

# Keepin' it Green

3rd Edition  
06 February 2026



**National Defense Strategy**  
**JIATF 401 (Counter-Small UAS)**  
**Joint & Army Concepts**  
**The U.S. Army and AUKUS**  
**Army Strategic Broadening Seminars**  
**Janus Program**  
**USMOG**  
**FA52 Update**  
**FA59 Update**  
**CP60 Update**  
**FA48 Update**





This is our 3rd edition of Keepin' It Green (KIG), a bimonthly initiative we began in September 2025 to help informally bridge priority Army efforts and efforts by HQDA G-35's internal proponents (FA48, FA52, FA59, and CP60) with our colleagues across the globe. Our goal remains to increase two-way communication and continue the CSA's charge to strengthen the profession.

I hope everyone had a great holiday break! So much has happened since our December edition. As expected, our 2026 pace is only intensifying, with Army Senior Leaders driving change at the pace that warfare demands. This edition highlights core focuses here at the Pentagon – like the counter-small UAS, Army-led and Joint-manned JIATF 401, as well as updates on longer-term, ongoing Army efforts like AUKUS Pillar 2, Joint & Army Concepts, Janus Program, Army Strategic Broadening Seminars, and the welcomed addition of an update from the CP60s. It was also great to talk with so many of you last week in Europe; Mr. Tom Cooke also had an extremely productive trip the week prior to USAWHC at Fort Bragg and WHINSEC at Fort Benning.

Of critical importance to us all, the 2026 NDS (unclassified and classified) were both published last month. Thanks to the Strategy Division, the included NDS placemat is a snapshot of the unclassified NDS. Please read both versions! The core ideas nest well with the 2025 NSS and will chart our efforts ahead. Core NDS themes include:

- Centrality of defending of the homeland and our hemisphere, with significant impacts for our Total Army
- Criticality of the Indo-Pacific and our Army's increasing responsibilities to building peace through strength
- Importance of our allies and partners contributing more – so that we're much stronger together, including in case of simultaneous conflicts
- Need to supercharge the defense industrial base, including acquisitions reforms and efforts in coordination with our allies and partners (e.g. co-production, co-development)

As always, please continue to share feedback and topics for Keepin' it Green. Thanks to all for your hard work and remaining such great teammates, and please let us know how we can help from the Pentagon.

MG Stephanie Ahern  
Director of Strategy, Plans, and Policy (Army G-35; DAMO-SS)





HQDA | DCS | G-3/5/7

# 2026 National Defense Strategy — Quick Reference

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**Intro (Part I):** The NDS lays out a strategic approach based on **flexible, practical realism** and focused on concrete threats to American interests. It prescribes efforts required to address priority threats and ways to mitigate risk from other threats and simultaneity.

## Part II: The Security Environment

The NDS "prioritizes those threats of gravest consequence to our nation's security, freedom, and prosperity, it also positions our nation and our allies and partners to counter the others"

### Homeland And Hemisphere Threats: **Widespread and neglected**

- Unchecked illegal migration across US borders
- Narco-terrorism
- Direct military threats including nuclear; conventional strike; space, cyber, and EW capabilities
- Persistent Islamic terrorist threat
- Potential loss of access to key terrain (inc. Greenland, Gulf of America, and Panama Canal)

### PRC: **The most powerful state relative to US since 19<sup>th</sup> century**

- Speed, scale, and quality of their military build-up threaten the balance of power in Western Pacific
- Holds at risk the Indo-Pacific, which will soon account for ~50% of the global economy



### Russia: **Persistent but manageable threat to NATO's east**

- Dwarfed by NATO's economic scale, population, and latent military power
- Nuclear, undersea, space, and cyber threat to the Homeland

### Iran: **Weaker than in decades; intent on reconstituting**

- MIDNIGHT HAMMER obliterated Iran's nuclear program
- "Axis of Resistance" devastated by Israeli and US operations
- Rebuilding conventional forces; may rebuild nuclear program

### DPRK: **Aged, but requiring vigilance**

- Direct military threat to ROK and Japan (Treaty allies)
- Increasing nuclear threat to the Homeland

**The Simultaneity Problem:** Opponents acting in a coordinated or opportunistic fashion increase risk to US interests **until** Allies and partners invest to shoulder their fair share. **(New articulation of this risk)**

## Part III: The Strategic Approach

The Strategy rests on four lines of effort: LOEs 1 & 2 are US-led, LOE 3 shifts responsibilities to Allies, and LOE 4 undergirds all efforts.

