



**STRATEGY
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**ARMY RESERVE VISION 2010:
A SOLDIER'S PROPHECY ABOUT AN ARMY
RESERVE AFTER NEXT**

BY

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USAWC STRATEGY RESEARCH PROJECT

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A Soldier's Prophecy about an Army Reserve After Next

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ABSTRACT

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Reports issued by the National Defense Panel and the Quadrennial Defense Review recommend efficient, effective integration of U.S. Reserve forces in the full spectrum Total force of the 21st century. Additionally, Joint Vision 2010, Army Vision 2010, and the Army After Next annual report (July 1997) call for a Total Quality force to meet tomorrow's challenges. However, none of these visionary documents provide serious direction for guiding the U.S. Army Reserve (USAR) into the next century.

This paper offers suggestions for decisive employment of the USAR in the new millennium. Intending to invoke dialogue about America's Total Army After Next, this view of Army Reserve Vision 2010 stares out of the Reserve Component (RC) box with a technicolor lens. Like the active Army and the Army National Guard, the Army Reserve is clearly focused on America's strategic panorama.

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INTRODUCTION

The Army of the United States of America is rich in militia tradition. America's "militia heritage" affirms a covenant the founding fathers made with each other and the national future in signing the Declaration of Independence: "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 No other nation or people have ever made such a covenant.

In the proud tradition of the colonists who answered the midnight cry at Lexington and Concord, Army Reservists have always responded to the Nation's call to arms. In World War I over 169,500 served. During World War II, an estimated 217,250 Army Reserve soldiers were mobilized to fight in the European and Pacific Theaters.² Throughout this century from Korea to Bosnia, America's Army Reserve has answered the call as part of the Total Force—the Total Army.

Although its formal lineage began in the 20th Century, the United States Army Reserve (USAR) can trace its roots to the American colonists who fought during the French and Indian War. In 1756, Robert Rogers of New Hampshire received a Royal commission to organize a company of frontiersmen who were colonials without colonial affiliation. These militiamen were volunteers from all quarters; they owed no allegiance to any particular colony. "By that very fact, Rogers' Independent

Company of Rangers, may be looked upon as the first corps of nationally oriented American citizen-soldiers and the prototype of today's Army Reserve."³

In 1908, the USAR was formed around a nucleus of civilian professionals with skills that were absolutely critical to America's Army in war but not routinely needed in peacetime. Now, 90 years later, that focus has changed dramatically, especially how the Army Reserve accomplishes that mission. From its modest beginnings as a pool of skilled physicians commissioned to complement and improve the efficiency of the Medical Department of the United States Army, the Army Reserve has matured. It has been honed and tested in every major war or conflict in which the nation has found itself.⁴

Today, the Army Reserve is a trained, ready, and relevant force in America's defense establishment - a key component in the Total Army's power projection ability. Reorganized to meet post Cold War challenges, the USAR is poised on the bridge into the Third Millennium. Army Reserve Vision 2010 crosses the bridge in tandem with Army Vision 2010.

Today and tomorrow, America's Army cannot go to war without its federal Army Reserve forces. Army Reserve Vision 2010 assures the Army After Next that the Army Reserve After Next will still be ready and more relevant in the 21st Century.

THE ARMY RESERVE IS RELEVANT TO AMERICA'S DEFENSE

The founding fathers believed in the citizen-soldier and set the militia's course with a tradition that has served this Nation well.⁵ They established the combination of military power and social power of a dedicated citizen-soldiery that has made America a superpower. The founding fathers' vision culminated in the Total Force policy of 1973 that transformed America's Guard and Reserve components into the world's most powerful military.⁶

Yet, since its formation, the Army Reserve has been the unwanted stepchild of the regular Army and the forgotten relative of the Army National Guard. During the Cold War, the Army Reserve was perceived as a detractor from "real" force structure sustainment and part of an unacceptable RC drain on modernization funding. Moreover, lacking the blue blood of America's militia aristocracy, the Army Reserve has been played like a naive pawn in a power struggle for legislative favor between the Army's professionals and the stately patrician Guard. Meanwhile, without benefit of a pedigree birthright, the USAR has quietly exhibited consistent value-added capabilities while carving out a useful niche in the Total Army, yet adhering to America's militia tradition.

Today's U.S. Army Reserve forces are the reserve of the regular Army. Meanwhile, America's Army National Guard is a people's militia as well as the nation's militia. As America's

citizen-soldiers, members of the Army Reserve and the Army National Guard wear distinctly different hats at different times.

These different roles enable each of the Total Army's Reserve Components to fulfill key defense requirements in the current National Military Strategy.

