



Soldiers assigned to the 173rd Airborne Brigade and the 3rd Infantry Division conduct first-person view drone training May 18 at Pabrade Training Area, Lithuania. (U.S. ARMY/ELENA BALADELLI)

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Army transformation needs speed, agility

The Army must change the way it does business as it transforms the force for the future, the service's top general said.

"The battlefield is changing as fast as the technology in your pocket, and we know we have to change," Army Chief of Staff Gen. Randy George said.

Speaking on May 19 on a Council on Foreign Relations panel with the other service chiefs, George emphasized the importance of not just pursuing the latest capabilities but also the need to change how the Army buys things, how it trains and how it fights.

"We have been watching what's happening on the battlefield in Ukraine and the Middle East and,

really, around the world," George said. "We've been doing something called transforming in contact, where we're actually getting bottom-up innovation from our troops, but it's not a lesson learned unless you've actually done something to change how you train and operate."

A big lesson observed is the emergence of drones on the battlefield. With drones flying overhead, troops can no longer hide on the battlefield, he said. That makes a huge shift from what today's combat leaders were used to in Iraq and Afghanistan, he said.

Another part of the drone threat is how quickly technology is evolving, which is forcing the Army to be more agile and adaptive. "The big thing

is you have to change how you buy things," George said. This means having a more flexible system but also potential reductions in items or programs that are outdated or no longer needed. "It's a hard thing to do," George said.

Programs of record that require the Army to buy a piece of equipment and field it over several years may be a thing of the past. "I'm not a fan when anybody talks about a program of record," George said. "What that means is you buy something and keep it forever."

The Army needs agile funding, he said. "We need to buy capabilities," he said. "If you're talking drones, counter-UAS, electronic warfare,

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Land forces critical to ‘true strategic terrain’ in Pacific

Vast expanses of ocean and sky dominate the Indo-Pacific, but that should not distract from the true strategic terrain in the pivotal region, writes the author of a new Association of the U.S. Army Landpower Essay.

“The true strategic terrain—the decisive battleground—is neither maritime nor aerial, nor even strictly terrestrial, but fundamentally human,” Maj. Ryan Crayne writes. “... The effectiveness of joint force operations across air, sea, space and cyberspace fundamentally depends on our ability to engage, influence and partner with people. To overlook this truth risks the potential for grave strategic miscalculations.”

In his paper, “Beyond the Blue: The Human Dimension in the Indo-Pacific,” Crayne argues that historical experiences underscore that strategic outcomes depend significantly on accurately assessing and influencing human actors, rather than solely relying on technological or materiel superiority. “Success in conflict, especially in complex theaters like the Indo-Pacific, centers on winning trust, shaping perceptions and influencing the decisions of human actors,” he writes.

Crayne is an Army marketing and behavioral economics officer who has served in leadership roles in the 1st Infantry Division, the 75th Ranger Regiment and the 82nd Airborne Division. He is a fellow with the LTG (Ret.) James M. Dubik Writing Fellows Program, and he is a senior



Soldiers assigned to the 25th Infantry Division and Philippine Army soldiers conduct maritime key terrain security operations training May 24 in the Philippines. (U.S. ARMY PHOTO)

instructor in the Simon Center for the Professional Military Ethic at the U.S. Military Academy at West Point, New York.

Despite the vast geographic expanses in the Indo-Pacific, land forces excel by operating within the human dimension, prioritizing people, partnerships and prevailing in conflict, competition and crisis, Crayne writes. “Success will be determined ... by deep, enduring partnerships and alliances built on shared human interests and mutual trust,” Crayne writes.

Seven of the 10 largest armies in the world are in the Pacific theater, and 22 of the 27 countries in the region have an army officer as chief of defense. “The Pacific, on a human

level, ‘speaks’ Army, and the Army articulately converses in return,” Crayne writes.

The U.S. Army is leveraging this “strategic landpower network” to counteract what any singular foe in the region could muster, he writes. It also is the “the sustainer, supplier and maintainer of the U.S. joint force in the region,” and it has troops deployed across the region through Operation Pathways to train and work with partner armies, Crayne writes.

“No force is better equipped than our land forces to harness the human dimension, where their unparalleled skill in forging trust and alliances creates an asymmetric advantage China cannot rival,” Crayne writes.

