

# Torchbearer National Security Report



## U.S. Army Training for Unified Land Operations



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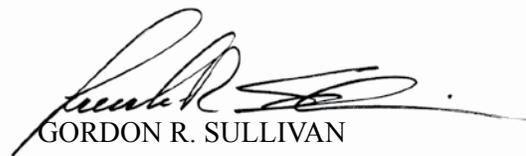


6 September 2011

When there is a need, Americans expect their Army to show up and get the job done—regardless of place, distance, time or competing mission. Whether for a war overseas or a natural disaster at home, the Army must be ready and able to accomplish its mission. The only way to be prepared for broad, unified land operations is through full-spectrum operations training—offense, defense, stability operations and support to civil authorities. Training for a variety of scenarios and, perhaps most important, how to rapidly and effectively switch between them, gives the United States the strategic flexibility it needs in the modern era.

The Army’s focus on training the elements of full-spectrum operations prepares it for the full range of conflict types that span from stable peace to general war. A restoration of skills and facilities at home stations and maneuver training centers will ensure the Army balances its abilities while institutionalizing hard lessons learned. From the squad to the brigade combat team, the Army is preparing the most modern and complex training possible to make its Soldiers the most lethal and survivable anywhere in the world.

In this latest installment of AUSA’s signature Torchbearer series, we discuss how the Army is refocusing on full-spectrum operations in the training environment and some of the successes and challenges associated with such an emphasis. A look at past principles, current progress—including an evolution in doctrine—and the way ahead rounds out a vision of the implementation scheme and highlights the importance of a sustained effort to ingrain full-spectrum operations training as the standard. We hope this report is a useful and informative resource and that you will continue to look to AUSA for insightful and credible analysis of contemporary national security issues.

  
GORDON R. SULLIVAN  
General, USA Retired  
President, AUSA

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## Executive Summary

*As America enters the second decade of the 21st century, the Army faces a broad array of challenges. First and foremost, we must succeed in Afghanistan and Iraq and continue to combat violent extremist movements such as al Qaeda and other terrorist organizations. We must also prepare for future national security challenges that range across the spectrum of conflict. All of this must be accomplished within the context of challenging global economic conditions.*

Secretary of the Army John M. McHugh  
and Chief of Staff, Army General Martin E. Dempsey  
before the Senate Committee on Appropriations,  
Subcommittee on Defense, 18 May 2011

The United States Army has been at war for the past decade, fighting protracted campaigns in two separate theaters. Conflicts in Afghanistan, Iraq and elsewhere have revealed the importance of landpower in the execution of national strategic goals worldwide. The Army forms the backbone of a strategic triad of landpower—Army, Marine Corps and special operations forces. Today’s conflicts are a signpost for those of tomorrow; as the conflicts shift into more challenging and complex conditions with adaptable adversaries, there is no substitute for well-trained, disciplined and versatile landpower. The 21st century Army needs a training strategy that will prepare the force for any type of operation along the spectrum—from stable peace to general war. Full-spectrum operations (FSO) training—in offense, defense, stability operations and support to civil authorities—across the range of conflict types in support of unified operations on land will return to the United States a measure of strategic flexibility in the form of an agile force that can react effectively to any scenario anywhere in the world.

The Army had to adapt its previous training strategy to meet the demand for forces in Afghanistan and Iraq. Although both conflicts were expected to be short-duration, conventionally-oriented campaigns, they became lengthy counterinsurgencies. Although the official Army doctrine since 2001 has been FSO—offense, defense, stability operations and civil support—rotational deployments and short dwell times have left very little, if any, time to train tasks outside of counterinsurgency or theater-specific requirements. As a result, the skill sets needed to wage large-scale, state-versus-state conflicts—as well as skills needed to effectively recognize and execute transitions between operations on other parts of the conflict spectrum—have atrophied over the years. The Army recognized this challenge and in 2008 began to update its operations and training field manuals to reinforce the centrality of FSO and restore strategic flexibility through worldwide availability. Nevertheless, the majority of training today remains centered on theater-specific tasks as true full-spectrum capabilities gradually return to the force, especially at the brigade level and above.

In recognition of the complexity of 21st century warfare and in support of joint-force doctrine, the current Army doctrine of “full-spectrum operations” is evolving toward the concept of “unified land operations.” Unified land operations—seizing, retaining and exploiting the initiative to gain and maintain a position of relative advantage in sustained land operations to create the conditions for favorable conflict termination—are executed through FSO by means of the core competencies of combined-arms maneuver and wide-area security and guided throughout by Mission Command. This near-future doctrine change will be accompanied by a new Field Manual 3-0, *Unified Land Operations*, which will replace the existing Field Manual 3-0, *Operations*, and codify the evolution.

This progression to training for and conducting unified land operations faces five main challenges: 1) Short dwell times stress units to conduct even directed, theater-specific training tasks while adequately allowing Soldiers to reintegrate with families and mentally and physically recover from combat. FSO training will require longer periods in the dwell cycle to provide time to plan, execute and evaluate more in-depth training events. The Army must leverage combat training center and especially home station opportunities to properly prepare for the complexities of unified land operations. 2) Ten years of rotational counterinsurgency deployments have created an



environment in which unit equipment is scattered around the world as stay-behind or theater-provided commodities. This jumble of equipment types and quantities hampers FSO training. 3) Training facilities and enablers that traditionally support FSO training have been neglected. This includes facilities and personnel at home stations and combat training centers. Modernizing these enablers and incorporating cutting-edge live, virtual and constructive training are critical to restoring the Army's ability to train realistically and properly. 4) Due in part to directed, theater-specific training plans, the Army's leaders have not had the opportunity or the appropriate instruction in how to plan, execute, supervise and evaluate complex and difficult FSO training. 5) The Army's shift to a brigade-centric, modular force has complicated high-level commanders' oversight of subordinate unit training. Geographically dispersed units and a lack of clear mentorship in large-scale maneuver training degrade the effectiveness of the training model and pose risks to full-spectrum readiness levels.

The Army's senior leadership has recognized these challenges and has taken steps to bring FSO training to the force. In October 2010, a brigade combat team from the 82d Airborne Division completed the first FSO training rotation at the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana. This was the first full-spectrum rotation conducted at JRTC since 2005. The rotation included combined-arms maneuver and wide-area security operations that simulate potential war scenarios in a more integrated manner than do theater-specific scenarios. The National Training Center at Fort Irwin, California, is preparing for a return to FSO training scenarios sometime in 2013. In the interim, thorough home station training will bridge the gap and prepare units for FSO. At Fort Lewis, Washington, a Stryker brigade of the 2d Infantry Division recently finished home station training that focused on improving atrophied conventional skills such as field artillery and aerial gunnery as well as skills needed to operate at the mid-to-lower range of the spectrum.

