The purpose of this Vision 2020 document is to provide the Army National Guard (ARNG) staff and members of the Army National Guard in the States, Territories, and the District of Columbia my priorities—for the next four years—to win in a complex world.

Pursuit and attainment of these strategic priorities will guide us as we develop plans and make decisions with far-reaching consequences. Our common purpose and shared focus will determine how we are positioned for the future. The priorities presented in Vision 2020 will also ensure our continued excellence.

“Our team has a long tradition of professionalism, individual sacrifice, bravery, and a willingness of the individuals in our ranks to place the country’s safety and security ahead of their own.”

The ARNG Vision 2020 provides strategic guidance to further the role of the ARNG within the Army Total Force Policy. Annual campaign plans, which include setting intermediate objectives along with the means to measure our effectiveness, will also be a key part of our strategic planning process.

I am honored to serve YOU—the men and women of the ARNG who serve each day across the 54 and around the world—as the Director, ARNG. Our team has a long tradition of professionalism, individual sacrifice, bravery, and a willingness of the individuals in our ranks to place the country’s safety and security ahead of their own. Thank you for all you do. I appreciate your continued support and the opportunity to lead the organization as we reaffirm our commitment to the nation and our communities.
For the past two decades, the Warrant Officer profession has depended upon tactical and technical professional leaders. We are experts, mentors, and advisors. Now, we must ensure that our cohort contributes to realizing the Director’s Vision 2020 by...

- **Providing and maintaining a ready force** – The Warrant Officer cohort attracts some of the best talent in the Army. As the primary integrators and managers of Army systems, we bring unequalled knowledge, experience, and perspective within our areas of expertise. We must capitalize on our experience, perspective, and depth of knowledge.

- **Developing Warrant Officer leaders** – This includes formal education as well as the cumulative experience and self-development that prepare Warrant Officers for increased responsibilities. Training and education must be timely and targeted to support the goals of Vision 2020.

- **Mentoring** – As the cohort evolves, we must provide personal and professional mentorship to our junior Warrant Officers. We will grow adaptive leaders.

**We take care of Soldiers and ensure they are ready**

The Army is experiencing its slowest operational tempo in years, but leaders’ priorities don’t change. We still take care of Soldiers and ensure they are ready. Three timeless responsibilities align with Vision 2020: Developing leaders, maintaining readiness, and encouraging education.

- **Leader development** – This is crucial to the long-term success of the ARNG. As professional, adaptive leaders, we train our successors. We develop talented Soldiers by helping them complete professional educational requirements and compete for positions of greater responsibility.

- **Readiness** – Our mission across the Army is to build readiness. The Army’s Sustainable Readiness Model offers guidance on making sure our Soldiers and units are prepared to respond at the State and national levels. In our rapidly changing environment, readiness is critical.

- **Education** – Many people join the Guard for educational benefits, so we need to make sure these benefits are available. As a high school teacher, I saw firsthand how education improves young people, helping them grow and expand their horizons. ARNG leaders are uniquely positioned to foster a positive atmosphere where Soldiers can learn. Leaders must always motivate Soldiers to take the initiative to develop themselves.

    In addition to rewarding the contributions of individual Soldiers, good leaders foster cohesiveness and drive the whole team toward success.
Our global, operational environment remains complex and chaotic. Conflicts and unrest endure and flashpoints arise. We face a wide range of challenges from adversaries to natural disasters. In our increasingly interconnected world, conflicts emerge from competing ideas and values. We must be able to champion our values and defend our national interests across this landscape.

Many potential adversaries possess formidable weapons. Others possess the ability to adapt available technology to destructive purposes. We must remain vigilant toward this proliferation of lethal threats. When these hostile forces are unleashed, we must be ready to respond decisively.

To succeed, we must be ready for operations in an array of complex environments. We are forging enduring partnerships with nations across the globe. We train to confront a wide spectrum of threats as part of the Joint Force. Whether we are providing assistance or fighting to preserve American interests, we are prepared to conduct our mission at home or abroad.

