



# WAR ROOM

ONLINE JOURNAL OF THE U.S. ARMY WAR COLLEGE

**ANNUAL INDEX OF ARTICLES & FEATURES**

**2019**

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By David Oakley and Genevieve Lester July 9, 2019

*How has the relationships among intelligence agencies evolved over the past half century, and why is this important for leaders today?*

[A TALE OF TWO HILLS: THE MYTH AND REALITY OF THE BATTLE OF BAYONET HILL](#)

By David Murphy July 11, 2019

*Is it possible that the official story of the famous Battle of Bayonet Hill may be wrong and that the battle actually took place elsewhere?*

**WEEK OF 15 JULY 2019 VOL 10 ISSUE 2**[KNOWING WHEN A WAR IS UNWINNABLE — GENERAL FREDERICK C. WEYAND \(GREAT CAPTAINS\)](#)

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*Is General Frederick C. Weyand deserving of the title of Great Captain by virtue of his insights and actions during the Vietnam War?*

[OVERUSING PERSONAL TECHNOLOGY: TICKING TIME BOMB FOR STRATEGIC LEADERS](#)

By Steven Wick July 17, 2019

*What are the impacts of not being to disconnect from personal technologies and suffering from information overload and not enough sleep?*

[THE CHALLENGES OF KEEPING SPACE SECURE \(LEADER PERSPECTIVES\)](#)

By Jay Raymond and Jacqueline E. Whitt July 18, 2019

*Why is the space domain so important to the U.S., and what must leaders do to keep it protected from adversary exploitation?*

**WEEK OF 22 JULY 2019 VOL 10 ISSUE 3**[OPTIMIZING ARMY RECRUITING](#)

By Vylius Leskys July 22, 2019

*What innovations can the Army pursue to optimize its force structure, given the need to grow without increasing numbers of recruiters?*

[WHAT SHOULD A U.S. SPACE FORCE LOOK LIKE?](#)

By Andrew Diederich and Jacqueline E. Whitt July 23, 2019

*The space domain is becoming increasingly contested. What would the roles, missions, and required capabilities be for a space force?*

[DARK INTERNATIONAL RELATIONS: WHEN CRIME IS THE “DIME”](#)

By Paul Kan July 24, 2019

*How do criminal states infuse organized crime into their national instruments of power -- the 'DIME' -- and why?*

**WEEK OF 29 JULY 2019 VOL 10 ISSUE 4**[WHAT DOES IT TAKE FOR ONE TO SUCCEED IN A MULTINATIONAL ASSIGNMENT?](#)

By Christian Vial, George Woods and Jacqueline E. Whitt July 30, 2019

*A team of U.S. Army War College researchers studied factors that contribute to success in multinational staff assignments. Listen to two members of the team share their results.*

[CHASING THE DELTA: A PITFALL OF THE MILITARY'S ‘CAN-DO’ ETHOS](#)

By JP Clark August 1, 2019

*Can doing the right thing for the wrong reasons kill change? JP Clark suggests yes, and the military does it repeatedly.*

**WEEK OF 5 AUGUST 2019 VOL 10 ISSUE 5**[THE VIRTUE IN IGNORANCE: A FAREWELL](#)

By Andrew A. Hill August 5, 2019

*Our first editor-in-chief, Andrew Hill, bids farewell to the WAR ROOM and the U.S. Army War College.*

[WHY WAR COLLEGES? — A SPECIAL RE-RELEASE](#)

By Bill Rapp and Andrew A. Hill August 6, 2019

*More than a treatise on the roles, missions, challenges, and opportunities of senior PME, this podcast represents Andrew's vision of WAR ROOM as a forum for introspection on enduring issues in national security and the defense enterprise.*

[THE CARLISLE EXPERIENCE AT THE U.S. ARMY WAR COLLEGE](#)

By Andrew Diederich August 8, 2019

*A recent U.S. Army War College graduate gives advice to the incoming class on the many opportunities available outside of seminar.*