The Reserve Components, in addition to being essential participants in the full range of military operations, are an important link between the Armed Forces and the public. Mobilization of the Reserve Components has always been an important indicator of the commitment of national will. Guardsmen and reservists are not only integrated into war plans, but also provide critical skills in carrying out contingency operations, as well as augmenting and supporting active units during peacetime. National Guard and other Reserve Component elements also provide the NCA with a strategic hedge against uncertainty and with an organized basis to expand our Armed Forces if necessary. Additionally, they also provide a rotational base to ease the tempo of unit and individual deployments for the Active Component.⁷

However, after every major conflict skeptics assure the Nation that the era of mass armies is over and that future wars will require only small, highly specialized ground formations equipped with the latest weapons.⁸ With the "real time" military victory of the Gulf War fresh in everyone's mind, those discussing the latest revolution in military affairs (RMA) are struggling again with this ageless question. Moreover, the future of land warfare in the next century and the ultimate need for a large expandable army following the Cold War is currently under close scrutiny.⁹

At the same time, some pundits question the need for separate Guard and Reserve components suggesting that a consolidation under the National Guard would maximize efficiency. The Reserve Forces Policy Board (RFPB), under guidance from the Secretary of Defense, has examined this proposal. After a year-long study of Total Force 2010, the RFPB issued its final report in April 1997, recommending "that the present components (Active, Guard and Reserve) be maintained."¹⁰

Recently, the National Guard Association of the United States (NGAUS) lobbied the U.S. Senate to introduce legislation that would establish the Army National Guard (ARNG) as the preeminent Reserve Component. If passed into law, the "Total Force Integration and Reserve Components Equity Act of 1999" will reaffirm the Guard's federal mission as its primary mission.¹¹ This political act will undermine over 200 years of American "militia heritage" and weaken the Army's ability to comply with the Total Force requirements of the Goldwater-Nichols Act of 1986.

For the first time in its history, America's Army is at the right moment in time to mix the right Total Army formula. To do this, Army leadership must seriously acknowledge America's militia tradition. If the United States wants to preserve its way of life in the volatile, uncertain, changing, and ambiguous world of the next millennium, the U.S. must develop "One Army" that is affordable, useful, and in harmony with the America of tomorrow.

Accordingly, the Reserve Components of the Army (Guard and Reserve) need to concentrate on "be[ing] all they can be" instead of trying to "be all they wanna be."¹² Also, the overt use of political influence to browbeat Army leadership under state control is insubordinate and self-serving. While the militia legacy is in keeping with the best patriotic traditions of this Nation, the preeminence of the Army National Guard as the country's dominant land force does not best serve America's defense.

At the federal level the Active, Reserve, and Guard forces of the United States Army (the Total Army) make up a comprehensively balanced U.S. investment portfolio in National Defense. The Total Army fully employs the social power of the Nation. The Active Army is the cash on hand, America's checking account. The Army Reserve makes up the Army's liquid assets, a federal surge capability that can be leveraged and is available anytime, anywhere. Finally, the State Militia is America's mutual fund—its long term stock investment in future deterrence, America's muscle in the bull market of tomorrow.

Therefore, "the Guard's traditional role as the expansible combat base of the Army will continue to be relevant in the future. This will not change."¹³ Concurrently, the Army Reserve's mission as America's federal reserve is relevant to the United States Army and the Nation it serves, supports and defends.¹⁴ The

USAR provides the composite infrastructure vital to launch America's land forces from regional power projection platforms, to ignite America's will as the primer for mobilizing the Nation's militia forces, and to rapidly sustain the land combat forces with Contingency Support Packages (CSP) and Force Support Package (FSP) units.¹⁵ With over 94% of its units and 95% of its soldiers dedicated to the warfight (i.e. CINC regional OPLANS)¹⁶, the Army Reserve has come of age in the 1990's. This, too, will not change.

Trained, ready, and relevant, the Army Reserve has sustained a quality Army for nine decades.¹⁷ "America, and America's Army, counts on the Army Reserve for trained, ready and relevant professionals to perform in environments across the operational spectrum."¹⁸ In the final analysis, "today, America and America's Army cannot go to war without the Army Reserve."¹⁹

AMERICA'S ARMY RESERVE IS READY TODAY

The United States Army Reserve is the best in its history.²⁰ It is a streamlined, ready, relevant, and engaged force positioned to bridge a revolution in military affairs at the turn of the century.²¹ Continually looking for innovative ways to leverage its role as the Army's federal reserve, the USAR is not content with the status quo.²²

