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Call for Submissions

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From the Chairman

LTG (Ret) Thomas F. Metz

In the summer this year, I was a guest at the Columbus Rotary Club’s weekly luncheon and accepted the opportunity to be the speaker at their 23 October luncheon. With plenty of preparation time, the talk would present a strategic view of threats to our Nation. With lots of open source information about our adversaries, the talk, titled “Our Dangerous World,” focused on terrorism, North Korea, Iran, Russia and China. Many believe we live in a world that could find itself experiencing wars more like the World Wars than the conflicts in Korea, Vietnam and our current “Long War” against insurgencies in the Middle East.

Before discussing the five major threats facing our Nation, I talked about the complexity of today’s warfighting by stressing challenges brought about by Multi-Domain Operations. I stressed that many of the challenges are a result of the fast-changing technology in the electro-magnetic spectrum.

My research found that the first land-sea coordinated battle took place in 1,100 BC. Some 3,003 years later, the Wright Brothers proved man could fly, and the air domain was added to warfare. In fewer than 25 years, aircraft carriers joined fighters, bombers, radars, radar and more in the air domain. Today, cyber and space have been added to the domain list, and with the capability to move information around the world at the speed of light, Information Warfare is used much more today with increased effects than in the past.

While researching and writing, I thought a lot about the Infantry Soldier’s challenges in today’s warfighting across the multiple domains and about the USMC’s term “the strategic corporal.” Infantry Soldiers might not be firing cyber “bullets” or moving satellites into new positions of advantage, but they could easily impact the strategic landscape with very positive or negative actions in a conflict. Thus, discipline continues to be vital to war’s success.

Eighteen years into the “Long War,” we have produced Infantry leaders with significant experience fighting counter-insurgency campaigns. As I told the audience, I enjoy the opportunity to mentor young flag officers from all the Services and many Allies. We should all be very confident in our military leaders when it comes to fighting terrorist and their organizations.

Speaking about North Korea, I was confident in our ability to defeat their artillery, but with millions of South Koreans within range of the enemy’s artillery, many will be killed before we silence North Korea’s artillery. Two major issues are the potential use of nuclear weapons by North Korea, and Russia’s and/or China’s support to North Korea. As we did in the early 1950s, Infantry Soldiers will face extremely rugged terrain and weather conditions. These challenges and others (e.g. using civilians as infantry soldiers) will have huge impacts on Infantry Soldiers.

The quickest way to envision a war with Iran is to realize that Iran has 5 million more people and 215,000 more square miles of territory than the combined populations and area of Iraq and Afghanistan. If we have to fight Iran, our “long war” should give us many lessons, hopefully “learned.”

Russia and China are existential threats to America—one a falling power and one a rising power, respectively. Russia has built a professional Army and tested it in Georgia, Crimea, Ukraine and the Middle East. They also have the world’s largest WMD stockpile and suffering is in their DNA. As a result of the one child per family, China has millions (the latest source pointed to 33 million) more males than females. Amassing millions of Soldiers has a quality of its own no matter how they are equipped and trained. China is working to become a world-class naval power, too. They are also investing in and buying ports around the world, which could impact us, and our allies, getting to the fight.

I ended my talk attempting to set a picture in attendees’ minds of an Infantry Soldier reading the tech manual of the latest piece of info-age equipment issued while sharpening his/her bayonet. All the warfighting domains are important and complex, but Infantry Soldiers must still close with and destroy the enemy as they have for thousands of years.

From the President

COL (Ret) Robert E. Choppa

A lot has happened since the July Bugler! The National Infantry Association (NIA) is proud to add new Infantrymen and Infantry supporters to our organization. Thank you for encouraging membership.

Several remarkable events occurred this quarter. A magnificent Maneuver Conference in September and Tuesday of the conference was dedicated to the Infantry. The Chief of Infantry BG David Hodne and his team provided updates on the Infantry School, the Soldier Lethality effort and the State of the Infantry. We are proud of the great work they are doing. Also, thanks to all who attended the conference and stopped by our booth.

On Tuesday evening, we hosted the 2019 Doughboy Awards Dinner for the Chief of Infantry. We witnessed the awarding of the Doughboy Award to this year’s new recipients, GEN (Ret) Stanley A. McChrystal and CSM (Ret) Michael T. Hall. There have been 69 Doughboy recipients to date, and each has received the mounted World War I Doughboy Helmet and a special Doughboy Order of Saint Maurice. The spouses of recipients receive the Shield of Sparta (SOS) and a special SOS broach. We owe our special appreciation to our awesome sponsors and donors—one Five Star donor, Phantom Lights and Products; three Four Star donors, BAE, Lockheed Martin and Bell; eight Two Star donors, AUSA-Chattahoochee Valley, Raytheon, Northrup-Grumman, AVX-L3Harris, First Command, JANUS Research Group Inc., Summit Technologies and Shelby and Wanda Amos; and other donors, Boeing and U.S. Army Ranger Association. With their support, the event was a tremendous success. We also appreciate all of you that attended the Doughboy Awards and hope to see you next year.

After the Maneuver Conference we reactivated a NIA chapter at Fort Bliss. We were treated superbly by the Command Teams of the 1st Armored Division and the 3rd Brigade (COL Marc Cloutier/CSM Michael Oliven). We brought in several new members and renewed several old memberships. The Old Ironside chapter is supporting the 1st Armored Division. The 4th Battalion, 6th Infantry hosted an Infantry Call and their Infantry Ball. Special thanks to LTC Colin Mahle and CSM Holmes for hosting a phenomenal ball—one of the best ever.

As we entered October, we participated in the 2019 Association of the U.S. Army (AUSA) Conference. This is a great venue to recruit new members, both corporate and individual. In November, we honored all past and current Doughboy Recipients with the unveiling of our special Doughboy Pavers. On November 11, Veterans Day, we were able to honor many actual Doughboy recipients and families by unveiling their respective pavers. A special Doughboy Section is on the right side of the National Infantry Museum Walkway.