### LOE 1: **Defend the Homeland "the US military's foremost priority"**

- Secure our Borders
- Counter Narco-Terrorists
- Secure Key Terrain
- Defend America's Skies (**Golden Dome/CUAS**)

**Trump Corollary to the Monroe Doctrine:** Restore American military dominance in the Western Hemisphere to protect the homeland, guarantee access to key terrain, and deny adversaries the ability to position threatening capabilities in our hemisphere.

### LOE 2: **Deter China through Strength, not Confrontation**

- Deterrence by denial along First Island Chain (FIC) (**Note: expands scope beyond Taiwan**)
- Engage PLA counterparts through more formats
- Enable negotiations from position of strength
- Goal: "a decent peace" where trade flows openly, all prosper, and our interests are respected
- Note: **The JF will maintain "operational flexibility and agility" to conduct operations globally** despite posture in the Indo-Pacific

### LOE 3: **Increase Burden-Sharing**

- US strengthen incentives for Allies and partners to shoulder greater share of collective defense
- **Europe:** NATO leads on Russia, Ukraine
- **Middle East:** Israel and Gulf partners lead on Iran
- **Korea:** ROK lead on DPRK
- **Africa:** US will empower partner-led CT efforts
- **US provides "critical but limited support"**

### LOE 4: **Supercharge the Defense Industrial Base** "Nothing short of a national mobilization"

- Reshore production, build out capacity, empower innovators, adopt new technology
- Bolster organic sustainment, grow non-traditional vendors, and partner with traditional DIB, Eliminate outdated policy and practices
- Leverage Ally and partner defense industrial capacity

**Conclusion (Part IV):** By prioritizing **America first, restoring a warrior ethos, rebuilding the Joint Force, and burden sharing**, the DOW will set conditions for **lasting peace through strength.**

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**BE ALL YOU CAN BE**

# JIATF 401: A “Whole-of-Government”

## Approach to Defending America Against Drones

The Task Force’s mission is to synchronize counter-sUAS efforts across the DoW, and in concert with federal agencies and departments, to rapidly deliver joint capabilities at scale to defend the homeland and protect U.S. and allied forces. Because no single capability is a silver-bullet against drones, the Task Force integrates a range of solutions, enabled by data, software, training, authorities, and sustainment, to provide layered defense across diverse operating environments. To achieve its mission, JIATF 401 exercises an aggressive strategy consisting of three lines of effort—defending the homeland, supporting warfighters’ lethality, and enhancing joint readiness.

The Task Force has made several immediate gains:

- JIATF 401 has mobilized the Services and Interagency to invest personnel within the Task Force, while making deliberate progress toward breaking down silos that challenge integrated counter-sUAS efforts.
- JIATF 401 led “Operation Clear Horizon,” a homeland defense exercise testing Joint Force counter-drone systems under operationally realistic conditions. Findings from this exercise and others inform procurement and fielding decisions, including the pursuit of an enterprise-wide common C2 solution and low-collateral defeat capabilities to enable layered defense. JIATF 401 is also standardizing the testing and evaluation ecosystem and developing a digital marketplace to allow commanders and Interagency partners to select and acquire vetted C-sUAS systems to meet their needs.



In October 2025, Soldiers from 2/1 Cavalry Division participated in Operation Clear Horizon at Eglin Air Force Base led by JIATF 401.

Photo Credit: LTC Adam Scher, JIATF 401 PAO

- JIATF 401 leads what was formerly called the Replicator 2 initiative, which is the DoW’s primary way to fund counter-drone capability development and procurement. In coordination with the Services and Combatant Commands, JIATF 401 developed a prioritized list of defense-critical sites to inform allocation of previously appropriated Replicator 2 resources, directed site assessments, and is fielding capabilities tailored to these sites.

- JIATF 401 deployed response teams to identify counter-drone gaps and requirements across priority homeland defense areas, including the US southern border, the National Capital Region, and National Special Security Events like the World Cup. These teams are already delivering solutions to enhance interoperability and integration across the US military, Interagency, and local law enforcement.

- JIATF 401 provided input to the FY26 National Defense Authorization Act to enhance counter-sUAS authorities across the government that help ensure America’s air sovereignty. Additionally, the Task Force is clarifying policy guidance to streamline processes and empower commanders to defend their installations and surrounding airspace from drone incursions.