At the same time, it is committed to accomplishing its principal wartime mission of providing a core competent Combat Service Support (CSS) and Combat Support (CS) capability to America's Army.²³ Understanding and successfully linking its role and mission to the needs of a "Total Army" as it draws down, the USAR is thus able to seamlessly contribute to the National Military Strategy (NMS). Major General Max Baratz, Chief Army Reserve, aptly observed that, with the USAR, "it is not a question of doing more with less, but instead doing the best with what we have."²⁴

Meanwhile, world events during the last decade of the 20th Century have fostered uncertainty, constant change, and rapid transition for the United States and its armed forces. As the post-Cold War demanded a smaller force structure, active component reductions have increased America's reliance on its Reserve forces.²⁵ America's Army Reserve has met this new challenge by providing competent USAR support to every major military operation in recent years.²⁶ From the Persian Gulf to Somalia and Haiti, and now in Bosnia, the USAR has been there.

In Operations DESERT SHIELD and DESERT STORM the Army Reserve demonstrated its commitment to core competence, mission readiness, and quality credentials while proving its militia heritage as a predominate part of the Total Force. Of those soldiers, sailors, airmen, and Marines mobilized for the Gulf

War, the Army Reserve provided 35 percent of all RC to the Total Force,²⁷ ordering more than 85,000 citizen-soldiers to active duty.²⁸

Accordingly, since the end of DESERT STORM, the CSS and CS core competencies of America's Army Reserve have been routinely engaged around the globe.²⁹ "Each year approximately 20,000 additional Army Reserve soldiers deploy in support of military operations to some 50 countries worldwide."³⁰ In 1998 USAR soldiers and units will deploy to 76 countries supporting various high priority missions.³¹ As a Total Force enabler, the USAR has answered America's call in Latin America, the Caribbean, Europe, the Mediterranean, Southwest Asia, Southeast Asia, Africa, and the Pacific. In fact, "the only continents on which the Army Reserve has not served are Australia and Antarctica."³²

During Operation UPHOLD DEMOCRACY in Haiti, over 70 percent of all RC forces mobilized came from the Army Reserve. Again, from the first day of the Army's mission in Bosnia, over 73 percent of all reserve component forces mobilized to support operations JOINT ENDEAVOR and JOINT GUARD have come from the USAR.³³ Moreover, according to Brigadier General James R. Helmly, Deputy Chief Army Reserve, starting in January 1996 more than 2,000 Army Reserve soldiers have been serving daily in Bosnia.³⁴ The question is no longer "whether" the president will call the Reserve but "when, and for how long."³⁵

For example, on 20 February 1998, the Secretary of Defense signed a memorandum to the Secretaries of the Military Departments and the Chairman of the Joint Chiefs of Staff that removed the end date of the Presidential Selected Reserve Call-up (PSRC) for Bosnia, extending PSRC indefinitely.³⁶ Four days later, in response to the Iraq crisis, the President signed another executive order mobilizing 500 Selected Reservists to augment the AC in support of operations in Southwest Asia.³⁷ Included in this call-up was the Army Reserve's 310th Chemical Company, the only biological detection unit in the Total Army. Absent U.S. involvement in a major war or national emergency, "this kind of utilization is unprecedented."³⁸

However, in order to maintain this standard of pristine professional readiness, USAR leadership had to make some tough, visionary decisions. Between 1989 and 1998, the Army Reserve cut 35 percent (319,000 to 208,000) of its selected reserve endstrength and "shed nearly all of its Cold War vintage combat forces."³⁹ Thereafter, through down-sizing, the USAR, in concert with the Total Army, was able to transform itself from a Cold War posture and position itself for the future.⁴⁰

Next, Army Reserve leadership took a hard look at its principal mission: to provide wartime CSS and a portion of the Army's CS.⁴¹ To accomplish this mission and solidify its role as America's federal reserve, the USAR sought a comprehensive

amplification that would vibrate with relevancy throughout the operational continuum. To guide it into tomorrow, the Army Reserve established the following mission tenets:

- Trained and ready combat support/combat service support units to rapidly mobilize and deploy.
- Trained and ready individual soldiers to augment the Army.
- Support Army retirees/veterans (Active Component, Army Reserve and Army National Guard).
- Project the Army anytime to anyplace to achieve victory.⁴²

With a mission definition now in tune with Army Vision 2010, the USAR embarked on a reengineering process designed to maximize its resources by leveraging its core competencies. Moreover, Army Reserve leadership realized that to merit strategic relevance in the NMS and achieve seamless integration within the Total Army, its future depended upon its core competencies. Driven by the Quadrennial Defense Review (QDR) and using tiered readiness, the USAR focused on an array of core competencies that were ultimately crafted into a new "triad of capabilities."