The Army as a whole is embracing virtual and simulation technology to aid the force in FSO training. With units competing for training space and physical resources, virtual and simulation technologies provide ways to train more forces simultaneously and on a broader array of tasks. For example, installation Mission Training Complexes enable units to conduct simulated operations with units at other posts in live, virtual and constructive settings concurrently. The Virtual Battlespace 2 (VBS2) platform allows small units to operate collectively in one simulated environment and conduct detailed after-action reviews to improve proficiency. And the Training Brain Operations Center will rapidly turn real-world events into gaming simulations so that units can train on the latest and most relevant scenarios from combat theaters with minimal lag time or material delay.

To solidify gains going forward, the Army is conducting the Army Training Summit II to analyze the best way to train functional and multifunctional support brigades. It is also implementing Army Training Concept 2012–2020—to, among other goals, integrate the Army National Guard and the Army Reserve into the FSO training strategy—and carrying out an Integrated Training Environment plan to fully mesh live, virtual and constructive training environments to provide the most versatile, accessible and realistic training possible for unified land operations.

Congress and the Department of Defense (DoD) must take action to ensure that FSO training is embraced and adequately funded and its full potential realized; authorize an appropriate Army endstrength to allow enough dwell time for units to recover from combat and effectively train FSO; and provide the Army with steady, predictable and robust funding to properly upgrade its facilities—21st century training requires 21st century facilities and enablers. Recapitalization and modernization of home station and combat training facilities is a priority. Congress and DoD must also stimulate and support industry advancement of training aids, devices, simulations and simulators for individuals, crews and units; these technologies need to evolve rapidly and integrate easily into the training scheme with minimal hardware transitions and reasonable cost. Units must be confident that any task or threat they might meet on a battlefield has been experienced at home in the most realistic way possible.

FSO training is not a choice—it is an imperative. The Army must prepare for 21st century unified operations on land; FSO training will give the force the tools, skills, confidence, agility and global capability to do so. There are no do-overs on the battlefield—the Army must be trained and ready to fight and win under any circumstance.



## **U.S. Army Training for Unified Land Operations**

*The increase in lethality across the threat spectrum means we cannot prepare exclusively for either a high-end conflict with a potential near-peer competitor or a lower-end conflict with a counterinsurgency focus.*

Hon. William J. Lynn III,  
Deputy Secretary of Defense,  
Global Security Forum 2011

Center for Strategic and International Studies, 8 June 2011

### **Introduction**

The United States military has been at war for nearly a decade, waging protracted campaigns against extremist foes in several theaters. These conflicts have clearly emphasized that landpower is an essential element of U.S. national power. The strategic triad of Army, Marine Corps and special operations forces form the nucleus of relevant and accessible operational and strategic strength. The Army, as the backbone of this triad, has maintained between 600,000 and 700,000 Soldiers—active, Guard and Reserve—on active duty in support of national strategic missions at home and abroad. As future conflicts shift into even more challenging and remote locations around the globe, and as the nation's enemies find ways to mitigate high-tech weaponry, the importance of versatile, flexible and well-trained landpower that can fluidly operate along the entire spectrum of conflict (stable peace to general war) will only increase.

Combat operations in Afghanistan and Iraq began as more conventional, kinetic-centric operations—for which the Army had trained throughout the 1980s and 1990s—and included little planning or preparation for post-hostility operations. Those combat missions have since challenged every aspect of Army operations, to include personnel, logistics, doctrine and training. The duration and complexity of Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom/Operation New Dawn in Iraq have taxed the Army as it continues to balance the immediate demands of war-fighting with long-term strategic planning and preparedness. As the two primary conflicts transition to conclusions, the Army is recalibrating its training strategy to integrate lessons learned over the past decade and bring back traditional skills that may have atrophied and that are applicable to the entire range of possible contingencies—all in an integrated, holistic manner.



### **Background**

Operation Enduring Freedom in Afghanistan began in late 2001 when unconventional forces, later reinforced by conventional Army units, formed tactical alliances with indigenous Afghan forces to destroy, capture or disperse al Qaeda and its Taliban confederates. In 2004, after the election of President Hamid Karzai and the seating of the remainder of the Afghan government, the campaign focus shifted to stability and counterinsurgency operations against an enemy that seeks to undermine and destroy that elected government.

The 2003 U.S. attack against the Ba'athist regime in Iraq was executed by large mounted formations of conventional Army and Marine Corps forces supported by air and sea assets. The rapid mechanized drive destroyed the remnants of the Iraqi army and toppled the ruling regime; however, the uneven and generally ineffective transition from offense to stability operations created long-lasting conditions that worked against the endstate envisioned by coalition governments. Since coalition forces were not given the mission to establish a safe and secure environment for the Iraqi population or undertake the restoration of essential governmental services and emergency infrastructure reconstruction,



conditions were set for the rise of a dangerous insurgency that engaged in a violent struggle for legitimacy and influence over the Iraqi population.

As U.S. Central Command (CENTCOM) developed and executed its counterinsurgency campaign plan for both theaters, the Army correspondingly—and quite necessarily—shifted its collective training effort in support of that plan. Leader and unit development focused on training for counterinsurgency operations in a directed manner optimized for Iraq and Afghanistan as the force requirements rotationally consumed the majority of brigade combat teams (BCTs) in the Army.

This presented the Army with a challenge. The concept and label of “full-spectrum operations” (FSO) were codified in June 2001 in Army Field Manual 3-0, *Operations*. FM 3-0 outlined the three mission elements—offense, defense and stability operations—that require unification for a successful endstate; the unification of the three elements defines the operational concept of FSO. Important to note, the “stability operations” term is applicable only to operations conducted outside the United States and its territories; inside the United States, “stability operations” is replaced with “civil support,” a term that encompasses Department of Defense (DoD) support to civil authorities during domestic emergencies, designated law enforcement support and other activities as directed by the national command authority.

The 2001 FM 3-0 FSO doctrine was considered a “capstone doctrine”—the core concept for fighting on land. Army units were required to develop capabilities

and train to conduct operations across the spectrum of conflict. This meant, in theory, that a unit could deploy and conduct operations ranging from peacetime military engagements, to smaller-scale contingencies (including insurgency and counterinsurgency), to major theater war. Although the 2001 FM 3-0 called for FSO training, stability and counterinsurgency training was rarely conducted by general-purpose forces or was eschewed in favor of conventional skills and maneuver training. This resulted in knowledge gaps and a lack of experience with insurgency and counterinsurgency principles, tactics, techniques and procedures.

The 2006 release of Army Field Manual 3-24, *Counterinsurgency*, along with theater-centric training focus, indirectly distanced the Army from FSO doctrine, creating the impression that current operations—counterinsurgency and otherwise—were separate and aside from the Army capstone doctrine when in reality they were a fundamental part of it. Consequently, in February 2008 the Army began a doctrinal and intellectual shift back toward unified, full-spectrum operations; 2011 updates to both FM 3-0 and FM 7-0, *Training Units and Developing Leaders for Full-Spectrum Operations*, confirmed the Army’s commitment to bring back holistic training and preparedness models to rebalance force capabilities. Even so, most activities within the Army institutional training domain remain focused on preparing units for deployment to Iraq and Afghanistan. This is insufficient to prepare Army units for 21st century unified operations on land; a new approach is needed.

