



# WAR ROOM

ONLINE JOURNAL OF THE U.S. ARMY WAR COLLEGE

**ANNUAL INDEX OF ARTICLES & FEATURES**

**2018**

**WEEK OF 1 JANUARY 2018 VOL 4 ISSUE 1**

[GREAT CAPTAINS: COMMAND & THOSE WHO DID IT BEST](#)

by Jacqueline E. Whitt and Tom Galvin, 3 January 2018

*Opening article for War Room's Great Captains series on exceptional military leaders, providing insights to help develop greatness among today's officers.*

[GEORGE WASHINGTON: THE LESSONS OF FAILURE \(GREAT CAPTAINS\)](#)

by Len Fullenkamp and Andrew A. Hill, 3 January 2018

*Presenters Len Fullenkamp and Andrew A. Hill tell a compelling story about how George Washington overcame failure to successfully lead the American Revolution.*

**WEEK OF 8 JANUARY 2018 VOL 4 ISSUE 2 - FOCUS ON THE NATIONAL SECURITY STRATEGY**

[THE NEW NATIONAL SECURITY STRATEGY: DEGRADING THE U.S.'S ABILITY TO MOBILIZE?](#)

by Ken Gilliam, 9 January 2018

*Argues that the gap between the strategy's goals and available resources will result in reduced U.S. capability to get to the next fight.*

[ARMY WAR COLLEGE ROUNDTABLE ON THE NEW\(?\) NATIONAL SECURITY STRATEGY](#)

by Mark Duckenfield, Richard Lacquement, Michelle Ryan, and Jacqueline E. Whitt, 11 January 2018

*Army War College faculty discuss the National Security Strategy the previous month, its relationship to strategies past, and implications for the military.*

**WEEK OF 15 JANUARY 2018 VOL 4 ISSUE 3**

[KILLING WITH AUTONOMOUS WEAPONS SYSTEMS](#)

by Michael Saxon and Christopher Korpela, 17 January 2018

*Discusses the moral arguments on all sides of the question of lethal autonomous weapon systems -- how does their development influence just war theory?*

[BUILDING THE CONTINENTAL ARMY: VON STEUBEN'S "BLUE BOOK" \(DUSTY SHELVES\)](#)

by Jack Giblin and Jacqueline E. Whitt, 19 January 2018

*Podcast tells the story of how the Continental Army's first training manual, written in 1779 by Baron von Steuben, came about.*

## **WEEK OF 22 JANUARY 2018 VOL 4 ISSUE 4**

### [PERSPECTIVES ON STRATEGIC LEADERSHIP — GEN. ROBIN RAND, U.S. AIR FORCE GLOBAL STRIKE COMMAND](#)

by Robin Rand and Buck Haberichter, 23 January 2018

*Commander, U.S. Air Force Global Strike Command discusses strategic leadership in today's dynamic, complex environment.*

## **WEEK OF 29 JANUARY 2018 VOL 4 ISSUE 5**

### [WE WON ... NOW WHAT? HOW TO SECURE VICTORY — APODCAST](#)

by Bill Flavin and Scott Braderman, 30 January 2018

*Reflecting on the problems of post-conflict Iraq, this podcast discusses joint and interagency efforts to prepare for future post-conflict situations.*

### [THE TET OFFENSIVE: 50 YEARS LATER — A PODCAST](#)

by Frank Jones and Jacqueline E. Whitt, 31 January 2018

*Discusses the Tet Offensive, a significant event of the Vietnam War that, a half-century later, provides important lessons for today's military.*

### [FIVE ENDURING BARRIERS TO PEACE IN THE MIDDLE EAST](#)

by Larry Goodson, 2 February 2018

*Five enduring, persistent dichotomies fuel tension and conflict in the Middle East -- lasting peace is impossible unless we understand and address them.*

## **WEEK OF 5 FEBRUARY 2018 VOL 4 ISSUE 6**

### [COOK'S 'MIDNIGHT DRAWINGS' AND THEIR HAUNTING VIEWS OF WAR \(DUSTY SHELVES\)](#)

by Jim McNally and Jacqueline E. Whitt, 6 February 2018

*Discusses the "midnight drawings" of a Korean War veteran and PTSD sufferer who coped by sketching scenes of the war and fellow soldiers. This haunting collection is held at the Army Heritage and Education Center.*

### [MAX BOOT ON THE LURE OF SIMPLE MILITARY SOLUTIONS — A PODCAST](#)

by Max Boot and Jacqueline E. Whitt, 8 February 2018

*Guest commentator discusses potential for becoming trapped in an unconventional fight where tactical successes are undermined by strategic setbacks.*