This triad not only accomplishes the wartime and peacetime mission requirements that America's Army has assigned to its Reserve force, but it also enables the active Army to use the USAR to alleviate PERSTEMPO and OPTEMPO demands. Simply stated, the broad categories of the triad are: (1) units that are part of the warfight or power projection platform and support base, (2) training base and training readiness enablers that include

Institutional Training Divisions and Exercise Divisions, (3) individuals that are either Individual Mobilization Augmentees (IMA) or members of the Individual Ready Reserve (IRR) who provide for the seamless integration of trained citizen-soldiers into the force.⁴³

As a result, the Army Reserve is a very different federal force than the one commissioned in 1908. In the final stages of its strength reduction, it is fully restructured for transition into the 21st Century.⁴⁴ The USAR musters a network of units and individual soldiers trained to Army standards⁴⁵ and committed to the Army's enduring values of honor, integrity, selfless service, courage, loyalty, duty, and respect.⁴⁶ Reorganized, it provides 41 percent of the Army's total personnel,⁴⁷ but makes up 20 percent of the Total Army's organized units.⁴⁸ Allocated only 5 percent of the Total Army budget, the USAR is the Army's main supplier of CSS (46%) and a significant provider of CS (30%) capability.⁴⁹

"The Army Reserve of today is positioned to be a full player in the Army After Next (AAN). Giving America a full return on her 20th century investment, "America's Army Reserve is a defense bargain and a national asset."⁵⁰ Trained, ready and relevant the Army Reserve is strategically poised for the 21st Century.

LOOKING FORWARD TO 2015

The U.S. Army is at a crossroads as it closes on the millennium. Before the collapse of the Soviet Union, America faced a single threat with her military might primed and ready to fight a global war to counter the threat. The Cold War National Security Strategy of containment and deterrence provided a definite paradigm for sculpting U.S. defense capabilities.⁵¹ Currently, the most recent NSS of shape, respond, and prepare sketches a new paradigm with various integrated approaches for employing national defense capabilities.⁵² Summarized in the May 1997 Report of the Quadrennial Defense Review & (QDR), this paradigm requires that in preparing now for an uncertain future,

Our armed forces must meet the demands of a dangerous world by shaping and responding throughout the period from 1997 to 2015. To do so, we must meet our requirements to shape and respond in the near term, while at the same time we must transform U.S. combat capabilities and support structures to be able to shape and respond effectively in the face of future challenges prepare now to meet the security challenges of an unpredictable future.⁵³

But what are the future challenges? What do we mean by an unpredictable future? The real issue is a worldwide struggle between yesterday, today, and tomorrow - a clash of civilizations.

In 1980, Alvin Toffler's Third Wave described a struggle between first wave (tribal society) and second wave (industrial

society) civilizations, anticipating a rapidly approaching quantum leap for mankind in the social-evolutionary process into the information age. Humanity "faces the deepest social upheaval and creative restructuring of all time. Without clearly recognizing it, we are engaged in building a remarkable new civilization from the ground up."⁵⁴ He calls this new civilization the "Third Wave."

Toffler's Third Wave is characterized by decentralized production, renewable energy, information proliferation, de-urbanization, work in the home, transnational corporations, and high levels of production and consumption.⁵⁵ This metamorphosis that civilization is experiencing will drastically alter everything we take for granted today by offering a myriad of alternative futures for first, second and third wave civilizations. Placing all our efforts in a new perspective, it will provide "the world's poorest nations, as well as the richest, with wholly new opportunities."⁵⁶

At the same time, other early dynamics of the next century will impact the alternative futures of Toffler's three waves. The recent Report of the National Defense Panel (NDP), Transforming Defense: National Security in the 21st Century, predicts specific geopolitical, demographic, social, economic, and technological trends that will unfold before 2020. According to the NDP, the dynamics of these trends will define the alternative futures that the US will face between 2010 and 2020.