## The Warfighting Concept

As of mid-2011, the Army is reframing some of the key concepts of its warfighting doctrine to better facilitate planning, operations and training. At the highest level, the Army fights as part of a joint force, in concert with other services and governmental functions to maximize operational effectiveness and capability. The joint-level concept of operations is Unified Action—“synchronization of, coordination and/or integration of the activities of governmental and nongovernmental agencies with military operations to achieve unity of effort.”<sup>1</sup> The current Army doctrine of “full-spectrum operations” is evolving to become the core of “unified

<sup>1</sup> Opening presentation by GEN Robert W. Cone, Commanding General, U.S. Army Training and Doctrine Command, at the 2011 AUSA Combined-Arms Maneuver Symposium and Exposition, Kansas City, MO, 26 July 2011.



## Unified Operations

### Unified Action

Central idea: synchronization, coordination and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (Joint Publication 1)

### Unified Land Operations

Seize, retain and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations in order to create the conditions for favorable conflict resolution

Executed through...

#### Full Spectrum Operations

Offense    Defense    Stability

By means of...

#### Army Core Competencies

Combined Arms Maneuver    Wide Area Security

Guided by...

#### Mission Command

Source: U.S. Army Training and Doctrine Command

land operations.” In support of the joint framework and in acknowledgment of the complex nature of 21st century warfare, unified land operations “seize, retain and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations in order to create the conditions for favorable conflict termination.”<sup>2</sup> To execute unified land operations, the Army conducts FSO. The term “full-spectrum operations” will encompass the types of operations (offense, defense, stability operations and support to civil authorities) in which the Army practices its core competencies of combined-arms maneuver (CAM) and wide-area security (WAS).

The core competencies of CAM and WAS are the means by which the Army succeeds at FSO. CAM is defined as the application of the elements of combat power in a complementary and reinforcing manner to

defeat the enemy; achieve physical, temporal or psychological advantage; preserve freedom of action; and exploit success. WAS is defined as the application of the elements of combat power, in coordination with other military and civilian capabilities, to deny the enemy positions of advantage; protect forces, populations, infrastructure and activities; and consolidate tactical and operational gains to set conditions for achieving strategic and policy goals.<sup>3</sup> CAM and WAS are exercised in tandem but in varying degrees depending on the operational situation. In addition, the integrated conduct of CAM and WAS provides commanders with framework guidance on how to properly allocate forces to meet operational conditions. **The key is that CAM and WAS are performed in all conflict types and need to be trained accordingly in an integrated and paired manner.**

Throughout unified land operations and FSO, leaders guide and direct the execution through Mission Command—the commander-centric conduct of military operations based on disciplined initiative, trust, intent and understanding among all echelons. Mission Command is the warfighting function that seeks to inform and influence leaders while achieving advantages in CAM and WAS through the application of conventional, cyber and electronic means.

The Army is currently working on a complete revision of FM 3-0 that reflects the new conceptual hierarchy. Consequently, **training the force in offense, defense, stability operations and support to civil authorities—across the full range of conflict types in a unified, realistic and coherent fashion—is more critical than ever.**

### Recent Training Focuses

For most units deploying for operations in Iraq or Afghanistan, the Army requires—under the purview of U.S. Army Forces Command (FORSCOM)—culminating unit-training events at one of the Army’s three maneuver combat training centers. The National Training Center (NTC) at Fort Irwin, California, the Joint Readiness Training Center (JRTC) at Fort Polk,

<sup>2</sup> *Ibid.*

<sup>3</sup> CAM and WAS definitions from “Army Operating Concept in Perspective,” a presentation by MG Walter L. Davis, Deputy Director/Chief of Staff, Army Capabilities Integration Center, at the 2011 AUSA Combined-Arms Maneuver Symposium and Exposition, Kansas City, MO, 26 July 2011.



Louisiana, and the Joint Multinational Readiness Center at Hohenfels, Germany, form the crown jewels of Army collective training capability. They, along with the Mission Command Training Program, comprise the Army's combat training center program. The Mission Command Training Program (formerly the Battle Command Training Program), whose cadre is based at the U.S. Army Combined Arms Center, Fort Leavenworth, Kansas, provides on-demand home station, simulated, joint/interagency, full-spectrum staff training at the BCT level and above.

To meet the demands of the missions in Iraq and Afghanistan, the Army optimized collective training enablers, systems and processes at its installations, including reserve component mobilization centers, to best support the counterinsurgency environment. This included the combat training centers. The significant majority of BCT rotations through the combat training centers since 2005 have been of a counterinsurgency/theater-specific focus. On the positive side, the training fidelity has reached a point at which the training environment and culminating training events for deploying units, while not exact replicas of Iraq or Afghanistan, reflect an unprecedented level of realism. This realism, coupled with the fact that commanders could focus their training effort on irregular warfare, for example, resulted in units deploying at a very high level of proficiency. The downside is that, as dwell times increase and the global mission set shifts, the current approach is not sufficient to train units that are not now, or forecasted to be, in the Afghanistan–Iraq force pool. To provide the United States an increased level of strategic depth, these units must be ready to deploy on short notice for any mission—whether limited intervention, irregular warfare or major combat operations—anywhere in the world

against hybrid threats. Force-wide excellence in the core competencies of CAM and WAS is an imperative.

## Unified Land Operations

FSO is ultimately more than the sum of its parts. For example, Army forces in CENTCOM's combat areas are conducting offensive operations as part of the irregular warfare and counterinsurgency campaign. They are also conducting defensive operations to defeat enemy attacks and gain strategic time. And, of course, they are conducting stability operations in support of the governments of Iraq and Afghanistan. These operations are consistent with the current doctrine of FSO—conducting a mix of offensive, defensive and stability operations.

The most significant training challenge is developing and maintaining skills that apply to all potential operations and designing a training scheme that reflects the fluidity and complexity of conflict types and enemies. **Army forces must be capable of defeating or destroying a hybrid threat, defined as a diverse and dynamic combination of regular forces, irregular forces, criminal elements or some combination thereof, unified to achieve mutually benefitting effects.** A hybrid threat uses a combination of traditional military weapon systems, irregular warfare, criminal activity and information operations to simultaneously maximize a foe's disruption and mitigate a foe's technological advances. FSO, especially against a hybrid enemy, requires of combat commanders and their staffs a high degree of precision and synchronization with regard to capabilities, weapon systems and effects in time and space to accomplish a complex mission all along the spectrum of conflict.

From 2005 through 2010 the Army shifted away from FSO training above the company level, for reasons cited previously. **Today, the Army is in a transition period wherein it must redirect its training effort to include simultaneous combinations of the elements of full-spectrum operations.** The following table lists each of the elements (three outside the continental United States, one inside), the primary tasks and the purpose of the tasks.

Taken together, these primary tasks present an enormous training challenge for a unit commander as well as for the institutional Army support apparatus.