I wish all NIA members, our Board Members, our Chapters and my staff a Merry Christmas and a Happy New Year. Those Infantrymen who are deployed in defense of our nation will be in our thoughts and prayers. My special thanks to Stephanie Haveron (operations@infantryassn.com), and our Bugler editor Jill Tigner (Bugler@infantryassn.com) for their magnificent effort in making the NIA and our Infantry Bugler a success in 2019.

Follow Me!
Investing in Leaders

BG David M. Hodne

As this issue of the Infantry Bugler hits the street, we will enter a new decade. The dawn of a new decade both inspires reflection and presents exciting opportunities. For the Infantry and our Army, entering this new decade also requires urgent prioritization of efforts and renewed focus necessary to deliver core and functional expertise expected of our branch.

Achieving the tenets of "Army Vision 2028" requires balancing requirements across manpower, readiness and modernization initiatives. Today’s acceleration of, and necessary changes within, each of these areas is unprecedented. Moreover, this acceleration induces friction and perhaps constitutes one of the most dynamic periods of change our Army has ever witnessed. Considering almost two decades at war, combined with numerous continued commitments around the globe, requires careful evaluation of the state of Infantry proficiency in both our School and in our formations. Consistent with the Army Modernization Strategy, this also requires an inward look on the culture of our Infantry resident in every echelon.

Evaluating our posture approaching the end of 2019, I assess there are clear deficiencies requiring the attention of Infantry leaders. This is likely not a surprise to Bugler readers, and, in hindsight, the context informing this assessment is easily explained. Some of these deficiencies in the Infantry School accrued slowly over time due to urgent combat requirements limiting school attendance. Other deficiencies resulted from deliberate prioritization of limited resources compared against favorable unit readiness reporting. In those cases where units did not send Soldiers to functional courses and still reported high states of readiness, the Army reduced or eliminated a variety of functional courses over time. Conversely, where the Infantry School attempted to meet the needs of units through increasing student loads (absent additional resources) in excess of the Army Program for Individual Training (APPRINT), this countered the School’s ability to justify course growth. However, this “out of hide” approach is both unsustainable in terms of resources and also incurs risk within both instructor and student populations. Instructors bear the burden associated with increased student loads and excessive training days, and students risk experiencing a diluted training experience when capacity exceeds reasonable expectations for hands on experience. For a period of 10 years since 2009, the Total Army Analysis (TAA) process, informed by the lack of demand from the operating force, eliminated valuable courses including the Javelin Gunners Course, Stryker Transition Course and the Small Unmanned Aircraft System Course. Fortunately, we succeeded in reinstating the Stryker Leader and Master Trainer Courses before meeting a similar fate. In addition, since 2014, Stryker and Bradley Leader Courses have seen a 70% reduction in seats; Infantry Mortar Leader Course (IMLC) took a 75% reduction of seats for active duty enlisted and officers. Lastly, the suspension of the Bradley Transition Course and Mechanized Crewman Course contributes to a lack of proficiency and lethality within our Armored Brigade Combat Teams.

Informed by this assessment, beginning in FY20, the U.S. Army Infantry School (USAIS) will reinvigorate support of both TRADOC and FORSCOM in providing quality instruction representative of an unrivaled Army, while delivering proficient Soldiers to units with confidence gained from their hard earned and rewarding experience here. Concurrently, USAIS supports the MGOC, CAC and Army formations with integration of urgent force modernization efforts; supports Army talent alignment processes internal to the School and as the branch proponent; facilitates Army wide implementation of the new individual weapons integrated training strategy and qualification; implements a sustainable lieutenant initial military training (IMT) strategy; increases rigor for officer candidate training; aligns NCO PME with new and emerging doctrine; clarifies proponent roles and responsibilities within USAIS for functional training; expands capability dialogue and relations with formations beyond singular emphasis on materiel integration; evaluates course physical fitness entry standards considering Army implementation of the Army Combat Fitness Test (ACFT); fully implements expanded One Station Unit Training (OSUT); and informs audiences of initiatives within the School and the branch. Lastly, in the year ahead, your Infantry School will identify, prioritize and restore functional training shortfalls, while simultaneously maximizing existing resources.

This new decade in the Infantry School certainly presents opportunities, and our efforts align with producing fit, motivated and disciplined Infantry who will fulfill the Army Vision of 2028. We will develop instructors who recognize their investment here is vitally important within a dynamic and urgently modernizing Army, and inspire students who understand that victory on a future battlefield is not guaranteed.

All who benefit from training in the U.S. Army Infantry School will understand that victory starts with knowing how to live out of a rucksack. Victory starts with keeping your musket clean and hatchet scoured. Victory starts with proficiency in your core, functional and special skills. Victory starts when you and your unit are ready to march in a moment’s notice. Victory starts with a leader who cares about ensuring tomorrow’s Army is better than today’s. Victory starts here.

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Light, Stryker and mechanized formations provide the Army with unique warfighting capabilities that are critical to ground maneuver. However, many Infantrymen that come from a light or Stryker background are hesitant to transition to an armored formation because they are unfamiliar with the tactical aspects of mounted operations and their supporting logistics requirements. This transition can seem daunting and cause talented Infantry leaders to stay outside of armored brigade combat teams (ABCT) for most of their career. In reality, serving in an ABCT is a challenging and rewarding experience that can broaden leaders and ultimately strengthen the branch—with Infantryman prepared to fight and win on any battlefield. When transitioning to a mechanized formation, there are a few important points that will help prepare leaders for a successful integration. Understanding how to implement command supply discipline practices, fostering unit maintenance culture and improving your knowledge of the M2A3 as part of tactical ground maneuver will enable you to hit the ground running and build readiness in your formation.

