



WAR ROOM

ONLINE JOURNAL OF THE U.S. ARMY WAR COLLEGE

INDEX OF ARTICLES & FEATURES

VOLUME 6 (SUMMER 2018)

WEEK OF 2 JULY 2018

THE MURKY MIX OF MEDIA, PUBLIC OPINION, AND POLICYMAKING

By Samantha Taylor and Jacqueline E. Whitt, released 3 July

Explores the relationship between policymakers and the public as the scope and complexity of the media environment has grown over the past 25 years.

OUR ARMY: RUN BY ENGINEERS, PREOCCUPIED WITH PROCESS?

By Garri Hendell, released 5 July

Understanding engineer culture can help us better understand our Army, help us better understand organizational blind spots, and help us to improve.

WHAT DOES 'SUCCESS' MEAN AS A STRATEGIC LEADER? (LEADER PERSPECTIVES)

By Sarah Sewall and Buck Haberichter, released 6 July

Veteran of both the Departments of State and Defense discusses the meaning of success for strategic leaders and how that may differ from popular understanding.

WEEK OF 9 JULY 2018

WHEN THE MILITARY IS NOT IN CHARGE: DEFENSE SUPPORT TO CIVIL AUTHORITIES (LEADER PERSPECTIVES)

By James Blankenhorn and Buck Haberichter, released 10 July

Former Commander of the Army's chemical and nuclear response force discusses strategic leadership in the context of a nuclear attack in the homeland.

FROM BETWEEN THE HAMMER AND ANVIL: MONGOLIA'S NEW DEFENSE POLICY

By Amarbayasgalan Shambaljamts, released 11 July

An inside look at how a nation, sandwiched between two global powers, addressed the national security challenges after the Soviet Union dissolved.

IS "VUCA" A USEFUL TERM OR IS IT ALL "VUCA'ED" UP?

By Paul Kan, Jacqueline E. Whitt, and Andrew A. Hill, released 13 July

Roundtable discussion critically reviews (and pokes fun at) the popular military term VUCA (volatile, uncertainty, complexity, and ambiguity)

WEEK OF 16 JULY 2018**GOOD TOOL, WRONG TASK: ARMED FORCES IN LAW ENFORCEMENT OPERATIONS**

By Joe Hope, released 17 July

Explores the challenges presented to domestic policing operations when armed forces are employed as substitutes for law enforcement officers.

CAN ARMY EXPEDITIONARY OPERATIONS BE SUSTAINED?

By Matt Shatzkin, Bobby Bryant, Fred Maddox, and Jacqueline E. Whitt, released 18 July

Discusses the particular challenges and organizing considerations for the Army when it must be prepared for and engage in expeditionary operations.

WHITEBOARD RESPONSE: HOW WELL DOES THE ARMY DEVELOP STRATEGIC LEADERS?

By WAR ROOM, released 19 July

Here were the top six responses to the question asked here. Included was a wide range of assessments and critiques on the Army's efforts.

SUSTAINMENT IN A FUTURE COMBAT ENVIRONMENT

By Matt Shatzkin, Greg Gibbons, and Jacqueline E. Whitt, released 20 July

How can one design weapons systems to consume less fuel and supplies, rather than design the system and figure out the logistics later?

WHITEBOARD: SHOULD THE US MILITARY SECURE THE BORDER?

By WAR ROOM, released 20 July

War College students and faculty were asked for their views on whether or not the military should be involved in border enforcement. Readers are invited to respond.

WEEK OF 23 JULY 2018**EXECUTIVE ORDER 9981 AT 70: DESEGREGATING THE ARMED FORCES****[ANNIVERSARIES SERIES]**

By William Walker and Chuck Allen, released 23 July

Podcast reflects upon the legacy and relevance of Harry Truman's Executive Order 9981, signed in 1948, directing desegregation of the armed forces.

GRAHAM CLEARS THE DOORWAY [ANNIVERSARIES SERIES]

By George Schwartz, released 24 July

Tells the story of BG Henry Graham who, while federalized, commanded his own state Commander-in-Chief to allow black students to register for university.

EXECUTIVE ORDER 9981 AT 70: WHAT INTEGRATION MEANS FOR TODAY'S MILITARY [ANNIVERSARIES SERIES]

By Earl Simms and Chuck Allen, released 25 July

Presents perspectives of an African-American brigadier general in the early days of desegregation and the state of race relations in the military today.

