Pfc. Trevor Short, infantryman with 1st Battalion, 16th Infantry Regiment, 1st Armored Brigade Combat Team, 1st Infantry Division, conceals himself in a wheat field 20 June 2019 during an air assault mission, part of Saber Guardian 19 in Bordusani, Romania. (Photo by Sgt. Thomas Mort, U.S. Army)

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Themes

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General

- What operational and logistical challenges are foreseen due to infrastructure limitations in potential foreign areas of operation, and how can we mitigate them?
- What is needlessly duplicated in the Army (e.g., what should be done away with, how should the Army adjust, and how would it benefit)?
- What is the progress in development of Futures Command?
- Technology advancements and their application
- Case studies: How do we properly integrate emerging technology?
- What nations consider themselves to be at war or in conflict with the United States? How are they conducting war, and what does this mean for the Army?
- China case study: How does Japan's effort to establish the "Greater East Asia Co-Prosperity Sphere" compare with current Chinese efforts to develop the "New Silk Road" and assert control over the South China Sea?
- Case study on civil-military operations: How does tactical-level military governance during occupation following World War II and Operation Iraqi Freedom compare?
- Update on status of the regional power rivalry between Saudi
 Arabia and Iran
- What are the security threats, concerns, and events resulting from illegal immigration globally?
- What must we do to create a more effective means of developing and maintaining institutional memory in order to deal with emerging challenges?
- What is the role for the Army in homeland security operations? What must the Army be prepared for?
- What is the role of the military in protecting natural resources?

- What are the potential adverse impacts on military standards due to factors associated with poor integration of new cultures, ethnicities, or racial considerations, and how can those impacts be mitigated?
- Case study: How is gender integration changing the Army and how it operates?

Large-Scale Combat Operations

- How do we foster deep institutional focus on large-scale combat operations (LSCO)?
 - Needed restructuring?
 - See/understand/seize fleeting opportunities?
 - Develop the situation in contact and chaos?
 - Offset "one-off" dependencies and contested domains?
 - Rapidly exploit positions of advantage?
 - Survive in hyperlethal engagements (including attacks using weapons of mass destruction)?
 - Continuously present multiple dilemmas to the enemy?
 - Decide and act at speed?
 - Fully realize mission command?
 - What must be done to adjust junior leader development to a modern operational environment?
 - Changes demanded to the professional development models of the officer and noncommissioned officer structure?
 - Increased readiness challenges?
 - Required adjustments that need to be made among the Army's support elements to reset for LSCO (e.g., personnel, logistics, medical, etc.)?
 - What is the correlation between multi-domain operations and LSCO? Impact on the Army's training, readiness, and doctrine?
 - What material solutions are required to fulfill the Army's unified land operations obligations in LSCO?
 - Hypersonic weapons: What are their real capabilities? How do we defend against them?