Mechanized Infantry formations are lethal combat forces, capable of deterring enemy aggression in any environment. Prior to maneuver training, units must deliberately and routinely focus on effective command supply discipline practices down to the platoon level. Ensuring our Soldiers have required on-hand and serviceable equipment for their mission is a leader responsibility. In a mechanized formation this is more than a simple DA2062 for weapons and individual equipment. Due to the amount of equipment in a combined arms battalion (CAB), this includes: certifying leaders to conduct proper inventories and shortage annexes, understanding adjustment documents and effectively using Global Combat Support System-Army (GCSS-A) as a tool to requisition equipment. It also requires enduring systems that can be checked and validated even following leader transition. This is not only a supply sergeant task; maneuver leaders as well as 92Ys need to be trained on conducting routine GCSS-A actions from identification of requirements through SSA operations and proper issuing practices. A working knowledge of GCSS-A, along with a CSDP battle rhythm and supply accountability practices IAW AR 735-5, are building blocks to increasing lethality and readiness in a mechanized formation. Recommendation for Success: Read AR 735-5 and attend a GCSS-A training course.

Maintenance is the second critical step to building lethality in a mechanized formation. In many IBCT formations, maintenance typically only occurs one day a week. In a mechanized formation, maintenance operations are on ongoing priority that require daily leader involvement. Infantry leaders assigned to
an ABCT must transition to a culture of maintenance which starts with leader presence that builds pride and ownership in their formations. Maintenance culture also includes establishing unit maintenance SOPs, training leaders on managing 5988E flow and building cohesive teams with mechanics, armament and shop office personnel. These relationships not only improve efficiency during fault verification and Class IX ordering, but they also develop company leaders as they supervise maintenance processes. Leaders must understand that maintenance is training; and, proper planning and resourcing (8-step training model) needs to be applied to collective events such as annual company services, new equipment training, etc. This includes training leaders on critical maintenance tasks and issuing OPORDs as part of events that require detailed resource synchronization. Leaders who learn to build a maintenance culture are taking a significant step toward improving pride and ownership in their formations and toward successful ABCT leadership.

Recommendation for Success: Attend the Maneuver Leader Maintenance Course (MLMC) at Fort Benning, Georgia.

As you master the fundamentals of command supply discipline and maintenance operations, you are ready to develop your mounted maneuver proficiency as part of a Bradley Fighting Vehicle (BFV) platoon and Infantry Company Team. The next step is to increase your technical expertise on the M2A3 Bradley and its associated systems. The M242 25mm bushmaster chain gun requires time and training for newly assigned leaders to master as part of their duties as a Bradley commander (Section LDR, Platoon LDR, Company CDR). In addition to M242 individual proficiency, being part of a BFV crew requires coordination to be successful during gunnery and maneuver training. Confidence amongst crews is built during daily operations in the motor pool and grows as crews build trust during pre-gunnery activities including gunnery skills testing (GST) and simulator training. Pre-gunnery training are critical building blocks that should be resourced as leader development events to maximize impact across the formation. Senior NCOs with M2A3 experience and unit master gunners should also be integral to your planning efforts as they offer invaluable installation specific knowledge. Pre-gunnery events are more than merely gates to live fire, they are collective training events that require calendar de-confliction, resourcing and detailed rehearsals. Lastly, as you gain proficiency as a BFV commander, leaders must also balance techniques for fighting your vehicle with fighting your section, platoon or company to meet your responsibilities both inside and outside of the turret.

Recommendation for Success: Attend the Bradley Leader Course (BLC) at Fort Benning, Georgia and attend a M242 academy upon arrival to your unit.

ABCTs are challenging and rewarding assignments that offer Infantry leaders opportunities to broaden themselves and develop unique skills and abilities. When transitioning to an ABCT, leaders must remember that establishing a CSDP climate and fostering a maintenance culture is critical to organizational success. Once this foundation is established, leaders can improve mounted proficiency through M2A3 crew training events that support lethal sections and Platoons. Using this knowledge and outlined recommendations for success will improve the understanding and expectations of Infantry leaders transitioning to an ABCT.

LTC Colin P. Mahle is a 2000 graduate of the Virginia Military Institute and is currently serving as the Battalion Commander for 4th Battalion, 6th Infantry Regiment, 3rd Brigade Combat Team, 1st Armored Division at Fort Bliss, Texas. He is also the president of the “Old Ironsides” and Fort Bliss Chapter of the National Infantry Association.

MAJ Ben Oschwald received his commissioning as an Infantry officer in 2006. He has served in Light, Stryker and Armored formations with experience in Afghanistan and Iraq. He currently serves as the executive officer of a Combined Arms Battalion in 4-6IN BN, 3/1 AD, Fort Bliss, Texas.
Heavy Armor in the Future Security Environment

With deep budget cuts imminent, the U.S. Army has been under pressure to demonstrate a valid need for heavy brigade combat teams in the future security environment of irregular warfare and of possible air- and sea-centric conflicts with China—an environment in which many believe that such teams will be largely irrelevant.

The U.S. Army has carried much of the load in “today’s wars” against irregular adversaries, and many in high circles believe that the Army’s future will be a continuation of the present, with any larger-scale conflicts against state adversaries falling into the realm of air and naval forces. This view was made explicit by then–Secretary of Defense Robert M. Gates in his February 25, 2011 speech at the United States Military Academy:

Looking ahead, though, in the competition for tight defense dollars within and between the services, the Army also must confront the reality that the most plausible, high-end scenarios for the U.S. military are primarily naval and air engagements—whether in Asia, the Persian Gulf or elsewhere. The strategic rationale for swift-moving expeditionary forces, be they Army or Marines, airborne Infantry or special operations, is self-evident given the likelihood of counterterrorism, rapid reaction, disaster response, or stability or security force assistance missions.

