

**Gen. Shinseki Final State of the Army Address
Convention of the Association of the United States Army
Eisenhower Luncheon**

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Thank you all very much. General Sullivan has only given me 30 minutes, so I need to get moving here. Thank you, that's very kind of you, and it's great to be back in front of this audience again.

Secretary White – thank you, sir, for your leadership. Three presentations in two days – started out with the welcoming yesterday, and the Sergeant Major's luncheon yesterday, and then the breakfast today for staffers. I don't know that we've gotten that kind of support out of any one presenter here. But, Mr. Secretary, thanks for your leadership, and thanks for your great support of our soldiers.

Let me also acknowledge my battle buddy here, Sergeant Major of the Army Jack Tilley. And those who preceded him in that post, the great, great soldiers and former Sergeants Major of the Army who are here today.

Fellow general officers, serving and retired; members of our allied forces – thank you for joining us – many of you, we have been on operations together, and it's great to see so many of you here; other distinguished guests; ladies and gentlemen.

General Sullivan, once again let me thank you for the privilege of this AUSA rostrum to report out on the state of the Army, and this is what the chief's presentation has become over the years. Both the Army and our nation benefit from AUSA's unwavering support and abiding devotion to all these great young soldiers that we recognized earlier, and those whom they represent – 187,000 soldiers today, on mission for us or deployed around the world. Thanks, as well, to the corporate members of AUSA and to all the members of industry who are here, demonstrating once again by their presence their crucial support of the important and difficult work at hand.

In furtherance of general Sullivan's recognition, I would also like to add my recognition for the important support we have enjoyed from key members and key leaders in congress. As acknowledged, Chairman Dan Inouye is here today. His leadership and support, and that of his ranking member, Senator Ted Stevens of Alaska, and the entire defense appropriations committee, have been unparalleled for this service. And sir, we thank you for your leadership and your great support. Let me also acknowledge the support and leadership of the other key committees: the House Appropriations Committee and its Defense Subcommittee; the Senate and House Armed Services Committee, and represented today by Congresswoman Ellen Tauscher, who was recognized earlier. The first time that Congresswoman Tauscher and I met was over a telephone. She had just come back from a trip over Christmas, overseas; and I recall it was Korea – I believe – where she wanted to call and tell me what great young soldiers we had out there. And she is a former member of the New York Stock Exchange, and told me that the very best briefing she had ever gotten was from young soldiers who told her what life was like being a soldier, and what it was like serving in Korea. Congresswoman, thanks for your support, as well. Let me not fail to acknowledge the great support and work out of the Senate and House Intelligence and MILCON committees, and also the Senate and House caucuses, who have been just tremendous in support of this Army. It's been three long and productive years. Thank you for your support of your Army and your encouragement of its chief. It was the Congress who underwrote transformation from the very beginning. So for all of you who are here representing that august body – staffers, members themselves, as well as the leaders from Congress – thank you again. Unhesitating support, unquestioned commitment, to the men and women in uniform – active, reserve component; military, civilian; veterans, retirees; and all of our families. The Army Vision is a reality, thanks to these leaders. And let me ask you once again to recognize the great support we've had from Congress.

Now, there's an excitement in the air this year – almost a sense of urgency. Given the interruption of our plans last year for this annual gathering, such excitement is understandable as we recall the pain and the suffering that we dealt with just a little over a year ago. But you know, in the midst of such tragedy, we all also remember the great pride we felt in our soldiers who were sent overseas to defend this country. Today, that pride has not diminished; if anything, it's grown. But

neither has the memory of 11 September diminished. Those who attacked this country have no sanctuaries – we will find them, wherever they hide. And when we do, they will either surrender – or we will kill them. There is no other choice.