**WEEK OF 12 AUGUST 2019 VOL 10 ISSUE 6****[A STRATEGIC CONGRESS EMERGES: NATIONAL SECURITY AND THE 116TH CONGRESS](#)**

By Frank Jones August 12, 2019

*How has Congress' relationship with the executive branch evolved since the 2019 mid-term elections? What are the implications for defense?*

**[THE ARMED FORCES OF LIBERIA TODAY](#)**

By Roland Murphy and Chris Wyatt August 13, 2019

*LTC Roland Murphy, Liberian Army officer & member of the AY20 AWC class, joins Chris Wyatt to explore development of the Armed Forces of Liberia after the 2003 Civil War plus insights for security capacity building elsewhere.*

**[LET'S PREPARE FOR FUTURE WAR — OR BRACE FOR CATASTROPHIC DEFEAT](#)**

By Tom Spahr August 15, 2019

*The U.S. military recognizes the need to pursue emerging tech, but are constraints by various cultural and institutional factors precluding advancement?*

**[“GIRLS NEXT DOOR” — WOMEN AS EMOTIONAL LABORERS ON THE FRONT LINES](#)**

By Kara Dixon Vuic and Jacqueline E. Whitt August 16, 2019

*Kara Dixon Vuic and Jacqueline Whitt discuss history behind the employment of women as morale support to the troops on the front lines during various 20th century wars.*

**WEEK OF 19 AUGUST 2019 VOL 10 ISSUE 7****[A CAREER FULL OF ‘ZIGS’ AND ‘ZAGS’ — MAJOR GENERAL TAMMY SMITH \(LEADER PERSPECTIVES\)](#)**

By Tammy Smith and Jacqueline E. Whitt August 20, 2019

*US Army Reserve Major General Tammy Smith discusses her perspectives on strategic leadership, especially her current role in the Office of the Asst Sec of the Army for Manpower & Reserve Affairs.*

**[THE INFORMATION APOCALYPSE, PART IV: INTELLIGENCE SECRETS OF SUCCESS](#)**

By Mari Eder August 21, 2019

*Americans have to believe that the intelligence community is acting professionally, providing solid, fully vetted advice and analysis or there will be a price to pay.*

**[WORLD WAR I WAS ALSO FOUGHT IN AFRICA!](#)**

By Michelle Moyd and Jacqueline E. Whitt August 23, 2019

*World War I was a "world" war. An often-overlooked theater was Africa, where colonial armies fought honorably on behalf of their empires. What motivated Africans to fight in the armies of their colonial power?*

**WEEK OF 26 AUGUST 2019 VOL 10 ISSUE 8**[FINDING “WOW” MOMENTS \(AND OTHER WRITING TIPS FOR SENIOR](#)

By Jennifer Keene and Mike Neiberg August 26, 2019

*How does one develop a good thesis, or a hook in an introduction, or leave a lasting impression on a reader? Two scholars give their tips.*

[THE NATURE AND CHARACTER OF WAR -- THUCYDIDES](#)

By Tami Davis Biddle, Mike Neiberg, Richard Lacquement and Jacqueline E. Whitt August 28, 2019

*Why is Thucydides such an important figure in understanding the nature and character of war, and how it impacts societies and politics?*

[IS PROFESSIONAL MILITARY EDUCATION REALLY “STAGNANT”?](#)

By Chuck Allen August 29, 2019

*Contrary to the 2019 NDS, anecdotes from War College graduates suggest that the professional military education system is not stagnant.*

**WEEK OF 2 SEPTEMBER 2019 VOL 10 ISSUE 9**[THE MORE THINGS CHANGE, THE MORE THEY STAY THE SAME](#)

By Jacqueline E. Whitt September 3, 2019

*Jacqueline E. Whitt, new Editor-in-Chief, presents her vision for WAR ROOM, introduces our new teammates, & describes upcoming changes!*

[A SCIENTIFIC APPROACH TO WAR? ANTOINE-HENRI JOMINI \(GREAT STRATEGISTS\)](#)

By Bill Johnsen, Con Crane and Jacqueline E. Whitt September 5, 2019

*What were Jomini's contributions to theories of war and civil-military relations? How do they apply to militaries today?*