Secretary Gates also noted the structural and equipment-related implications of this view:

As the prospects for another head-on clash of large mechanized land armies seem less likely, the Army will be increasingly challenged to justify the number, size and cost of its heavy formations to those in the leadership of the Pentagon, and on both ends of Pennsylvania Avenue, who ultimately make policy and set budgets.

The Army is coming under pressure to establish a valid need for heavy armored forces (equipped with tanks and Infantry fighting vehicles) in the future security environment—in which many believe that such forces will be largely irrelevant. There is also the assumption that U.S. citizens will have no appetite for large deployments of U.S. ground forces once the conflicts in Iraq and Afghanistan end, as was apparently the case in the decades after the conflicts in Korea and Vietnam.

Together, these perceptions and pressures have made Army force structure—particularly its heavy brigade combat teams (HBCTs)—an increasingly attractive target for cost-cutters. But recent history and trends in conflict indicate that heavy forces and HBCTs are a crucial U.S. hedge against what is likely to be a very complex and lethal future security environment. Israel, which too believed that, in the future, ground power would largely be focused on irregular challenges and that air power would be sufficient to manage the security challenges outside its borders, was proven wrong in 2006 during the Second Lebanon War.

Lebanon illustrates some of the challenges the United States could face in the future. Other challenges could include the collapse of Pakistan and North Korea and the need to assure the security of U.S. partners in Eastern Europe and the Pacific. These potential challenges call for a broader perspective among planners and policymakers about the kind of U.S. Army that will be needed in the future to meet the four priorities stated in the February 2010 Quadrennial Defense Review Report: Prevail in today’s wars; Prevent and deter conflict; Prepare to defeat adversaries in a wide range of contingencies; and Preserve and enhance the all-volunteer force. To meet these priorities under these
circumstances will require an Army capable of operating against not only irregular adversaries but also hybrid and state adversaries.

The Contributions of Heavy Forces Across the Range of Potential Adversaries

The enemies of the United States cannot be expected to present U.S. forces with a single irregular challenge that can be easily foreseen. On the contrary, it seems far more reasonable to presume that prospective enemies will try to present challenges for which U.S. forces are not prepared. These enemies will be adaptive and will strive to present the United States with challenges that confound U.S. capabilities.

Figure 1 demonstrates the complexity and diversity of challenges that future adversaries may present. Based largely on their likely weapons, degree of organization and command and control capabilities, it categorizes the adversaries into three groups of increasing overall capability: nonstate irregular, state-sponsored hybrid, and state. It also provides recent historical examples of each type of adversary.

Adversaries at these three levels place different demands on the military forces being designed to confront them. However, previous RAND Corporation work has shown that heavy armored forces have played important roles in conflicts involving each of these types of adversary. The specific contributions of heavy forces across the spectrum of conflict are described below.

Heavy Units Are Key Enablers for Light and Medium Forces Facing Irregular Adversaries

In the irregular warfare environments that characterize Afghanistan and Iraq, where U.S. forces face the threat of improvised explosive devices (IEDs) and rocket-propelled grenades, heavy armor operates with much higher levels of survivability than do medium forces (such as Stryker brigade combat teams) and light forces. Engagements against irregular adversaries generally occur at a distance of 1 kilometer (or much less) because these types of adversaries do not have standoff fire capabilities. Heavy armor enables friendly forces to survive the initial engagement and respond with precise, timely, direct fire that generally generates less collateral damage than do artillery or air strikes. The Danes, the Canadians and the U.S. Marine Corps have integrated tanks into their ongoing operations in Afghanistan, and the United States and the United Kingdom have found tanks to be extremely useful in Iraq.

Heavy units have also proved to be the most versatile maneuver force in urban operations, such as the 2004 battle of Fallujah and the 2008 battle of Sadr City. Armored fighting vehicles, particularly tanks, have also proved invaluable as support weapons by providing mobile (including off-road) and protected precision firepower.

Heavy Forces Are Needed When Hybrid Adversaries Have Standoff Weapons

Hybrid adversaries use standoff weapons to expand engagement areas far beyond what irregular adversaries with lesser weapons are capable of. This makes it difficult for friendly forces to close with them. If precision guidance becomes available for indirect-fire weapons (e.g., rockets and mortars), the standoff fires challenge will only become more dire, making anti-access and area-denial operations aimed against adversaries even more challenging.

The United States has not faced a hybrid adversary since the Vietnam War. To defeat such enemies, friendly forces must use combined arms ground fire and maneuver to close with the adversaries and force them to either fight or move, thus exposing them to attack by direct and indirect fires. Heavy forces provide the protected mobility needed for this maneuver, and the joint force provides the fires needed to suppress the enemy and enable maneuver. Dismounted Infantry complements heavy forces once the close fight is joined.

In the two most recent cases of hybrid warfare—the 2006 Second Lebanon War and Operation Cast Lead in Gaza—heavy armored formations were the only units able to maneuver on a battlefield where an adversary had an effective standoff weapons capability, particularly anti-tank guided missiles (ATGM) and man-portable air-defense systems (MANPADS). The hybrid adversaries involved in the conflicts demonstrated an understanding of advanced intelligence, surveillance and
reconnaissance and of air capabilities, and they had learned how to operate in ways that allowed them to avoid being detected and attacked by overhead sensors and aircraft. Irregular adversaries can rapidly make the leap to the hybrid level if they receive state sponsorship. If the Taliban were to attain the standoff fires capabilities that the mujahedeen eventually acquired during their war with the Soviet Union in the 1980s, the United States would find its ability to use helicopters and mine-resistant ambush-protected vehicles for air and ground mobility in Afghanistan severely curtailed, or such employment could become much more costly in terms of casualties and destroyed equipment.