Each future world that the NDP postulates is briefly described below:

1. **Shaped Stability** is characterized by an even distribution of the world's wealth. A broad array of cooperative security arrangements are in place, in which the US is vigorously engaged. Meanwhile, isolated pockets of friction exist in the underdeveloped world due to social, economic and environmental tensions. The US military is used primarily to insure diplomatic, political, and economic success.⁵⁷

2. **Extrapolation of Today** is projection of the violent, uncertain, changing, and ambiguous trends of today into the diverse world of tomorrow. The economy of the Pacific Rim is still expanding, and China is emerging as a regional economic hegemon, while India is also a key player. Rogue states have weapons of mass destruction (WMD), so the US homeland is no longer a sanctuary. Accordingly, the superpower status of the US is not credible.⁵⁸

3. **Competition for Leadership** characterizes a world of traditional balance of power relationships that are challenged by regional alliances. As a countermeasure, the US adopts new security arrangements and trade agreements. Alliances among the South and Southwestern Asian nations create an all-Asia trading bloc in the Far East that opposes the cultural, political, and economic influences of the West. Military spending increases

worldwide; regional arms races are the norm. Concurrently, the US military must be prepared for a major theater war (MTW), while continuing to defend the homeland from WMD, ballistic and cruise missile attacks, or an information war.⁵⁹

4. **Chronic Crisis**, the last alternative future world, predicts the complete breakdown of international systems and the world as we know it. Fueled by nationalism and ethnic hatred, radical independence movements foment throughout Asia, South Asia and the Middle East. Poor countries fight over diminishing resources. Narco-states dominated by drug cartels seize control of large regions in South America and Southeast Asia. Weapons of mass destruction proliferate to any party with the means to pay. There is mass population migration as government infrastructures collapse, civil societies fail and urban areas erupt into chaos. U.S. influence overseas has vanished. The American people turn inward to focus on internal security and domestic safety.⁶⁰

Consequently, while the world will be radically different in 2015, America's national security imperatives—national survival, global economic and political stability, domestic security—will not only remain unchanged but, given future implications, also promise to be more salient.⁶¹ Therefore, regardless of the global scenario, each of the alternative worlds require the transformation of America's Army and the Army Reserve within the context of the US national security establishment.⁶²

Additionally, both the QDR and the NDP agreed that the Department of Defense (DOD) missions of today will remain relatively the same in 2010-2020. The US will still be concerned with regional stability, homeland defense, power projection, space operations, strategic deterrence, and maintaining information superiority. Meanwhile, "what makes these missions different today, and especially in 2010-2020, is that the nature of the challenges is changing."⁶³

Due to their complexity, executing these missions will be more problematic. There will be a greater need for interagency cooperation between all the instruments of national power.⁶⁴ At the same time, it became clear to the Panel that DOD's current and planned force structure, doctrine, and strategy would not yield the "military capabilities necessary to meet the range of challenges" foreseen in 2015.⁶⁵

The force structure of the future must have the ability to respond effectively to some of the new challenges: Information attacks; the use of WMD—especially against civilian and commercial targets; space operations; the absence of access to forward bases; deep inland operations; mass population problems such as urban operations and mass refugee or epidemic crises.⁶⁶

Therefore, America's Army and its Army Reserve must focus on transforming strategy to prepare now for the unknowns of 2015. In the report, the NDP devoted considerable discussion to the role of Reserve forces. For the Army to move beyond Force XXI to the Army After Next, the Army Reserve must play an integral role.⁶⁷

Acknowledging a complete understanding of America's "militia heritage" and increasing reliance on the nation's Reserve forces, Secretary of Defense William S. Cohen recently set the tone for Total Army operations in the Army After Next. In a 4 September 1997 memorandum to the military and civilian leadership throughout DOD, he directed that the

goal, as we move into the 21st century, must be a seamless Total Force that provides the National Command Authorities the flexibility and interoperability necessary for the full range of military operations. We cannot achieve this as separate components. Much progress has already been made. We must continue to work towards the principles of Total Force and achieve full integration of the Reserve and active components.⁶⁸

BEYOND VISIONS OF 2010

The National Security Strategy of the United States in the 20th Century committed the Army to rely on strategic maneuver to win wars on the ground. The major difference between power projection in 1942 and the Army of 2025 is

the speed with which forces can be deployed and employed in a single, unrelenting, sustained act of global maneuver. Early discussions of global force projection indicate that the worldwide structure that will enable Army forces of 2025 to conduct high-tempo strategic maneuver must be in place prior to deployment. The early placement of logistics, communications, and intelligence may play a more significant role in the pace and effectiveness of strategic maneuver than the deployment of the fighting force itself.⁶⁹

For the United States to maintain military superiority in the 21st Century, it must achieve a unified effort among all elements of the DOD toward the common goal of full spectrum dominance envisioned in Joint Vision 2010. JV 2010 calls for exploiting the new Revolution in Military Affairs (RMA) to achieve full spectrum dominance through a synergy of dominant maneuver, precision engagement, focused logistics, and full-dimensional protection.⁷⁰ "Implementing Joint Vision 2010 requires developing the doctrine, education, training, organization, and material to support truly integrated joint operations."⁷¹ Lastly, proficiency in joint operations requires improved integration of all US forces and components.⁷²

