



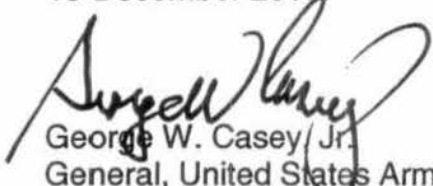
DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310

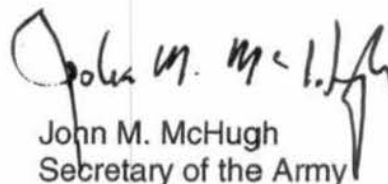
OCT 27 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Terms of Reference for the Review of the Army Profession in an Era of Persistent Conflict

1. General. As a profession, the Army is a vocation comprised of experts in the ethical application of land combat power, serving under civilian authority, entrusted to defend the Constitution and the rights and interests of the American people. Our country places special trust and confidence in Soldiers as individuals and in the Army as an institution to perform our duties with character and competence in the complex and chaotic cauldron of war. As such, it is essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed and how we must adapt to succeed in an era of persistent conflict.
2. Purpose. To prescribe the Terms of Reference for a comprehensive review to examine the state of our profession after nearly a decade of war.
3. Organization. The review of the Army Profession will be led by the Commander, Training and Doctrine Command. The review will begin 1 January 2011. An interim assessment will be presented in June, with a final assessment and recommendations in December.
4. Scope. Our intent is to take a critical look at how the last nine years at war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21st Century. The review should include a survey of the entire force, analysis of trends and indicators of individual and unit behavior, Army-wide dialog and discussion and a review of existing policies and programs. The final report should include an assessment of the impacts of the last nine years on the force and recommendations for changes to Army policies and programs to strengthen us as an institution.
5. Commander, TRADOC, will present a concept plan for the review to us by 15 December 2010.

  
George W. Casey, Jr.  
General, United States Army  
Chief of Staff

  
John M. McHugh  
Secretary of the Army

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