8 The Role of the Singapore Armed Forces in Forging National Values, Image, and Identity

Col. Fred Wel-Shi Tan,
Singapore Armed Forces
Senior Lt. Col. Psalm B. C. Lew,
Singapore Armed Forces

Singapore espouses official national values and inculcates them into their population during mandatory national service.

17 The Venezuelan Crisis

What the United States and the Region Can Do

Gustavo R. Coronel

The author describes how Venezuela ended up as a failed state and provides an analysis of the potential role the United States and the rest of the countries in the region can play in restoring democracy and stability to the country.



About the Cover: A U.S. Air Force tactical air control party member (*right*) points at a target in the field to a U.S. Air Force combat controller while participating in close air support training 1 May 2014 during Emerald Warrior 2014 at Hurlburt Field Air Force Base, Florida. (Photo by Senior Airman Colville McFee, U.S. Air Force)

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Dr. R. Evan Ellis

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Balancing Treatment and Mission Readiness

Lt. Col. Christopher Landers, U.S. Army

To deal effectively with the challenge of balancing soldier needs with unit readiness, commanders need flexibility to effectively treat those who need care in a way that minimizes impact on unit training and operations.

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We Can, and Should, Do Better

Maj. Joel M. Machak, U.S. Army

It is time for a paradigm shift in how the Army thinks of garrison feeding programs.

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Matthew F. Cancian

American policy makers would do well to learn about the tactics, techniques, and procedures of the Islamic State and adapt accordingly for our next confrontation with a nonstate armed group.

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Col. Dean A. Nowowiejski, PhD, U.S. Army, Retired

The author discusses some simple concepts to help active-duty Army officers conceptualize their self-development goals and ways to reach them. (2016 DePuy Writing Contest, Honorable Mention)

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A Fresh Perspective

Lt. Col. Clay Bartels, U.S. Air Force Maj. Tim Tormey, U.S. Marine Corps Dr. Jon Hendrickson

The authors present a counterargument to assertions that the Army should have its own fixed-wing component to provide close air support.

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The Operations Process in Future War

Maj. Wesley Moerbe, U.S. Army

Solutions to cyberthreats have little to do with technology and quite a bit to do with how we visualize and think about the operations process and mission command as a system in future war.

89 Treading the Way of Ignorance

Officer Education and Critical Thought

1st Lt. James Tollefson,
Alaska Army National Guard

The author argues for inculcating the habits of humble, multilogical critical thought that will enable today's platoon leaders to be tomorrow's adaptive battalion commanders. (2016 DePuy Writing Contest, 3rd Place)

96 How to Hinder Unit Readiness

Lt. Col. James Morgan, U.S. Army Lt. Col. Soo Kim-Delio, U.S. Army, MD

The authors highlight the human resource and medical readiness challenges associated with personnel assignments that play a pivotal role in a unit's readiness to deploy.

Military Review

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Mark A. Milley—General, United States Army Chief of Staff

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Gerald B. O'Keefe—Administrative Assistant to the Secretary of the Army

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Trustworthiness

Sara VanderClute

The wife of a retired serviceman discusses leadership.

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Enhanced Interrogation 111

Inside the Minds and Motives of the Islamic Terrorists Trying to **Destroy America**

John G. Breen, PhD

The author critiques a book by James E. Mitchell and Bill Harlow that discusses enhanced interrogation techniques, their effectiveness, and their morality, from the viewpoint of two Central Intelligence Agency insiders.

Next page: Sniper Spc. James Wanser keeps watch in the early morning hours of 8 September 2011 while his battle buddy catches a few precious minutes of sleep in Paktika Province, Afghanistan. (Photo by Spc. Ken Scar, U.S. Army)

Poem of a Soldier

By 2nd Lt. George Bruner, U.S. Army

You praise the man I was, and curse the man I am.

Depending on which God you love, who I will be may be damned.

Yet still I'll sell my soul for you, I'll save us all from our worst selves,

I know no other love than this, I fear no other hell.

I am what I am, 'cause I was made to be.
I raise the mountains, bring them down, and push the seven seas.
I reap the grapes of wrath, I am the hand that feeds,
I am the brimstone falling from the angel wings.

I damn the damned, and bless the weak. For the lame walk, and for the mute speak. The poor and oppressed find their rest in me, I break the chains and bring forth the free.

The destroyer of worlds, I am become of death. I am enveloping nights, approaching bayonets. I am the darkest valley where the sword is whet, the shadow of death is my silhouette.

I was forged in a fire lit long ago.
Born of a crucible not my own.
Yet by this birthright in man am I mold,
I am strength multiplied by a thousand fold.

I am the photos of loved ones, now nothing but memories. I am folded flags, torn, tattered and history.
Yet it is I who held high these in Pyrrhic victory,
I am the Idea that we've died for, for all of eternity.

I am the scorching heat, I am the bitter cold. I am the broken sleep that shakes your soul. I am the naive youth, and the fearful old, I am the hell you pray you'll never know.

I am a soldier, and no one asked me to be. I raised my right hand and said "God, send me!" I am the man that the boy I was wanted to be, The incarnate nightmare of my enemies' dreams.

I am the comforting safety we've known at home.
I am the cogs of wars we hope we won't.
Pray you never need me, yet when you do,
I am also the fear which caused you to.

I am the cherubim, and original sin.
I rule the fallen world, and the broken men.
From the depths of the waters to the roaring winds,
I am new beginnings and imminent ends.