[HYPERSONICS: THE NEW ‘SPUTNIK’ MOMENT?](#)

By Mark Henderson September 6, 2019

*The rise of hypersonic missile technology has the potential to deliver strategic shock to the U.S. in the same way as the launch of Sputnik.*

**WEEK OF 9 SEPTEMBER 2019 VOL 10 ISSUE 10**[THE EISENHOWER SERIES COLLEGE PROGRAM: 50 YEARS OF OUTREACH](#)

By Edward Kaplan, Michael Baim and Jacqueline E. Whitt September 10, 2019

*When the nation sees increasing political divides & an ever widening civ-mil gap, the Eisenhower Series College Program tries to reverse the trend. Ed Kaplan and Mike Baim discuss 50 years of outreach.*

### [FAOs IN MDO: CHOOSING THE SCALPEL OVER THE SWORD](#)

By Ryan Kertis September 11, 2019

*As the U.S. Army invests more in the security force assistance mission has it overlooked a crucial instrument already in the toolkit?*

### [THE GENERAL STAFF THAT WASN'T](#)

By John Kuehn and JP Clark September 13, 2019

*What do you do when modernization, officer corps reform and strategy formulation come crashing together in time and space? The U.S. Navy created the General Board - what some consider the first U.S. General Staff.*

## **WEEK OF 16 SEPTEMBER 2019 VOL 10 ISSUE 11**

### [THE VALUE OF INQUIRY](#)

By Thomas Williams September 17, 2019

*Is your staff ride nothing more than a battlefield tour? Thomas Williams explains how to apply thoughtful inquiries that invite the respondent to exercise true critical & strategic thought.*

### [IT'S A MATTER OF INTELLECTUAL CURIOSITY](#)

By Terrie Peterkin, Maurice Sipos, John Bonin and Buck Haberichter September 18, 2019

*What is the difference between intelligence and intellect? Is there a difference and does it matter? How does one develop intellectual curiosity in themselves and others around them?*

### [DUSTING OFF THE DUSTY SHELVES](#)

By Thomas Bruscano September 20, 2019

*Our newest editor Tom Bruscano puts out the call for new and updated looks at old books, articles, chapters, speeches, conference panels, curriculum, documentaries, and so on. Time to dust off the Dusty Shelves.*

## **WEEK OF 23 SEPTEMBER 2019 VOL 10 ISSUE 12**

### [THERE'S MORE TO LIFE THAN LETHALITY](#)

By Andrew Diederich and Jacqueline E. Whitt September 24, 2019

*If all you ever think about is being more lethal then what are you forgetting. Andrew Diederich and Jackie Whitt take a look at what might be missing from the DoD's strategic thoughts.*

### [HOW THE ARMY IS \(NOT\) PREPARING FOR THE NEXT WAR](#)

By Katherine Kjellström Elgin and Peter Gilbert September 25, 2019

*Old habits are hard to break - like how your entire training process works when you decide to fight a different type of war. Elgin and Gilbert feel the U.S. Army is still missing the mark to prepare for limited great-power war.*

[SOME THINGS CHANGE, SOME STAY THE SAME](#)

By Emily Knowles, Celestino Perez, Jacqueline E. Whitt and Andrew A. Hill September 27, 2019  
*It's important to know that nature is enduring and character is ever changing in warfare...or is it? Regulars Whitt, Hill, and Perez are joined by Emily Knowles to discuss in Episode one of this three-part series.*

**WEEK OF 30 SEPTEMBER 2019 VOL 11 ISSUE 1**[WHERE HAVE WE SUCCEEDED: A WHITEBOARD](#)

By War Room September 30, 2019  
*What would you say are the most unheralded successes of the U.S. foreign policy since September 11, 2001? WAR ROOM presents the top 5 answers from respected scholars in the field.*

[ROLL OUT THE ROBOTS! MANAGING COMM NETWORKS AND ACCESS IN THE FUTURE](#)