State Adversaries Only Increase the Need for Heavy Forces

The challenges posed by state actors vary greatly, ranging from the incompetent resistance offered by the forces of then-President Saddam Hussein in Iraq in 1991 and 2003 to the much more capable armed forces of China and Russia. These types of adversaries may possess sophisticated weaponry, and they present clear anti-access and area-denial challenges for the United States. Like hybrid opponents, state adversaries can create operational environments in which only heavy forces can operate with acceptable risks. The United States has not fought a near-peer competitor—one that can contest U.S. military forces in the air, on the sea, and on land—since World War II.

Minimizing the Risk Posed by Future Challenges

The 2011 National Military Strategy of the United States of America lays out the challenges the U.S. military will likely face in the future, and it describes the national military objectives designed to address them: counter violent extremism, deter and defeat aggression, strengthen international and regional security, and shape the future force. However, all of these objectives are contingent on the specific environment within which they are executed.

For example, the type of future force needed to deter and defeat aggression from potential irregular adversaries is much different from that needed to counter hybrid or state adversaries. As the Israelis discovered in Lebanon in 2006, a force organized, trained, and equipped for irregular warfare can fail when it confronts an adversary with even rudimentary standoff fire capabilities. The Israel Defense Forces (IDF) responded to the lessons from Lebanon by going “back to basics,” emphasizing combined arms competence, focusing on the ability to maneuver in the lethal hybrid environment, and equipping its forces with upgraded tanks and heavy infantry fighting vehicles. This is not to say that the IDF has turned its back on irregular warfare. Quite the contrary. The IDF has territorial units that prepare for the challenge of low-intensity conflict in the West Bank and that mostly target infiltrators bent on terrorism. These units, however, also train for high-intensity combined arms threats because the IDF understands that this competency is a necessary foundation for a military that faces challenges across the range of military operations, from irregular and hybrid conflict to state conflict. And, for the IDF and most other modern militaries, the cost of maintaining specialized forces for every type of contingency is prohibitive.

The underlying concern of this discussion is the question of how to minimize risk in shaping future U.S. Army forces. One of the principal tasks in ameliorating future risk in military operations is to have the right force for the operating environment within which it is deployed. Optimizing for irregular warfare would lead one to place greater value on light infantry formations that have protection against the threats such adversaries can pose, mainly short-range weapons and IEDs. Air mobility with helicopters allows these units to range widely and rapidly and to avoid in-transit threats posed by ambushes and IEDs. This is the type of force the United States has largely relied upon in Afghanistan. But what would happen to this force if it were confronted by a hybrid or state adversary with standoff weapons? Like the IDF in Lebanon, these forces would find their air mobility constrained by the MANPADS threat, and their medium and light vehicles and unprotected light Infantry would be seriously at risk.

Recommendation

Light forces optimized for irregular warfare cannot scale up to the high-lethality standoff threats that hybrid and state adversaries will present. As the IDF learned, a more prudent approach is to base much of a force’s structure and future capabilities on heavy forces that can scale down to confront irregular adversaries as part of a balanced force that includes light Infantry. This approach is similar to that taken by the U.S. Army during much of Operation Iraqi Freedom. In that conflict, HBCTs trained for irregular warfare and employed few, if any, of their tanks, Infantry fighting vehicles, and artillery during operations. Nevertheless, with only a shift in training emphasis, they could have scaled up to confront more-capable hybrid or state adversaries. Light Infantry and medium armored (e.g., Stryker-equipped) forces cannot make a similar transition, even with a shift in training emphasis, because they do not have tanks and Infantry fighting vehicles. This is a reality that U.S. policymakers should bear in mind as they contemplate the future structure and capabilities of the U.S. Army. America will need a force prepared to face a wide range of adversaries across the range of military operations. HBCTs should have a prominent place in that force.

This paper was written at the request of LTG Michael A. Vane, Deputy Commanding General, Futures/Director, Army Capabilities Integration Center, United States Army Training and Doctrine Command. The research was sponsored by the U.S. Training and Doctrine Command and conducted in RAND Arroyo Center’s Strategy, Doctrine, and Resources Program. RAND Arroyo Center, part of the RAND Corporation, is a federally funded research and development center sponsored by the United States Army. Questions and comments regarding this research are welcome and should be directed to the author, David E. Johnson, at davidj@rand.org.

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On 16 December 1944, the massive German surprise offensive known as “The Battle of the Bulge,” began. Seventy-five years ago, Americans fought their second largest battle in history after the Meuse-Argonne in 1918. In foxholes dug in frozen mud, 83,000 Soldiers tried to keep warm waiting for the Allied Offensive to resume after the coldest winter of the century. Around 450,000 German troops, supported by the latest tanks, followed closely an artillery and rocket barrage in a deep penetration of the American lines. Their objective was to break through the thinly held American lines and recapture the vital seaport of Antwerp, Belgium. For weeks, outnumbered and encircled units of GIs were forced to retreat, surrender or decide to fight against overwhelming odds.

What surprised the German attackers was the resolve of many of the American Soldiers and their junior leaders to fight rather than flee. While their higher unit headquarters displaced rapidly to the rear to continue the battle, a number of small units followed their last orders or decided on their own to stand and fight. The determination of many companies, platoons and even squads to resist added hours and days to the delay of superior numbers and prevented the German armored columns from capturing critical bridges across the Meuse River. Powerful German armored columns wasted scarce fuel idling in long columns waiting for their Infantry to punch holes in the thin American lines. After numerous costly human wave attacks, repeated attempts to drive around defended roadblocks and the frustration of bridges blown up in their faces, the German attack failed and they were forced to switch over to the defense. By the end of January 1945, the lines had returned to where they were at the start of the offensive, and the Germans had lost more than 200,000 soldiers and many hundreds of irreplaceable tanks, halftracks and artillery.

The Battle of the Bulge was massive. The battlefield covers parts of Germany, much of Belgium and almost all of Luxembourg. More than 610,000 Americans and 53,000 British troops fought in the battle, stopping and reducing the Bulge by the close of January 1945. The best-known part of the battle is the critical part played by the 101st Airborne Division at Bastogne as part of the encircled garrison for the first eight days of the siege there. The brave defense there by groups of troops from dozens of units who were trucked in, or individual Soldiers from shattered units who snuck into the perimeter, is typical of the fight put up by thousands of other GIs during the six-week battle.

