

Building Upon a Legacy through Unprecedented Transformation

Team,

This quarter's theme, "Expectations vs. Reality," captures the challenges of today's dynamic environment. As we continue to drive the most significant transformation in the Signal Regiment's recent history, it is crucial that we candidly assess the friction between our strategic vision and the practical realities of implementation. It is in this space between expectation and reality that our most valuable learning occurs. Nowhere is this more evident than with the rollout of Next Generation Command and Control (NGC2).

I recently visited the 4th Infantry Division and saw firsthand the challenges and triumphs of putting these new capabilities into the hands of Soldiers. The "Ivy" Division is on the front lines of this transformation, and their experience provides an invaluable, real-world perspective that theories and concepts alone cannot. The lessons they are learning about integrating new equipment, adapting tactics, and training their formations are not just for them; they are paving the way for the entire Army. Their feedback is essential as we refine our approach and ensure a smoother transformation for the divisions that will follow.

The complexity of NGC2 at all echelons reinforces why we are fundamentally reshaping our approach to both home station and institutional training. We are using the new Basic Communicator Module to level-set all Signaleers graduating from Advanced Individual Training (AIT) with the foundational knowledge necessary to adapt to the complex realities of any system they encounter. Signal-Mobile Advanced Readiness Training (S-MART) will provide the unit-specific updated technical skills required in this constantly evolving environment. We are also piloting a new Signal-Digital Master Gunner Course (S-DMG), intended to empower mid-grade NCOs with both the technical skills and training management techniques needed to develop modernized training plans for their units. We are equipping leaders across the Signal Regiment not just to operate what they have today, but to understand the principles required to master what comes next.

As we navigate this change and empower the leaders of tomorrow, recognizing those who came before is more important than ever. To that end, nominations are open for the Distinguished Member of the Regiment (DMR) through April 30, 2026. I encourage you to take the time to recognize and nominate those individuals whose contributions have had a lasting impact on our Regiment. We honor the trailblazers who build the foundation upon which we stand.

The articles in this issue reflect the honest and vital work being done across our force. I want to thank each of the authors for sharing their own stories of "Expectations vs. Reality." Your willingness to share challenges and successes is what allows us to learn, adapt, and succeed together.

Thank you for everything you do to **"Get the Message Through!"**



***Pro Patria Vigilans!
Watchful for the Country!***

***Col. Julia M. Donley,
43rd Chief of Signal and U.S. Army Signal School Commandant***