## The Elements of Full-Spectrum Operations

### (1) Offensive Operations

#### Primary Tasks:

- Forcible entry
- Movement to contact (with enemy forces)
- Attack
- Exploitation
- Pursuit

#### Purposes:

- Dislocate, isolate, disrupt or destroy (enemy forces)
- Seize key terrain
- Deprive the enemy of resources
- Develop intelligence
- Deceive and divert the enemy
- Create a secure environment for successful stability operations

### (2) Defensive Operations

#### Primary Tasks:

- Mobile defense
- Area defense
- Retrograde

#### Purposes:

- Deter or defeat enemy offensive operations
- Gain strategic time
- Achieve economy of force
- Retain key terrain
- Protect the populace, critical assets and infrastructure
- Develop intelligence

### (3) Stability Operations

#### Primary Tasks:

- Civil security
- Civil control
- Restoration of essential services
- Support for governance
- Support for economic and infrastructure development

#### Purposes:

- Provide a secure environment
- Secure land areas
- Meet the critical needs of the populace
- Gain support for host-nation government
- Shape the environment for interagency and host-nation success

### (4) Civil Support Operations

#### Primary Tasks:

- Support for domestic disasters
- Support for domestic chemical, biological, radiological, nuclear and high-yield explosives incidents
- Support for domestic civilian law enforcement agencies
- Other designated support

#### Purposes:

- Save lives
- Restore essential services
- Maintain or restore law and order
- Protect infrastructure and property
- Maintain or restore local government
- Shape the environment for interagency success

Source: U.S. Army Forces Command

Units must be given a fundamental mission focus area that serves to prioritize tasks. Commanders are then to identify the supporting collective tasks to be trained (and the risks of not training others) to proficiency. The Army must then support the units with complex, realistic and relevant capstone training opportunities at both home stations and combat training centers according to

prescribed or likely operational conditions. The challenge is that FSO easily allows commanders to spread out their focus (i.e., everything is a priority) or overly focus on one aspect, such as irregular war. **A properly diverse yet prioritized training strategy that follows a unit from individual training through combat training center rotations is an imperative.** Over the



## Getting to the Army of 2020: What the Army Operating Concept is Driving

### Doctrine

- Field Manual 3-0, *Operations*, transitioning to Army Doctrine Publication 3-0
- Unified land operations
- The Army functional concepts

### Organizations

- Force design and force mix
- The squad

### Training, Education and Leader Development

- Conduct of operations in a decentralized manner
- Willingness to accept risk
- Development of creative solutions to ill-structured problems
- Anticipation of requirements
- Tactical and operational patience
- Creation of opportunities
- Management of transitions

### Materiel

- Knowledge-based acquisition
- Mission Command
- Mobility
- Protection

### Personnel

- Human dimension
- Defining knowledge, skills and attributes
- Force composition

Source: Army Capabilities Integration Center

past nine years, the Army has not implemented such a scheme nor have unit commanders had discretion to significantly alter/diversify their collective task training plan. Every unit was prescribed a set of mission tasks that included almost exclusively those necessary for the missions in Iraq and Afghanistan. Today the

Army recognizes the need to broaden its training effort to accommodate the significant requirements of a more complex, more lethal and higher-tempo environment.

To prepare to deter, defeat or destroy the sophisticated, hybrid threat of the 21st century, Army units must regain the traditional “high end” capabilities that have atrophied over 10 years of training for, and conducting, irregular warfare operations. The Army can no longer focus on one type of operation in one type of environment at the expense of others. **The Army is not in an “either-or” situation; units must be able to conduct operations in any environment and quickly and seamlessly transition among them.** It is the qualities of simultaneity and immediate flexibility that set the operational concept of FSO apart from previous concepts. This emphasis on operational and tactical agility presents a new and different training requirement that the Army has not previously had to manage. The core competencies of CAM and WAS facilitate this effort.

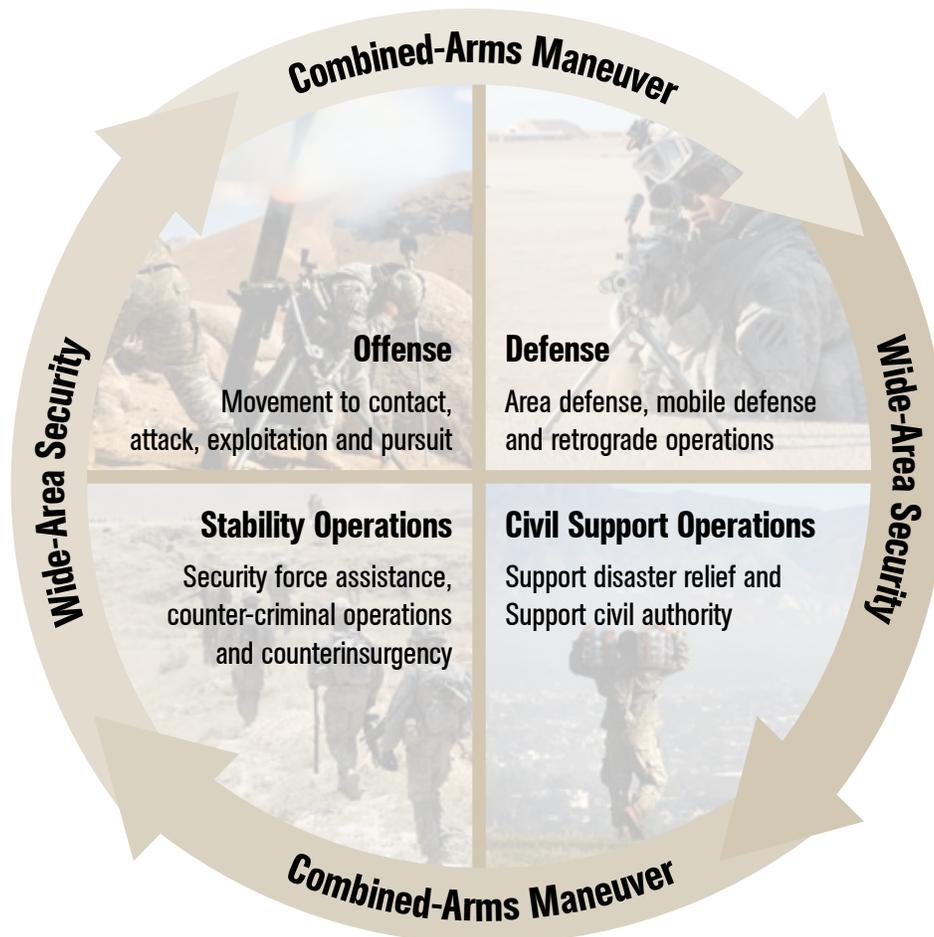
### Full-spectrum Operations Training Challenges

Today the Army faces five key challenges in conducting FSO training at home station and the combat training centers.

