WEEK OF 7 JANUARY 2019 VOL 8 ISSUE 1

JOHN BOYD AND THE “OODA” LOOP (GREAT STRATEGISTS)
By Clay Chun and Jacqueline E. Whitt, released 8 January
  Presents the theories of John Boyd, a contemporary airpower theorist who created the OODA Loop, a learning approach to reducing uncertainty on the battlefield.

THREE FLAWED PRACTICES THAT UNDERMINE TALENT MANAGEMENT
By Rob McNellis, released 9 January
  Too many junior officers are unable to properly develop their talents because of three practices that conflict with stated Army leader development doctrine.

A 'BIG DATA' APPROACH TO WINNING THE ASYMMETRIC FIGHT
By Jacob Shapiro and Andrew A. Hill, released 11 January
  Presents how management of 'big data' can allow an asymmetric combatant to translate thousands of local outcomes to achieve the political goal.

WEEK OF 14 JANUARY 2019 VOL 8 ISSUE 2

WHAT DO YOU DO WITH FORCE AFTER YOU WIN?
By Wayne Lee and Jacqueline E. Whitt, released 15 January
  Discuss how the transition from conflict to post-conflict depends on cultures of the combatants involved, with implications for military roles and missions.

WE NEED AN AI-BASED ENEMY ANALYSIS TOOL ... NOW!
By Edward Ballanco, released 16 January
  Advances in artificial intelligence can, and should, be applied to new intelligence tools that can analyze and predict enemy actions on the battlefield.

LEADING AND MANAGING CHANGE: MORE THAN JUST A PROCESS
By Tom Galvin and Buck Haberichter, released 18 January
  Change in military organizations is hard. This podcast presents ways of crafting change stories to convince members and stakeholders of the need for change.
WEEK OF 21 JANUARY 2019 VOL 8 ISSUE 3

THE TALE OF TWO GENERALS WHO BECAME SECRETARY OF DEFENSE
By Chuck Allen, released 22 January
While retired flag officers might be candidates for SECDEF, the cases of Generals Marshall and Mattis highlight possible civil-military challenges.

JOHN WARDEN AND THE ENEMY AS A SYSTEM (GREAT STRATEGISTS)
By Clay Chun and Jacqueline E. Whitt, released 23 January
Presents the theories of John Warden, a contemporary airpower theorist who developed the five-ring model to help maximize effects of targeting an enemy.

*SECOND* BEST FIELD ARMY COMMANDER: WHITEBOARD RESPONSE
By WAR ROOM Editors, released 24 January
This Whiteboard response post presents the top reader responses to who is the 'second' best field Army commander ever and why.

THE PARTNERSHIP OF ROBERT E. LEE AND STONEWALL JACKSON (GREAT CAPTAINS)
By Christian Keller and Jacqueline E. Whitt, released 25 January
Discusses the strategic teaming of Generals Lee and Jackson whose strategic thinking and tactical prowess enabled Confederate success in the Civil War.

WEEK OF 28 JANUARY 2019 VOL 8 ISSUE 4

ROLES (AND PERILS) OF BEING A WATCHDOG: THE PRESS AND GOVERNMENT
By Amanda Cronkhite and Jacqueline E. Whitt, released 29 January
While the media provides an important check against abuses of government power, tensions can manifest in intimidation and violence against the press.

A CLOSER LOOK AT THE "NEW" U.S. STRATEGY FOR AFRICA
By Chris Wyatt, released 30 January
While many focus on the 'great power' angle of the Administration's "new" Africa Strategy, several points on U.S.-Africa relations are being overlooked.

REFLECTIONS ON THE HUE CITY MASSACRE
By Jim Bullington and Jacqueline E. Whitt, released 31 January

WEEK OF 4 FEBRUARY 2019 VOL 8 ISSUE 5

INTELLECTUAL PROPERTY RIGHTS & NATIONAL SECURITY
By Rob Farley and Jacqueline E. Whitt, released 5 February
How do intellectual property rights affect national security and the military's ability to acquire new capabilities and sustain its competitive advantage?
BEST MOVIE TO TEACH LEADERSHIP? A WHITEBOARD
By WAR ROOM Editors, released 6 February
Which movie would you recommend to new lieutenants, cadets, or high-schoolers to learn about leadership? Submit your answer to our newest Whiteboard!