By Paul Chlebo October 2, 2019  
*Roll out the talking robots – or at least the artificial intelligence (AI) technologies that can manage human communication networks on the future battlefield.*

[SOME THINGS CHANGE, SOME STAY THE SAME – EPISODE 2](#)

By Emily Knowles, Celestino Perez, Jacqueline E. Whitt and Andrew A. Hill October 4, 2019  
*Is AI actually changing the very nature of war? Or is it just convenient to make the claim? Regulars Whitt, Hill, and Perez are joined by Emily Knowles to discuss Ep 2*

**WEEK OF 7 OCTOBER 2019 VOL 11 ISSUE 2**[SOME THINGS CHANGE, SOME STAY THE SAME – EPISODE 3](#)

By Emily Knowles, Celestino Perez, Jacqueline E. Whitt and Andrew A. Hill October 8, 2019  
*Join our scholars for the third and final episode where they decide whether nature and character are important in describing war.*

[WILL NEW DOCTRINE FIX MISSION COMMAND?](#)

By Doug Orsi and Bobby Mundell October 9, 2019  
*Can revamped doctrine finally give mission command the boost it needs in the U.S. Army? Orsi and Mundell feel it goes much deeper and starts in garrison.*

[WE'RE ALL CONSTRUCTIVISTS NOW](#)

By Jacqueline E. Whitt and Ron Granieri October 11, 2019  
*How do nat'l security professionals understand adversaries' & allies' actions & motivations? What tools does the War College provide its students to prepare them for their next level of leadership?*

**WEEK OF 14 OCTOBER 2019 VOL 11 ISSUE 3**[TEACHING GENDER AND RACE IN HISTORY AT USMA](#)

By Greta Bucher and Jacqueline E. Whitt October 15, 2019

*In a rapidly changing, high tech world, what place does history have in the education of military officers? And how must we teach it differently for maximum impact?*  
@notabattlechick.

[INSIDER THREATS - AN ESSAY CONTEST](#)

By War Room October 16, 2019

*The OUSDI, in cooperation with WAR ROOM, is pleased to announce an essay contest to generate new ideas & elevate thinking about insider threats & how we respond to & counter them.*

[THE HONG KONG PROTESTS: A CASE STUDY OF POLICE AND MILITARY USE OF FORCE](#)

By Nicholas Blasco October 17, 2019

*The 2019 Hong Kong protests are the worst unrest in decades. Did the Police cause more harm than good in their methods? Can the United States learn from other's mistakes? Nick Blasco sees an opportune case study.*

[JUNGLE MISSION: A REVIEW \(DUSTY SHELVES\)](#)

By Nathaniel Moir October 18, 2019

*What can a 62 year old book about French Indochina teach us about modern warfare? Nathaniel Moir's DUSTY SHELVES contribution answers just that question.*  
@NathanielLMoir.

**WEEK OF 21 OCTOBER 2019 VOL 11 ISSUE 4**[THE MILITARY AND THE MEDIA: A MATCH MADE IN...NECESSITY?](#)

By War Room October 21, 2019

*One USAWC elective asked its students 'What is the state of the military's relationship with the media?' Here are their responses - and they may surprise you.*

[BIAS IN THE MEDIA?...SAY IT ISN'T SO](#)

By Amanda Cronkhite and Ron Granieri October 22, 2019

*Of course the media is biased...except your favorite news source ...right? Amanda Cronkhite joins Ron Granieri to delve into the reality of partisanship and objectivity in today's media.*  
@abcronkhite @RonaldGranieri.