BIAS: THE HIDDEN FIGURE IN DIVERSITY

By Rand Rodriguez, released 26 July

Discusses how unconscious bias can inhibit the achievement of diversity program despite strong emphasis and acceptance from leaders and members alike.

WEEK OF 30 JULY 2018**WHAT IS THE ROLE OF RELIGION IN THE MODERN MILITARY?**

By Ronit Stahl and Jacqueline E. Whitt, released 31 July

Discussion shows how religion plays an important role in sustaining morale, but many questions persist over how it is institutionalized in the armed forces.

INVESTING IN THE MILITARY'S FUTURE THROUGH STRATEGIC RESEARCH

By Steven Metz, released 1 August 2018

While war colleges should conduct applied research to solve current problems, it should also lead in basic research to advance knowledge for its own sake.

"WHAT GOT YOU HERE WON'T GET YOU THERE" -- AND OTHER CAUTIONARY TALES FOR LEADERS (LEADER PERSPECTIVES)

By Rebecca Johnson and Buck Haberichter, released 3 August

Podcast discusses some of the pitfalls and common traps that can snare officers and civilians as they transition to senior leadership. How to avoid them?

WEEK OF 6 AUGUST 2018**HOW MEMORIES OF MY LAI INFLUENCED MILITARY PROFESSIONALISM**

By Richard Lacquement and Andrew A. Hill, released 7 August

How did the Army respond as an institution after My Lai, and how does this horrific episode influence military professionalism today?

WILL THERMOBARIC WEAPONS OVERWHELM THE MILITARY HEALTH SYSTEM?

By Eddie Lopez, released 8 August

Thermobaric weapons on future battlefields can disrupt the present military evacuation paradigm that assumes the ability to medevac to the continental U.S.

BRIDGING THE GAP BETWEEN THE CIVILIAN WORLD AND THE MILITARY

By Jennifer Mittelstadt and Jacqueline E. Whitt, released 10 August

Raises the question of a growing gap between civilian and military life that presents challenges for civilians to understand what the military is about.

WEEK OF 13 AUGUST 2018**WILL ARTIFICIAL INTELLIGENCE SOLVE OUR NATIONAL SECURITY PROBLEMS, OR CREATE THEM?**

By Mike Navicky and Andrew A. Hill, released 14 August

Artificial intelligence is shaping the future battlefield. This podcast addresses military and social implications of AI, along with the opportunities.

WHITEBOARD RESPONSE: SHOULD THE US MILITARY SECURE THE BORDER?

By WAR ROOM, released 15 August

War College students and faculty were asked for their views on should the military be involved in border enforcement. Here were the top four responses.

THE FRAGILITY OF U.S. ECONOMIC PROSPERITY -- ECONOMICS SERIES #1

By C. Richard Neu and Joe Hillison, released 16 August

Addresses the state of the U.S. economy and how it shapes the conversation between military and national leaders over requirements and needed capabilities.

WHITEBOARD: IS THE US MILITARY TACTICALLY PROFICIENT, BUT STRATEGICALLY DEFICIENT?

By WAR ROOM, released 17 August

Six respondents tackle the question of U.S. tactical and strategic proficiency. What do you think? Respond with your own views and we'll post the best!

WEEK OF 20 AUGUST 2018**THE STRANGE BLOODLESS COUP IN ZIMBABWE -- SIX MONTHS LATER**

By Chris Wyatt and Jacqueline E. Whitt, released 21 August

With Zimbabwe having conducted its elections, we return to the studio to report on what has happened since the military coup.

THE INFORMATION APOCALYPSE ... IS ALREADY HERE

By Mari Eder, released 22 August

We are facing the unraveling of trust in American society. What can we do to restore confidence and trust in our institutions, our news, and our leaders?

THREE PIONEERS OF AIRPOWER -- GREAT STRATEGISTS (EPISODE 5)

By Tami Davis Biddle and Jacqueline E. Whitt, released 24 August

Present three pioneers of airpower theory and practice -- Giulio Douhet from Italy, Billy Mitchell of the U.S. and Hugh Trenchard of the UK

WEEK OF 27 AUGUST 2018**WHAT DO WE EXPECT OF OUR YOUTH?**

By Tim Warren and Andrew A. Hill, released 28 August

Discusses youth development and propensity to serve using a groundbreaking documentary on an emergency services post run by teenagers.

