

# 316<sup>th</sup> Cavalry Brigade Perspective: Toward Greater Lethality through the Training Base

**ARMOR magazine:** What do you see as the most important part of your mission?

**COL Peter C. Glass, 316<sup>th</sup> Cavalry Brigade's commander:** The 316<sup>th</sup> Cavalry Brigade's mission is to generate leaders and lethality for the Army so we can fight as part of a combined-arms team that delivers precise direct fires to decisively win the first and last battle of the next war. To that end, the most important part of 316<sup>th</sup> Cavalry Brigade's mission is its people. From our dedicated and professional noncommissioned officers (NCOs) and officers who serve as our course instructors, to our cadre and direct-support personnel who make the schools, squadrons and brigade run, to the students themselves who come here from across our Army and the Marine Corps eager to learn and return to the force as well-rounded leaders and more lethal Soldiers, it is our people who make this unit successful.



**Figure 1. COL Peter Glass speaks at his change of command ceremony June 24, 2020. (Photo by Markeith Horace, Maneuver Center of Excellence Public Affairs photographer)**

We are creating a positive culture here at 316<sup>th</sup> Cavalry Brigade for future leaders to emulate, one which the Army demands and Soldiers deserve. We are creating stronger and smarter leaders in 16 programs of instruction (Pol) that generate lethality across our formations. Those Pols include:

- Courses like our master-gunner programs produce not only subject-matter experts but training experts who can assist their squadron/battalion and troop/company commanders to design training plans and gunnery ranges for Bradley, tank, Stryker and light formations.
- The Armor Basic Officer Leader's Course (ABOLC) produces well-rounded Armor second lieutenants who are ready to lead platoons in combined-arms formations.
- The Scout Leader's Course further prepares them and junior NCOs to lead reconnaissance formations.
- Cavalry Leader's Course prepares staff officers from all branches to execute the military decision-making process in an advanced, rapid and high-intensity environment, and prepares cavalry and infantry senior company- and field-grade officers for large-scale reconnaissance and security operations.

- A myriad of other courses – from Bradley Commander’s Course to Maneuver Leader’s Maintenance Course to Combat Adviser’s Training Course to six others – hones our leaders’ craft and better prepares them to lead in or command in every brigade combat team in our Army.

The 316<sup>th</sup> Cav Brigade strives to connect, protect and support our service members as they grow within our brigade. We encourage our permanent-party members to attend as many courses as possible, as they serve as instructors and support staff within our brigade. The 316<sup>th</sup> Cav Brigade’s engaged leaders are involved in many touch points between permanent party and students to ensure our Pols focus on training to standard.

The 316<sup>th</sup> Cavalry Brigade has an environment of discipline, accountability and trust up and down the chain of command. This discipline and accountability let our senior leaders give our instructors the flexibility needed to address students who learn by different methods while simultaneously providing clear tasks, conditions and standards to our instructors so they know the hard lines of Pols, from which we cannot deviate.

**ARMOR:** What initiatives are you implementing in 2021 or 2022? The near future beyond this?

**COL Glass:** The modernization of our force and programs of instruction at 316<sup>th</sup> Cavalry Brigade is one of the brigade’s top priorities. Our brigade is constantly updating our instructional techniques according to the adult learning model, and we integrate technology to improve student retention and understanding.

The brigade is using a new system called the Augmented Reality Sandtable System (ARES). This table projects a satellite image of an operational area onto a sandtable, allowing students and instructors to rapidly create to-scale, realistic topography and then simulate real-time graphic symbols and animations. Instructors use ARES during their tactical-discussion exams to allow students to execute their operations orders in a changing environment, and then they quickly rest to work a different plan or course of action. The system allows the student to execute a plan while friendly and enemy see line-of-sight, effect of terrain and the environmental factors that affect their mission. ARES helps new leaders understand intervisibility lines, contour lines and other symbology when using a map to plan missions.

The focus of our training operations and tactics is another modernization. The 316<sup>th</sup> Cav Brigade has been moving away from a counterinsurgency model to possible large-scale operations – specifically east of the Vistula River and north of the Han River – focusing our students on near-peer threats and high-intensity hybrid conflict. We want our students to be able to go back to their units and spread the knowledge gained at 316<sup>th</sup> Cavalry Brigade to help improve the lethality our force.