### [SYNTHETIC READINESS: THE REMEDY FOR FUTURE JOINT READINESS](#)

by Heath Niemi, 9 February 2018

*It is time to embrace a revolution in training: "synthetic readiness". Virtual and augmented reality is the next great leap in training military forces.*

## **WEEK OF 12 FEBRUARY 2018 VOL 4 ISSUE 7**

### [NEW RECRUITS GET TWO BLANKETS; MOBILIZING RESERVISTS, ONE](#)

by Garri Hendell, 13 February 2018

*Army reservist presents negative experiences during reservist mobilization and argues that the Army is inconsistent in applying mobilization standards.*

### [THE STRANGE BLOODLESS COUP IN ZIMBABWE — A WARCAST](#)

by Chris Wyatt and Jacqueline E. Whitt, 16 February 2018

*WAR ROOM podcast tells the story surrounding the house arrest, coup, and resignation of Zimbabwean President Mugabe and what it means for country's future.*

## **WEEK OF 19 FEBRUARY 2018 VOL 4 ISSUE 8**

### [GAME ON: GETTING AMERICAN POWER BACK IN THE FIELD](#)

by Nate Freier, Trey Braun, Al Lord, Mike Hatfield, Jim Hayes, and Andrew Ulmer, 20 February 2018

*The U.S.'s reluctance to act as a great power has rendered it outmaneuvered by its competitors -- will the new National Defense Strategy chart a corrective path?*

### [ORGANIZED CRIME: NOT WHAT YOU SEE ON TV — A WARCAST](#)

by Paul Kan and Jacqueline E. Whitt, 23 February 2018

*Presents how organized crime is an important force in the global environment. Also dispels a number of popular but misleading myths..*

## **WEEK OF 26 FEBRUARY 2018 VOL 4 ISSUE 9**

### [HOPE IS NOT 'A' STRATEGY: IT'S THE ONLY STRATEGY](#)

by Jeremy Weber, 27 February 2018

*"Hope is not a strategy" can quickly curtail strategic discourse, but this article shows how hope has been historically central to U.S. grand strategy.*

### [PRESERVING MILITARY HISTORY: AN INDIAN PERSPECTIVE — A WARCAST](#)

by Arjun Subramaniam and Patrick Bratton, 3 March 2018

*Special guest Air Vice Marshal (Dr.) Arjun Subramaniam provides his perspectives on relationships between India and the U.S., and discuss the importance of preserving a nation's military history.*

## **WEEK OF 5 MARCH 2018 VOL 4 ISSUE 10**

### [MULTI-DOMAIN BATTLE, 1781: THE LESSONS OF YORKTOWN](#)

by Theodore Zaganiski, 7 March 2018

*It is difficult to win on a battlefield with each domain equally contested. Yorktown shows how selective control can bring great strategic effects.*

### [HOW DO GREAT STRATEGIC LEADERS DEVELOP OTHERS? — A WARCAST](#)

by John Kem and Andrew A. Hill, 9 March 2018

*The Army War College's 51st Commandant discusses what good strategic leaders do to develop others and construct positive developmental climates.*

**WEEK OF 12 MARCH 2018 VOL 4 ISSUE 11 -- FOCUS ON THE EUROPEAN UNION**[“UNITED IN DIVERSITY”: THE EUROPEAN UNION LOOKS FORWARD](#)

by Ludwig Blaurock and Darrell Driver, 13 March 2018

*Special guest from the European Union delegation to the U.S. discusses the strengthening relationship between the EU, US, and NATO.*

[ERIN GO BRUSSELS: TREATY OF BRUSSELS AT 70](#)

by Joel Hillison, 16 March 2018

*War Room welcomes special guest Michael Morell, former Deputy Director of the Central Intelligence Agency from 2010-2013. He discusses the evolution of strategic intelligence since 9/11 and moral and ethical challenges analysts continuously face.*

**WEEK OF 19 MARCH 2018 VOL 4 ISSUE 12**[SOUTH AFRICA’S ELECTIONS AND THE MATURING OF DEMOCRACY  
— A WARCAST](#)

by Dan Hampton and Chris Wyatt, 20 March 2018

*For the first time in the post-apartheid era, South Africa’s ruling party is vulnerable. What does this potentially mean for the nation’s future?*

[BELIEVING IS SEEING: ON STRATEGIC IMAGINATION](#)

by Andrew A. Hill and Douglas Douds, 23 March 2018

*Using Grant’s experience of turning defeat into apparent victory, the authors show how social construction of perceptions can overcome tactical realities.*