Likewise, for the United States Army to achieve Army Vision 2010 and emerge as a full-spectrum force, it must be sized and shaped to meet future threats and have an array of capabilities that enable it to succeed in a broad range of missions and operational environments. A recent Army After Next study indicates that victory on the battlefield in 2025 will require an Army with "force characteristics that emphasize a robust surface-to-space continuum, split-based operations, interdependence, hybrid forces, and mature leaders leading cohesive units."⁷³ Additionally, to meet asymmetric challenges posing a variety of threats, we need an Army of sufficient size and capability to defeat conventional forces, deter aggression,

and conduct a full range of smaller-scale contingencies or shaping activities.⁷⁴

An adaptive enemy will exercise his own strengths while attacking US weaknesses. To weaken America's will to fight, the enemy will employ imaginative tactics and techniques. These asymmetric threats deny access to forward locations, exploit WMD technology, target fixed installations and massed formations, and move the fight to urban areas.

Moreover, using combined approaches, the enemy can achieve even greater synergy.⁷⁵ An intelligent enemy will quickly realize that the greatest opportunity for success when facing the enormous capability of the US military will be to deny America and America's Army the opportunity to project their power.⁷⁶

Consequently, America's Army, both active and Reserve, must be multi-mission capable, proficient in core competencies, and capable of the transition from peacetime activities and operations at home into enhanced deterrence in crises, and ultimately to war overseas.⁷⁷ Ground forces that deploy rapidly, moving freely and quickly around the theater of operations are not decisive when they must wait for cumbersome logistical support. Additionally, "forces that are structured to address the full spectrum of enemy options are not decisive if they cannot get to the theater in time to influence the outcome."⁷⁸ Finally, forces that can rapidly deploy are not victorious if they lack

flexibility to adapt to physical, social, or diplomatic inertia during battle.⁷⁹

A strategically relevant AAN requires more than mere capability. It requires a balance between flexibility, mobility, transitioning capability, and operational depth.⁸⁰ During the Cold War, the active Army maximized its combat capability by prioritizing combat force structure. Concurrently, much of the CS and CSS force structure designed to sustain the echelons above corps (EAC) was placed in the Reserves. The security environment beyond 2010 will increase the Army's reliance on CS and CSS forces—and in varying proportions.⁸¹ Therefore the Total Army After Next must embrace a new paradigm for providing effective combat support services.

Thereafter, to achieve Army Vision 2010 and then move into the AAN, a fundamental transformation of support structure functions must be a priority. This transformation must leverage commercial capabilities, technologies, and innovative business practices. Adapted to the mission and complimented by special core competencies of America's Army Reserve, a lighter, leaner, and more flexible force will sustain readiness throughout the Total Army.⁸²

ARMY RESERVE VISION 2010

"Where there is no vision, the people perish."

Proverbs 29: 18 KJV

As a full partner in the Total Force, Army Reserve Vision 2010 (ARV 2010) offers an approach to a more effective use of the USAR, better integration of the USAR, and a more definitive role for the USAR in America's Army After Next. With its primary focus on efficiency, the Army Reserve of the 21st Century will be the repository of the Army's core competencies and the Army's direct link to those non-military elements necessary for victory on tomorrow's battlefield.

Joint Vision 2010 cites the operational concepts of Dominant Maneuver, Precision Engagement, Focused Logistics, and Full Dimensional Protection for leveraging service capabilities to-achieve full spectrum dominance.⁸³ Then, Army Vision 2010 establishes six patterns of operation that enable the Army to fulfill the operational concepts of JV 2010 and achieve full spectrum dominance as the land component member of the joint team. "From initial mission receipt through deployment, operations, and transition to follow-on operations," the Army plans to use these operational patterns to accomplish mission responsibilities "The patterns are: Project the Force, Protect the Force, Shape the Battlespace, Decisive Operations, Sustain the Force, and Gain Information Dominance."⁸⁴ Binding these concepts and patterns together, Army Vision 2010 relies on an ability to leverage technology in order to gain knowledge and speed for movement into the Army After Next and toward 2025.⁸⁵

Throughout the next Century, the USAR will provide the "leverage" that America's Army must have to achieve knowledge and speed in the AAN. Army Reserve Vision 2010, charges the USAR to provide a balanced dimension among the "patterns of operation" in Army Vision 2010 to enhance the Army's strategic relevance. With its CSS and CS assets, the Army Reserve provides a relevant range of balanced capabilities that will enhance:

- mission flexibility across the conflict spectrum.
- strategic mobility and transitioning for strategic preemption.
- operational depth and logistical agility.
- information dominance to gain superiority.⁸⁶

Trained, ready and relevant today, the Army Reserve will be transformed between 2010 and 2025 into the Army Reserve After Next (ARAN). The USAR of tomorrow will embody an undauntable spirit, tested stability, agile integration, and seamless relevance within the Army After Next. As it currently does, the Army Reserve will enable America's Army to achieve full-spectrum dominance in tomorrow's Third Wave environment.