Going forward, JIATF 401 intends to scale counter-drone solutions in months, not years, and at a cost of thousands versus millions of dollars. By doing so, JIATF 401 seeks to bend the cost-exchange ratio, which has disadvantaged the U.S. military. Crucially, the Task Force’s contribution to homeland defense against drones depends on its cooperation and coordination with federal agencies and departments, as well as local law enforcement. This will lead to updated policies and authorities, shared data, aligned funding, and joint training opportunities to ensure America’s airspace sovereignty.

LTC Paul Lushenko  
JIATF 401 Chief Strategist

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JIATF 401 Strategic Analyst  
FA59

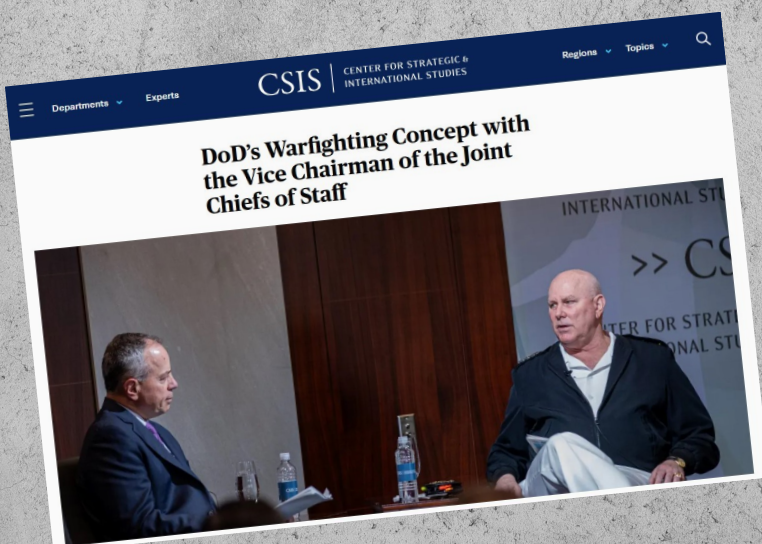
# Joint Warfighting Concept & Insights for the U.S. Army

The Joint Warfighting Concept (JWC) 3.0 is the Joint Staff J-7's translation of national strategic guidance into a threat-informed vision for how the Joint Force will prevail against modernized near-peer adversaries. Its development reflects nearly a decade of concept formulation, wargaming, and joint experimentation, culminating in the original JWC in 2021. Successive refinements produced JWC 3.0 in 2023, the current framework for Joint Force development and design.

As the Joint Staff's lead for Joint Force Development, J-7 operationalizes JWC 3.0 through a cycle linking concepts to capabilities. This aligns doctrine, training, education, experimentation, and requirements with national strategic direction, ensuring emerging ideas are tested and translated into actionable force development decisions. JWC 3.0 synthesizes earlier framing concepts, previous JWC versions, and other joint concepts into a single, coherent operational logic. Since its 2023 publication, J-7 has focused on operationalizing the concept across Combatant Command planning, joint exercises, and Joint Requirements Oversight Council deliberations, shaping Service modernization around a common, all domain approach.

JWC 3.0 is threat-informed and designed to address challenges from China's People's Liberation Army and other modernized adversaries employing anti-access/area-denial systems and precision strike capabilities. The concept's core is defined by seven tenets: integrated, combined joint force; expanded maneuver; pulsed operations; integrated command; agile control; global fires; information advantage; and resilient logistics. These principles guide Service force design. Notably, the emphasis on "pulsed operations"—the deliberate concentration of joint effects to create and exploit temporary windows of advantage—provides a unifying framework for experimentation, acquisition prioritization, and doctrinal revision, narrowing the gap between conceptual design and fielded capability.

Within this joint construct, the Army translates JWC 3.0 into institutional and operational capacity. The Army operationalizes the concept through Multi-Domain Commands, long-range precision fires, non-kinetic effects units, and integrated air and missile defense formations designed to enable pulsed operations across geographic and functional boundaries. JWC 3.0 provides the Army with a common analytic and advocacy framework to justify modernization priorities, align experimentation with joint capability gaps, and ensure force development remains nested within joint warfighting demands. JWC 3.0 preserves the Service's central role as the backbone of large-scale, prolonged, and globally coordinated operations.



As JWC 3.0's operationalization continues, it underpins the next generation of J-7 initiatives including CONOPS development, follow-on joint warfighting concepts for the post-2030 force, and Joint War-fighting Design. These efforts reinforce unity of effort across the Joint Force and ensure modernization pathways remain aligned with a shared, threat-informed vision.