CIVIL-MILITARY RELATIONS & THE DANGERS OF BEING A HIGHLY TRUSTED INSTITUTION
By Marybeth Ulrich and Jacqueline E. Whitt, released 8 February
These two releases provided the reader responses providing the great deceased military leader they would want to resurrect to lead today’s forces.

WEEK OF 11 FEBRUARY 2019 VOL 8 ISSUE 6

WHY DOES THE MEDIA COVER STORIES IN SOME COUNTRIES ... BUT NOT OTHERS?
By Amanda Cronkhite and Jacqueline E. Whitt, released 12 February
Why does the location of a news story affect its newsworthiness? And how does that influence policy makers, strategists, and the public at large?

THE POWER OF NUMBERS: CHALLENGES OF RAPIDLY EXPANDING THE ARMY
By Paul Larson and Andrew A. Hill, released 13 February
It is time for the Army to innovate in meeting the challenge of rapid expansion, because war has the power to surprise nations in unpleasant ways.

THE COMPLEX POLITICAL LANDSCAPE IN NIGERIA
By John Campbell and Chris Wyatt, released 14 February
Elections in Nigeria are not so much about issues. They are about personality and personal and ethical alliances as this podcast demonstrates.

WEEK OF 18 FEBRUARY 2019 VOL 8 ISSUE 7

GEORGE C. MARSHALL & LEADING THE NATIONAL WAR EFFORT (GREAT CAPTAINS)
By Bill Johnsen and Jacqueline E. Whitt, released 19 February
Presents the view that despite not having served as a field army commander, George Marshall’s vast accomplishments earn him the title of ‘great captain.’

THE HIDDEN COMPLEXITIES OF U.S. DECISION-MAKING ON NORTH KOREA
By Louis René Beres, released 20 February
North Korea’s capacity to expand its nuclear weapons remains unhindered, so what are the available strategic options and how should they be articulated?

KNOW THY ENEMY: OSAMA BIN LADEN & RISE OF THE NON-STATE ACTOR (GREAT CAPTAINS)
By Sparky Anderson and Jacqueline E. Whitt, released 22 February
A BETTER PEACE looks at the impacts of Osama bin Laden and the rise of the non-state actor, focusing on resistance to the Soviet occupation of Afghanistan.
HOW INDIA’S DEFENSE POLICY COMPLICATES US-INDIA MILITARY COOPERATION
By Abhijnan Rej, released 26 February
As the US-India defense relationship deepens, five weaknesses in India’s defense policy could inhibit co-operation in pursuit of common security interests.

BEYOND THUCYDIDES: HERODOTUS, XENOPHON & UNDERSTANDING WAR
(GREAT STRATEGISTS)
By Rob Farley and Jacqueline E. Whitt, released 27 February
What insights on ancient warfare can one glean from Herodotus and Xenophon that one might not get from reading Thucydides alone?

REAL MEN: COUNTERING A CENTURY OF MILITARY MASCULINITY
By Joshua Isbell, released 1 March
The U.S. military was structured under political and social gender norms that are becoming increasingly relevant. How should the U.S. military adapt?

RUSSIA, GREAT POWER COMPETITION, & POLITICS OF HYBRID WAR
By Mitchell Orenstein and Darrell Driver, released 5 March
How does Russia’s pursuit of great power competition serve its security interests and its vision of a future Europe?

DEVELOPING SENIOR OFFICERS WHO SOLDIERS WANT TO FOLLOW
By Chuck Allen and Craig Bullis, released 6 March
The significant impact of Army General Officers across the force suggests the need for better senior leader selection and development processes.

BEST MOVIE TO TEACH LEADERSHIP: WHITEBOARD RESPONSE
By WAR ROOM Editors, released 12 March
In this Whiteboard response, we present movies recommended by readers for new lieutenants, cadets, or high-schoolers to learn about leadership.