MISSION FLEXIBILITY ACROSS THE CONFLICT SPECTRUM

To achieve full spectrum dominance, the AAN must be able to execute a variety of missions.⁸⁷ "AAN soldiers and their units will require higher levels of mental agility and psychological resilience to successfully meet tomorrow's battlefield

challenges."⁸⁸ The Army Reserve After Next will continue to embody reliability and empower America's Army After Next with enhanced agility.

Composed of highly patriotic, trained and ready men and women, America's Army Reserve exploits the human diversity of its quality citizen-soldiers, deploying Troop Program Units and skilled individuals. Having to arrange their military duty between civilian employment, civic duty and family responsibilities, Army Reservists provide the flexibility that enhances the agility of the AAN.⁸⁹

Moreover, by delivering readily transferable civilian expertise in state of the art technology or business practices, Reservists will expand the cutting edge capability of their Army. Additionally, the Army Reservist network serves as a conduit that links its Army directly to numerous non-military elements throughout the community, the business or private sectors, and civil society.

Thus, when Army Reserve soldiers are matched with the USAR's new "triad of capabilities," Army Reserve Vision 2010 portends a reliable CSS and CS repository that can be rapidly tailored and deployed anywhere to satisfy mission needs across the operational continuum. In the 21st century, America's Army Reserve will be a capabilities-based force multiplier, giving Army leadership an assortment of viable options when needed to succeed in a broad range of missions and operational environments.⁹⁰

STRATEGIC MOBILITY AND TRANSITIONING FOR STRATEGIC PREEMPTION

Army After Next forces must be projected rapidly to preempt the escalation of aggressive action or to terminate conflict on favorable terms.⁹¹ "Strategic preemption requires rapid force projection."⁹² Worldwide power projection is the cornerstone of America's military preeminence.⁹³ In Army Vision 2010, the U.S. Army does not achieve dominant maneuver as America's land component without rapid, global power projection.⁹⁴ Responding to the challenge, the Army Reserve After Next provides stability to the Army's force projection platforms and agility to the power projection force.

During Operations DESERT SHIELD and DESERT STORM the Army Reserve validated the reliability of its power projection capability. Following the Gulf War, the USAR proceeded to bolster America's ability to project power. Now, throughout the United States, each platform is stabilized by a dedicated Army Reserve Garrison Support Unit (GRU). Ready on "day one" of any crisis, the GRU's facilitate a seamless expansion of installation and base operations.⁹⁵ Additionally, in the event of natural disaster or domestic emergency, the Army Reserve's ten regional support commands (RSC) and three regional support groups (RSG) form a power grid that can conduct life-saving support in sync with the standardized Federal Regions throughout the American homeland.

Accordingly, as the demand for power projection increases the challenges to power projection also increase.⁹⁶ Army Reserve Vision 2010 promises agility that transforms the power projection capability of the Army CSS and CS structure. Vital USAR units make up part of a Force Support Package (FSP); these units support a rapid response sustainment capability tied to CINC OPLANS—ready to rapidly mobilize and deploy.⁹⁷

Meanwhile, as the Army's federal Reserve force, the ARAN embodies the social power by posturing the American people for the initial transitions from peace to war. While providing the repository of the Army's core competencies, USAR Institutional Training Divisions and Exercise Divisions are primed to transition America's expansible Combat force, project that combat power anywhere, and, if necessary, reconstitute training pipelines.

In the Army After Next, the ARAN is a cornerstone of stability for the Army's power projection platforms. Moreover, continuing the heritage that shaped Army Reserve Vision 2010, America's federal Reserve will function as the National primer for mobilizing the expansion base to reconstitute the force and then deploy the Total Army's full combat power. Army Reserve Vision 2010 challenges the USAR to promise stability and to pledge reliability in those core capabilities the Army needs for strategic preemption.