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(See "Contributors" page for links to additional JWC background)

# The U.S. Army and Australia, United Kingdom, United States (AUKUS) Pillar 2 Update

The AUKUS security pact is a strategic partnership designed to enhance trilateral security by accelerating the development and fielding of advanced capabilities. For the U.S. Army, AUKUS Pillar 2 is a critical enabler that supports warfighting by ensuring that our soldiers can operate alongside our closest allies leveraging the technological edge.

The Department of War conducted a full-scale review of AUKUS in 2025. This review confirmed that Pillar 1 (submarines) and Pillar 2 (advanced technologies) remain central to DoW's strategy for fielding critical warfighter technology. SECWAR Hegseth affirmed this during the December 2025 trilateral ministerial, highlighting AUKUS's role in delivering "real capabilities that demonstrate a deterrent effect that we all want."

The Army submitted two Pillar 2 signature project proposals to OSW as part of the 2025 Review: The Autonomous Transport Vehicle (ATV) project for robotic supply convoys and the Integrated Sensing Architecture (ISA) network project combining data from multiple battlefield sensors. Both proposals were highly praised, showcasing trilateral Army expertise in developing capabilities with direct warfighter impact. Along with these two projects, the Precision Strike Missile (PrSM) remains a key project of interest.

Army Pillar 2 objectives are captured within six Lines of Effort (LOEs) established by the trilateral Army Chiefs in March 2024: (1) Long Range Precision Fires (G-8, COL Jeffrey Barta, LTC Matthew Pryor, & LTC Tera Womack), (2) Sensing (PEO IWS, Mr. Stanton Shackett & G-2, Ms. Lynne McCann), (3) Resilient Autonomous/AI Tech (G-8, MAJ Peter Rome), (4) Counter-Unmanned Aerial Systems (C-UAS) (DAMO-Fires, LTC William Powers), (5) Data/Network (G-6, COL Jeffery Couillard) and (6) Contested Logistics (the ability to supply forces while under attack) (G-4, COL Alisa Englert).

Core exercises and experiments, such as the U.S. Army-led Project Convergence Capstone, Australia's PrSM shoot during TALISMAN SABRE '25, and the U.S.-UK C-UAS exercise Project FLYTRAP, provide shared lessons that advance the trilateral LOEs. ODUSA, ASA (ALT), and DASA (DE&C) provide Secretariat level support for AUKUS Pillar 2 objectives.

Progress against the LOEs is assessed regularly through virtual One-Star Action Group (OSAG) and the annual General Officer Roundtable (GORT) in DC. The annual AUKUS Trilateral Armies meeting in London also allows working groups to update two-star-level leadership on LOE advancements and receive directed guidance. The two star leadership from the US side is MG Stephanie Ahern, Director G-3/5 and DASA (DE&C)'s Pat Mason. The next meeting is scheduled for June 2026.



Mr. Ryan P. Kelleher  
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# Introduction to Army Strategic Broadening Seminars

Army Strategic Broadening Seminars (SBS) are an HQDA initiative designed to cultivate agile and strategically minded leaders. HQDA partners with key Army institutions and civilian universities to offer these immersive educational and developmental experiences. SBSs take place in classrooms, virtual, or field settings (including this year at the National Training Center) and examine national security challenges through the lenses of Army warfighting, continuous transformation, and strengthening our profession.

Available seminars include:

- MIT Seminar XXI: A competitive program run by MIT for LTC/COLs and GS-14/15s in the vicinity of the National Capital Region. It prepares leaders for senior national security roles through evening and week-end sessions (Sept–May). Applications are due by 6 March 2026.
- Rolling Kellogg SBS: An executive education experience for senior Sergeants Major, selected based on performance and potential for diverse nominative assignments. This program helps build skills, stay current on trends, and work on leadership challenges.
- UK Defence Academy SBS: A four-week residential course in the UK covering leadership, global defense, and military planning for CPTs/CPT(P)s and GS-9–12 civilians. (Note: Applications for FY27 courses will open in October 2026)
- Discipline & Practice of Strategy (Syracuse): A one-week seminar at Syracuse University focused on strategic theory and implementation for FA59/CP60 personnel, including MAJs-COLs and GS-12–15 civilians. Applications are due by 13 February 2026.
- Artificial Intelligence for Soldiers SBS: A one-week seminar at the Army Research Laboratory introducing AI concepts to mid-career leaders (Sr. CPT-MAJ, WO1-CW4, E6-E8, GS-11/12). Applications are due by 13 February 2026 (Spring Session) and 10 April 2026 (Summer Session).
- Western Hemisphere Military Challenges SBS: A one-week seminar (27 Apr–1 May) at Fort Benning, GA, enhancing multinational planning skills for CPTs, GS-9–11 civilians, and E6-E7 NCOs. Applications are due by 6 March 2026.
- Combat Training Center (CTC) SBS: A one-week course (8-12 June) offering strategic perspectives on large-scale combat operations for functional area officers (MAJ/LTC) and GS-12+ civilians. Applications are due by 10 April 2026.
- National Security and Global Challenges SBS: A monthlong seminar (Aug–Sep 2026) in Louisville and Washington, D.C., focusing on the national security process and Asia-Pacific challenges for CPTs/MAJs and CW2–CW4s. Applications are due by 29 May 2026.