**WEEK OF 26 MARCH 2018 VOL 4 ISSUE 13**[GOOD \(BORDER\) FENCES MAKE GOOD NEIGHBORS? ON THE U.S. AND LATIN  
AMERICA -- A WARCAST](#)

by Eric Farnsworth and Ian Lyles, 27 March 2018

*Special guest Eric Farnsworth from the Council of the Americas discusses both the benefits and challenges of U.S. relations with its partners in the Americas.*

**WEEK OF 2 APRIL 2018 VOL 5 ISSUE 1**[Close Friend in a Dangerous Neighborhood: On Japan-US Relations](#)

By Chip Gregson and Ray Greene, 4 April 2018

*The long-standing friendship with Japan is vital to US interests. How to keep it strong as the Asia-Pacific region grows more competitive and volatile?*

[EVERYTHING OLD IS NEW AGAIN: STABILIZATION LESSONS FROM  
RECONSTRUCTION](#)

By Diane Chido, 6 April 2018

*While stabilization is part of Joint and Army doctrine, it is historically one of the least funded as the story of post Civil War Reconstruction shows.*

**WEEK OF 9 APRIL 2018 VOL 5 ISSUE 2**

[IS TRANSATLANTICISM DEAD?](#)

By Peter Sparding and Darrell Driver, 10 April 2018

*The US-European relationship is a matter of debate given US increased attention to Asia and Europe facing internal problems. What does the future hold?*

[HYBRID WAR: ATTACKING THE 'CIVIL' IN CIVIL SOCIETY](#)

By Buddhika Jayamaha and Franky Matisek, 13 April 2018

*Actions by adversaries illustrate a new form of insidious hybrid warfare -- infiltrating American civil society organizations to generate false debate.*

**WEEK OF 16 APRIL 2018 VOL 5 ISSUE 3**

[THE LAW OF THE SEA: PROVIDING ORDER OR INTRUDING ON SOVEREIGNTY?](#)

By Al Lord and Jacqueline E. Whitt, 17 April 2018

*The UN Convention on the Law of the Sea has been ratified by 164 countries but the US has not. Why not, and what is the impact on the US?*

[DISRUPTING PSYCHOLOGICAL PROCESSES THAT SUPPORT TERRORIST ACTS](#)

By Noel Palmer, 20 April 2018

*Research shows that terrorists employ normal psychological processes to facilitate extremist acts. If so, how can one disrupt these processes?*

**WEEK OF 23 APRIL 2018 VOL 5 ISSUE 4**

[WHAT IS THE STATE OF U.S. RELATIONS WITH AFRICA?](#)

By Phil Carter and Chris Wyatt, 23 April 2018

*Africa is garnering less attention than before. So what are U.S. interests in Africa now and what about African interests for the U.S.?*

[THREE QUESTIONS TO FIX ARMY MANDATORY TRAINING](#)

By Mike Ferguson, 27 April 2018

*Units across the Army face a growing list of mandatory administrative training requirements that is straining its systems more than it helps readiness.*

**WEEK OF 30 APRIL 2018 VOL 5 ISSUE 5**

[WHY DO WE CELEBRATE ANNIVERSARIES?](#) (ANNIVERSARIES SERIES)

By Tom Galvin and Jacqueline E. Whitt, 1 May 2018

*In this article, we celebrate our 1-year anniversary by introducing a new “Anniversaries” series of articles and podcasts that celebrate important events in military history and national security affairs.*

[IN PRAISE OF ANNOYING MAJORS](#)

By Andrew A. Hill, 2 May 2018

*Editor-in-Chief Andrew A. Hill found that the most popular pieces from WAR ROOM's first year were written by majors. Why is that, and what lessons does it suggest?*

[THE VEXING AND COMPLEX CIVIL WAR IN SYRIA](#)

By Christopher Hemmer and Jacqueline E. Whitt, 3 May 2018

*The on-going civil war in Syria is an intense and complex conflict. This podcast explains many of the historical and present-day issues fueling the war.*

[ART OF THE KOREAN DEAL: THREATS AND OPPORTUNITIES](#)

By Matthew Rose and Joel Babbitt, 4 May 2018

*Now that negotiations between North Korea and the United States are likely, there are threats and opportunities on both sides that could shape the outcome.*

**WEEK OF 7 MAY 2018 VOL 5 ISSUE 6**

[WHAT DO THE BRITS THINK OF AMERICAN OFFICERS?](#)

By Patrick Sanders and Jacqueline E. Whitt, 8 May 2018

*What do allied officers view as important qualities for senior leaders, and what are their perspectives of American officers? A British Army general answers...*

[STRATEGIC LEADERSHIP FROM AN AUSTRALIAN PERSPECTIVE](#)

