



WAR ROOM

ONLINE JOURNAL OF THE U.S. ARMY WAR COLLEGE

INDEX of Articles and Features

Volume 1 (Spring Qtr 2017)

WEEK OF 1 MAY 2017

THE DODO'S PROBLEM (AND THE REASON FOR WAR ROOM)

by Andrew A. Hill, released 1 May

Learn what War Room is about – a free and open inquiry on areas of national security and defense where fresh ideas are open to competition

RETOOLING THOR'S HAMMER: GETTING RECONSTRUCTION RIGHT

by Peter Feng, released 2 May

Resourcing the interagency, especially the Department of State, is critical to success in post-conflict reconstruction but the U.S. appears unable to do so.

HUMPTY DUMPTY & THE CRACKED JOINT FORCE

by Jon Wilkinson, released 2 May

Reimagine the organizational design of military forces without the constraints of separating land, sea, and air domains.

A.I. & THE ART OF (MACHINE) WAR

by Patrick Sullivan, released 3 May

Explore the threat posed by artificial intelligence: should it become a permanent part of national security and military strategy?

TRADING QUEENS

by Bob Dixon, released 4 May

Reliance on a technological advantage may be the U.S. military's biggest weakness, leaving it unprepared for warfighting in low-tech environments.

WEEK OF 8 MAY 2017

THE PRACTICE (AND PROBLEMS) OF MILITARY GHOSTWRITING

by Tom Galvin, released 9 May

Ghostwriting is a controversial practice in organizations, including the military, so when is it legitimate and when is it questionable?

VALUING COST-CONSCIOUSNESS IN TODAY'S MILITARY CULTURE

by Peter Feng, released 2 May

Cost-consciousness is a mindset of knowing the cost of your decisions, but implementing it in DoD has been very slow. What can be done?

WEEK OF 15 MAY 2017

THE BEST DEFENSE IS A GOOD...DEFENSE? ON THE INADEQUACY OF CYBER-DETERRENCE

by Joe Brooks, released 16 May

This article explores an important cybersecurity question - if deterrence and offensive cyber operations are not the solution, then what is?

FOREIGN FIGHTERS IN THE CARIBBEAN: A WAR ROOM PODCAST

by Jaimie Ogilvie and Paul Kan, released 17 May (duration 17:10)

Jamaican Defense Force Colonel Jaimie Ogilvie discusses the challenges of foreign fighters operating within the Caribbean, the “third border” of the U.S.

DIVERSITY AS POWER

by Mike Birmingham, released 18 May

The diversity of America’s Army is a source of power and influence, especially in the political aspects of war and competition.

WEEK OF 22 MAY 2017

MAY THE FORCE RESOURCE YOU: A NEW WAY TO BUDGET

by Muddy Waters, released 23 May

The Army’s leadership must seize the opportunity to adopt a strategic culture that accepts austerity as a given, and embracing a new approach to resourcing.

IRAN IN THE LANDS OF THE INCAS

by Jose de Arameteia da Cruz, released 25 May

Jose da Cruz says that Iran’s foreign policy incursion into Latin America cannot be ignored by political leaders in Washington, D.C.

WEEK OF 29 MAY 2017

GOOD LUCK WITH THE STRATEGY, MR. SECRETARY... IT’S A ‘RISKY’ UNDERTAKING

by Nate Freier and Bob Hume, released 30 May

DoD must develop a fresh risk perspective, or 21st century threats and demands will outpace the Pentagon’s 20th century bureaucracy.

RETHINKING STRATEGIES FOR DEFENSE MODERNIZATION: A WAR ROOM PODCAST

by Mark Kappelmann and Andrew A. Hill, released 31 May (duration 23:48)

This War Room podcast explores alternative approaches for defense modernization strategies to better use limited resources.

KILLING THE ‘CULMINATING TRAINING EVENT’ CULTURE

by Mike True, released 1 June

Sustaining readiness over time requires eliminating the disruptive culture of culminating training events and emphasizing learning organizations.

WEEK OF 5 JUNE 2017

INDIA’S JOINT DOCTRINE: HOPELESS MUDDLE, OR THE START OF STRATEGIC ARTICULATION?

by Patrick Bratton and David Smith, released 6 June

In April 2017, the Indian Integrated Staff published its first unclassified joint doctrine. This article explores the doctrine and criticisms against it.

“TUNES OF GLORY” – MODERN TAKE ON A CLASSIC FILM ABOUT LEADERSHIP

by Jim Shufelt, released 7 June

This War Room review presents a discussion of current military leadership issues viewed through the lens of a classic 1960 British film, “Tunes of Glory.”

SEX, GENDER, & THE TRANSFORMATION OF THE MILITARY’S CULTURAL CONVERSATION

by Jacqueline E. Whitt, released 8 June

As a recent training episode on transgenderism showed, there remain lingering anxieties about diversity that military and civilian leaders must confront.

WEEK OF 12 JUNE 2017

THE DRONE ELEGY

by Robert Kinney and David Rayman, released 13 June

The U.S. Air Force has not embraced the potential of unmanned aircraft, potentially damaging to the service’s future ability to project airpower.

CHINA’S BELT AND ROAD INITIATIVE & IMPLICATIONS FOR THE U.S.: A WAR ROOM PODCAST

by Rakesh Kapoor and Paul Kan, released 14 June (duration 16:59)

This War Room podcast explores the motivations behind China’s “Belt and Road Initiative,” announced in 2013 seeking to integrate Europe and Asia.

WATER AND U.S. NATIONAL SECURITY

by Peter Gleick, released 15 June

Rising populations, increasing demand, human-induced climate change, and political uncertainties make water security an urgent issue for the US.

WEEK OF 19 JUNE 2017

REFRAMING AMERICA'S COUNTER-ISIL STRATEGY

by Kristofer Gifford, released 20 June

This War Room article highlights an omission of U.S. strategy, that neither destroying nor degrading ISIL leaves untouched the sectarian aspects of the conflict.

BLACK SWAN, RED BEARD: RECOGNIZING THE UNEXPECTED

by Andrew A. Hill, released 22 June

Andrew Hill explores the history and character of 'black swan' events and offers three maxims to help avoid dangerous failures to recognize future ones.

THE SEVEN DEADLY SINS OF ARMY MENTORING

by Raymond Kimball, released 23 June

Participants in workplace mentoring relationships must be wary of bad practices, and should be aware of how such practices can harm both mentors and protégés.

WEEK OF 26 JUNE 2017

HOW TO WIN AN ARGUMENT AT THE PENTAGON

by Theodore Zagraniski, released 28 June

This article explores how action officers can get their principal's priorities on a final list of recommendations for the Secretary of Defense's approval.

A MIDNIGHT HEIST: THE CONVERGENCE OF WAR & CRIME

by Paul Kan, released 30 June

Criminal groups turn to warlike tactics to keep themselves in business and to expand their power. Low-intensity conflict may be high-intensity crime.

WRITE FOR US!

WAR ROOM relies on contributions through an open submission process. We expect that many contributors will be U.S. Army War College alumni, students, and faculty, but we welcome and have published contributions from writers outside of the community.

Please refer to our [About Page](#) for submission guidelines and procedures. We hope to see you in the WAR ROOM!