[Read the paper here.](#)

Transformation

From Page 1

those things are changing so rapidly. You can’t just buy a system.”

Today, “everything we buy has to be modular, open systems architecture,” George said.

He cited as an example the drones used by the first three brigade combat teams tapped for the Army’s

transforming in contact initiative, which puts new technology into soldiers’ hands for testing. There was a marked difference in capability in the drones tested by the brigades just a year apart, George said. “Fundamentally, we’re at a spot right now where we really have to change how we’re doing business,” he said.

There’s a lot of room for improve-

ment, George said, but he is pleased with how soldiers are responding to the Army’s push to transform. “Our soldiers have a really good mindset for innovation,” he said.

As the Army transforms, it is focused on soldiers and what they’ll need in the next fight. “Our customer is the soldier, and that’s what we’re focused on,” George said.

Enlisted leaders emphasize need to master fundamentals of warfighting



Senior NCOs from the U.S. and partner armies speak during AUSA's LANPAC Symposium and Exposition in Honolulu. (AUSA PHOTO)

Despite the proliferation of technology, NCOs must master the fundamentals of soldiering as they prepare to deter and prevail in the Indo-Pacific, a panel of senior enlisted leaders said during the Association of the U.S. Army's LANPAC Symposium and Exposition in Honolulu.

"If we're going to win the next fight, it's really going to be the noncommissioned officer that's going to win that next fight for us," said Sgt. Maj. Jay Garza of Army Futures Command. The modern battlefield continues to change, but the "secret sauce of our Army is the noncommissioned officer corps," he said.

In the Indo-Pacific, land power is the strategic architecture that binds the fabric of the region, and the NCO's role is "vitally important," said Command Sgt. Maj. Jason Schmidt, senior enlisted leader for U.S. Army Pacific. "We are a people business, the Army is people-centric," he said, adding that many of Army Pacific's initiatives to build interoperability in the theater occur during exercises involving NCOs and soldiers.

Speaking on May 14, Schmidt and Garza were joined by Warrant Officer Kim Felmingham, regimental ser-

geant major-Army for the Australian Army, and Chief Warrant Officer Sanjee Singh, sergeant major of the Army for the Singapore Armed Forces.

Soldiers must train hard, Felmingham said. "Training needs to be harder, to be wickedly challenging at echelon," Felmingham said. "Training needs to challenge readiness, not consume it."

Today's NCOs must be able to embrace and adapt to emerging technology, the panelists said, but they also must be able to operate without it. "Technology is always the enabler," Schmidt said. "The other piece with technology you've got to remember is technology is going to fail you."

While NCOs must be able to integrate technology and use it to their advantage, "should that fail in the Indo-Pacific because we have those harsh environments, we're going to have to be able to meet the demands of the large-scale combat environment," he said.

Garza agreed. "Whether the environment changes or not, the fundamentals will not," he said.

The Army can't wait, he said. "If we have to fight today, that's what we go with, that's what we're going to fight and win with," Garza said.

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Luc Dunn
Editor

Desiree Hurlocker
Advertising Manager

Advertising Information Contact:
Fox Associates Inc.
116 W. Kinzie St. • Chicago, IL 60654
Phone: 800-440-0231
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Operation Foster seeks support for military pets in need

A nonprofit organization that supports troops and veterans who need help caring for their pets is looking to spread the word about its mission—and maybe add some volunteers along the way.

Operation Foster, formerly known as PACT for Animals, was created to support soldiers and veterans who need care for their furry family members. “Operation Foster is dedicated to helping active-duty service members who are deploying or going to training, as well as veterans who require hospitalization for physical or mental health care,” said Erika Kelly, the organization’s networking coordinator. “We really want to spread the word so people know this service exists and we can try and find more foster homes.”

The organization was formed in 2010 by Buzz Miller, a prominent attorney in Philadelphia. While volunteering at a local animal shelter, Miller saw a man crying outside. The man had just surrendered his dog because he was being deployed and had nowhere for his beloved pet to go.

Miller founded PACT, which stands for People+Animals=Companions Together, with the mission to keep pets with their military families.

Volunteers needed

There’s a large gap in coverage for long-term fostering of owned pets and a lack of understanding about military service and the unique demands of military life, Kelly said. That’s why PACT is rebranding to Operation Foster, to better fit that mission and educate the American public about the needs of service members, she said.