By Mick Ryan and Jacqueline E. Whitt, 9 May 2018

*Major General Mick Ryan, Australian Army and Commander of the Australian Defense College shares his perspectives on strategic leadership.*

[THE ART OF GAMING: STRATEGIC EDITION](#)

By Brad Hardy, 11 May 2018

*Article explains how the foundational program for Army strategists is incorporated gaming to teach critical thinking, negotiation, and communication skills.*

**WEEK OF 14 MAY 2018 VOL 5 ISSUE 7**

[LEARNING STRATEGY THROUGH FILM](#)

By Mark Gagnon and Jacqueline E. Whitt, 15 May 2018

*Podcast discusses the role of film in learning about military strategy and describes the War College's highly successful Strategic Art Film program.*

[MAKING THE CASE FOR THE CASE METHOD](#)

By Volker C. Franke and Jacqueline E. Whitt, 16 May 2018

*This presentation explores the benefits of using the case method to educate budding strategic leaders to make better decisions and recommendations.*

[FROM POLICY & STRATEGY TO CAPABILITY & CAPACITY: THE DEFENSE MANAGEMENT PRIMER](#)

By Tom Galvin and Andrew A. Hill, 18 May 2018

*Most War College graduates spend the remainder of their careers in defense management roles. It is time to give them the tools they need to succeed.*

**WEEK OF 21 MAY 2018 VOL 5 ISSUE 8**

**[GAME ON OR GAME OVER: HYPERCOMPETITION AND MILITARY ADVANTAGE](#)**

By Nate Freier, James Hayes, Michael Hatfield, and Lisa Lamb, 22 May 2018

*Explores the various ways that the U.S.'s strategic advantage is eroding and expresses nine fundamentals that leaders must consider for any corrective action.*

**[THE ROLE OF INTELLIGENCE TODAY](#)** (INTELLIGENCE SERIES #1)

By Genevieve Lester and Jacqueline E. Whitt, 23 May 2018

*The WAR ROOM podcast series on intelligence begins with a discussion of the purpose and challenges of intelligence in today's dynamic security environment.*

**[COMPLECTE ABYSSUM: NEW TRICK FOR OLD DOG OF DETERRENCE](#)**

By Kelly Jordan, 24 May 2018

*America's national security policy appears to embrace the chaos of today's environment, but does it clash with its preferred reliance on deterrence?*

**WEEK OF 28 MAY 2018 VOL 5 ISSUE 9**

**[DO ETHICS MATTER IN WARFARE TODAY?](#)**

By Pauline Shanks Kaurin and Andrew A. Hill, 29 May 2018

*WAR ROOM podcast discusses the relevance of military ethical frameworks in war when adversaries appear free to act immorally.*

**[BRING A LONG SPOON: THE KOREAN DEAL](#)**

By Jinwoo Kim, 30 May 2018

*Did the April summit between the Koreas change the course of history or is it just a blip? What will it take to finally reach a lasting peace on the peninsula?*

**[POLICY SUCCESS VS. INTEL FAILURE?](#)** (INTELLIGENCE SERIES #2)

By Rose McDermott and Paul Mekkelson, 1 June 2018

*Discusses skills and knowledge needed for success in the intelligence field and the common tendencies of crediting successes to policy but failures to intel.*

**WEEK OF 4 JUNE 2018 VOL 5 ISSUE 10**

**[THE SENIOR NCO AS A STRATEGIC LEADER](#)**

By Christopher Martinez and Andrew A. Hill, 5 June 2018

*Recently retired U.S. Army War College Command Sergeant Major reflects on his 30-year career and leadership from a senior enlisted perspective.*

**[INTELLIGENCE & RISK: VICKSBURG, GUADALCANAL, IRAQ](#)**

By Jean Dagher, 6 June 2018

*A review of three campaigns illustrates how different interpretations of intelligence can change the perceptions of operational risk.*

[IMPACT \(OR NOT\) OF INTEL ON STRATEGIC DECISION MAKING](#) (INTELLIGENCE SERIES #3)

By Paul Pillar and Dawn Hicks, 7 June 2018

*Discusses the uncertain relationship between intelligence and policy makers -- sometimes close, sometimes distant. Does either way lead to better decisions?*

[THE DEATH OF THE CYBER GENERALIST](#)

By Patrick Bell and Jan Kallberg, 8 June 2018

*The current model for officer's career progression is a misfit for cyber. What is most important – maintain industrial age Taylorism or ensure mission success?*

**WEEK OF 11 JUNE 2018 VOL 5 ISSUE 11**

[STRATEGIC ATTACKS AND THEIR FALLOUT](#) (INTELLIGENCE SERIES #4)

