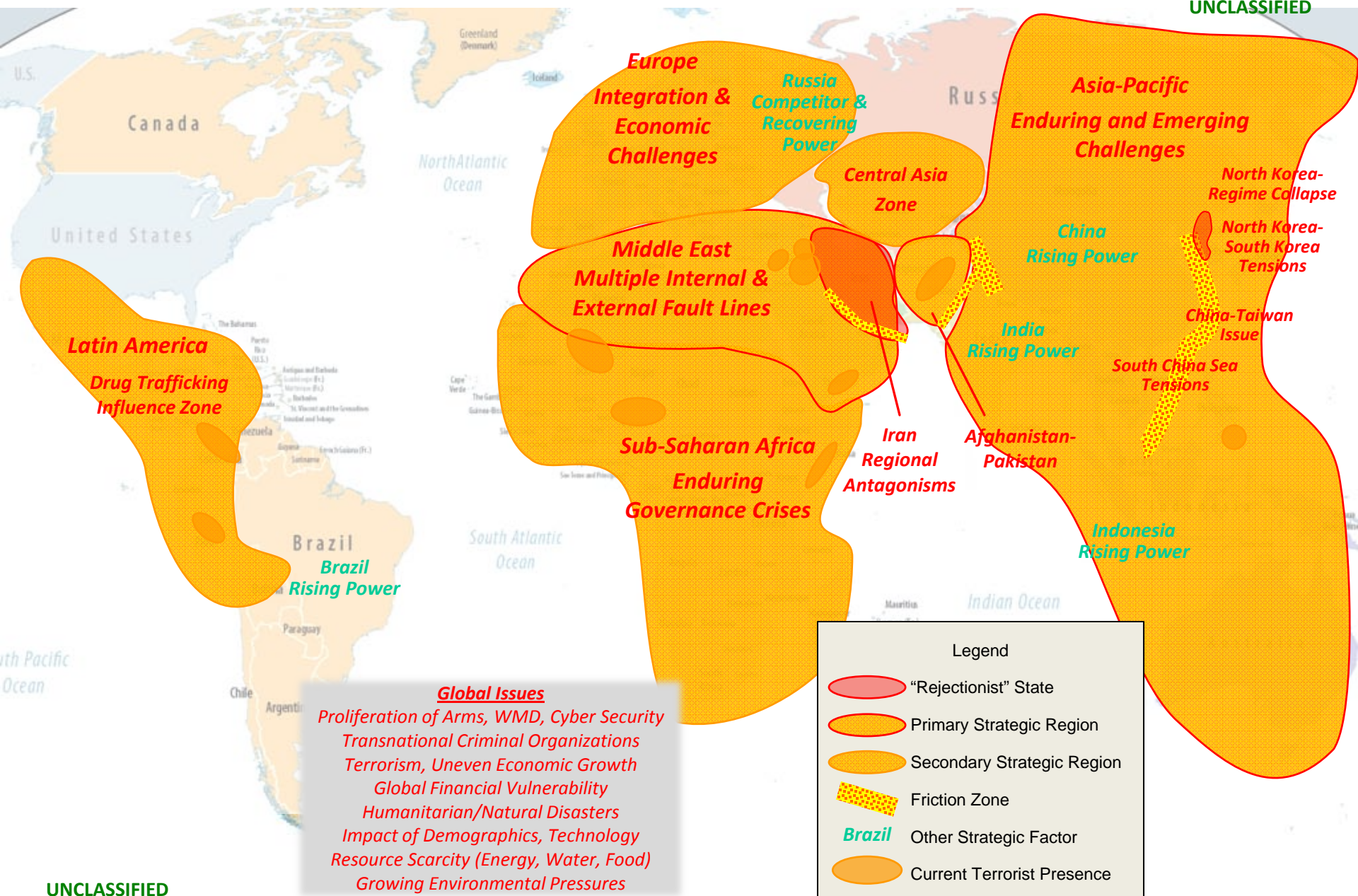


- Wide Spectrum of Potential Threats, Challenges, Contingencies
 - Iran, North Korea, Afghanistan-Pakistan, Multiple Enduring Fault Lines in Middle East, Africa, Central Asia Will Remain Sources of Threats and Challenges
 - Managing the Relationship with China Only Part of the Problem...U.S. Will Continue To Be Needed as Balancer in Asia, Africa, Middle East
 - Transnational Terrorists, Insurgents, and Criminal Organizations Will Remain Common Features of the Strategic and Operational Environment
 - U.S. Remains Globally Powerful, but Freedom of Maneuver Has Narrowed...Greater Need for Support of Strong and Expanding Partnerships
- The U.S. Army Must Be Prepared to Operate in a Full Range of Complex Environments
 - Many Crises Will Be Ambiguous...Threats to U.S. Interests May Only Be Clear after Situation Has Evolved and Deteriorated
 - If Our Shaping Operations Are Inadequate, U.S. Options May Be Limited