[MEDIA AND THE MILITARY: A MATTER OF PROFESSIONALISM \(LOOKING AT YOU, #FOXNEWSIES\)](#)

By Jonathan Shine October 23, 2019

*If we all played by the rules, could the media & the military really trust one another to do what's best for the republic? Jonathan Shine examines the tensions between two professions that might seem at complete odds.*



**WEEK OF 28 OCTOBER 2019 VOL 11 ISSUE 5**[THE MOST IMPORTANT LEGACY OF THE VIETNAM CONFLICT: A WHITEBOARD](#)

By War Room October 28, 2019

*The legacy of the Vietnam Conflict is in the eye of the beholder. Proximity, involvement, sacrifice, and politics all color an individual's perspective. @amyjay401 @HeatherMStur @notabattlechick.*

[RETHINKING STRATEGY IN VIETNAM AFTER TET - EPISODE 1](#)

By Robert Brigham, Gregory Daddis, Lien-Hang Nguyen and Jacqueline E. Whitt October 29, 2019

*What are the truths and the myths that still haunt our perception of the U.S. involvement Vietnam. Were victory and peace truly doomed post Tet Offensive? @RobertKBrigham @notabattlechick.*

[RETHINKING STRATEGY IN VIETNAM AFTER TET - EPISODE 2](#)

By Robert Brigham, Gregory Daddis, Lien-Hang Nguyen and Jacqueline E. Whitt October 29, 2019

*Our panel continues the conversation in Ep 2 - What are the truths & the myths that still haunt our perception of the U.S. involvement Vietnam? Were victory & peace truly doomed post Tet Offensive? @RobertKBrigham @notabattlechick.*

**WEEK OF 4 NOVEMBER 2019 VOL 11 ISSUE 6**[CONFESSIONS OF A FAILED STRATEGIST](#)

By Jobie Turner November 5, 2019

*Can you build a tenable strategy if you don't really understand the problem and all of the players and their interests first? Jobie Turner lays out his journey of understanding in part 1 of his series @TurnerJobie*

[THE KURDISH LESSON](#)

By Larry Goodson November 7, 2019

*America's reliance on allies has been crucial since the birth of the nation. But alliances are not one sided and they come with long term strings. Larry Goodson examines the timeless lesson of the present situation in Syria.*

[ALLIES ARE MORE THAN FRIENDS](#)

By Eirik Kristoffersen and Ron Granieri November 8, 2019

*Major General Eirik Kristoffersen, Chief of the Norwegian Army, discusses his perspectives on strategic leadership and the importance of allies and relationships. @RonaldGranieri.*

**WEEK OF 11 NOVEMBER 2019 VOL 11 ISSUE 7**[WAC MARRIAGE CASE: THINKING ABOUT GENDER, SEX, AND MILITARY SERVICE](#)

By Tanya Roth and Jacqueline E. Whitt November 12, 2019

*In the waning years of the Women's Army Corps one marriage confounded all of the Army's rules @DrTanyaRoth @notabattlechick @outinnatsec @Natsecgirlsquad.*

[ESTIMATING THE SITUATION: INTUITION, DELIBERATION, OR A THIRD WAY?](#)

By Kristan Wheaton and Kelly Morningstar November 14, 2019

*What is more important in estimating the situation - the deliberate planning prowess of the staff or the intuition and experience of the commander? Or is there a third option?*

[BOOK LOVERS NEED APPLY: A DUSTY SHELVES PODCAST](#)

By Thomas Bruscano, Jonathan Klug and Ron Granieri November 15, 2019

*The DUSTY SHELVES editors join Ron Granieri in the studio to further explain the series and put out a call for your submissions. @Strategy\_Troll @RonaldGranieri.*

**WEEK OF 18 NOVEMBER 2019 VOL 11 ISSUE 8**[HA/DR: A CASE STUDY FOR POTENTIAL BILATERAL U.S.-CHINA INTEROPERABILITY](#)

By Hugh Harsono November 19, 2019

*Can two strategic competitors find a common ground for cooperation? Can humanitarian assistance and disaster relief build partnerships between the United States and China?*

[THE CHALLENGES OF WRITING BIOGRAPHIES](#)

By Fredrik Logevall and Michael Neiberg November 21, 2019

*Frederik Logevall joins Mike Neiberg to discuss writing techniques, biographies and what stroy JFK's life tells us about the rise of American power in the 20th century.*

[A QUESTION OF PROFESSIONALISM](#)

By Sanders Marble November 22, 2019

*Can highly skilled military technicians find time to hone their trade while still focusing on the profession? The question is still as relevant today as it was 100 years ago.*