By Richard Betts and Adam Dietrich, 12 June 2018

*WAR ROOM podcast asks what intelligence success and failure really mean, and how realistic is the expectation that all strategic attacks can be stopped?*

[America's Byzantine Strategy](#)

By Michail Ploumis, 14 June 2018

*War Room article compares the shift in U.S. grand strategy from the Roman Empire's emphasis on military power to the smart-power focus of the Byzantines.*

[THE CHALLENGES OF SENIOR LEADER COMMUNICATION](#)

By John Hyten and Andrew A. Hill, 15 June 2018

*Commander, STRATCOM addresses the challenges of communicating vision and urgent strategic issues to a wide range of internal and external audiences.*

**WEEK OF 18 JUNE 2018 VOL 5 ISSUE 12**

["STAR WARS" AS A LENS FOR GRAND STRATEGY?](#)

By Matt Cavanaugh and Andrew A. Hill, 19 June 2018

*Active-duty Army strategist discusses how "Star Wars" provides a useful lens for examining grand strategy and provides several (real) historical examples.*

[TOO MUCH WAR, NOT ENOUGH COLLEGE](#)

By Jennifer Mittelstadt, 20 June 2018

*A visiting professor to the War College suggests five ways that hiring more civilian academics could strengthen the institution's educational mission.*

[NEEDLES IN HAYSTACKS: ANALYZING TODAY'S FLOOD OF INFORMATION](#)

(INTELLIGENCE SERIES #5)

By Adam Wasserman and Chris Todd, 21 June 2018

*Former CIA political analyst discusses the particular challenges of conducting strategic intelligence analysis in today's information-heavy environment.*

[More is not better: Fixing Security Cooperation](#)

By Brian Rauen, Terri Erisman, and Edward Ballanco, 22 June 2018

*Using the 2012 Tuareg rebellion as example, the authors argue for significant changes to the way the U.S. plans and implements security cooperation.*



**WEEK OF 25 JUNE 2018 VOL 5 ISSUE 13****[WE WANT TO HEAR FROM YOU! -- INTRODUCING WHITEBOARD](#)**

By Tom Galvin, Jacqueline E. Whitt, and Andrew A. Hill, 25 June 2018

*Introduces a new special series, called the Whiteboard, where collaboration leads to new ideas and practical solutions to complex problems.*

**[WHITEBOARD: HOW WELL DOES THE ARMY DEVELOP STRATEGIC LEADERS?](#)**

By WAR ROOM, 25 June 2018

*War College students and faculty were asked to contribute short pieces assessing their views about leader development in the Army. Readers are invited to respond.*

**[STRATEGIC LEADERSHIP AND CHANGING THE US ARMY IN EUROPE](#)**

By Mark Hertling and Jacqueline E. Whitt, 26 June 2018

*Retired U.S. Army LTG Mark Hertling reflects on strategic leadership through transforming U.S. Army Europe and serving as a division commander during the surge.*

**[MY LAI: A STAIN ON THE U.S. ARMY](#)**

By Richard Lacquement, 27 June 2018

*The events of My Lai 50 years ago were dreadful, despicable, and tragic. It would be a great travesty to ignore what happened and fail to learn from it.*

**[WHERE DOES INTELLIGENCE GO FROM HERE? AN INTERVIEW WITH JAMES CLAPPER](#) (INTELLIGENCE SERIES #6)**

By James Clapper and Genevieve Lester, 28 June 2018

*WAR ROOM welcomes former Director of National Intelligence James Clapper to discuss his perspectives on themes presented throughout the series.*

**WEEK OF 2 JULY 2018 VOL 6 ISSUE 1****[THE MURKY MIX OF MEDIA, PUBLIC OPINION, AND POLICYMAKING](#)**

By Samantha Taylor and Jacqueline E. Whitt, 3 July 2018

*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, 5 July 2018

*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, 6 July 2018

*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 VOL 6 ISSUE 2****WHEN THE MILITARY IS NOT IN CHARGE: DEFENSE SUPPORT TO CIVIL AUTHORITIES** (LEADER PERSPECTIVES)

By James Blankenhorn and Buck Haberichter, 10 July 2018

*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, 11 July 2018

*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, 13 July 2018

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

**WEEK OF 16 JULY 2018 VOL 6 ISSUE 3****GOOD TOOL, WRONG TASK: ARMED FORCES IN LAW ENFORCEMENT OPERATIONS**

By Joe Hope, 17 July 2018

*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, 18 July 2018

*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, 19 July 2018

*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, 20 July 2018

*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, 20 July 2018

*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 VOL 6 ISSUE 4**

[EXECUTIVE ORDER 9981 AT 70: DESEGREGATING THE ARMED FORCES](#)