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AMERICA'S ARMY: THE STRENGTH OF THE NATION

Potential Crises to 2030

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Colors Indicate Regional Groupings with Shared Factors



- Range of Threat Actors**
- Near-Peer State
 - Regional State
 - Failing State
 - Insurgent/Guerrilla/Militia
 - Proxies
 - Terrorists
 - Transnational Criminal Organizations

- Global Issues**
- Proliferation of Arms, WMD, Cyber Security
 - Transnational Criminal Organizations
 - Terrorism, Uneven Economic Growth
 - Global Financial Vulnerability
 - Humanitarian/Natural Disasters
 - Impact of Demographics, Technology
 - Resource Scarcity (Energy, Water, Food)
 - Growing Environmental Pressures

Large Majority of Crises Stem from Weak Governance

Relationship to U.S. & Allies' Interests May Not Be Immediately Apparent

Crisis Containment/Resolution May Require US Forces Involvement to Prevent, Shape, Win

Many Crises Are Unfolding Now

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The Spark

- Peaceful Popular Protests
- Government Responds with Repression



Syria in Crisis

Deteriorating Situation

- Armed Opposition
- Active Terrorism
- Continuous Military Operations
- Refugees & IDPs
- UN Security Mission
- Atrocities
- Border Clashes
- External Actors



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Vital U.S. Interests*

- Security & Stability of Allies, Partners
- Respect for Universal Values
- Promote Peace, Security, Opportunity
- Open International Economic System

The Flame

- Full Civil War with Fractured Territorial Control
- Sectarian Militias
- Frequent Atrocities
- Growing Islamic Extremist Influence with Safe Haven
- Instability Spills Over to Neighbors
- Border Clashes with Neighbors
- Compromised CW Munitions
- Polarized Middle East, Global Alignments, Economic Slump



★ Prevent? ★ Shape? ★ Win?



Essential Elements of the Complex Environment

- Multitude of Independent Actors
 - Threat, Malicious, and Neutral/Friendly Actors
- Technology Enables Effective Action – Violent and Nonviolent – and Rapid Adaptation
- Fragile or Ineffective Governance

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Characteristics

Lethal

- Well Armed
- Technology Proliferates to Many
- Non-linear Relationship between Economic and Military Power

Persistent

- Victory Ill Defined
- Blurred Transitions, e.g. Conflict to Post Conflict.
- Unexpected Friction

Asymmetric

- Sidestep US Preferred "Way of War"
- Deny ISR & Strike Options
- Exploit Cyber
- Unforeseen Effects from Actions

Ends

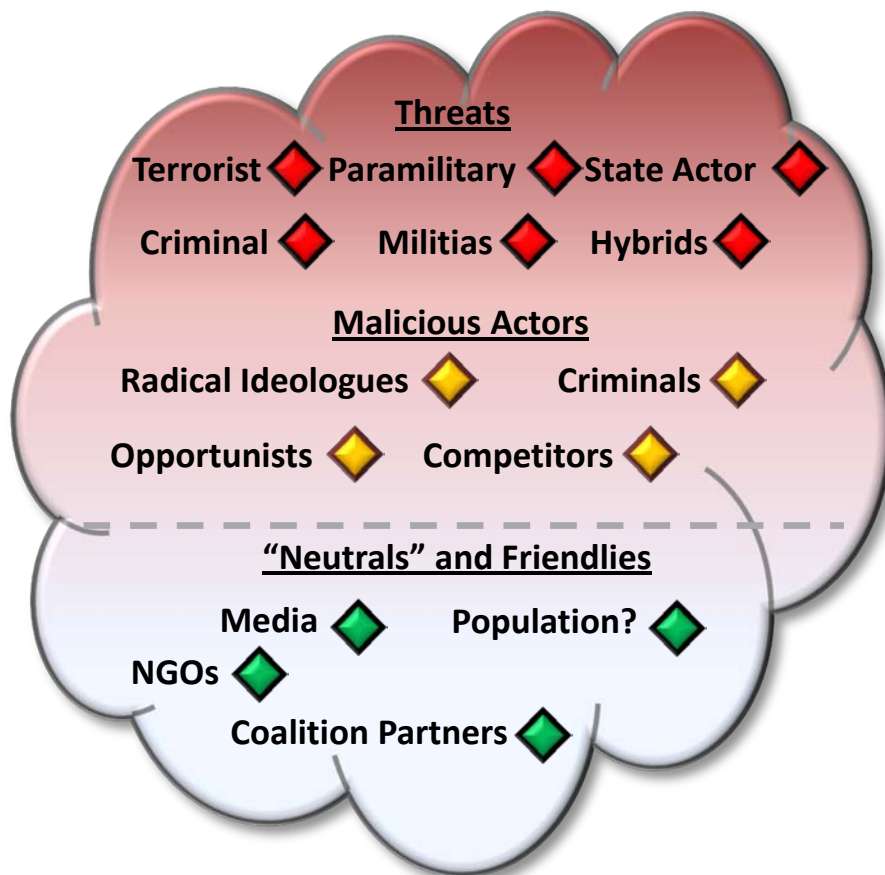
- Wealth
- Resources
- Political authority
- Influence
- Sovereignty
- Identity
- Legitimacy

