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2 Unified Land Operations: The Evolution of Army Doctrine for Success in the 21st Century
Colonel Bill Benson, U.S. Army
The Army exploits the initiative to gain a position of advantage in unified land operations nested inside joint unified action.

13 Putting the Cart Before the Horse: Strategy and the U.S. Budgetary Process
Major Matthew M. McCreary, U.S. Army
If the budget is being used to influence strategy, we have put the cart before the horse.

21 Uncomfortable Questions
Lieutenant Colonel Paul T. Darling, Alaska National Guard, and Lieutenant Justin Lawlor, U.S. Navy Reserve
More than just a fight against the Taliban, the war in Afghanistan is a fight for the uncommitted Pashtun population of Afghanistan and Pakistan.

27 Extreme Partnership in Afghanistan: Arghandab District, Kandahar Province, 2010-2011
Lieutenant Colonel David S. Flynn, U.S. Army,
Including the ANSF in the planning and execution of all operations is a challenge, but it is the key to success.

36 Cultural Property Protection as a Force Multiplier in Stability Operations: World War II Monuments Officers Lessons Learned
Laurie W. Rush, Ph.D., RPA, FAAR
DOD should institutionalize cultural property protection in a war zone. It has force-multiplication effects and is valuable in stabilizing the social fabric.

44 Lost in Transmission: How the Army has Garbled the Message about the Nature of Its Profession
First Lieutenant Anthony M. Formica, U.S. Army
The Army must cultivate more masters of abstract knowledge to reclaim its lost professional jurisdiction.

53 Dangerous Liaisons: The Context and Consequences of Operationalizing Military Chaplains
Jacqueline E. Whitt, Ph.D.
Even when chaplains perform a religious liaison function, commanders must jealously guard the chaplain’s time and resources to ensure adequate spiritual support for the service members under their command.
64 Leaving the Service as a Form of Dissent
    Major Daniel J. Sennott, U.S. Army
    Deciding to leave the service is a highly personal decision, requiring the leader to assess his personal values and the
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71 Strategies for Developing and Practicing Cross-Cultural Expertise in the
    Military
    Louise J. Rasmussen, Ph.D., and Winston R. Sieck, Ph.D.
    Army leaders should adopt a cross-culturalist stance, seeking and extending cultural understanding and applying cultural
    understanding to guide action.

81 Real Lessons Learned for Leaders after Years of War
    Lieutenant Colonel Joe Doty, Ph.D., U.S. Army, Retired, and Master Sergeant Jeffrey E. Fenlason, U.S. Army
    The past ten years of war have provided numerous opportunities for the Army to capture lessons learned for the future of
    leader development.

90 Female Engagement Teams: The Need to Standardize Training and
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    Lieutenant Colonel Janet R. Holliday, U.S. Army
    The Army needs to train, staff, and employ female engagement teams to meet strategic goals and institutionalize the
    practice for future contingencies.

INSIGHTS

95 Thank You, American Soldier
    Ala'a Ghazala

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