(ANNIVERSARIES SERIES)

By William Walker and Chuck Allen, 23 July 2018

*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, 24 July 2018

*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, 25 July 2018

*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, 26 July 2018

*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 VOL 6 ISSUE 5**

[WHAT IS THE ROLE OF RELIGION IN THE MODERN MILITARY?](#)

By Ronit Stahl and Jacqueline E. Whitt, 31 July 2018

*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, 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, 3 August 2018

*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 VOL 6 ISSUE 6**

[HOW MEMORIES OF MY LAI INFLUENCED MILITARY PROFESSIONALISM](#)

By Richard Lacquement and Andrew A. Hill, 7 August 2018

*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, 8 August 2018

*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, 10 August 2018

*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 VOL 6 ISSUE 7**

[WILL ARTIFICIAL INTELLIGENCE SOLVE OUR NATIONAL SECURITY PROBLEMS, OR CREATE THEM?](#)

By Mike Navicky and Andrew A. Hill, 14 August 2018

*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, 15 August 2018

*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, 16 August 2018

*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, 17 August 2018

*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 VOL 6 ISSUE 8**

[THE STRANGE BLOODLESS COUP IN ZIMBABWE -- SIX MONTHS LATER](#)

By Chris Wyatt and Jacqueline E. Whitt, 21 August 2018

*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, 22 August 2018

*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, 24 August 2018

*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 VOL 6 ISSUE 9**

[WHAT DO WE EXPECT OF OUR YOUTH?](#)

By Tim Warren and Andrew A. Hill, 28 August 2018

*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, 30 August 2018

*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 VOL 6 ISSUE 10**

[VIETNAM -- ONE MARINE'S PERSPECTIVE](#)

By David Bennett and Andrew A. Hill, 4 September 2018

*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, 6 September 2018

*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, 7 September 2018

*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 VOL 6 ISSUE 11**

[FROM THE DEAD OF WINTER: WASHINGTON AND VALLEY FORGE](#)

By Rick Herrera and Jacqueline E. Whitt, 11 September 2018

*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, 12 September 2018

*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, 14 September 2018

*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 VOL 6 ISSUE 12**[WHITEBOARD RESPONSE: IS THE US MILITARY TACTICALLY PROFICIENT, BUT STRATEGICALLY DEFICIENT? \(2 OF 2\)](#)

By WAR ROOM, 18 September 2018

*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, 19 September 2018

*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, 21 September 2018

*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 VOL 6 ISSUE 13**[HEZBOLLAH, ISRAEL'S BIGGEST CHALLENGE AMONG ARAB GROUPS](#)

By Ehud Eilam, 25 September 2018

*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, 26 September 2018

*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, 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, 28 September 2018

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

**WEEK OF 1 OCTOBER 2018 VOL 7 ISSUE 1**

**[HOW US LEADERSHIP OF THE GLOBAL ECONOMY AFFECTS STRATEGY](#)**

(ECONOMICS SERIES #3)

By C. Richard Neu and Joel Hillison, 1 October 2018

*How has the evolving economic landscape affected U.S. confidence in the global economic order, and what impact does this have on national security?*

**[RELATIONSHIPS MATTER: DON'T BE A TURKEY](#)**

By Mary Foster, 2 October 2018

*A oft-repeated saying is that "relationships matter" - but stresses of daily military life can get in the way, leading to greater problems down the road.*

**[WHITEBOARD: DOES BROADENING WORK?](#)**

By WAR ROOM Editors, 4 October 2018

*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 8 OCTOBER 2018 VOL 7 ISSUE 2**

**[WAR FILMS: COOPERATION AND FRICTION BETWEEN THE MILITARY AND HOLLYWOOD](#)**

By Ryan Wadle and Jacqueline E. Whitt, 10 October 2018

*Presents how the military's historical relationship with Hollywood began as mutually beneficial, but has had its challenges over time.*

**[GOTLAND: A NORDIC DEFENSE DILEMMA](#)**

By Jonny Lindfors, 12 October 2018

*Following Russia's fait accompli in Crimea, another strategic area of greater significance sits largely undefended in Europe's 'High North.'*

**WEEK OF 15 OCTOBER 2018 VOL 7 ISSUE 3**

**[FOREIGN FIGHTERS ARE NOT FOREIGN TO INSURGENCIES](#)**

By David Malet and Jacqueline E. Whitt, 16 October 2018

*What drives one to become a foreign fighter, traveling to fight in another's insurgency while not necessarily being paid? Ideology? Something else?*