Right now, Kelly said, requests exceed the number of volunteers, and more foster homes are needed. Foster periods range from two months to two years, and states that need assistance include California, Florida, Texas and North Carolina because of their large military populations and



Ryan Newman, a disabled Army combat veteran from Salt Lake City, and his Great Dane, Selene, were recently assisted by Operation Foster. (COURTESY PHOTO)

overburdened shelter systems, Kelly said. “Our goal is to eventually not have to turn away anyone requesting assistance, so with our rebranding and renewed focus on the military, we want to make sure people know we are an option—and help provide veterans with companionship as well,” she said.

Operation Foster approves all foster homes and provides support throughout the process. The group, pet owners and fosters all sign contracts, and staff members stay in touch with the owner and foster throughout the foster period. The group also takes responsibility for any damage. “We never abandon an animal if something comes up and they need to move foster homes,” Kelly said.

‘Crying with joy’

Kelly shared a recent success story involving Ryan Newman, a disabled Army combat veteran from Salt Lake City, and his Great Dane, Selene. When Newman was rushed to the hospital for emergency care, he

found a boarding facility for Selene but discovered that she was rapidly losing weight and in need of critical emergency care.

A staff member at the VA hospital contacted Operation Foster, and the organization found a foster home with a fellow veteran who picked up Selene right away and brought her to an emergency veterinary clinic. “We fundraised for the \$7,000 in medical care she needed, exceeding our goal so we have more funds for future emergency situations,” Kelly said. “This gave Ryan the peace of mind he needed to get better and reunite with Selene, who couldn’t stop crying with joy when he came to pick her up.”

Fostering is a great way to get companionship, give back and support fellow veterans at no cost or lifetime commitment to an animal, Kelly said. “Both the foster and the owner have peace of mind, which is invaluable during deployments and for getting better while hospitalized,” she said.

For more information or to apply, visit <https://pactforanimals.org/>.

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GENERAL DYNAMICS



Biography tells story of WWII Free French Forces general

Next month will bring the Army's 250th birthday. Celebrations of that milestone will rightfully highlight the Continental Army's role in the American Revolution and the founding of our country—and will no doubt recognize the role the French played in helping the U.S. achieve its independence.

Military cooperation between France and the U.S. has carried through to today. The recent anniversary of V-E Day reinforces that connection, commemorating the liberation of France and the defeat of Nazi Germany in World War II.

That's why the Association of the U.S. Army's Book Program is proud

Book Program

to announce the new publication of *Général Louis*

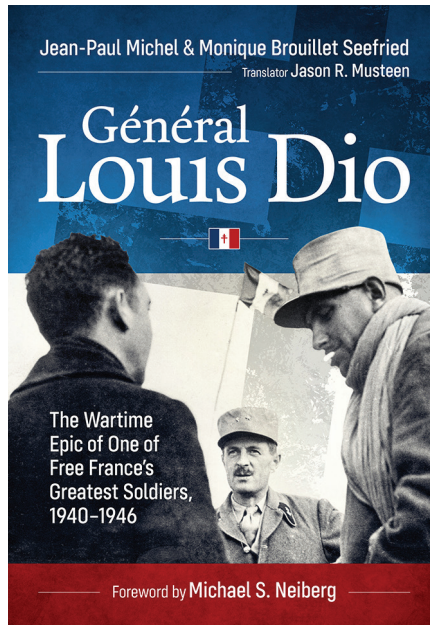
Dio, a biography of the World War II French commander who worked with Gen. Philippe Leclerc to assemble the Free French Forces that fought both the Axis powers and their Vichy collaborators. Together, their 2nd Armored Division liberated Paris, then turned eastward until they reached Hitler's famed Eagle's Nest.

The book is written by former French officer Gen. Jean-Paul Michel and Monique Brouillet Seefried, a history scholar and U.S. World War I Centennial commissioner with a family connection to Dio.

We recently sat down with Seefried to talk about the book.

AUSA: What was the genesis of the book?

Seefried: After learning that Gen. Michel wanted to write a book on my godfather, Gen. Louis Dio, I volunteered to help him. I had spent the past five years as a commissioner on the U.S. World War I Centennial Commission and felt, as a French citizen by birth and an American by choice, that it was time for me to honor the memory of the Free French, the men and women I had known and admired growing up.