The strongest of the three German armies that attacked through the Argonne Forest was the Sixth Armored Army in the north, followed by the Fifth Armored Army in the center and the largely-Infantry
Seventh Army in the south. To halt the attempt of the northern column to break through to the Meuse River bridges, troops of the 2nd Infantry Division were hastily withdrawn from a successful attack inside Germany to the north and rushed back to the woods east of Krinkelt-Rocherath, Belgium. As the overwhelmed troops of the new 99th Infantry Division retired through the Infantrymen of the 2nd Infantry Division hacking foxholes in the frozen ground, they tossed what little rifle ammunition and grenades they had left and wished them good luck. The exhausted and shivering troops of Company I, 23rd Infantry, could hear the shouting and firing German troops following the 99th GIs within 100 yards.

The Infantry company commander, CPT Charles B. McDonald, posted his three rifle platoons and weapons platoon in dense woods on either side of a road leading east into Germany. The men fired all their ammunition stopping six fanatical human wave assaults before 10 German Panther tanks approached and began firing 75mm shells into individual foxholes. Two young privates held their ground and each picked up their heavy water-cooled Browning guns and moved them from one end of the line to another. While retreating, PVT Richard Cowan moved his gun alone to the rear several times and continued firing, cutting down over 100 Germans. He finally destroyed the heavy weapon after running out of ammunition. He was killed the following day carrying a rifle. Cowan was posthumously awarded the Medal of Honor. The other heavy machine gunner was PVT José M. López, a naturalized United States citizen born in Mexico. López continued to move and fire his heavy machine gun and was credited with hitting over 100 Germans. He carried his machine gun out of the forest and continued to fire it in support whenever he could find ammunition. For his courage and fighting skills, López was awarded the Medal of Honor. CPT McDonald, age 21, gathered the few survivors of his company and continued to fight in the successful defense of Elsenborn Ridge that halted the Seventh Armored Army. He survived the war, was awarded the Distinguished Service Cross, and wrote many books, including, Company Commander, and the classic, A Time for Trumpets: the Untold Story of the Battle of the Bulge.

A few miles to the south on the edge of the small village of Lanzera, Belgium, 22 American Soldiers watched through the mist on 16 December 1944, for the first Germans to appear. The 18 men of the Intelligence and Reconnaissance Platoon of the 394th Infantry Regiment, 99th Infantry Division, aided by a four-man Forward Observer team, occupied old foxholes dug a month earlier by a full rifle company. As the main body of the German 9th Parachute Regiment came into range, their platoon leader, 1LT Lyle J. Bouck Jr., ordered his men to open fire. At least 92
German paratroopers fell out of over 500 attacking in a fight lasting 10 hours. Bouck crawled to each foxhole as they ran out of ammunition and told his men to sneak out to the rear as he held out with their remaining ammunition. Not a single Soldier left him. After dark, a force of 50 German volunteers captured the American position. Gathered in a house with the survivors, Parker remarked to his men that he had made it to the age of 21.

The German 3rd Parachute Division and an advanced German armor column under SS LTC Joachim Peiper was delayed until the paratroopers broke through causing a fatal delay of a full day for the entire Sixth Armored Army. Gathered in a house with the survivors, Bouck remarked to his men that he had made it to the age of 21.

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The German 3rd Parachute Division and an advanced German armor column under SS LTC Joachim Peiper was delayed until the paratroopers broke through causing a fatal delay of a full day for the entire Sixth Armored Army that they never recovered. With the exception of one observer, all of Bouck’s platoon survived a frozen trip on foot and crowded boxcars to German POW camps and were finally recognized for their heroism on 26 October 1981. Bouck and three others received the Distinguished Service Cross, five were awarded the Silver Star and 10 were presented the Bronze Star with V device for Valor. Though not a real battalion, the Belgian government recognized the defenders as such with a Croix de Guerre with Silver Gilt Star. The almost forgotten volunteer force that fought a virtual “Alamo Defense” bought precious time for the 82nd Airborne and 3rd Armored Divisions to form a line in front of the vital Meuse River bridges and Liege and Antwerp beyond. Since the Battle of the Bulge, the road junction has been renamed Parker’s Crossroads by the inhabitants of the area.

Study of the Battle of the Bulge usually focuses upon a few of the better-known engagements, such as those around Bastogne. However, lesser-known stands by American Soldiers and junior leaders also successfully delayed the German offensive and created the time needed to rush in counterattacking forces. The struggle that halted the massive German final counter-offensive in the West depended upon the actions of a few Soldiers and junior leaders who acted without orders while engaged in Large-Scale Combat Operations to slow the German onslaught. It proved that junior leaders often have to make tough decisions in combat that risk their lives. Some 44 men out of 116 escaped individually on foot to reach friendly lines. Some 44 men out of 116 escaped individually on foot to reach friendly lines. Some 44 men out of 116 escaped individually on foot to reach friendly lines. Some 44 men out of 116 escaped individually on foot to reach friendly lines.

David Stieghan serves as the U.S. Army Infantry Branch Historian. As an Army officer, he led four, four-day leader tours of Battle of the Bulge sites in the 1980s.
**USAIS COMMANDANT’S EXPECTATIONS**

**EDUCATE & LEARN**

1. There is a difference between teaching and training. Teaching comes first. Instruct and show students, and newly arriving instructors, “what right looks like” to establish a degree of competence necessary to conduct effective training. Students must arrive here receptive, and committed, to learning.

2. Think through your approach to teaching. Set conditions to ensure proper learning occurs. Students are accountable to their learning. Don’t be a liability to your fellow students or your gaining unit.