REMOTE WARFARE & RISKS OF RELYING ON LOCAL FORCES
By Emily Knowles and Jacqueline E. Whitt, released 13 March
Looks at NATO’s shift from conventional ops and toward ‘remote warfare’ -- relying on local forces while minimizing one’s own risks. Is it viable long-term?

LEARNING PAINFUL LESSONS FROM AFGHANISTAN
By Gunhild Hoogensen Gjørv, released 15 March
Presents civil-military problems from Afghanistan and warns against neglecting the civilian domain in future missions -- conventional or otherwise.
WEEK OF 18 MARCH 2019 VOL 8 ISSUE 11

RELIVING THE CIVIL WAR THROUGH BATTLEFIELD STAFF RIDES
By Christian Keller and Jacqueline E. Whitt, released 19 March
So you want to visit a Civil War battlefield and learn its history. How can one go about it so to get the most out of the experience?

ARE MADURO’S ACTIONS EMPOWERING OTHER WOULD-BE DICTATORS IN LATIN AMERICA?
By Amanda Cronkhite, released 20 March
How the international community deals with Venezuela may impact democracy in Latin America. It is a test case for would-be rulers-for-life in the region.

RUSSIA’S VIEW OF THE WEST: IT’S COMPLICATED
By John Tefft and Bob Hamilton, released 22 March
A BETTER PEACE welcomes AMB John Tefft to the studio to discuss Russia – its strategic interests, motivations, and relations with the U.S. and NATO.

WEEK OF 25 MARCH 2019 VOL 8 ISSUE 12

TRANSATLANTIC TRADE: MORE IMPORTANT THAN EVER
By Johan Eliasson and Darrell Driver, released 26 March
A BETTER PEACE presents the current state of transatlantic trade -- how important it is and why one should not automatically assume its sustainability.

CONVENTIONAL AND UNCONVENTIONAL WAR ARE NOT OPPOSITES
By Martijn Kitzen, released 28 March
Western reorientation toward conventional warfare follows a historically observed pattern that leaves them unprepared for future irregular warfare.

“GOOD ALLIES”: INTERNATIONAL PERSPECTIVES ON AFGHANISTAN
By JP Clark, released 29 March
States often have multiple objectives for sending their sons and daughters in harm’s way. How should commanders account for them in a multinational setting?

WEEK OF 7 JANUARY 2019 VOL 9 ISSUE 1

JOHN BOYD AND THE ”OODA” LOOP (GREAT STRATEGISTS)
By Clay Chun and Jacqueline E. Whitt, released 8 January
Presents the theories of John Boyd, a contemporary airpower theorist who created the OODA Loop, a learning approach to reducing uncertainty on the battlefield.

THREE FLAWED PRACTICES THAT UNDERMINE TALENT MANAGEMENT
By Rob McNellis, released 9 January
Too many junior officers are unable to properly develop their talents because of three practices that conflict with stated Army leader development doctrine.
A 'BIG DATA' APPROACH TO WINNING THE ASYMMETRIC FIGHT
By Jacob Shapiro and Andrew A. Hill, released 11 January

Presents how management of 'big data' can allow an asymmetric combatant to translate thousands of local outcomes to achieve the political goal.

WEEK OF 14 JANUARY 2019 VOL 9 ISSUE 2

WHAT DO YOU DO WITH FORCE AFTER YOU WIN?
By Wayne Lee and Jacqueline E. Whitt, released 15 January

Discuss how the transition from conflict to post-conflict depends on cultures of the combatants involved, with implications for military roles and missions.

WE NEED AN AI-BASED ENEMY ANALYSIS TOOL ... NOW!
By Edward Ballanco, released 16 January

Advances in artificial intelligence can, and should, be applied to new intelligence tools that can analyze and predict enemy actions on the battlefield.

LEADING AND MANAGING CHANGE: MORE THAN JUST A PROCESS
By Tom Galvin and Buck Haberichter, released 18 January

Change in military organizations is hard. This podcast presents ways of crafting change stories to convince members and stakeholders of the need for change.