PRESERVING PEACE THROUGH ECONOMIC STRENGTH -- ECONOMICS SERIES #2

By C. Richard Neu and Joe Hillison, released 30 August

Podcast addresses grand strategy and the economic instrument of power, and why America's hands-off approach to its economy has worked ... so far.

WEEK OF 3 SEPTEMBER 2018**VIETNAM -- ONE MARINE'S PERSPECTIVE**

By David Bennett and Andrew A. Hill, released 4 September

Former U.S. Marine Corps pilot David Bennett tells his story of Vietnam a half-century ago, relaying memories that remain just as vivid.

IS THE "CHAIN OF COMMAND" STILL MEANINGFUL?

By Michael Piellusch and Tom Galvin, released 6 September

Explores the evolving relevance of the linear chain of command. If Mission Command is the goal, organizing for it may mean moving away from linear command.

WILLIAM T. SHERMAN: THE FIRST 'MODERN' GENERAL (GREAT CAPTAINS)

By Jacqueline E. Whitt and Andrew A. Hill, released 7 September

Podcast explores the story of William T. Sherman, a highly capable commander who understood the impacts of war on soldiers and societies.

WEEK OF 10 SEPTEMBER 2018**FROM THE DEAD OF WINTER: WASHINGTON AND VALLEY FORGE**

By Rick Herrera and Jacqueline E. Whitt, released 11 September

Examines the winter encampment at Valley Forge, 1777-1778, and associated challenges to Washington's leadership. What lessons are useful for today's Army?

WHITEBOARD RESPONSE: IS THE US MILITARY TACTICALLY PROFICIENT, BUT STRATEGICALLY DEFICIENT? (1 OF 2)

By WAR ROOM, released 12 September

This is the first of two releases with reader responses to the critique on whether the U.S. was tactically proficient but strategically deficient.

THE ART OF WRITING HISTORY

By Rob Citino and Michael Neiberg, released 14 September

What is the aim of writing military history and how can one develop it as an art? Two renowned military historians discuss.

WEEK OF 17 SEPTEMBER 2018**WHITEBOARD RESPONSE: IS THE US MILITARY TACTICALLY PROFICIENT, BUT STRATEGICALLY DEFICIENT? (2 OF 2)**

By WAR ROOM, released 18 September

This is the second of two releases with reader responses to the critique on whether the U.S. was tactically proficient but strategically deficient.

HANNIBAL AND THE MARCH THROUGH THE ALPS (GREAT CAPTAINS)

By GK Cunningham and Andrew A. Hill, released 19 September

Next installment of our Great Captains series tells the story of Hannibal and his brilliant march to Italy during the Second Punic War.

TAKING TIME TO REFLECT ON MILITARY PROFESSIONALISM

By Ty Mayfield and Jacqueline E. Whitt, released 21 September

Is it time to take a step back and reflect on the military as a profession, and what it means to maintain professionalism into the future?

WEEK OF 24 SEPTEMBER 2018**HEZBOLLAH, ISRAEL'S BIGGEST CHALLENGE AMONG ARAB GROUPS**

By Ehud Eilam, released 25 September

Rather than fostering potential peace and freedom, regional threats against Israel have grown stronger. This essay addresses Hezbollah.

DITCH THE CHECKLISTS: LET'S EDUCATE LEADERS!

By John Kem and Andrew A. Hill, released 26 September

PME institutions have been embracing change and innovating, but barriers remain -- what are they and how can they be overcome?

BURDEN SHARING DILEMMAS AND NATO'S TUMULTUOUS SUMMER

By Colby Lutz and Darrell Driver, released 27 September

Every U.S. President since NATO's founding has sought greater burden sharing from NATO allies. Each has faced the same dilemma.

BALANCING BETWEEN CIVILIAN LIFE AND SERVICE IN THE NATIONAL GUARD**(LEADER PERSPECTIVES)**

By Joseph Lengyel and Jacqueline E. Whitt, released 28 September

WAR ROOM welcomes Air Force General Joseph Lengyel, Chief of the National Guard Bureau, to discuss his unique perspectives of strategic leadership.

WRITE FOR US!

WAR ROOM relies on contributions through an open submission process. Please refer to our [About Page](#) for submission guidelines and procedures. We hope to see you in the WAR ROOM!