AUSA: How did Col. Jason Musteen come to serve as the translator?

Seefried: I had met Musteen at West Point when I was doing World War I research, and he brought cadets to the groundbreaking ceremony of the National World War I Memorial in Washington, D.C. When time came to find a translator, Col. Gail Yoshitani, head of the Department of History at West Point, suggested I contact him. I sent him the book, and he wrote back that he would be very interested to translate it, noting how few books had been written in English on Leclerc and the Free French.



Then-Col. Louis Dio stands at attention during the change-of-command ceremony for the 2nd Armored Division on June 22, 1945. (FRENCH MINISTRY OF ARMED FORCES PHOTO)

AUSA: How would you describe the relationship between Dio and Leclerc?

Seefried: Although very different in their upbringing and style, Dio and Leclerc were fully complementary. Leclerc brought his cavalry culture, while Dio brought the versatility of the desert camel troops. Very early on, they earned each other's respect and knew how much they could achieve as a team. By the end of the war, Leclerc would state that without Dio there wouldn't have been a French 2nd Armored Division.

AUSA: Where was Dio happiest in his career?

Seefried: Dio had a deep love for Africa. He had studied Arabic at the prestigious French military academy of Saint-Cyr and learned several dialects while serving as a méhariste—a camel corps officer in the African desert. He never forgot those years.

AUSA: What is one thing you'd like American readers to take away from the book?

Seefried: A better understanding of the role of the Free French Forces in rallying Africa and the importance of the French colonial empire in fighting the Axis powers. Americans will also appreciate how the American military leadership respected French Gen. Charles de Gaulle. They understood how he had the power to rally diverse segments of the population. Gen. Dwight Eisenhower fully realized that to avoid a civil war, Paris needed to be liberated by a French unit. For this reason, he allowed the French 2nd Armored Division to enter Paris at the same time as the U.S. 4th Infantry Division.

Please visit www.ausa.org/books to order *Général Louis Dio* and other titles in the AUSA Book Program. Use the promo code SP25AUSA for select member discounts when purchasing directly through the publisher links.

Joseph Craig is AUSA's Book Program director.

Eagle Chapters

The following chapters attained Eagle status for April by showing positive membership growth. The number of consecutive months of growth since July 1 is shown in parentheses.

Central Texas (10)	Massachusetts Bay (8)	Tri-State (7)
First In Battle (10)	MG William F. Dean (8)	Tucson-Goyette (7)
Puerto Rico (10)	Milwaukee (8)	Utah (7)
Alamo (9)	National Training Center-High	White Sands Missile Range (7)
Captain Meriwether Lewis (9)	Desert (8)	Central Ohio (6)
Crossroads of America (9)	North Texas-Audie Murphy (8)	CPL Bill McMillan-Bluegrass (6)
Denver Centennial (9)	SGM Jon Cavaiani (8)	Francis Scott Key (6)
Fires (9)	St. Louis Gateway (8)	GEN John W. Vessey, Jr. (6)
Fort Riley-Central Kansas (9)	Sunshine (8)	George Washington (6)
Fort Sheridan-Chicago (9)	Thunderbird (8)	Lafayette (6)
Houston Metroplex (9)	Allegheny-Blue Ridge (7)	Mediterranean (6)
Pikes Peak (9)	Arizona Territorial (7)	Potomac-Liberty (6)
Suncoast (9)	Arsenal of Democracy (7)	Western New York (6)
Arkansas (8)	Central California (7)	Fort Huachuca-Sierra Vista (5)
Benelux (8)	Coastal South Carolina (7)	MG John S. Lekson (5)
Central Virginia (8)	Fort Leonard Wood-Mid Missouri (7)	Northern New York-Fort Drum (5)
Columbia River (8)	GEN Creighton W. Abrams (7)	Polar Bear (5)
Connecticut (8)	Greater New York-Statue of Liberty	Rhode Island (5)
Delaware (8)	(7)	Stuttgart (5)
Fort Knox (8)	Greater Philadelphia (Penn &	Topeka (5)
Gem State (8)	Franklin) (7)	United Arab Emirates (5)
Greater Atlanta (8)	Major Samuel Woodfill (7)	Guam (4)
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