The ARNG has answered the call since 1636. We are ready to act now. We will be prepared to win in the future.
The commitment of the ARNG to Army Total Force Policy includes providing ready forces for Unified Land Operations and an emphasis on leader development.
The ARNG will continue its unique role as both the combat reserve of the Army and the land component response force for domestic operations. Given these dual roles, the ARNG Vision 2020 incorporates key plans, policies, and strategies.

Vision 2020 integrates strategic guidance from the Departments of Defense and Homeland Security with the Army Plan and additional direction from the Chief, National Guard Bureau.

Each higher echelon document specifies objectives and milestones as a method of directing each organization to fulfill specific missions as articulated by the National Military Strategy.

“Readiness converts ARNG capacity into Army capability.”
Lt. Gen. Timothy Kadavy, Director, Army National Guard

The intent of the ARNG is to align higher-level goals with unified, attainable, and measurable objectives, tasks, and metrics for the ARNG across all States, Territories, and the District of Columbia.

Strategy of Balanced Readiness

Director’s Priorities

- Leader Development
- Warfighting Capable/Governor Responsive
- Resourced and Modern
- Full-Time Manning
- Ready Guard Soldiers and Families

Lines of Effort

LEADER DEVELOPMENT

READY FORCES

OPERATIONAL FORCE

RESILIENT COMMUNITIES

Mission

A community-based ARNG provides operational forces capable of unified land operations and response to domestic crises.

Vision

- Competent Leaders of Character
- Interoperable, disciplined, ready
- Predictably resourced & utilized
- Organized, equipped, trained for complex environments
- Retain Combat Arms Heritage
- Adaptable, accountable & balanced force
- Fabric of the community

Strategic Design

Photo top right: Sgt. Jeffrey Carroll, a member of the 48th Infantry Brigade Combat Team, Georgia Army National Guard, practices advanced marksmanship skills during mobilization training at the Joint Forces Training Center, Camp Shelby, Mississippi.
LEADER DEVELOPMENT


Defined by: Competent and adaptable Leaders of Character who are identified early, mentored, and provided diverse duty experiences.

Operational Force

End State: ARNG units are resourced, modern, continuously utilized, and rotationally available to provide a full spectrum capability in combat contingency, Defense Support to Civil Authorities (DSCA), Humanitarian Assistance (HA), and Security Cooperation efforts in order to maintain combat readiness, meet domestic response requirements and enhance retention.

Defined by: Predictable resources, flexible execution, disciplined bands of readiness, sustained deployment capability and continuous utilization.

READY FORCES

End State: Warfighting-capable and Governor-responsive forces with resource allocation at ARNG level and expenditure at the State/unit level are balanced to maximize readiness across the force without overdriving readiness in any one area or in any one unit.

Defined by: Prescribed resource level, Army Sustainable Readiness Model (SRM) Aimpoints, Quality Force vs. Quantity of Force.

Accountability is integral to each line of effort

Without ethical decision making, transparent processes, thorough oversight and fiscal responsibility, we cannot succeed.

RESILIENT COMMUNITIES

End State: ARNG Soldiers, Families, communities, and employers understand, support and are prepared for the ARNG’s role in the Nation’s defense.

Defined by: Personal and Family readiness integrated with an involved community throughout the Soldier life cycle.

Background photo back page: Massachusetts Governor Charlie Baker presents the Soldier’s Medal to Army Capt. Stephen Fiola, with the Massachusetts Army National Guard in Salem, Massachusetts, Saturday, April 11, 2015. The Guardsman received the award in recognition of his actions during the 2013 Boston Marathon bombings.

Photo back page, from left to right: Spc. Lounnee Minor, of the Minnesota National Guard, helps remove nails from wood forms for potential reuse of the materials on June 18, 2015.

Staff Sgt. Antonio Nieto, 50th Personnel Services Battalion, New Jersey Army National Guard, laughs with his daughter Antonella after returning from a year-long deployment in Afghanistan.

Georgia Guardsman Capt. Jason Royal and his son, Pvt. 1st Class Hector Royal, a fellow Guardsman, prepare to jump out of a UH-60 Blackhawk helicopter during airborne operations at Paulding County Airport in Dallas, Georgia, July 16, 2014.