**ARMOR:** Where do you see the unit in the next five years?

**COL Glass:** 316<sup>th</sup> Cav Brigade is realigning itself according to the commanding general’s vision to become Maneuver Center of Excellence (MCoE) Leader Brigade. The 2-16 Cavalry Squadron, which teaches ABOLC, will become a part of 199<sup>th</sup> Infantry Brigade, who will also retain 2-11 Infantry (Infantry Officer Basic Course) and 3-11 Infantry (Officer Candidate School), thereby putting all officer initial-entry training into one brigade: the Leader Brigade. At the same time, our brigade will assume operational control of 1-29 Infantry and all associated Pols, so that nearly all the functional-training courses on Fort Benning will be in one brigade, 316<sup>th</sup> Cavalry Brigade (the “lethality brigade”).

We will focus on honing the skillsets of armor, cavalry and infantry leaders for our entire force. We will retain the bulk of the amazing courses we already have while adding courses such as the U.S. Army Sniper Course, Army Combatives Master Trainer Course, Small Unmanned Aerial System Master Trainer Course, Stryker Leader’s Course and several others. This realignment serves to not only better hone skillsets by allowing each brigade to further specialize its output, but it also enables better cross-training of skillsets and ideas among the Army’s ground maneuver formations – armor, cavalry and infantry. This is integral to fully meeting the MCoE mission of producing Soldiers and leaders ready for a combined-arms fight and living out its motto of “one force, one fight!”

**ARMOR:** Besides COVID-19, what are the unit’s greatest challenges? Can you solve them in the next five years?

**COL Glass:** The challenges are great. Between stamping out all sources of the corrosives in our Army of sexual harassment/sexual assault and extremism ... along with contributing factors of Soldier suicide ... to ensuring we train leaders ready to win the first battle of the next war in a rapidly evolving and increasingly lethal world

environment, we have a lot in front of us. However, we defeat all these problem sets by taking care of our people and adhering to standards and focusing on the task at hand of preparing leaders for combat.

When we take care of our people, our people take care of us. When we focus on Soldier care and the care of their families, we end up with more productive Soldiers. Combine that with an environment in which we demonstrate the value of teamwork and the contributions to our great Army from all different cultures, while making it unequivocally clear that sexual harassment/assault and extremism will not be tolerated, and you begin to defeat the corrosives.

If we ensure our instructors have access to the most up-to-date technology and teaching methods, along with a full appreciation of our nation's military threats, while granting them the ability to self-develop and attend developmental courses, we will remain on the cutting edge of what and how to instruct our students. The challenges will always be there, but of course we can solve them because we have the greatest instructors, cadre, Department of the Army civilians and students in the world, comprised of and focused on our nation's greatest military strength and asset, the U.S. Soldier!

*COL Peter Glass commands 316<sup>th</sup> Cavalry Brigade, part of the U.S. Army Armor School at Fort Benning, GA. Previous assignments include deputy division chief for China, Taiwan and Mongolia/Joint Staff, J-5 Strategy, Plans and Policy, the Pentagon, Washington, DC; commander, 2-7<sup>th</sup> Infantry Battalion, 1<sup>st</sup> Armored Brigade Combat Team, 3<sup>rd</sup> Infantry Division, Fort Stewart, GA; instructor and assistant professor, Command and General Staff College, Fort Leavenworth, KS; and operations officer and executive officer, 3<sup>rd</sup> Brigade Combat Team, 4<sup>th</sup> Infantry Division, Fort Carson, CO. COL Glass's military schooling includes The Citadel, Naval War College and senior service college. He holds a bachelor's of science degree in business administration from The Citadel; a master's of arts degree in management and leadership from Webster University; a master's of arts degree in national security and strategic studies from the Naval War College and a master's of science degree in national security and strategy from the National War College. He earned distinction in the cyber-security leadership concentration from the College of Information and Cyberspace (National War College). His awards and honors include the Bronze Star Medal (two V devices, three oak-leaf clusters), Purple Heart, Joint Meritorious Service Achievement Medal (one oak-leaf cluster) and Meritorious Service Medal (four oak-leaf clusters).*

## **Acronym Quick-Scan**

**ABOLC** – Armor Basic Officer Leader's Course

**ARES** – Augmented Reality Sandtable System

**COVID-19** – shorthand for "coronavirus disease 2019"; the abbreviation was created by the World Health Organization

**MCoE** – Maneuver Center of Excellence

**NCO** – noncommissioned officer

**Pol** – program of instruction