**[THE CONNECTION BETWEEN PEACEKEEPING AND INCREASED SEX TRAFFICKING](#)**

By Carla Martinez Machain, Michael Flynn, and Sam R. Bell, 17 October 2018

*Provides insights from a research effort into factors of peacekeeping missions that may drive increased sex trafficking and what could help counter it.*

**[WHAT IT TAKES FOR COLONELS TO BE SUCCESSFUL](#) (LEADER PERSPECTIVES)**

By Wayne Eyre and Jacqueline E. Whitt, 19 October 2018

*WAR ROOM welcomes Lieutenant General Wayne Eyre of the Canadian Armed Forces to discuss his perspectives on strategic leadership.*

[THE HALLOWEEN WHITEBOARD: CALL FOR SUBMISSIONS](#)

By WAR ROOM Editors, 19 October 2018

*It's the "Night of the Living Dead Generals!" Who's your choice for the military leader you'd most like to bring back from the dead?*

**WEEK OF 22 OCTOBER 2018 VOL 7 ISSUE 4**[TRIALS AND ERRORS IN INTEGRATING FEMALE SOLDIERS](#)

By Miranda Summers-Lowe and Jacqueline E. Whitt, 23 October 2018

*What were the historical challenges of integrating women into the armed forces and what lessons do they provide for gender integration efforts now?*

[DEATH OF A GENERAL: EDWARD SIGERFOOS & LEADERS IN WAR](#)

By George Schwartz, 25 October 2018

*The story of BG Edward Sigerfoos from World War I illustrates how general officers should position themselves on the battlefield.*

[MILITARY MIGHT AND THE DEFENSE MARKETPLACE](#)

By Jennifer Mittelstadt and Jacqueline E. Whitt, 26 October 2018

*Has the promise of cost savings due to outsourcing been realized? Or, has the dependence on the private sector caused overall costs to increase?*

**WEEK OF 29 OCTOBER 2018 VOL 7 ISSUE 5**[WHITEBOARD RESPONSE: DOES 'BROADENING' WORK?](#)

By WAR ROOM Editors, 29 October 2018

*Provides the best reader responses to our question of how well Army efforts to provide 'broadening' opportunities to its officers helps them or the Army.*

[LEARNING ABOUT LEADERSHIP THROUGH THE CLASSICS](#) (LEADER PERSPECTIVES)

By Christopher Cavoli and Jacqueline E. Whitt, 30 October 2018

*WAR ROOM welcomes Lieutenant General Christopher Cavoli, Commander of U.S. Army Europe and Seventh Army, to discuss strategic leadership.*

[HALLOWEEN WHITEBOARD: THE UNDEAD GENERALS, PART 1](#)[HALLOWEEN WHITEBOARD: THE UNDEAD GENERALS, PART 2](#)

By WAR ROOM Editors, 31 October & 1 November 2018

*These two releases provided the reader responses providing the great deceased military leader they would want to resurrect to lead today's forces.*

[AMERICA IN VIETNAM: WHEN THE BEST AND BRIGHTEST GO WRONG](#)

By Brian VanDerMark and Andrew A. Hill, 2 November 2018

*How can incomplete information, unchallenged assumptions, lack of creative thinking, and short-sightedness lead to a series of poor decisions?*



**WEEK OF 5 NOVEMBER 2018 VOL 7 ISSUE 6****[LOOKING BACK AT THE INTERMEDIATE-RANGE NUCLEAR FORCES TREATY](#)**

By Grace Stettenbauer and Jacqueline E. Whitt, 6 November 2018

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

**[WHY WITHDRAW FROM THE INTERMEDIATE-RANGE NUCLEAR FORCES TREATY?](#)**

By Rob Farley and Jacqueline E. Whitt, 7 November 2018

*A BETTER PEACE explores the history of the INF and the controversies and implications of withdrawing from it in a two-part podcast series.*

**[NUCLEAR DECISION-MAKING AND NUCLEAR WAR: AN URGENT AMERICAN PROBLEM](#)**

By Louis René Beres, 8 November 2018

*How has the environment changed concerning national decisions to use nuclear weapons, and what new challenges and risks does this pose?*

**WEEK OF 12 NOVEMBER 2018 VOL 7 ISSUE 7****[REMEMBERING WORLD WAR I: A WHITEBOARD](#)**

By WAR ROOM Editors, 12 November 2018

*Our next Whiteboard asks readers their views of the most important insight about war or strategy gained from the study of World War I.*

