

- 6 Distributed Combined Arms Rehearsals**
Say Goodbye to Giant Terrain Models
 Maj. Gen. Thomas M. Feltey, U.S. Army
 Lt. Col. Jay A. Ireland, U.S. Army
 Maj. Micah C. Barley, U.S. Army
 Maj. Scott W. Russell, British Army
Mass gatherings have become extremely risky due to the prevalence of unmanned aircraft systems on the battlefield. 1st Cavalry Division is experimenting with virtual combined arms rehearsals to overcome this threat.
- 15 The Modern Light Infantry Battalion Command Post**
Modular, Minimalist, and Mobile
 Lt. Col. Chris Turner, U.S. Army
 Maj. Kristopher Farrar, U.S. Army
 Capt. Ian P. Correll, U.S. Army
 Capt. Bennett Paulson, U.S. Army
 Capt. Daniel Schoen, U.S. Army
The modern battlefield presents a complex challenge for commanders seeking to establish effective main command posts (MCP) capable of navigating the ever-evolving threats while maximizing operational efficiency. A lightweight, modular MCP can be tailored to the needs of an infantry brigade combat team
- 21 Becoming Multidomain Practitioners**
Tactical Training for Multidomain Operations at Echelon
 Maj. Gen. David S. Doyle, U.S. Army
 Col. Charles M. Knoll, U.S. Army
 Col. Daniel R. Leard, U.S. Army
The 4th Infantry Division (Ivy) commander details the objectives for its "Ivy Mass" biennial joint multidomain fire support coordination exercise in a broader discussion of why commanders of corps, divisions, and brigades should more aggressively pursue future concepts related to moving beyond Field Manual 3-0, Operations, in the practical application of measures to achieve multidomain effects.
- 30 Achieved Overmatch**
A Potential Future for AI in the Army
 Maj. Thomas Haydock, U.S. Army
Artificial intelligence will allow the U.S. Army to act faster, make superior decisions, be more lethal, and better protect its forces than every adversary.
- 44 Using CamoGPT AI to Build Scenario-Driven Change**
The Example of Guam as a Hybrid Attack Target
 Lt. Col. John Ringquist, PhD, U.S. Army, Retired
The experimental U.S. Army AI program CamoGPT is providing users with the opportunity to explore potential scenarios in an unclassified setting. The scenarios can provide context for multidomain operations planning, future force generation, and areas of potential civil-military collaboration that may otherwise go unnoticed in the data streams of daily operations.
- 54 Unmanned Aircraft and the Revolution in Operational Warfare**
Preparing the U.S. Army for the Age of Unmanned Systems
 Maj. Mark K. Sauser, U.S. Army
The widespread adoption of unmanned aircraft systems has fundamentally altered the operational environment, creating conditions of near-persistent surveillance that challenge traditional concepts of military operations.
- 65 The Army's Command Assessment Program**
The Doctrinal Foundation
 Col. Andrew Morgado, U.S. Army
 Bob O'Brien
Army leaders undergo a rigorous, comprehensive selection process for battalion and brigade command during the Army's Command Assessment Program.
- 73 George Washington and the Foundations of Civilian Control of the Military**
 Robert F. Williams, PhD
George Washington established an important norm for new countries that persists to this day—civilian control of the military. Throughout the American Revolution, he devoted himself to reinforcing the political legitimacy of the fledgling Continental Congress.

- 87** **The Army's Training Environment Enabling Indo-Pacific Integrated Deterrence**
Jennifer Dunn
The rapid growth of use of the Decisive Action Training Environment heralds a paradigm shift in military training, characterized by improved threat and operational environment understanding, and driven by transformation in contact.
- 96** **Leveraging Flexible Partnerships and the Thucydides Dance**
Rethinking U.S. Foreign Policy in the Indo-Pacific Command
Lt. Col. Patrick O. Boling, PhD, Louisiana National Guard
Paul R. Sanders, PhD
Strategic positioning is a necessary and sustainable approach for the United States to maintain its influence and foster a stronger adaptable partnership with India.
- 107** **To Conserve Fighting Strength in Large-Scale Combat Operations**
Lt. Gen. Mary Krueger Izaguirre, DO, U.S. Army
Maj. Gen. E. Darrin Cox, MD, U.S. Army
Maj. Gen. Paula C. Lodi, U.S. Army
Brig. Gen. Roger S. Giraud, U.S. Army
Brig. Gen. Clinton K. Murray, MD, U.S. Army
Brig. Gen. Deydre S. Teyhen, DPT, PhD, U.S. Army
Col. Vincent F. Capaldi, MD, U.S. Army
Col. Kevin M. Kelly, MD, U.S. Army
Col. Jonathan C. Taylor, MD, U.S. Army
Col. Joseph C. Holland, U.S. Army, Retired
Command Sgt. Maj. Victor J. Laragione, U.S. Army
LSCO will markedly change casualty care. Maximizing return-to-duty rates will maximize lethality, but to do so, the Military Health System must increase the emphasis on prevention, diagnosis, treatment, and rehabilitation of disease and nonbattle injury as well as battle injury casualty care.
- 126** **When the Golden Hour Goes Away**
Prolonged Casualty Care in LSCO—
Considerations for Commanders and
Decision-Makers
Col. Jennifer M. Gurney, U.S. Army
Capt. Matthew D. Tadlock, U.S. Navy
Lt. Col. D. Max Ferguson, U.S. Army
Maj. Ashli N. Carlson, U.S. Army
Command Sgt. Maj. Christopher Donaldson, U.S. Army
Master Chief Petty Officer Justin A. Wilson, U.S. Navy
Evacuating casualties to operating rooms within the Golden Hour of injury will be a luxury in large-scale combat operations and other austere operational environments (OE). The OE will be both too contested and too congested, and prolonged casualty care will become the collective effort by close combat forces at the brigade-and-below levels to hold back death a little longer for their severely wounded casualties.
- 138** **Prolonged Psychological Endurance and Its Relationship to Increased Resilience**
Lt. Cmdr. Adam T. Biggs, PhD, U.S. Navy
Psychological endurance depends upon resilience to provide an individual recharging function that sustains long-term effort. The prolonged psychological endurance model provides an opportunity for the Army to integrate current psychological theory into Army doctrine in a way that can enhance holistic human performance without disrupting existing teachings.
- 148** **Did School Closures Matter for the Army's Recruiting Crisis?**
Lt. Col. Brandon Colas, U.S. Army
School closures related to the COVID-19 pandemic themselves are unlikely to have played a significant role in the recruiting crisis. A study indicates that other factors also affected the Army's failure to achieve its recruiting goals in 2022–2023.