OPERATIONAL DEPTH AND LOGISTICAL AGILITY

Tomorrow's Army must maintain a depth of capability to conduct tactical exploitation's and sustain protracted operations. At the same time, it cannot be tethered to constraining logistical lines of communication.⁹⁸ Moreover, the "tooth to tail" ratio of today's active Army cannot be maintained if America's Army expects to fund and field the Army After Next. Because Third Wave combat involves more than just pulling a trigger, the Third Wave logistical tail has to be focused and ready to extend substantially further.⁹⁹

Army Vision 2010 calls for flexible and agile CSS organizations and a "fusion of logistics and information technologies."¹⁰⁰ As a return on America's 20th Century investment, Army Reserve Vision 2010 foresees the operational depth and perfects agility in logistics to enable the Army to underwrite the AAN. A seamless partner, the Army's federal Reserve enables Army leadership to break logistical paradigms and not only to think "outside the box" but also to plan, program, and implement a "Revolution in Logistical Affairs."

Resident core competencies of the USAR, battle-tested in the Nineties, accord reliability, agility, and operational depth for sustaining the Army's 2010 force. Further, as a ready, relevant repository for additional CSS and CS capabilities or perishable skills, the USAR minimizes the risk by maintaining logistical

superiority while the Army pursues a focused modernization effort.¹⁰¹

Additionally, "a fully integrated total Army requires a common culture that engenders unity of action through shared experience."¹⁰² To achieve the CSS agility and logistical fusion envisioned in 2010, America's Army After Next needs to embrace the "citizens" of the Army Reserve After Next. USAR citizen-soldiers bring current civilian experience, knowledge, and hands-on skill to the ARAN. As The Army Surgeon General acknowledged the proficient resourcefulness of the Medical Reserve Corps in 1909;¹⁰³ likewise, Army Reserve Vision 2010 challenges Army leaders to exploit the Army Reservist's civilian credentials.

Providing America's Army with an in-house proficiency in both the "Revolution in Business Affairs" and the "technology evolution," USAR soldiers offer leverage for establishing split-based operations, transforming support functions, and trimming infrastructure.

In 2025, "the early placement of logistics, communications, and intelligence" may prove more critical in the "pace and effectiveness of strategic maneuver than the deployment of the fighting force itself."¹⁰⁴ Complimented by the USAR force, the Army is in direct contact with an array of national and transnational corporations as well as private voluntary

organizations (PVO's) and non-governmental organizations (NGO's). In accord with Army Reserve Vision 2010, the capabilities, technologies, or services of these organizations can be mobilized and tailored for rapid deployment with the USAR.

INFORMATION DOMINANCE TO GAIN SUPERIORITY

The pace of future operations will require Army leaders to have superior information.¹⁰⁵ The Army After Next will have to tap into rapidly advancing technologies to gain information dominance. Therefore, information operations (IO) conducted to gain information superiority will be essential.¹⁰⁶

America's Army Reserve offers fertile ground for developing the Army's expanded IO capacity. Again, in 2010, the currency of the individual Reservists civilian expertise presents a ready, relevant capability. Working from IO Centers or their homes, Army Reserve Vision 2010 tasks USAR soldiers to operate within networks that capitalize on the knowledge explosion, to leverage information, and to expand technical capacity for the AAN.

Today and tomorrow, the USAR soldier truly is "Twice the Citizen". As a combat service support or combat support provider, he is both a flexible entrepreneur and agile warrior—twice the bargain—in America's Army.

CONCLUSION

*The best thing about the Army Reserve is the soldiers.
We've sustained a quality Army for the past 90 years.*

Our bottom line will always be the same—that we come to the protection of the United States. It won't change in the next 90 years anymore than it's changed in the past 90.¹⁰⁷

MG Max Baratz, Chief, Army Reserve

Today, the United States Army Reserve is the world's best land reserve force in the world's best Army. America and America's Army depend on the Army Reserve. A viable federal force, it provides a balanced structure to the Total Army with viable Combat Service Support and Combat Support competencies for tomorrow. A trained, ready and relevant force of quality citizen-soldiers, the USAR enables America to project massive land power. When called upon, the USAR helps transition the nation from peace to war by jump-starting the mobilization of America's expanseable land forces.

Army Vision 2010 enables the capabilities-based Army to successfully execute the operational concepts of Joint Vision 2010 as America's land component. Army Reserve Vision 2010 foresees the USAR as leveraging its core competencies to help undergird the bridge between Force XXI and the AAN. It is the Army's direct link to the capabilities of the future.

In the Third Millennium, the Army Reserve After Next will be the undauntable, stable, agile, and relevant cornerstone in building the Army After Next. Yesterday, today, and tomorrow, the United States Army Reserve is trained, ready, and relevant.

WORD COUNT = 6,492

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