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# Adapting Our Army to a Changing Environment

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Today, our Army is releasing new doctrine on *Security Force Assistance*, a critical mission that will likely shape much of our future success in the 21st century. The publication of this doctrine, Field Manual 3-07.1, marks the culmination of an unprecedented 90-day development cycle, a testament to our Army's flexibility and adaptability in the face of an increasingly complex and dynamic operational environment. This remarkable effort ensures that our forces poised to execute Security Force Assistance will deploy with doctrine that captures the rich experiences of the ongoing advisor mission in Iraq and Afghanistan, while posturing our Army for similar missions in other areas of the world.

The release of this doctrine also marks a path for our Army that assigns this mission to our modular brigade combat teams, the fundamental building block to a modern, versatile Army. In doing so, we have assured that our forces performing Security Force Assistance will retain their ability to conduct full spectrum operations, vital to maintaining the flexibility required to respond to any of the myriad threats across the spectrum of conflict. The brigade combat team specifically oriented on an advisory and assistance mission will continue to preserve its inherent capability to conduct offensive and defensive operations and, if necessary, to rapidly shift the bulk of its operational focus to combat operations. The organizational capacity of a brigade combat team focused on Security Force Assistance allows for greater synchronization and coordination of assistance and advisory tasks balanced against the fundamental need to maintain critical full spectrum operations capability.

There are critics to this approach—some believe that a focus on developing an enduring advisor capability for Security Force Assistance puts our soldiers' basic combat skills at risk; others argue that fostering this capability necessitates a fundamental redesign of our armed forces. Ultimately, this becomes a matter of balancing risk, not just to our Army, but to our nation.

By drawing on the brigade combat team as the basic building block for a lasting capability for Security Force Assistance, our Army will achieve a collective balance point across the force where we use the Army Force Generation—ARFORGEN—process to match the operational requirements of the [Geographic] Combatant Commanders with the capabilities of the modular brigade combat team as they train for an impending deployment. Ultimately, our Army is working to ensure it maintains the depth needed to operate across the spectrum of conflict while ensuring [Geographic] Combatant Commanders have what they need to achieve decisive results in any environment.

Field Manual 3-07.1, *Security Force Assistance*, represents a landmark addition to our doctrinal knowledge base—one that reflects the enduring lessons of our past experiences with traditional advisor missions, while preparing our soldiers for the operational demands of the emerging security environments of tomorrow. The pillars of Security Force Assistance, our modular brigade combat teams and our soldiers serving as advisors, mirror the evolving challenges presented by an era of persistent conflict, where success will be measured by the ability of our forces to build lasting

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relationships and lead others from behind. The release of this vital doctrine establishes not only the principles that will guide the conduct of Security Force Assistance; it resoundingly declares that this will no longer be an “additional duty” but a core competency of the United States Army.