For application questions, contact the author at [james.h.kim.mil@army.mil](mailto:james.h.kim.mil@army.mil) or (520) 669-2411.

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FA48  
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# The Janus Program: Delivering Army Installation Nuclear Power

In May 2025, Executive Order 14299, "Deploying Advanced Nuclear Reactor Technologies for National Security," mandated establishment of an Army-regulated nuclear reactor at a domestic military installation by September 30, 2028. The order underscores the need to ensure that critical defense facilities are not vulnerable to energy disruptions, regardless of origin. Installation nuclear power provides a safe, reliable alternate power source which will help ensure Army installations remain ready to project forces and support global operations. To meet this demand, the Army established the Janus Program, a public-private partnership to deploy commercially developed, owned, and operated nuclear microreactors on domestic military installations. The Janus Program operates in collaboration with the Defense Innovation Unit (DIU), which has already selected a number of companies to demonstrate their ability to deliver compliant, safe, secure, and reliable nuclear power.

Nine Army installations were announced on November 18, 2025 as candidates for initial deployment of nuclear microreactors. Each site is currently under study to determine suitability.

While the Janus Program represents a new pathway to energy resilience, the Army has a long history of managing and regulating nuclear power generation. The SM-1 at Fort Belvoir and the SM-1A at Fort Greely are two examples of inactive Army power reactors that are now being decommissioned as part of the Army Corps of Engineers Deactivated Nuclear Power Plant Program. The Army Corps of Engineers also maintained a floating nuclear reactor aboard the MH-1A Sturgis, which provided power to the Panama Canal from 1968 through 1976.

The Army also continues to operate one active nuclear test reactor which does not generate power. The Fast Burst Reactor at White Sands Missile Range, assigned to Army Test and Evaluation Command (ATEC), is a critical asset for national security. Its ongoing mission is to simulate the radiation effects of a nuclear detonation, providing essential data to ensure the survivability and reliability of U.S. military hardware and supporting the nation's strategic deterrence mission.

What makes this new generation of Army power reactors different from previous versions are technological advancements that enable delivery of the same amount of power from reactors with smaller footprints and increased stability and safety. Janus Program seeks to leverage this new generation of reactor technology to enhance the energy resilience of Army installations and ensure the ability to deliver critical capabilities under any conditions.



The Energy Department's Idaho National Laboratory serves as an incubator for small reactor development.



## USMOG FEB 2026 – KIG Update

**First**, as we launch into 2026, USMOG would like to recognize Mr. Don Lash's 42 years of distinguished service, as he retires on 31 January 2026, and concludes his career with a 19-year tenure at the United States Military Observer Group, from 2007–2026. During this time, he served as Deputy Commander and played a central role in strengthening U.S. support to United Nations (UN) peacekeeping missions. In this capacity, he oversaw the deployment, sustainment, and support of more than 700 U.S. Peacekeepers, including over 600 that operated across 10 African nations, ensuring their readiness and safety in some of the most challenging operational environments. His coordination with UN missions, U.S. Embassies, and host nation partners enabled operations in 15 countries, providing essential life support, communications, and force protection. He modernized Pre-Deployment Training for U.S. Military Observers, enhancing force protection and crisis response capabilities, and directed weapons and equipment upgrades that contributed directly to the successful defense against terrorist attacks in Mali in 2018. Throughout the COVID19 pandemic, he ensured uninterrupted support to personnel serving in MINUSMA (Mali), MINUSCA (Central African Republic), MONUSCO (Democratic Republic of Congo), and UNMISS (South Sudan), maintaining operational continuity despite widespread instability and elevated security risks. His tenure is marked by strategic vision, operational excellence, and steadfast leadership. His many outstanding accomplishments have been an essential part of USMOG's success in supporting the U.S. commitment to the safety and effectiveness of U.S. personnel serving in UN peacekeeping missions.