3. Invest in, and encourage, self-development. Commit to study. Do not allow the indifferent to impede progress. Similarly, do not wrongfully criticize the initiative of those dedicated to improving themselves.

**BUILD, DEVELOP & TRAIN**

4. Where competence is the entry point for effective training, the endstate of training is confidence.

5. Effective training meets published standards, pushes capabilities, challenges decision-making skills, builds cohesive teams, and ultimately instills confidence in Soldiers and Leaders. Repetition is essential.

6. Compromising standards is the surest route to mediocrity. It takes courage to enforce standards. Enforce, and adhere to, them ruthlessly. This will save lives...including your own.

7. Teach your subordinates how to train. By teaching them how to train correctly, you ensure tomorrow’s Army is ready. Our shared goal is to train in a manner where drills become instinctive. Pursue expertise...not just proficiency.

**LEAD & INSPIRE**

8. Everyone in the U.S. Army Infantry School is either a Leader...or future Leader. The function of leadership is to produce more leaders, not more followers. From the newest Private or Lieutenant, to the most senior NCOs and officers, treat all with respect. Be the professional all want to emulate.

9. You can’t lead if you can’t communicate (verbal, non-verbal, written). Practice this here.

10. Communicate the importance of writing simple plans and conducting good rehearsals. Make this habit.

11. Keep Soldiers informed. Soldiers who know what they’re doing, why they’re doing it, and how they fit into the big picture, perform better. Breed the initiative that guarantees success.

12. Where two Soldiers are present, one is in charge. This applies both on and off duty.

13. Leadership is a team sport. We have only each other to rely on in combat. Help your subordinates, students, peers, and seniors succeed. Your fellow Soldiers shouldn’t carry you unless you are wounded.

14. Your personal legacy is not about titles and rank...it is about the people you influence. Character counts more than resume. Your students will remember you...so will your instructors. Inspire them.

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I AM THE INFANTRY!

Follow Me!

David M. Hodne  
Brigadier General, U.S. Army  
Chief of Infantry
Medal of Honor Awardee Francis Currey has passed. One of the last three living Americans who received the award for valor during World War II, Currey’s feat was performed during the Battle of the Bulge 75 years ago.

Raised as an orphan on a farm near Hurley, New York, Currey enlisted in the U. S. Army a week after graduating from high school at age 17. He graduated from Officer Candidate School, but a commission was denied because it was thought he was too young to lead Infantrymen as an officer at age 18. Held out of combat until he reached his 19th birthday in late June 1944, PVT Currey was assigned to 3rd Platoon, Company K, 3rd Battalion, 120th Infantry Regiment of the 30th Infantry Division, in The Netherlands. Possessing the Occupational Specialty of 746, Currey was issued a Browning Automatic Rifle (BAR).

When the Allied Command realized the scale of the German Countersall offfensive in the Ardennes Forest, later named “The Battle of the Bulge,” the 30th Infantry Division was rushed to create a defense line along the Ambleve River in Belgium. Stretched out thinly in defensive pockets on the north side of the river, the Infantrymen reached their positions hours before the spear point of the German’s arrived.

Currey was part of a rifle squad assigned to support an antitank gun. When German tanks and halftracks overran the American position and surrounded pockets of GIs in buildings, Currey covered the trapped Americans with his BAR and a M1 Rifle. Picking up a 2.36” Rocket Launcher (bazooka) he found in a building, Currey crossed a fire-swept street to knocked out halftrack to get rockets and rifle grenades. He stood up and knocked out a German tank with his first bazooka rocket. Currey fired the antitank grenades from a M1 Rifle launcher and forced the remaining German armored vehicles to withdraw.

Running through heavy fire, Currey mounted another damaged vehicle and manned the M2 .50” caliber machinegun and blew holes through building walls suppressing German Infantry and machineguns pinning down his comrades. Alternating between these weapons and a M1919A4 light machine gun, Currey presented the German’s with a one-man army. Forcing the Germans to withdraw, Currey’s comrades regrouped and regained their positions. After rescuing five GIs trapped in a building during the fight, Currey and a buddy placed two wounded Americans in a jeep and drove looking for a field hospital.

At first presented the Silver Star by his Regimental Commander, the award was upgraded to the Medal of Honor by his Division Commander, MG Leland Hobbs. His citation included the following:

Through his extensive knowledge of weapons and by his heroic and repeated braving of murderous enemy fire, Sgt. Currey was greatly responsible for inflicting heavy losses in men and material on the enemy, for rescuing five comrades, two of whom were wounded, and for stemming an attack which threatened to flank his battalion’s position.

Currey’s awards include: The Medal of Honor, the Combat Infantry Badge, Silver Star, Bronze Star and three awards of the Purple Heart. Following his discharge in 1946, Currey worked at the Albany VA Medical Center for 30 years and owned his own landscaping business. He was the first Medal of Honor recipient to be portrayed as a G.I. Joe action figure.

Currey died at his home in Selkirk, New York on 8 October 2019. New York Governor Andrew Cuomo ordered all flags in the state flown at half-staff on 11 October in honor of Currey.

Though still teenager when tested, Currey presented a timeless example of the Warrior Ethos.
Global War on Terrorism 2019

Word is spreading that the National Infantry Museum has opened its arms to Gold Star families in a big way.

The museum’s Global War on Terrorism Memorial, first dedicated in 2017, carries the names of 6,990 men and women who’ve given their lives in the Global War on Terrorism. The memorial is rededicated each year as new names are added.

But while U.S. Soldiers, Sailors, Airmen and Marines are still dying in service to their country, war-weary Americans have moved on to other headlines—the White House, the economy, crime, scandal. Some withdraw to silence the constant drumbeat of the latest crisis. The deaths of young men and women in a land so far away and so foreign to us are just too hard to think about.

At odds with that indifference is the one thing Gold Star moms, dads, wives and husbands ask for: that their hero, and his or her sacrifice, never be forgotten. The Global War on Terrorism Memorial stands as everlasting assurance that we will never let that happen.