**Time to train.** It is a military maxim that time is the scarcest resource a unit confronts in training; that maxim is certainly a reality today. The demand for forces in Afghanistan and Iraq has resulted in units spending only 12 to 16 months at home station before their next combat rotations. When Soldier and family reintegration time is factored out, the remaining dwell time is too short for anything but theater-specific, directed training. This has had a degrading effect on many unit core competencies, such as field artillery/tank/mechanized gunnery, as units have been directed to train for historically nonstandard missions. FORSCOM—the Army’s force provider and collective trainer—anticipates it will be able to direct units to begin FSO training with the execution of the President’s recently announced draw-down plan. However, until that drawdown occurs most commanders will not have sufficient time to train their units for FSO. The full effect on dwell time from the recent Army announcement that deploying units will shift to nine-month tours is unknown; the Army is still studying overall force requirements and corresponding



## Full-Spectrum Operations



Source: Maneuver Center of Excellence

dwelling length. However, the Army has stated that its long-term goal for Fiscal Year 2015 and beyond is to achieve a one-to-three deployed-to-dwell ratio (one year deployed followed by three years at home) for the active component and a one-to-five ratio for the reserve component. In the short term, the goal is to achieve one-to-two for the active component and one-to-four for the Army National Guard and Army Reserve. Ultimately, the dwell-time issue is directly related not only to combatant commander requirements but also to end-strength; the small size of the active duty force, even with activated reserves, is eroding the skills the Army needs to confront the full range of global challenges and confining it to one area of emphasis. This translates into strategic risk.

**Availability of unit FSO equipment.** Current unit equipment layouts are a jumble of equipment-set types that reflect a decade of continual deployment and changing requirements. During the dwell period, many pieces of unit equipment are left in theaters for follow-on forces, transferred to other units or in various reset programs. Training equipment sets are shared among units, and new equipment procurement has reflected primarily the theater-specific requirements of the training and operational plan; this limits the amount and diversity of concurrent training that can be done. Until units' authorization document requirements are filled and equipment starts returning from combat theaters, units will be hard pressed to alter the training model to accommodate FSO.



**Training facilities, ranges and other enablers required for FSO training.** At unit home station, many of the facilities that enable FSO have not been modernized over the past decade and thus are not ready to support the training requirements of the 21st century Army. In addition to facilities, FSO training requires a sizable investment in training aids, devices, simulations and simulators. To realize the best return on the Army's investment at the maneuver combat training centers, commanders must make a concomitant commitment at home station. A unit that cannot properly prepare for the physically and intellectually demanding training it will undergo at one of the maneuver combat training centers risks falling behind the training pace and may not reach prescribed readiness levels.

Similarly, the combat training centers have necessarily invested in training enablers that optimize for counterinsurgency training only and have focused their trainers on those tasks. Without regular use, the enablers and instrumentation that support the training of mounted maneuver formations and their supporting capabilities have become degraded; the FSO and "high-end" skills of



the leaders, Soldiers and observer/controllers assigned to the centers also have atrophied from lack of use. The Army is investing in its combat training centers now to reverse this trend. To do this and remain consistent with the principle of building readiness at best value, the Army has a plan to leverage live, virtual and constructive training enablers to integrate unified action partners and broaden the training experience.

**Proficiency of Army leaders to plan and conduct FSO training.** Army training management is the process leaders use to identify training requirements and subsequently plan, prepare, execute and assess training. It is a systematic method to manage time and resources and to meet training objectives through meaningful training activities. Two factors have impacted Army leaders' ability to understand and execute the Army's FSO training management: a counterinsurgency focus and modular transformation.

As discussed earlier, counterinsurgency operations in Afghanistan and Iraq have driven training requirements in a prescribed manner and within a compressed timeline—this effect is particularly pronounced on junior officers and noncommissioned officers (NCOs) who entered the Army within the past decade and have not had the opportunity to participate in the training management system. The result is a cadre of junior leaders who, while receiving training in basic courses, have not benefitted from actually executing training management in the field. This is an issue because 21st century training will require detailed and methodical training management coupled with innovative and rigorous training events; the existing system has not forced junior leaders, either NCOs or officers, to appropriately develop those skills. Leaders at the battalion level and above face similar challenges.

**Direction from Army senior leaders to plan and conduct FSO training.** The Army's shift to modular organizations and transformation from a division-centric to a brigade-centric warfighting concept have complicated higher-level commanders' oversight of subordinate unit training. It is not uncommon for a division commander to be deployed with his staff while the division's brigades are undergoing training in the United States. Also, BCT commanders may not receive the level of mentorship from historical parent-division commanders in the area of large-scale, combined-arms



maneuver due to the decoupling of BCTs from divisions and the “plug-and-play” deployment model. This problem is magnified for modular support brigades and functional brigades. It is very common for these types of enabling brigades to have subordinate battalions stationed at other installations, further complicating training management.

### **FSO Training Initiatives**

To address these five FSO training challenges, the Army has developed a comprehensive training strategy for home stations and combat training centers that spans the next five budget years. It has already begun to plan and execute FSO training despite the limitations faced today.

For example, in October 2010, the Army sponsored the first FSO training exercise since 2005 at JRTC. In this training scenario, the United States deployed its global response force—3d BCT, 82d Airborne Division—in support of a friendly fictional nation threatened by a dangerous and well-armed insurgent force attempting to topple the government. The scenario was designed to incorporate all elements of FSO in a logical and realistic manner. After accomplishing initial forcible entry, the U.S. brigade conducted CAM against the hybrid tactics and techniques of the adversary. Enemy forces were equipped with T-80 main battle tanks, self-propelled and towed heavy artillery, advanced information-enabled air defense systems, modern electronic warfare systems, unmanned aerial systems and other enabling and support capabilities.

After destroying or capturing the enemy main force, the U.S. brigade rapidly transitioned its operational focus to WAS to support the friendly government, facilitate restoration of civil and military authority and deter an aggressive neighboring state from continuing its external support of the insurgent force. In this FSO scenario, the brigade first conducted CAM as an offensive measure designed to gain the initiative and counter the well-equipped insurgent force and then shifted its priority to stability operations. In a different scenario, the BCT might have had to conduct stability operations and CAM simultaneously. Ultimately, the sequencing of CAM–WAS is not important; what is important is that the elements of FSO were incorporated into planning and the elements executed simultaneously. CAM is not meant to be another word for offense and WAS



another word for stability operations. There is no linear transition from one to the other; rather, CAM and WAS occur simultaneously in varying degrees based on the operational situation.

More recently, in May 2011, the 3d Brigade (Stryker), 2d Infantry Division completed FSO home station training at Yakima Training Center in Washington State. To prepare for its upcoming NTC rotation, the brigade conducted conventional live fire, artillery gunnery and traditional force-on-force training—including armor and mechanized forces—along with irregular war tasks. Despite the extensive home station preparation, that particular NTC rotation is not scheduled to be full-spectrum due to combat-theater force demands and modernization requirements; the first full-spectrum NTC rotation against a hybrid threat is slated for sometime in 2013. However, the Army is committed to FSO training and has scheduled another full-spectrum rotation at JRTC for May 2012.