**Second**, to prepare U.S. Peacekeepers to serve in the dynamic, austere, and foreign environments, USMOG executes a comprehensive pre-deployment training (PDT) program designed to build diverse skillsets for service in complex environments. This training is conducted two times per year during the months of March and September. The training

curriculum integrates practical field capabilities with strategic understanding. Participants receive tactical medical training from the Department of Health and Human Service's Tactical Medical (TACMED) team, hone their driving and shooting skills at Summit Point, WV with the Individual Terrorism Awareness Course (INTAC), and complete the Air Force's Evasion and Conduct After Capture SERE-B course. This hands-on preparation is complemented by a visit to the UN Headquarters in New York City, interaction with Department of State peacekeeping entities, and classes focused serving as a UN Staff Officer, interagency process and operating in austere conditions. USMOG's personnel receive this tailored training to ensure U.S. Peacekeepers are fully pre-



USMOG's J1 NCOIC SFC Nathaniel Kase is promoted by his dad, CAPT(Ret) Shawn Kase, on Nov 13th.



Sincere thanks and best wishes to Mr Don Lash, for his 42 years of distinguished service to USMOG, DAMO-SS, the U.S. Army, and our country. Pictured here with DAMO-SS Deputy, Tom Cooke.

# Career Program 60:

## Developing the Army's International & Strategic Civilian Workforce

The civilian professionals of CP60, including the recently aligned Security Cooperation Workforce (SCW), are the strategic backbone of the Army's international mission. Specializing in Security Cooperation, Strategic Planning, Foreign Affairs, and Linguistics, they provide deep expertise and foster the long-term relationships that ensure decisive advantage and mission success.

As operational equals alongside the uniformed services, we manage Foreign Military Sales, shape regional strategies, and advise senior leaders. We plan, lead, and execute complex missions that build partner capacity, enhance interoperability, and align Army capabilities with U.S. national defense strategies.

### Our Strategic Framework

Our identity is defined by a clear mission, vision, and a set of core values.

**Mission:** To build and sustain a specialized civilian workforce that plans, leads, and executes global engagement to achieve U.S. Army strategic objectives.

**Vision:** To be the Army's institutional bedrock for global engagement, providing the enduring expertise and strategic continuity required for long-term mission success and decision advantage.

**Core Values:** Stewardship, Expertise, Integrated Partnership, and Mission-Driven Impact.

### Investing in Our People: FY26 and Beyond

In FY26, CP60 continues its commitment to readiness by championing key leader development programs.

Congratulations to Ms. Brandi Martin, Director of Enterprise Transformation and Integration at HQDA ASA ALT, for her selection to the NDU Class of 2027! Her achievement is a perfect example of the senior-level development available through Army programs.

Echoing this success, nominations for the 2027 SETM and ETM programs, the Army's pathway for developing civilian leaders, are open from March 1 – April 30th. Any permanent Army civilian may apply; eligibility and sequencing are determined by program-specific grade requirements and employment status (e.g., not in a probationary period), rather than by career program. Interested civilians should speak with their supervisors early to be considered. *Apply via the portal: <https://secure.civilians.army.mil/TalentDev>*

### Sharpen Your Strategic Edge: Defense Strategy Course

Applications for the FA59 led Defense Strategy Course (DSC 26-02) are also open for CP60s through 13 Feb 2026. This asynchronous virtual course runs from 13 Jul - 01 Nov 2026. *Apply here: <https://forms.cloud.microsoft/r/zGmBMN9Nyb>*

What graduates are saying:

"An unparalleled experience... you're working alongside professionals from different organizations, solving the complex problems our senior leaders are facing right now. It teaches you how to think, write, and brief with the precision the strategic level demands." —GS13, David Cleveland II, Plans Analyst

"This course is exceptional at teaching you how to translate complex strategic theory into clear, actionable recommendations... which immediately raises the quality of your staff products and enhances the headquarters' ability to advise senior leaders." — GS13, Ray Shisler, Program Analyst (Strategy Development)

### Looking Ahead

In an era of sustained strategic competition, CP60's role remains clear: to develop civilians who can think strategically, engage globally, and sustain the Army's advantage over time. The integration of the Security Cooperation Workforce marks a critical step toward a more holistic and powerful approach to developing the Army's international and strategic expertise for the challenges of today and tomorrow.