The U.S. Military Academy's association of graduates recently presented this year's prestigious Sylvanus Thayer award for the year 2002 to the American soldier. Last year's recipient was Senator Inouye. This year's award went to the American soldier, accepted by Sergeant First Class Stitzel, our Noncommissioned Officer of the Year, and Specialist Brown, our Soldier of the Year. For over 227 years now, the American soldier has been both servant and savior to this nation – and we who serve today continue that tradition of keeping this country the land of the free and the home of the brave. Our first commander in chief, George Washington – 1775 – uttered a simple hope that has become a timeless mantra for this Army. In his words: "let us have a respectable army," he said, "and one such as will be competent to every contingency." "Let us have a respectable army, one . . . As will be competent to every contingency." Today, General Washington would marvel at how the Continental Army has turned out. He would, of course, be a little bit surprised at the technologies that are demonstrated in some of our display areas here. But you know, with the discerning gaze of a wartime commander – of a commander whose own army withstood the harshest of conditions and, against all odds, defeated the world power of its day, he would take great comfort in the American soldier of the 21st century. He would find us stronger at every position – physically and mentally. He would be overwhelmed at how von Steuben's training has become embodied in a noncommissioned officer corps second to none – heralded the world over. He would be impressed with the intellect of our leadership and the moral foundation of our Army – these principles we call Army Values. And so for those of us who sit and serve here today, we would hope that if, like Washington, we were invited to come back 15 years from now, we would also be able to marvel at a "respectable army . . . one . . . competent to every contingency."

Now, during the last 30 years of the 20th century, industrial age and information age technologies collided to rearrange the political, economic, and military frameworks. The strategic world environment underwent cataclysmic changes as our Army came out of Vietnam torn and in search of identity, discipline, and direction. Men of great courage, strength, and vision marched that Army through the Cold War and into Desert Storm, and back out again. A number of them are here today – Generals Fred Weyand, Bernie Rogers, "Shy" Meyer, Carl Vuono, Gordon Sullivan. And among them, a few who are not with us anymore: Harold K. Johnson – when I was a lieutenant, he was the chief – Creighton Abrams; others who are not present today – William Westmoreland, John Wickham, Denny Reimer. These chiefs and the host of military leaders they developed and groomed for national level leadership responsibilities are what took this Army through those 30 years. Please join me in recognizing the leadership and dedication of these chiefs.

Now, three years ago, we began building on the significant warfighting legacies left to us by these visionary leaders. We had come through the '90's; we'd emerged the most respected, most feared army in the world by our friends and by our adversaries, respectively – trained, disciplined, capable, tough, decisive. But even then, we recognized that the post-Cold War environment following our outing called the Gulf War – following that outing, we began to understand that that international environment was changing once again. Murky forces of organized crime, narco-trafficking, terrorism, weapons of mass destruction – heretofore uniquely policing functions – complicated that strategic landscape. Shortfalls in capabilities became apparent – in 1990, during Desert Storm, Desert Shield; again, during our deployments to Bosnia, Albania; during the Kosovo war; most recently, in Afghanistan. Our heavy forces are survivable and extremely lethal, but slow to deploy, difficult to sustain once deployed. Our magnificent light forces are rapidly deployable, but lack staying power in the warfight. We needed to do something about that.

Our own warfighting doctrine requires the capability to seize the initiative -- to have the first call on deciding where, when, and how to initiate combat, and that includes forcible entry and early entry capabilities. Once we have that initiative, it is our intent never to surrender it, but to master the transitions and build momentum rapidly, to achieve moral dominance over our adversaries, end the conflict decisively, quickly. At the size of the Army today, every operational element in our formation must be doctrinally capable of decisive outcomes at its level of organization. We can't deploy three divisions to do the work of one. We have to have these capabilities throughout the formation.

It was our inability to transition the force rapidly to compel decisive outcomes that led the Army to undertake fundamental and comprehensive change three years ago. The Army looked at itself closely, recognized some of these operational shortfalls, and then set a path for its future, fully appreciating the difficulties, internal and external, that it was likely to encounter. Now look, change challenges us all. Beyond that, comprehensive and fundamental change threatens all of our deeply held beliefs because it touches our culture.

But the world has changed – its problems, more complex; the fault lines between haves and have-nots, more violent; the art of asymmetry makes prediction near impossible. Longstanding instabilities in every region of the world demand greater versatility and agility from our formations. To remain the preeminent land force in the world, we declared early our intent to shed the remaining vestiges of our Cold War constructs and redesign ourselves – increased strategic, operational responsiveness; rapid, decisive capabilities; dominance at every point on the spectrum of military operations; leadership of joint operational forces; integrated active and reserve components; and well-being programs that inextricably linked taking care of our people to the readiness of the force – we said this is part of force readiness.

