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FEATURED ARTICLES

2 The Military-Media Relationship: A Dysfunctional Marriage?

Thom Shanker and Major General Mark Hertling, U.S. Army

In the information age, the first casualty of war is often trust—between those who fight the wars and those who report them. A general and a journalist express their ideas about truth, trust, and getting the story straight.

10 Fostering a Culture of Engagement

Lieutenant General William B. Caldwell IV, U.S. Army; Lieutenant Colonel Shawn Stroud, U.S. Army; and Mr. Anton Menning

In the contemporary media environment, the Army must move beyond “business as usual” to embrace a culture of engagement. This dynamic mediascape can be potentially chaotic, but it also offers opportunities.

19 Tipping Sacred Cows: Moral Potential Through Operational Art

Lieutenant Colonel Tim Challans, U.S. Army, Retired, Ph.D.

An award-winning author demonstrates that using effects-based operations for planning has little potential to accommodate important moral concerns that have proven to have strategic ramifications in current operations. He asserts that adopting systemic operational design promises a greater understanding of the current operational environment.

29 Design: Extending Military Relevance

Colonel Christof Schaefer, German Army

Design is a group approach to organizational learning and management that will stimulate cultural change in the Army.

40 Revisiting Priorities for the Army’s Future Force

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A study directed by General Peter W. Chiarelli calls for the Army to put Soldier survivability over rapid deployment capability in future force design.

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Lieutenant Colonel Mike Ryan, U.S. Army, and Captain Jason Coats, U.S. Army

U.S. forces in Iraq have transitioned from intelligence-driven combat operations to warrant-based operations led by Iraqi security forces.

54 The Interagency Future: Embedded Provincial Reconstruction Teams in Task Force Marne

Sergeant First Class Jesse P. Pruett, U.S. Army Reserve

Embedded provincial reconstruction teams are a uniquely contributing part of the counterinsurgency effort, but a comprehensive and long-term approach to developing these teams must be designed to increase their effectiveness and achieve their full measure of promise.

64 The Battlefield inside the Wire: Detention Operations Under Major General Douglas Stone

Lieutenant Commander Vasilios Tasikas, U.S. Coast Guard

A commander forbids cruel and unusual punishment of detainees not just as a matter of law, but also as a matter of principle.

72 Afternoon PT: Key for an Army Flextime Battle Rhythm

Captain Mark Van Horn, U.S. Army

Shifting mandatory morning PT to the afternoon will enable the Army to implement flextime and better support families.

Cover Photo: Colorized photograph of Civil War era NCO from the U.S. Army Quartermaster Museum.



YEAR OF THE NCO: LEADERSHIP DEVELOPMENT

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Major General Mark Hertling, U.S. Army

A former division commander applauds the "Year of the NCO," and talks frankly about the importance of the officer/NCO relationship.

Winners of the 2009 General William E. DePuy Combined Arms Center Writing Competition

87 1st Place. Educating the Strategic Corporal—A Paradigm Shift

Kevin D. Stringer, Ph.D.

The Army should add language training, cultural education, and interagency exchange opportunities to the NCO educational portfolio.

96 2nd Place. Tactical Combat Casualty Care: A Case Study of NCO Technical Professionalism

Lieutenant Colonel Richard Malish, U.S. Army, M.D.

NCO medics possess professional expertise heretofore unseen in the American military.

102 3rd Place. Developing NCO Leaders for the 21st Century

Master Sergeant John W. Proctor, U.S. Army

The NCO cares for, trains, and directs Soldiers in peace and in war. He is the primary implementer of new doctrine.

110 4th Place. The Noncommissioned Officer as Moral Exemplar

Major Kenneth R. Williams, U.S. Army

Today's highly deployable Army needs NCOs who aspire to lead by example. They must demonstrate moral character, commitment, judgment, and empathy to inspire their Soldiers.

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Colonel Mark F. Cancian, U.S. Marine Corps Reserve, Retired

Raids by Special Forces capture the imagination of the public, but boots on the ground are more important.

122 Leading our Leaders

Lieutenant Colonel Tim Challans, U.S. Army, Retired, Ph.D.

When policy undermines morality, leadership must come from those ostensibly being led.

BOOK REVIEWS CONTEMPORARY READINGS FOR THE MILITARY PROFESSIONAL

George W. Casey, Jr.
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