6  Continuity and Change
The Army Operating Concept and Clear Thinking About Future War
Lt. Gen. H.R. McMaster, Ph.D., U.S. Army

A senior Army leader discusses how understanding key continuities in the nature of war and avoiding certain fallacies of future war will help our Army and joint force win in a complex world.

22  SHARP Realities
Perspectives in Tackling the Army’s Number One Priority
Lt. Col. Peter D. Fromm, U.S. Army, Retired

The Army must understand and change its culture to effectively combat sexual harassment and assault within its ranks, says this former Army officer and sexual harassment and assault response and prevention coordinator.

26  Can Trust Be Restored?
Keith H. Ferguson

A professional educator discusses how training and education can help reduce incidents of sexual harassment and sexual assault in the Army and restore America’s trust in its armed forces.

33  Assignment: Special Assistant to the Commander
Col. Thomas P. Galvin, U.S. Army, Retired

The author shares his experience as a special assistant to senior-level commanders in service, combined, and joint headquarters, providing insight into the duties and responsibilities commonly associated with this challenging but rewarding assignment.

39  Women in Combat
The Question of Standards
Jude Eden

A former Marine opines that standards for combat-related military specialties are appropriately high and should not be lowered to allow for the inclusion of women into those occupations.

About the Cover
U.S. military members of the Provincial Reconstruction Team Farah’s female engagement team discuss the outcome of an all-woman shura (meeting) with Abdul Haidari, Shib Koh District subgovernor, in Farah Province, Afghanistan, 10 July 2010.

(Photo by Senior Airman Rylan Albright)
48 Women in the Infantry
Understanding Issues of Physical Strength, Economics, and Small-Unit Cohesion
Col. Charles E. Rice, U.S. Marine Corps Reserve, Retired

Military members should inform the American public of the effects of placing women in infantry-type occupations. A retired Marine Corps officer argues against the Department of Defense policy that mandates permitting women in assignments with duties related to direct combat.

56 What the Female Engagement Team Experience Can Teach Us About the Future of Women in Combat
Ashley Nicolas

A former Army officer with combat experience as leader of a female engagement team examines the critical role of women on the modern battlefield and supports integrating women into U.S. combat forces.

62 The Art of Command and the Science of Control
Brigade Mission Command in Garrison and Operations
Col. Val Keaveny, U.S. Army, and Col. Lance Oskey, U.S. Army

Brigade-level commanders need practical and innovative ways to apply mission command principles. This article proposes using eight “mission command tools.”

69 Ethics, Combat, and a Soldier's Decision to Kill
Chaplain (Maj.) Sean Wead, U.S. Army

In war, soldiers make judgments of life and death. They need a way to understand and apply moral guidance and internalize moral standards as second nature in their actions. The principles of “just war theory” can help soldiers develop a clear moral vision when they have to make a choice whether or not to kill.

82 Force and Faith in the American Experience

Military leaders need to understand the complicated relationship between religion and politics, both domestically and internationally. The authors suggest that understanding the political history of religion as an integral shaper of America’s domestic and foreign policy will better equip military leaders to approach the challenges of religious extremism in strategic and campaign planning.

Above and Left: 1st Lt. Donald Vance of 2nd Battalion, 505th Parachute Infantry Regiment, 3rd Brigade Combat Team, 82nd Airborne Division, looks up at an Iraqi child during a combined dismounted patrol 17 January 2009 in the New Baghdad District of eastern Baghdad.
(Photo by Staff Sgt. Alex Licea, 3rd Brigade Combat Team PAO, 82nd Airborne Division)
94 The Ignorant Counterinsurgent
Rethinking the Traditional Teacher-Student Relationship in Conflicts
Maj. Ben Zweibelson, U.S. Army

The author offers an epistemological perspective on how our military operates during counterinsurgency. He shows how the nature of the teaching and learning relationships soldiers establish when acting as military advisors and trainers can lead to success or failure.

106 The Anbar Awakening in Context … and Why It Is so Hard to Replicate
Matthew T. Penney, Ph.D.

The author proposes the Anbar Awakening be used as a template for developing counterinsurgency programs elsewhere as long as the differences in culture and situational context in such efforts are accounted for. The author provides an analysis of the Awakening and explains how its lessons can be applied in the future.

118 Retaking a District Center
A Case Study in the Application of Village Stability Operations
Lt. Cmdr. Daniel R. Green, Ph.D., U.S. Navy Reserve

An expert on stability operations in the Middle East and Central Asia offers a unique perspective on the district of Chora in southern Afghanistan and explains how and why stability operations in that area were successful.
125  Air-Sea Battle and the Danger of Fostering a Maginot Line Mentality
Lt. Col. Raymond Millen, U.S. Army, Retired

Air-Sea Battle doctrine downplays the role of ground forces in the conduct of decisive operations, subordinating it to air and sea power. The author uses the example of the French Maginot Line to demonstrate the flaw in this reasoning: that national security can be assured by a “silver bullet.”

133  Killing From the Inside Out
Moral Injury and Just War

The author provides an analysis of a book that examines the psychological effects of combat through the lens of “just war theory.”

BOOK REVIEWS

135  Readers provide analyses of contemporary readings for the military professional

Spc. Morgan Austin, communications specialist with Joint Forces Command–United Assistance, assigned to Headquarters and Headquarters Battalion, 101st Airborne Division (Air Assault), holds up the U.S. flag during a promotion and reenlistment ceremony 1 January 2015 at Barclay Training Center, Monrovia, Liberia. United Assistance is a Department of Defense operation in Liberia to support U.S. Agency for International Development efforts to contain the Ebola virus outbreak in western Africa.

(Photo by Spc. Rashene Mincy, 55th Signal Company Combat Camera)