Of the threats of most concern in 1999, complacency was the chief among them – complacency. All here today who are in business, I think, have a sense of what I'm talking about. You're most vulnerable when you're the market leader because, while you can describe how and what it took to get you there, it's tougher describing what it will take to keep you in the lead. And if your last outing was decisively successful – as ours was in Desert Storm – it's hard convincing folks why it's necessary to read the trail signs early and undertake relevant change. All we knew then was that we were an Army between the wars. There was a war in our future – we just didn't know when or against whom. True to our history, if you recall, there was less than a year between the end of the Cold War on 9 November 1989 and when Saddam invaded Kuwait on 2 August 1990. Four days after that invasion, this Army sent, on the 6th of August, a brigade of paratroopers from the 82nd Airborne Division to confront those mechanized divisions in the desert. All of us know how that outing ended up.

But by 1999, we were already 8 years since the end of Desert Storm – our shot clock was ticking. Some wondered back then, "why change, and why change so quickly?" In our opinion, 11 September 2001 should have answered those questions. Yet, some still persist in slowing our momentum, undercutting progress. One last time – one last time because this is the last time I get to make this speech – one last time: work with us, help us; soldiers are counting on us to get it right, and quickly. And if you can't help us, get out of the way. We're on the move.

And so in October 1999, we unveiled the Army Vision – our vision, Mr. Secretary, the Army Vision – from this very podium. We said "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." And in that vision, we talked about just three things. We talked about people. We talked about readiness. And we talked about transformation. And hopefully you've heard all three themes reinforced in a variety of work-groups here today.

The vision begins talking about people, and it ends talking about people. And what it should suggest to you is that people are the engine behind all of our magnificent moments as an army. We have re-committed ourselves to doing two things well each and every day – train soldiers, grow them into leaders: those two things. That is the rhythm of the Army. We grow our leadership, and it begins with youngsters like Specialist Brown. As we observed elsewhere, the Sergeant Major of the Army in the year 2025 is in the force, inducted last year – we just don't have a name yet. Our job is to find that individual, and grow them – grow him or her – for that position. That is the rhythm of the Army. We don't hire out. In the process, we committed to preparing our commanders for leading joint formations, enabling our headquarters to command and control joint forces, and providing to those joint formations the capabilities which only the Army can bring to the fight: the ability to control terrain and populations. People live on the ground; they have their problems on the ground; they attempt to regulate their affairs through government on the ground. If required, the Army can scale its capabilities precisely to compel better behavior on the part of antagonists or, if necessary, to close with and destroy adversaries with decisive force. These requirements are timeless. World powers have always done this better than others. Nations whose power and status have waned lost the capacity or the will to be able to do these things – to control terrain and populations. We are not in that category. This is a peaceful nation; this is an army that responds to the instincts of a democracy. We have the will, and we will not surrender that capability.

Well, in the months immediately following 11 September, special operations soldiers skillfully infiltrated Afghanistan and leveraged the capabilities of our long range joint fires to enable the Northern Alliance to begin to systematically take apart the Taliban. By January of this year, they were joined by conventional forces and allies – key allies – and most visibly out of that group the 10th Mountain Division and the 101st Air Assault Division – who demonstrated in Operation Anaconda courage and determination under some pretty tough conditions – freezing cold and operating at extreme altitudes against a large enemy force. The "Climb to Glory" and the "Rakasans" killed al-Qaeda and Taliban in large numbers and broke their ability to fight as formations.