Dr. Shana Serrano, (CGLI and CoreStrengths Facilitator)  
International Cooperation & Strategic Planning (CP60) Career Program Manager  
Operational Support Directorate  
Army Civilian Career Management Activity (ACCMA)

# FA52 Proponent Update

## Voluntary Incentive Program (VTIP)

Only one VTIP selection will be conducted this year and eligibility now includes officers as young as Year Group 2023 (YG23). With higher stakes and widened eligibility, broad outreach and initial screening are even more important than ever. For FA52s actively helping to identify candidates, a reminder that the application deadline is 06 February 2026, and that target year groups are YG19 and YG18. Officers from these year groups are most likely to have the tactical experience and timeline that would support earning a graduate degree while remaining competitive for promotion. As you conduct your outreach, feel free to reach out to Mr. Coffin for support, and thanks!



FA52s visiting Lawrence Livermore National Laboratory in July 2025

## ATAP 26-02 Marketplace Results

Orders are now being issued for the ATAP 26-02 marketplace. During this year's market, 89% of officers were matched with one of their top five preferences. Open, continuous communication between movers and the senior FA52s voting each position were key to achieving this result. Introduction of tiered experience categories for movers and positions in this market were generally successful, although some post-market adjustments were still needed. For the ATAP 27-02 marketplace, the proponent team will issue detailed up-front market guidance to movers and voters to minimize experience mismatches within the assignment process.

## Authorized Billet Additions

An Army FA52 Position Category (POSCO) change approved in December added seven additional billets within Corps Headquarters and Army Service Component Commands. These authorizations will be reflected on FY27 authorization documents and within the ATAP 27-02 marketplace. Additionally, by request of Assistant Secretary of the Army for Installations, Energy and Environment (ASA IE&E), the Vice Chief of Staff of the Army recently approved creation of a Senior Nuclear Advisor billet directly supporting the Janus Program. This position will be filled by an FA52 Colonel with nuclear reactor expertise.

## Training With Industry (TWI) Utilization Tours

The proponent team is seeking additional organizations with interest in utilizing FA52 officers following TWI assignment at Lawrence Livermore National Laboratory or Oak Ridge National Laboratory. Identifying utilization assignments early permits organizations to guide projects which officers undertake during their time at the national labs. If your organization is interested employing an FA52 officer for three years as a utilization tour assignment, please contact the proponent team.

MAJ Zach Scott  
FA52 Proponent Branch Chief  
Mr. Bill Coffin  
FA52 Proponent Branch Manager  
U.S. Army Nuclear and Countering WMD Agency (USANCA)

# Warrior-Diplomats: JFAOC and ILE Updates for the Modern Army FAO



To ensure the Army's Foreign Area Officers (FAOs)—its warrior-diplomats—are aligned with current service priorities and the Continuous Transformation Campaign Plan (CTCP), FAO Proponent, working with other Army Staff elements, updated the Joint FAO Course (JFAOC). This update grounds new FAOs' foundation in the Army profession, which will be critical to their success in a complex global environment. In the field, FAOs serve as a critical bridge between the Department of War and foreign partners, operating in the "gray zone" between peace and war. As the primary representatives of the Army to allied and partner land forces, their role as political-military advisors, security cooperation planners, and attachés requires them to translate strategic U.S. objectives into actionable plans. To be effective, they must have a profound understanding of the National Security Strategy and the National Defense Strategy, and their implications for the Army. This is especially true as the Army undergoes a period of rapid change through its Continuous Transformation Campaign Plan (CTCP), making it incumbent upon FAOs to support this evolution.

To meet these demands, FAO Proponent has revamped the JFAOC curriculum, particularly its Army Day, to align with current strategic imperatives. Officers attending JFAOC are now immersed in the Army's top priorities. Seasoned mentors provide macro-level briefs on the National Security Strategy, Homeland Defense, CSA Priorities, and the CTCP. The briefs then focus on organizational impacts, discussing HQDA initiatives through Army-to-Army Staff Talks, Next-Gen C2, and tangible examples of restructuring, such as the newly formed U.S. Army Western Hemisphere Command along with the U.S. Army Transformation and Training Command.

By integrating these topics, JFAOC ensures newly minted FAOs have the strategic context necessary to excel. The updated focus ensures FAOs are not just regional experts but also deeply integrated into ongoing Army transformation. They learn how their language skills, cultural expertise, and advisory roles directly contribute to Army

warfighting readiness and modernization efforts. This holistic understanding allows FAOs to be more effective warrior-diplomats, capable of navigating the intricacies of international relations while advancing U.S. Army and national security interests.