More than 250 Gold Star family members from 35 states attended this year’s memorial rededication on September 7. That’s more than twice the number that attended in 2018. The museum spent countless hours trying to locate as many Gold Star families as possible, to make sure they knew about the event and had the opportunity to attend.

GEN (Ret) George Casey—himself a Gold Star son whose father was killed in the Vietnam War—was the event’s guest speaker. And as the Commanding General of the Multi-National Force in Iraq from 2004 to 2007, he remembers the faces behind many of the names on the memorial.

It is not lost on me that just over a quarter of those names happened under my command in Iraq,” he said. “So, I know well that the families of the fallen want to know that their loved one’s loss was necessary, appreciated and will never be forgotten. I know we in the Casey family did.”

Casey reminded attendees that the job of honoring today’s service members is far from over. The Global War on Terrorism has raged for 18 years, but ideological fights run long; the Cold War lasted 45 years. “We are closer to the beginning of this struggle than we are to the end,” he said. And for that reason, Casey hopes the memorial’s yearly rededications will remind us all of the bigger picture.

“I believe that while we are here, each of us should rededicate ourselves to the values and ideals that these men and women gave their lives for—the same values that made this country what it is today—the greatest nation on earth.”

Rededication events will be held on the first Saturday after Labor Day every year, as the nation commemorates the attacks that started it all, September 11. Mark your calendars now to join us on September 12, 2020.

If you would like to support this event, consider joining the National Infantry Museum Foundation’s Honor Circle, where donations of any amount are used to embrace the Gold Star community at annual rededications. Corporate event sponsorships are available for businesses that wish to demonstrate their support for service members and their families. Please contact Director of Development Jane Bayer at 706-685-2614 or jbayer@nationalinfantryfoundation.org.

Visits to the memorial are emotional but necessary for many Gold Star wives.
Fort Knox Infantry Association Chapter President Mike Pesko (standing 9th from left) assisted CSM Mario O. Terenas (6th from right), Command Sergeant Major of U.S. Army Cadet Command and Fort Knox, Kentucky in presenting retiring SGM Jan C. Araneta (7th from right) the Order of St. Maurice during a dinner at the Fort Knox Saber & Quill on 26 September 2019. Twenty previous OSM awardees stood with Araneta during the presentation including Past Chapter President Carl Cornelius (4th from left).

On 7 AUG 2019 at the Joint Staff Complex in Suffolk, Virginia, COL John Vest, Division Chief of the Joint Staff, J7, Deployable Training Division (DTD) presented SGM Gary Beemster, the Joint Staff, J7 Senior Enlisted Leader with the Order of St. Maurice.

Doughboy Awards

On 10 September, the 2019 Doughboy Awards were held at the National Infantry Museum in conjunction with the Warfighter Conference. Honored were GEN (Ret) Stanley McChrystal and CSM (Ret) Michael Hall.

1. BG David Hodne, NIA President COL (Ret) Robert Choppa, GEN (Ret) Stanley McChrystal and CSM Robert Fortenberry; 2. BG David Hodne, NIA President COL (Ret) Robert Choppa, CSM (Ret) Michael Hall and CSM Robert Fortenberry; 3. BG David Hodne, NIA President COL (Ret) Robert Choppa, GEN (Ret) Stanley McChrystal, Shield of Sparta recipient Annie McChrystal and CSM Robert Fortenberry; 4. BG David Hodne, CSM (Ret) Michael Hall, Shield of Sparta recipient Brenda Hall, NIA President COL (Ret) Robert Choppa and CSM Robert Fortenberry
On 7 June 2019, COL Patrick Aspland (far left) and 1SG David Thomas (far right) awarded the Order of St. Maurice to (left to right) SFC Ryan Warden, SSG (P) Marcus Carter and SSG Charles Chuplis at Fort Jackson, South Carolina.

On 13 September 2019 on Inouye Field at the National Infantry Museum, Battalion Operations NCOIC for 1-50 Infantry MSG William Pittman (left) was awarded the Order of St. Maurice by former BN CSM of 1-50 Infantry SGM Chris Lewis (right) and Honorary Sergeant Major of the 50th Infantry Regiment CPT (Ret) Jay Copley.

On 19 October 2019, (left to right) David W. Mills, former Korean War POW, 15th Infantry, 3ID; LTC (Ret) Timothy R. Stoy, 15th Infantry Regimental Association; and CPT C. Monika Stoy, Outpost International, Society of the 3rd Infantry Division presented BG Pyo, Se Woo, Defense Attache, Republic of Korea the Order of St. Maurice.

On 23 August 2019, LTG John Thomson, Commander of Allied Land Command, presented MG Erhan Uzun, LANDCOM Chief of Staff, with the Order of St. Maurice, Peregrinus. The occasion marked Uzun's last day in LANDCOM as he prepared to assume command of the Turkish 4th Army Corps based in Ankara in the coming weeks. (NATO photo by Jakub Klepek, LANDCOM Public Affairs.)

On 26 July 2019, 79th IBCT Commander, COL Richard Mifsud II (second from left) presented the Order of Saint Maurice to LTC Phillip "Joel" Armstrong (center) following his most recent assignment as Battalion Commander of the 1-184th IN BN (Nightstalkers). The Battalion deployed to Jordan from 2017-2018 in support of Operation Spartan Shield. OSM recipients SFC Justin Flood, SFC Jeremy Rodgers, MAJ Anthony Bangloy and LTC Michael Martin welcomed Armstrong to the brotherhood.

1-5 IN BN Commander, LTC Sonny Rosales (Bobcat 6) awarded CPT (Chaplain) Ryan Samples the Order of St. Maurice and his wife, Michelle Samples, the Shield of Sparta at the Battalion Headquarters, Fort Wainwright, Alaska.
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