Now, as proud as we are of those youngsters, ours is the responsibility of giving soldiers the best tools – those critical capabilities for handling these tough missions we send them on. Now look, we all saw the pictures of our special operations soldiers riding 14 hours – on a wooden saddle, by the way – into battle with the Northern Alliance. We saw pictures of soldiers fighting in the close fight, attacking uphill – by the way, that's normal; I've never had a mission that sent us against an objective down hill. But fighting uphill from 8,500 feet to 11,000 feet carrying 70 to 80 pounds of ruck on their back; dismounted soldiers without cannon artillery, outnumbered by a determined enemy with small arms and mortars occupying superior ground. We have to ask, "is this the way we want to fight the next time? Is this the kind of risk we want our soldiers to carry into battle?" And at least from the chief, the answer is, "hell no." We owe them better. We know that they will always compensate for what we have not provided. But our job is to insure that there is as little slack as possible to have to compensate for. And we are going to meet that responsibility no matter what all the smart folks have to say about the obsolescence of organic, indirect fire cannons. OK?

People often ask, "What will the Objective Force look like?" And the honest answer, the only one I can give, is, "I don't know." Doesn't mean I don't care. But, I don't know. We're looking for breakthrough technologies. But what I do know is that transformation will involve change of our doctrine, our training, our leader development, our organizations, materiel, people and facilities – we have to do it all to achieve the Objective Force.

If we were to imagine ourselves in the year 2015, looking back to today to see what it will take to get us there, we would see future combat systems, mounted formations, seamlessly integrated into the joint force. It will be a decisive Army, trained and equipped for ground dominance and cyber-warfare and exploiting the "high ground" of space – yes, there is a role for the Army in space; we need to participate in that discussion. It will be an army designed from the bottom up around a single, integrated C4ISR architecture – it's time. That architecture will link us to joint, interagency, multi-national, and even back to the legacy and Stryker forces. It'll be a rapidly deployable, mounted formation that could drive into the teeth of an anti-armor fight and prevail by taking down its adversaries. It will be an army with consolidated, streamlined branches and moss – I can hear the component chiefs beginning to listen – streamlined branches and moss composed of warfighters poised to rapidly transition from disaster relief to warfighting – the full spectrum of military operations. The Objective Force and its Future Combat System of systems will be leveraging and delivering with precision the combat power of joint and strategic national assets. We are building a capabilities-based force that responds to the requirements of the strategic environment in which our soldiers will be the most strategically relevant and decisively capable elements – no matter the mission, no matter the threats, no matter the risks.

Transformation of the Army is first and foremost about transforming the way we think – leveraging dominant knowledge, facilitating decision superiority, giving warfighters an actionable understanding of the battlespace. Simply, that's battle command. We are transforming the Army into this knowledge-based, network-centric force – putting into place the architecture of one Army network, nested in and augmenting the power of this device called the global information grid that's being developed – we are part of that. The Army knowledge enterprise, AKE, will dramatically enhance our C4ISR capabilities. We have accelerated that effort through our investments. The network enterprise technology command – NETCOM that the secretary talked about this morning – will operate and defend our network infrastructure and achieve a highspeed, secure, interoperable knowledge enterprise across the Army, around the globe, plugged back into the joint systems – we have to do that. It will give our soldiers battle command to do what John Abrams and TRADOC describe, and that is to see first, to understand first, to act first, and to finish decisively.

We are aggressively transforming Army aviation - rethinking the way our aviation finds, fixes, and defeats in the three dimensional battlespace. We're going to increase the operational readiness of our aviation force to 90 percent fully mission capable standards across the Army - tough to do; we're going to do that. We've already divested ourselves of 1,000 helicopters that come out of the Vietnam era while counting on the lethality of the AH-64D Longbow Apache and recapitalized UH-60s and CH-47s to be part of that aviation fleet. We have reorganized our corps, division, and brigade aviation assets to share mission loads and more effectively take down key enemy capabilities through speed and overmatch. We are prepared for the arrival of the Comanche in the year 2009. Comanche will be a revolutionary cornerstone of the Objective Force and this networked C4ISR system architecture. It will provide the essential situational curiosity and judgment - you don't get that in an unmanned system - the situational curiosity and judgment that only comes with manned surveillance and reconnaissance assets. Augmented with unmanned aerial vehicles, Comanche will transform Army aviation's contributions to the joint warfight by satisfying our most critical, current battlefield deficiency - armed reconnaissance.