While JFAOC marks the beginning of a FAO's training, Intermediate Level Education (ILE) is often the final academic step before their first utilization tour. FAOs can earn ILE credit through several pathways: attending a foreign staff college, enrolling in an ILE track aligned with a master's degree program at NPS or NIU, completing the Fort Leavenworth CGSC, or via Distance Learning (DL).

The recent elimination of Satellite ILE has significantly increased the reliance on the DL option, which FAOs can begin once designated as a promotable Captain. Therefore, all FAOs projected for this path must coordinate with HRC and FAO Proponent to enroll as early as possible. This early enrollment is crucial, as it provides maximum time to complete the course before an initial utilization tour, allowing FAOs to stay focused on their duties and remain competitive for promotion.

LTC Brian Vega, FA48  
Strategic Development & Initiatives Division, DAMO-SSF



# The Senior Strategist Seminar

One of the most important learning opportunities for FA59s is the Senior Strategist Seminar (SSS), which is an annual training event for LTCs and MAJ(Ps). The goal of SSS is to prepare officers for roles as branch chiefs, while sharing experiences and lessons learned. This year's SSS will occur from 23-26 February at the Pentagon Library and Conference center and will provide FA59s with valuable opportunities to learn about important issues across the Army and the Joint Force, while developing relationships with their peers.

SSS is only held once a year; eligible FA59s received an email on January 9th and, barring urgent mission requirements, invitees are required to attend. If you are serving OCONUS, have no fear funding has been allocated for you to attend. Do not let the distance discourage you from attending! We recognize that everyone is busy, but SSS should serve as an opportunity for you to break away from your daily duties and gain a broader perspective on strategy within the Army and the Joint Force.

The draft schedule of SSS is shown below:

Time	Date	Monday	Tuesday	Wednesday	Thursday
		23-Feb-26	24-Feb-26	25-Feb-26	26-Feb-26
	Location	Pentagon Conf. Ctr. Room B10	Pentagon Conf. Ctr. Room B10	Pentagon Conf. Ctr. Room B10	Pentagon Conf. Ctr. Room B10
	Theme	FA59 Update	FA59 Tool Kit	FA59 Tool Kit	Global Strategy
0900-0915		Introductions LTC Cohen	Army Strategy & War Plans Divisions	Army financial resources and their role in strategy COL Workman, HQDA G-3	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
0915-0930					
0930-0945		Proponent Manager Update LTC Cohen	Break	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
0945-1000					
1000-1015		Career Manager Update MAJ Brown	DA Secretariat	Lunch	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1015-1030					
1030-1045		Lunch	Lunch	Continuous Transformation Campaign Plan (CTCP) Update	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1045-1100					
1100-1115		BSAP Update COL Hartunian	Red Teaming/Analysis	Break	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1115-1130					
1130-1145		Break	Break	Current Topics in the National Guard COL Bohannon	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1145-1200					
1200-1215		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1215-1230					
1230-1245		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1245-1300					
1300-1315		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1315-1330					
1330-1345		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1345-1400					
1400-1415		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1415-1430					
1430-1445		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1445-1500					
1500-1515		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1515-1530					
1530-1545		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1545-1600					
1600-1615		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1615-1630					
1630-1645		Joint Staff Current Topics BG Hart Joint Operational War Plans Division (JOWPD), Strategy Development Directorate (SDD)	MG Ahern	Student Briefings	J5 Directorates Update Brief (Western Hemisphere, Middle East, Asia/Africa, Europe, and Strategic Stability) BG Grant Fawcett
1645-1700					
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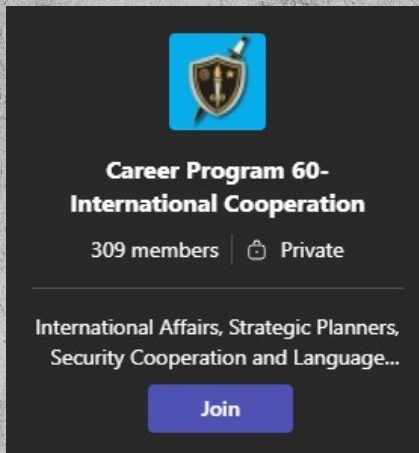
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Send your documents and files to Managing Editor/Graphic Designer.

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