Virtual and constructive training environments paired with live training are emerging as key enablers for the force as posts and units compete for precious training space, time and other resources. Virtual training involves real people operating simulated systems, while constructive environments use simulated people and simulated systems (such as a computer-controlled enemy in a game). A prime example of all three environments is the Mission Training Complex (MTC); almost every major post has one. The MTC allows brigade commanders and staff to virtually conduct operations together with units conducting virtual or live training at other posts. An illustration of the utility of the MTC was a virtual operation in 2009 that had 3d Brigade (Stryker), 2d Infantry Division units



conducting live and simulated training at Fort Lewis, Washington, partnered with a U.S. Marine Corps unit similarly engaged at Twentynine Palms, California. Although only part of the force was actually in the field, the virtual construct functioned as if all units were present in the same battlespace.<sup>4</sup>

The Army is employing the Virtual Battlespace 2 (VBS2), a simulation/gaming platform that enables a small unit to train together in one collective environment and conduct rigorous and detailed after-action reviews. The VBS2 is not only one of the most successful Army simulation platforms but also one of the most cost-effective.<sup>5</sup> Further, the Army is looking to harness its real-world information collection and analysis networks with the Training Brain Operations Center. Part of the Joint Training Counter-IED Operations Integration Center at the U.S. Army Training and Doctrine Command, the Training Brain Operations Center collects real-world intelligence, reconnaissance and surveillance data and analyzes it for human and event patterns; one of the incumbent capabilities is the production of simulated environments that recreate battlefield events or scenarios. This allows Soldiers and units to better prepare for and function in specific theaters by exposing them to current activities and trends based on recent and relevant information.

Finally, the combination of live, virtual and constructive training allows units and staffs to incorporate the Mission Command systems and network used on deployments into regular home station training. Further,

a decade of combat operations from fixed locations has eroded a significant amount of proficiency in planning and employing network systems in an austere/immature environment. A related result is that the Army's network and Mission Command systems are now a complex and disordered mix of platforms, applications, services and standards. The Army training strategy must prepare its leaders to properly employ and leverage the network as a weapon and simplify the digital environment. Often, enabling digital systems are not used or seen until arrival in theater. Incorporating them into live, virtual and constructive training increases exposure and use, improving the proficiency with specific digital systems and exercising the network, thus reducing operational friction in theater. The pace of technological change, force tempo and complexity of operations requires daily, not periodic, use of relevant Mission Command systems to ensure proficiency and efficiency.

Altogether, the simulation-based training effort is becoming more critical to the training scheme. FSO training requires more time and space than might be available at any one time on many posts; simulated environments represent a way to reduce the strain on and risk to units while still executing quality, relevant training. Virtual and constructive training are no substitutes for live training, but they are undeniably powerful resources and effective building blocks for full-spectrum proficiency.

Underpinning the training and operational models is the Soldier. The Army Comprehensive Soldier Fitness and Performance and Resiliency Enhancement Program (CSF-PREP), currently located at 11 posts around the United States, is training Soldiers and leaders in the principles of total mental and physical fitness. The purpose is to build individuals and teams who have the mental toughness, physical stamina and psychological flexibility to operate at maximum potential in the challenging arena of FSO. CSF-PREP provides training—through a number of on-site events and train-the-trainer resident courses—to all elements of the generating and operating forces, ranging from drill instructors to Special Forces operators. A CSF-PREP

<sup>4</sup> See AUSA Torchbearer Issue Paper "A 21st Century Campus for Battle Command Training," December 2009, [http://www.ausa.org/publications/torchbearercampaign/torchbearerissuepapers/Documents/TBIP\\_Battle%20Command%20Training.pdf](http://www.ausa.org/publications/torchbearercampaign/torchbearerissuepapers/Documents/TBIP_Battle%20Command%20Training.pdf).

<sup>5</sup> Cheryl Pellerin, "Army expands virtual training grounds," American Forces Press Service, 12 May 2011.



research arm is continually studying the program's methods and effects to ensure Soldiers are reaching peak performance in training and operations.

## The Way Ahead

The October 2010 JRTC training rotation at Fort Polk provided the Army an excellent baseline that validates its FSO training requirements—in terms of both resources required and the status of the force's ability to synchronize all elements of combat power and enablers across the full spectrum of conflict. The lessons learned from both aspects are clear. The Army must recapitalize its training support structure at home stations and its Regional Collective Training Capability sites to train units to the designated level of proficiency.<sup>6</sup> For active component BCTs, this translates to company-level maneuver and live-fire proficiency and brigade staff-level planning/operations proficiency. For Army National Guard BCTs, this means platoon-level maneuver and live-fire proficiency and brigade staff proficiency.

Achieving these proficiency levels at home station allows major formations to derive maximum benefit during the units' combat training center rotations. Active component BCTs achieve battalion-level maneuver and live-fire proficiency and sharpen the brigade staff proficiency level achieved at home station. Army National Guard BCTs complete the combat training center rotation at company-level maneuver and live-fire proficiency and, like the active component, brigade staff proficiency.

While the brigade combat team is the centerpiece of Army combat power, enabling forces, including functional and multifunctional support brigades, must also achieve prescribed levels of proficiency at home station. Functional and multifunctional brigades are an essential component of the Army's collective FSO capability. If a support brigade (or at least its tactical operations center) participates in a BCT rotation at one of the maneuver combat training centers, then it must also complete that training at a higher level of proficiency, as if it were a BCT. To address the needs of this "enabling force," the Army is conducting a force-wide



review of functional and multifunctional brigade training requirements. This effort, known as Army Training Summit II, is scheduled to be completed in November 2011, when the report is anticipated to be delivered to senior Army leadership. The Army is also working to implement an Integrated Training Environment (ITE) geared to optimize training for the enabling force. ITE is a system that integrates live, virtual and constructive environments with knowledge management and other enablers to provide a more realistic, complex and tailorable training environment.

In recognition of the "one team, one fight" concept, the Army is implementing Army Training Concept 2012–2020; among its goals is full integration of the Army National Guard and Army Reserve into a coordinated plan through such steps as asset- and training space-sharing across components. The concept seeks to identify training requirements and capabilities