Now, to complement Comanche, we're also moving out to fill the validated requirement for responsive, indirect, all-weather, organic fires. I talked about it earlier. Warfighting is about fires and maneuver - fires enable maneuver; maneuver enables fires. You can't have a discussion on one of those principles. Close, supporting indirect fires destroy the enemy, suppress the enemy's capabilities, and then protect our forces. The FCS non-line-of-sight cannon will meet these requirements and leverage the system of systems through its integrated command and control networked fires. We are capitalizing on technologies we've already developed, and you'll see them in the FCS non-line-of-sight cannon to be fielded in FY08.

Now, all the programmatic speed in the world will not realize the potential of the Objective Force without a transformation in logistics. It won't happen. Army Materiel Command will dramatically reduce the logistics footprint in theater and reduce sustainment costs. We're already revolutionizing our logistics processes with the single stock fund. We will centralize Army supply management, streamline the supply chain, and eliminate duplication in tracking and accounting - this is long overdue. We will get visibility of resources and supplies from factory to foxhole. Next month, we will fully implement single stock fund across the entire Army, and this is a significant step in Transformation and one of the most substantial logistic changes since World War II. Logistics transformation will give our Objective Force the rapid deployability and sustainability we demand, without compromising warfighting lethality or survivability. But success will be the result of the collaborative efforts of the acquisition and the logistics communities - incorporating the logistician's view into the design of our systems before we even begin to build the platforms. It's key. And that's how we'll grow the Future Combat System of systems. We've already had a glimpse the potential here with the fielding of Stryker.

Stryker? A fair number of folks doubted that we could field it as fast as we did. They failed to account for teamwork, toughness, and know-how on the part of industry who have been key players in this equation. Three years ago, Stryker was a speech from this podium; 18 months ago, they weren't being produced; the first Stryker rolled off the Anniston assembly line in April of this year; in August, we took risk and sent a Stryker company - many of the youngsters here represent that battalion - sent a Stryker company directly from new equipment fielding at Fort Lewis, Washington, into the NTC to demonstrate Stryker's C-130 transportability into Bicycle Lake during exercise Millennium Challenge - thanks to the Air Force. This was done safely, professionally. We all saw the greater protection, speed, deployability, and battlefield agility that Strykers will provide combatant commanders. And we demonstrated it again last week at Andrews Air Force Base for those who missed it the first time around - again, thanks to the Air Force.

Now look, there are some who are still skeptical about Stryker. And I appreciate the debate, but some of these skepticisms, at times, have gotten a bit bothersome, to the point of accusing the Army of deception about the Stryker's performance and transportability. This institution values duty, selfless service, and honor, and integrity. Its members have put their lives on the line and the lives of young men and women on the line for this nation. These accusations are baseless and thoughtless commentary. I appreciate the debate. Look at our numbers, challenge our metrics, question our analytics - they're all on review. But don't question our honor or our integrity. We must see the Stryker fielded to provide soldiers the capabilities that they've needed for the last 12 years. It's time, and the right number is six, in case you missed it from the secretary's pitch this morning. The number is six.

In just three years, we have made essential progress and put into place the framework for achieving irreversible momentum for Army Transformation: a transformation road map; a flushed-out campaign plan; the Objective Force white paper; an advanced collaborative environment; and the lead systems integrator. TRADPC has produced the conceptual foundation for the Objective Force: the operational and organizational plans for the unit of action and the operational requirements document for the future combat system of systems. We've tested our concepts in wargames and experiments; progressively checked and rechecked our azimuth - weekly, monthly; conducted required reviews to carefully scrutinize our decisions; and we've made the necessary course corrections that inform our science and technology investments. Last month's top-down mid-course review assessed our significant progress in integrating the functional areas of battle command, soldier and leader, manned and unmanned systems, logistics and sustainment, and joint interoperability. We're going to achieve our milestone B in spring of 2003. All of these efforts will accelerate the spiral development and fielding of the Objective Force by the end of this decade. We are ready for this upcoming transition.

The vision begins and ends by talking about people, so let me end today's remarks talking about our people. Three years ago, we resolved to do what we could to build an army that is both enriching as a profession and the right place to raise a family. We called it well-being, and it is the human dimension of our transformation - taking care of our people, giving

them the opportunity to become self-reliant, setting them up for personal growth and success - whether they stay with us in the Army in uniform, or go back to their communities. They are value added.