**[LEADING AND WINNING IN GREAT POWER COMPETITION](#) (LEADER PERSPECTIVES)**

By John Richardson and Jacqueline E. Whitt, 13 November 2018

*31st Chief of Naval Operations discusses qualities necessary to lead in an environment of growing great power competition.*

**[DRIVEN TO DISTRACTION: WHAT SENIOR LEADERS CAN DO TO IMPROVE FOCUS](#)**

By Amishi Jha and Buck Haberichter, 14 November 2018

*Mindfulness training is being explored as a way to improve one's cognitive abilities; this podcast explains what it is, how it works, and its benefits.*

**[INF TREATY WITHDRAWAL: THE CONGRESSIONAL ROLE](#)**

By Frank Jones, 15 November 2018

*The Presidential decision to withdraw from the Intermediate-Range Nuclear Forces Treaty sparks a reflection on Congress' role in overseeing arms control.*

**[DIRTY MONEY: DEVELOPMENT, MONEY LAUNDERING, & REAL ESTATE](#)**

By James Wright, 16 November 2018

*Money laundering in real estate is a threat to political stability, as criminals and corrupt politicians move money to serve their own interests.*

**WEEK OF 19 NOVEMBER 2018 VOL 7 ISSUE 8**

[INFORMATION APOCALYPSE II: THIS TIME, IT'S PERSONAL](#)

By Mari Eder, 21 November 2018

*Propaganda, information operations, and psychological operations are now flooding the information sphere, eroding our trust in institutions and each other.*

[JUST BE GRATEFUL: THANKSGIVING, 1789](#)

By Andrew A. Hill, 22 November 2018

*WAR ROOM commemorates George Washington's 1789 Thanksgiving Proclamation, establishing the first official day of Thanksgiving.*

**WEEK OF 26 NOVEMBER 2018 VOL 7 ISSUE 9**

[A.I. & THE URGENCY OF FINISHING FIRST](#)

By Sam White, 27 November 2018

*Discusses how the pace of advances in Artificial Intelligence is threatening the Army's competitive advantage, and proposes what the Army should do about it.*

["HISTORY TEACHES US" NOTHING: THE "LESSONS" OF HISTORY](#) (PART 1)

By Con Crane, Jacqueline E. Whitt, and Andrew A. Hill, 29 November 2018

*Three War College faculty discuss how history can be misused, often because of a profound misunderstanding of the meaning and purposes of history.*

**WEEK OF 3 DECEMBER 2018 VOL 7 ISSUE 10**

[JUDGES, NOT LAWYERS: THE "LESSONS" OF HISTORY](#) (PART 2)

By Con Crane, Jacqueline E. Whitt, and Andrew A. Hill, 4 December 2018

*Three War College faculty continue their discussion about the lessons of history and the sometimes mistaken views of the roles of historians.*

[FIGHTING SEXUAL VIOLENCE IN WAR: CONTEXT MATTERS](#)

By Anne-Kathrin Kreft, 5 December 2018

*Reviews how the environment and social structures contribute to the problems of sexual violence during times of both conflict and peace.*

[DOCUMENTS CAN LIE, TOO: THE "LESSONS" OF HISTORY](#) (PART 3)

By Con Crane, Jacqueline E. Whitt and Andrew A. Hill, 7 December 2018

*This three-part series concludes with a discussion of how a historical mindset can help individuals sort out what information is valid or not.*

**WEEK OF 10 DECEMBER 2018 VOL 7 ISSUE 11**

[THE WAR ROOM HOLIDAY GIFT GUIDE!](#)

By Jacqueline E. Whitt and Andrew A. Hill, 10 December 2018

*Finding yourself stumped in the search for an appropriate gift for the national security professional in your life? We at WAR ROOM are here to help!*

[REMEMBERING WORLD WAR I: WHITEBOARD RESPONSE](#) (PART 1)

[REMEMBERING WORLD WAR I: WHITEBOARD RESPONSE](#) (PART 2)

By WAR ROOM Editors, 12 & 14 December 2018

*These two releases present the top reader responses on the most important insights about war or strategy gained from World War I.*

**WEEK OF 17 DECEMBER 2018 VOL 7 ISSUE 12**

[THE \\*SECOND\\* BEST FIELD ARMY COMMANDER -- A WHITEBOARD](#)

By WAR ROOM Editors, 17 December 2018

*This Whiteboard elicits reader responses to who is the 'second' best field Army commander ever and why -- including comparison with the best.*

[HOW WILL BREXIT IMPACT global CYBERSECURITY?](#)

By Anant Mishra, 19 December 2018

*Brexit poses an important question -- are there ways to preserve cooperation in cybersecurity in the wake of severed international arrangements?*