements for specialty units.

This commitment to change will require a comprehensive transformation of the Army. To this end, we will begin immediately to turn the entire Army into a full spectrum force which is strategically responsive and dominant at every point on the spectrum of operations. We will jump start this process by investing in today's "off-the-shelf" equipment to stimulate the development of doctrine, organizational design, and leader training even as we begin a search for the new technologies that will deliver the material needed for the objective force. As quickly as we can, we will acquire vehicle prototypes, in order to stand up the first units at Fort Lewis, Washington, where the infrastructure, maneuver space, and gunnery ranges will accommodate such a transformation. It is our intent to have an initial set of prototype vehicles beginning to arrive at Fort Lewis this fiscal year. Other units will follow . . .

I suspect that moving this quickly will be unnerving to some. But, I've spent a little time in Central Texas where they have a great saying: "You can't wring your hands and roll your sleeves up at the same time." We are not into wringing our hands, and we are going to roll our sleeves up and get on with transforming this most respected Army in the world into a strategically responsive force that is dominant across the full spectrum of operations. Doing so will alter the national security environment decisively.

Now having discussed why and how we will transform the Army, here's what will not change:

The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the soldier remains the centerpiece of our formation. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to empower our efforts to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our people and their families and enabling their full potential as individuals. The Army will remain a professionally rewarding and personally enriching environment within which people take pride in being part of the Nation's most highly esteemed institution. Our physical, moral, and mental competence will give us the strength, the confidence, and the will to fight and win anywhere, anytime. We will be trained, we will be ready to do anything the American people ask us to do, and we will do it better, faster, and more affordably. In the process, we will provide the inspired leadership which celebrates our soldiers and nurtures their families; we will train for decisive victories; and we will demonstrate responsible stewardship for the national treasure entrusted to us - - our men and women in uniform and the resources provided to make them successful.

We are about leadership; it is our stock in trade, and it is what makes us different. We take soldiers who enter the force, and we grow them into leaders for the next generation of soldiers. Our soldiers provide back to America a corps of leaders who have a tremendous work ethic, who have a strong sense of values, who treat others with dignity and respect, who are accustomed to hard work, who are courageous, who thrive on responsibility, who know how to build and motivate teams, and who are positive role models for all around them. We provide this opportunity to American youth so that we can keep our Nation strong and competitive, and enable it to fulfill its leadership role in the community of nations. We invest today in the Nation's leadership for tomorrow.

In providing this strategic edge to the Nation, we are, we have been, and we will remain a values-based institution where loyalty, duty, respect, selfless service, honor, integrity, and personal courage are the cornerstone of all that we do today and all of our future successes. Our soldiers, who exemplify these values every day, are the very best in the world; they voluntarily forego comfort and wealth, face hardship and sacrifice, confront danger and sometimes death in defense of the Nation. We owe them our unwavering support, our professional excellence, and our resolute pursuit of this vision to ensure that they remain the world's finest land force for the next crisis, the next war, and an uncertain future.

Throughout it all, soldiering will remain an affair of the heart- - it has always been that way and always will be. Soldiering will always be an affair of the heart.

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