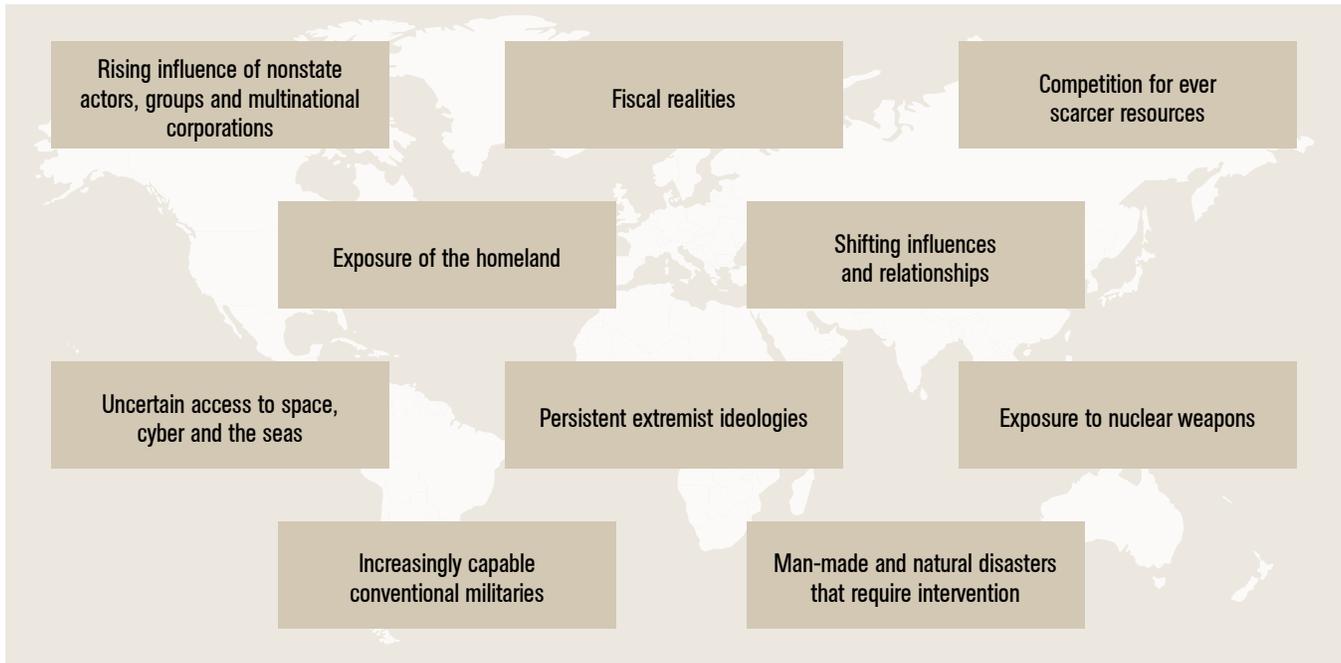


<sup>6</sup> The Regional Collective Training Capability sites are a series of 27 sites across the active and reserve components where the Army has adopted an enterprise approach to training that ensures both components meet Army Force Generation training goals in an integrated manner.



## Challenges in the Future

Land remains the most likely domain in which adversaries will conduct operations, including combat . . . enabled by ongoing efforts in cyber, space and electronic warfare.



Land forces, especially at the small-unit level, are particularly vulnerable to periods of “calculated overmatch” created by threats taking advantage of opportunity and existing technology.

Source: U.S. Army Training and Doctrine Command

necessary to build and sustain an Army that is adaptable in FSO for 2012 and beyond. It places a renewed emphasis on the commander’s responsibility for training and empowers Army leaders with the training management tools to get the job done, with the goal of developing adaptive, flexible and versatile leaders and units. Finally, the concept will articulate how the Army synchronizes its efforts and leverages all available solutions to solve tomorrow’s training problems.

The future of Army FSO training is here today, and the reality is that future military conflicts resist traditional categorization. During the Cold War era, the Army routinely trained for major combat operations centered on large, conventional, industrial-age threats fielded by opposing nation-states. The belief was that if Army forces trained for the most difficult and dangerous operations, they could conduct other operations as lesser included requirements. Unconventional or irregular warfare was largely the purview of Army

Special Forces—commanders of regular formations did not have to worry about supporting insurgents, dealing with the complexities of counterinsurgencies or planning for the unique requirements of stability operations. And America’s nuclear and conventional capabilities were sufficient to deter attacks on the homeland and our allies. This type of operational theme segregation no longer accurately characterizes military conflict; therefore, the training approach must change. Moving through the 21st century, regular Army unit commanders must be more flexible and their units must be trained to competently operate against a wide range of threats in complex situations that involve the new capabilities available to a hybrid enemy.

As the operational demands for Army units decrease, each unit will be placed into one of two pools: the Deployed Expeditionary Force (DEF) or the Contingency Expeditionary Force (CEF). The DEF units are scheduled for specific missions, which will be



reflected with a particular mission focus during training. The CEF is the worldwide reaction force, the true embodiment of U.S. strategic flexibility, and must be trained to meet any scenario on short notice. For the CEF units, FSO—offensive, defensive and stability or civil support—against this hybrid threat must be the focus of critical home station training exercises and of thorough validations at combat training centers. No longer can training focus solely on the higher end of major combat operations at the expense of the lower end of the spectrum of conflict—or vice-versa.

### **What is Needed**

The 21st century Army needs an integrated training model that incorporates true full-spectrum scenarios and transitions. To achieve this, the Army must have realistic and modern training facilities, comprehensive and thorough plans and adaptive, flexible leaders.

At the strategic level, the two most important requirements are time and predictable funding. Accordingly, the Army needs the right dwell-time lengths and enough forces to allow time to train on complex full-spectrum tasks. The Army needs an active duty end-strength of 650,000–700,000 to meet its worldwide commitment and adequately train for future combat scenarios. In the same vein, it also requires assured and responsive access to the reserve component to maximize load distribution and operational options for any contingency. As for funding, the Army requires at least two years of overseas contingency funds beyond the end of hostilities to appropriately and effectively reset its people and equipment. Furthermore, the Department of Defense needs to be funded at 5 percent of gross domestic product; this is far less than in previous times of war and well within the United States' ability. Soldiers in the combat zone deserve to have the very best equipment, technology, training and resources the nation can provide. The Army, as the backbone of the new strategic triad, needs at least 28 percent of defense base funding to execute and sustain the range of missions for which it is responsible.

At the operational level, effective training begins with effective leaders. Leader development, accomplished through training, education and experience, must be emphasized and supported. The Army needs to reinvest in its leaders at all echelons and restore the authority and responsibility for training plans to



commanders to achieve force-wide buy-in to FSO training. For its junior leaders, the Army needs to supply the tools and opportunities for them to develop the planning, preparation, execution and assessment skills necessary to sustain robust, complex training.

In turn, these leaders must have the opportunity to execute FSO training in a meaningful and realistic manner at home stations. This requires a substantial modernization effort aimed at home station facilities that support FSO training. Ranges, live-fire complexes, simulation centers and battle courses must be upgraded to reflect 21st century battlefield effects and systems. Unit staffs need comprehensive simulated environments that replicate the dynamics and complexity of FSO in high-stress situations. Proper home station training requires a thoroughly planned, systematic approach to training on complex enabling tasks such as breaching obstacles, conducting river crossings, executing combined live-fire exercises and synchronizing all of the warfighting functions simultaneously as part of a major offensive operation. And Soldiers need realistic, engaging scenarios that blend the aspects of FSO and draw on the full range of training opportunities across the whole force to provide the most accurate events possible and prepare them mentally and physically for the demands of future combat.