**WEEK OF 25 NOVEMBER 2019 VOL 11 ISSUE 9**[ABRAHAM LINCOLN: THANKSGIVING 1863](#)

By War Room November 26, 2019

*WAR ROOM commemorates Abraham Lincoln's 1863 Thanksgiving Proclamation, given in a time when cause for thanks was perhaps difficult to find.*

**WEEK OF 2 DECEMBER 2019 VOL 11 ISSUE 10**[COMPETITIVE ADVANTAGE: MORE THAN JUST TECHNOLOGY](#)

By Gail Fisher, Joel Hillison and Buck Haberichter December 3, 2019

*The concept of competitive advantage gets thrown around a lot, but has the DoD properly defined it quantitatively and qualitatively? Is it more than just cutting edge technology?*

[WOULD ADMITTING MORE REFUGEES MAKE US SAFER?](#)

By Mark Grey December 5, 2019

*Is closing our borders to legitimate refugees making us safer or creating more instability in the world? Long-term national security may depend on us opening our doors wider in the here and now.*

[THE WEST POINT CLASS OF 1829](#)

By Paul Springer and Jacqueline E. Whitt December 6, 2019

*What can the West Point class of 1829 tell us about the professional and intellectual development of the officer corps? Springer shares the experiences that shaped their outlooks on officership, war, and success. @notabattlechick*

**WEEK OF 9 DECEMBER 2019 VOL 11 ISSUE 11**[DIVERSITY IN PROFESSIONAL MILITARY EDUCATION](#)

By Megan Hennessey, Brandy Jenner and Ron Granieri December 10, 2019

*Diversity means many things to many people. What does it mean to the DoD specifically when you're talking about the students and faculty of a professional military education institution?*

[IMPROVING INSTITUTIONAL STRATEGY: A CONVERSATION WITH MR. ROBIN SWAN](#)

By Petra Thomas and Robin Swan December 12, 2019

*How does a successful military strategist view the world? For starters it requires a significant mental flexibility and the ability to view the environment through many different frames. @USArmyOBT*

[THE 2019 HOLIDAY GIFT GUIDE](#)

By War Room December 13, 2019

*It's that time of the year again. Time to find that perfect gift for your favorite national security professional. And to help we've got the anxiously awaited WAR ROOM Gift Guide for 2019.*

[LEADERSHIP ROLE MODELS IN FICTION LITERATURE: A WHITEBOARD](#)

By War Room December 17, 2019

*Leadership comes in all shapes and sizes. Some of it good, some of it bad. We can learn something from all of it. What leaders in fiction have something to teach us.*

**WEEK OF 16 DECEMBER 2019 VOL 11 ISSUE 12**[MAKING PEACE, KEEPING PEACE](#)

By Paul Williams and Ron Granieri December 19, 2019

*Peacekeeping is a difficult mission. It's even more difficult when peace isn't actually desired by all participants. Paul Williams joins Ron Granieri to examine the ups & downs of peacekeeping in Somalia @PDWilliamsGWU @RonaldGranieri.*

**WEEK OF 23 DECEMBER 2019 VOL 11 ISSUE 13**[WINSTON CHURCHILL: CHRISTMAS 1941](#)

By War Room December 24, 2019

*In keeping with WAR ROOM's tradition of reprinting the holiday messages of leaders throughout history, here is the full text of Winston Churchill's 1941 Christmas Eve address. Happy Holidays to all of you and here's to a bright New Year.*

**WEEK OF 30 DECEMBER 2019 VOL 11 ISSUE 14**

[PARIS 1919: A CONVERSATION WITH MARGARET MACMILLAN](#)

By Margaret MacMillan and Michael Neiberg December 31, 2019

*WWI was a global war, and the Paris Peace Conference in 1919 opens up a global view from the end of the First World War. Margaret MacMillan discusses her studies of the topic with Michael Neiberg.*

[WHAT'S IN A NAME?](#)

By John Bonin and Mark Balboni January 2, 2020

*If recent history is any indicator, we need more deployable HQs. Then why does the Army keep resourcing non-deployable organizations?*