We're aggressively investing in family housing through the residential communities initiatives - thanks to support from Congress - revitalizing single-soldier living space in our barracks - thanks, again, for the great support from Congress. We're working to meet the demands for more child care and development services so that Army families can structure their lives for success. We are working on putting predictability back into families' lives - we're scheduling battalion and brigade changes of command in the summertime, when it makes sense. We stabilize families with high school seniors, if they request. We're trying to get orders out into the hands of soldiers a year before their reassignment - I get a periodic spot-report from the G1 of the Army on this. We're also working hard on in-state tuition for soldiers and families wherever they serve. Our secondary education transition study, sets, continues to establish the framework for facilitating the moves of our mobile children - they move because we move, whether they're military or civilian. We've committed to eliminating out-of-pocket housing costs; we've secured, with the help of our Congress, across-the-board pay raise increases - first one, real pay raise, in 18 years here recently. We'll see another one in January 2003, and we're talking about the one after that. We've given soldiers the opportunity to invest in their futures through the thrift-savings plan. And we now have TRICARE for Life.

We've filled our divisions, armored cavalry regiments, and early deploying units to 100 percent - strengthened their cohesiveness and readiness. We're listening to the broad experience of our people to build training and leader development systems that balance our practices with our beliefs - doing what we say is important. Today, we will release FM 7-0, our new capstone document on training and leader development - long, long overdue. FM 7-0 applies the collective warfighting experience from across our formations to grow adaptive, self-aware soldiers for the Objective Force. FM 7-0 won't transform the army. 7-0 has its heritage in FM 25-100, General Vuono's initiative; what it did make us was the best-trained army in the world. That's what 7-0 will do - the people who apply the doctrine of 7-0 will transform the Army.

We're reaching out and learning from our civilian counterparts - as was observed here in the presentation of the award to Frances Hesselbein - through programs such as "Investment in America," where Army and corporate leaders come together to share insights on managing change; we just launched e-cybermission this month, an ambitious commitment to academic excellence and technological exploration for 7th and 8th graders across the nation - it will broaden opportunities for these young Americans who will begin to handle our technology in about 10 years and beyond: we're not producing enough scientists, engineers, and mathematicians today - this is our effort to prime the pump. We are immersing ourselves in the national security dialogue at the Dwight David Eisenhower national security series, the product of partnering with some of the best academic and research institutions in the nation. General Sullivan named them, let me just repeat: Peter F. Drucker Foundation; Conference Board of America; the Lexington Institute; Woodrow Wilson International Center for scholars; and the Office of the Secretary of Defense for Net Assessment. For the privilege of serving in the Army - for the privilege of serving in the Army - we are growing and then giving back to the nation leaders of great quality and strong character. Our partnership for youth success - pays - connects recruits with our country's industries for guaranteed post-service employment.

We are doing better than ever at taking care of our people. But in the final analysis, as we've said for the past three years, no amount of money could ever reimburse our soldiers for what they do, for how well they do it, or for our families for the strength and generosity they demonstrate each and every day in supporting their soldiers. For the American soldier, it's never been about the money. It has always been about preserving our freedoms - no matter the cost - and about profound trust inside this institution: soldier to soldier, leader to led, unit to unit. And it's always been about leadership's sacred duty to take care of our people.

Three years of incredibly hard work: unwavering dedication - soldiers, Department of the Army civilians, Congress, contractors, academia, the great power of our industrial base. We've achieved sustainable momentum, and the frameworks are in place for this transition to give the next chief of staff the opportunity to achieve what we call irreversible momentum - momentum that will see this Objective Force fielded, this decade.

This marks the last time that this chief will have the opportunity and the honor to stand at this podium to report out on the state of the Army. So let me just close the way I've opened some of my previous presentations. My name is Shinseki, and

I am a soldier. I will always be a soldier. And I will always be deeply grateful for your dedication to our soldiers, your magnificent support of this Army, and your commitment to the security of this nation - now, and in the decades to come.

God bless each of you and your families; God bless this magnificent Army of ours; and God bless this great and wonderful nation. Thank you all very much.