The combat training centers also need modernization. The changing doctrine requires more construction to better replicate urban environments and challenging terrain. The host units need to be refitted with contemporary enemy equipment, vehicles and weapons to effectively represent a hybrid threat. The combat training centers' instrumentations also need to be upgraded; proper and thorough feedback that harnesses the power



of the modern age is required to derive maximum effect from a rotation. Further, the Army must properly use its training centers—not as a substitute for thorough home station training but as a capstone event that allows commanders to accurately assess the readiness levels and proficiency of their units.

Finally, the Army needs to implement a force-wide plan to bring all units—active, Guard and Reserve—on board with FSO training. Army Training Summit II and Army Training Concept 2012–2020 must deliver feasible options and coherent guidance for the total force on how to implement and sustain FSO training.

### What Must Be Done

The Army must restore and sustain true FSO training to provide the United States with the strategic flexibility and warfighting capability needed to react to any contingency at any time. To achieve this, Congress and DoD must:

- authorize and fund an Army active duty end-strength of 650,000–700,000 (AUSA Resolution 11-07);
- fully fund the Department of Defense at 5 percent of gross domestic product (AUSA Resolution 11-07);
- fully fund the Army at at least 28 percent of the defense budget (AUSA Resolution 11-07);
- provide at least two years of overseas contingency funds after conflict cessation for reset activities (AUSA Resolution 11-09);
- protect the current \$750 million allocation for home station facility and enabler modernization (AUSA Resolution 11-10);
- fully fund the Combat Training Center Modernization Program; the current plan is underfunded by \$131.5 million (AUSA Resolution 11-10);
- fully support procurement requests from combat training centers to support the most realistic training environment possible; this includes vehicle, weapons and battlefield effects simulators (AUSA Resolution 11-10);
- upgrade combat training center Mission Command systems to allow on-the-move feedback and

evaluation capability tied into the digital systems of rotating units (AUSA Resolution 11-10);

- fully fund and resource the Regional Collective Training Capability sites;
- facilitate development and integration of improved virtual and simulation technologies to provide better, more realistic training opportunities at minimal cost and with maximum interoperability (AUSA Resolution 11-10);
- support the reserve component as an operational force with the regulatory and statutory means to provide assured access (AUSA Resolution 11-07); and
- integrate the reserve component into the force-wide FSO training model (AUSA Resolution 11-08).

To properly counter the hybrid threats of the 21st century, the Army must resource, plan and rigorously execute FSO training at home station and combat training centers. The training must be innovative enough to capture and challenge the Army's Soldiers and leaders, who have been hardened by a decade of war. This is not a choice—a half decade spent on theater-specific training and back-to-back deployments to the same two theaters has eroded the Army's collective flexibility. Future adversaries will employ any and all methods to defeat the Army on the battlefield, mixing conventional and unconventional methods at will. To counter this threat requires Army units to be able to conduct FSO in an operational environment that is potentially more chaotic, complex and uncertain than at any time in human history. To effectively prepare in the 21st century, the Army must have the resources to train more quickly than ever before, have available a technology-enabled training infrastructure—both fixed and mobile—to approximate the conditions of the new operational environment and have adaptive, learning leaders who can operate in any culture, are comfortable with uncertainty and are attuned to the realities of information-age politics. The Army has developed the concepts and the doctrine to guide its commanders as they plan training to accomplish missions in this operational environment; they must receive the resources that enable them to execute that training. The nation's 21st century adversaries will not wait for the United States Army to react and adapt.



## Torchbearer Message

For the past decade the Army has been focused on winning two long-duration, multi-theater counterinsurgency campaigns against resilient enemies. Accordingly, training strategies and resources have reflected that focus on counterinsurgency. However, as both conflicts progress to conclusion, the Army is reinventing its training strategy to revitalize skills needed to conduct large-scale, large-unit full-spectrum operations (FSO—offense, defense, stability and civil support operations) in support of unified land operations against a hybrid threat. FSO training seeks the synchronized application of all Army lethal and nonlethal assets in a complex environment to properly prepare the force for its expeditionary mission and thereby restore U.S. strategic flexibility.

Despite this renewed emphasis, the Army faces several challenges in restoring FSO training. Given reintegration and other post-deployment events, most units will have insufficient dwell time at home station to train on FSO. The rotational counterinsurgency deployments have atrophied conventional planning and operational skills as the Army has rebalanced to meet theater-specific demands. And the conversion to modularity presents complications to the training strategy in the form of geographic and command-related distribution.

The Army is addressing these challenges across the force. The evolving doctrine of unified land operations, executed through FSO by means of core competencies and guided by Mission Command, will provide the Army the required intellectual framework for complex 21st century operations. An October 2010 full-spectrum brigade Joint Readiness Training Center rotation laid a baseline for identifying training requirements and overall operational ability. Virtual and simulation-based training is providing units with increased opportunities for training concurrently with other units, regardless of distance or available physical range space at home stations. Implementation of Army Training Concept 2012–2020 will empower leaders with training management tools that allow standardized yet innovative and flexible training events to be executed across the active and reserve components. Army Training Summit II will provide a roadmap to properly training and employing combat enabler, support and multifunctional brigades and ensuring well-rounded and high-proficiency brigade combat teams and functional brigades.

The Army must take action to reenergize FSO training. Senior leaders must embrace the concept of FSO training and the mission tasks that accompany it. Proper training, time and force management under increasing fiscal restraint will require creative and adaptive solutions that still properly prepare Soldiers at home stations for the advanced environment of the combat training centers and, ultimately, combat.

Congress and the Department of Defense must provide adequate endstrength for the Army—approximately 650,000–700,000 active duty Soldiers—to provide the dwell time needed to properly recover from combat and then properly plan, execute and evaluate complex FSO training. Congress and DoD must also support a robust modernization program with timely, predictable and adequate funding—to include protection of funds already allocated. The training facilities at home stations that support and simulate full-spectrum conflict are in critical need of upgrade to allow units to train the complex tasks associated with modern war. Furthermore, the Combat Training Center Modernization Program requires sustained investment over the next five years to properly replicate and simulate the 21st century battlefield for rotational units. Investment in and procurement of battlefield effects simulators; recapitalization and update of weapon system instrumentation; upgrading of digital infrastructure to better tie the observer/controllers into rotating units; and modernization of the opposing-force units' equipment to mirror modern hybrid threats are a few of the requirements necessary to fully restore the training centers to full-spectrum capability.

The conflicts in Afghanistan and Iraq represent some—but not all—aspects of future full-spectrum conflicts. The Army is returning to FSO training, focusing on the core competencies of combined-arms maneuver and wide-area security. By restoring a set of skills and disciplines atrophied by a decade of theater-specific training, the Army is restoring balance to its capabilities and will be better prepared for its worldwide, expeditionary mission. **Unified land operations are an integral part of U.S. national strategy; relevant, realistic and integrated training for full-spectrum operations is not a choice—it is an imperative.**

*Given the uncertain strategic environment we face in the future, it is critical that the Army focus on education and leader development as well as provide Soldiers, units and leaders training for full-spectrum operations.*

2011 Army Posture Statement



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