Ways

- Competition
- Cooperation
- Conflict

Means

- Attack the "will"
- Complexity – Chaotic Conditions – Anti-access
- Asymmetry





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Essential Elements of the Complex Environment

• Multitude of Independent Actors

- Threat
- Malicious
- Neutral/Friendly

• Technology Enabling Effective Action – Violent and Nonviolent – and Rapid Adaptation

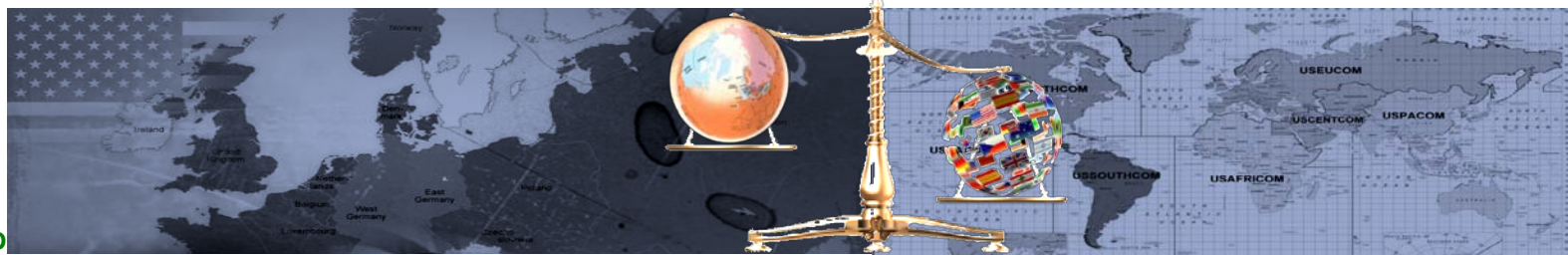
• Fragile or Ineffective Governance

The global operational environment is complex, characterized by a multitude of actors presenting a wide range of possible threats under conditions of uncertainty and chaos. Adversaries' regular forces, irregulars, our coalition partners, criminals, refugees, NGOs and others intermingle in this environment and interact in many ways. Each of these actors may have an agenda, often at odds with our objectives, those of other actors, and those of the existing political order. Besides a broad range of readily available conventional weapons, threats and malign forces can select from an array of affordable technologies, adapting them to create unexpected and lethal weapons. Social media will enable even small groups to mobilize people and resources in ways that can quickly constrain or disrupt operations. This complex operating environment will continuously evolve as conditions change.

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- **We Are Confronted by a Wide Spectrum of Potential Threats, Challenges, Contingencies**
 - Range of Economic and Geopolitical Issues Contributes to a Highly Complex Security Environment -- Potential Crises are Not Hypothetical – but Unfolding Now
 - Iran, North Korea , Afghanistan-Pakistan, Multiple Enduring Fault Lines in Middle East, Africa, Central Asia Will Remain Sources of Threats and Challenges
 - Managing the Relationship with China Crucial, but only Part of the Problem...U.S. Will Continue to be Needed as Balancer in Asia, Africa, Middle East
 - Transnational Terrorists, Insurgents, and Criminal Organizations Will Remain a Significant Threat to International Security and U.S. Interests
 - US Remains Globally Powerful, but Less So--Freedom of Maneuver Has Narrowed...Requires More Shaping in Concert with Strong and Expanding Partnerships
- **U.S. Army Must Be Prepared to Operate in a Full Range of Complex Environments**
 - Many Crises Will Be Ambiguous...Threats to Our Interests Only Clear after Situation Has Evolved
 - Early Engagement, Shaping, Regional Presence, Prevention...Critical to Global Stability, Our Security
 - Inadequate Shaping Means Limited Options





AMERICA'S ARMY: THE STRENGTH OF THE NATION



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Discussion



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