WEEK OF 21 JANUARY 2019 VOL 9 ISSUE 3

THE TALE OF TWO GENERALS WHO BECAME SECRETARY OF DEFENSE
By Chuck Allen, released 22 January

While retired flag officers might be candidates for SECDEF, the cases of Generals Marshall and Mattis highlight possible civil-military challenges.

JOHN WARDEN AND THE ENEMY AS A SYSTEM (GREAT STRATEGISTS)
By Clay Chun and Jacqueline E. Whitt, released 23 January

Presents the theories of John Warden, a contemporary airpower theorist who developed the five-ring model to help maximize effects of targeting an enemy.

*SECOND* BEST FIELD ARMY COMMANDER: WHITEBOARD RESPONSE
By WAR ROOM Editors, released 24 January

This Whiteboard response post presents the top reader responses to who is the 'second' best field Army commander ever and why.

THE PARTNERSHIP OF ROBERT E. LEE AND STONEWALL JACKSON (GREAT CAPTAINS)
By Christian Keller and Jacqueline E. Whitt, released 25 January

Discusses the strategic teaming of Generals Lee and Jackson whose strategic thinking and tactical prowess enabled Confederate success in the Civil War.
WEEK OF 28 JANUARY 2019 VOL 9 ISSUE 4

ROLES (AND PERILS) OF BEING A WATCHDOG: THE PRESS AND GOVERNMENT
By Amanda Cronkhite and Jacqueline E. Whitt, released 29 January
While the media provides an important check against abuses of government power, tensions can manifest in intimidation and violence against the press.

A CLOSER LOOK AT THE "NEW" U.S. STRATEGY FOR AFRICA
By Chris Wyatt, released 30 January
While many focus on the 'great power' angle of the Administration’s "new" Africa Strategy, several points on U.S.-Africa relations are being overlooked.

REFLECTIONS ON THE HUE CITY MASSACRE
By Jim Bullington and Jacqueline E. Whitt, released 31 January

WEEK OF 4 FEBRUARY 2019 VOL 9 ISSUE 5

INTELLECTUAL PROPERTY RIGHTS & NATIONAL SECURITY
By Rob Farley and Jacqueline E. Whitt, released 5 February
How do intellectual property rights affect national security and the military's ability to acquire new capabilities and sustain its competitive advantage?

BEST MOVIE TO TEACH LEADERSHIP? A WHITEBOARD
By WAR ROOM Editors, released 6 February
Which movie would you recommend to new lieutenants, cadets, or high-schoolers to learn about leadership? Submit your answer to our newest Whiteboard!

CIVIL-MILITARY RELATIONS & THE DANGERS OF BEING A HIGHLY TRUSTED INSTITUTION
By Marybeth Ulrich and Jacqueline E. Whitt, released 8 February
These two releases provided the reader responses providing the great deceased military leader they would want to resurrect to lead today's forces.

WEEK OF 11 FEBRUARY 2019 VOL 9 ISSUE 6

WHY DOES THE MEDIA COVER STORIES IN SOME COUNTRIES ... BUT NOT OTHERS?
By Amanda Cronkhite and Jacqueline E. Whitt, released 12 February
Why does the location of a news story affect its newsworthiness? And how does that influence policy makers, strategists, and the public at large?

THE POWER OF NUMBERS: CHALLENGES OF RAPIDLY EXPANDING THE ARMY
By Paul Larson and Andrew A. Hill, released 13 February
It is time for the Army to innovate in meeting the challenge of rapid expansion, because war has the power to surprise nations in unpleasant ways.
THE COMPLEX POLITICAL LANDSCAPE IN NIGERIA
By John Campbell and Chris Wyatt, released 14 February
Elections in Nigeria are not so much about issues. They are about personality and personal and ethical alliances as this podcast demonstrates.

WEEK OF 18 FEBRUARY 2019 VOL 9 ISSUE 7

GEORGE C. MARSHALL & LEADING THE NATIONAL WAR EFFORT (GREAT CAPTAINS)
By Bill Johnsen and Jacqueline E. Whitt, released 19 February
Presents the view that despite not having served as a field army commander, George Marshall’s vast accomplishments earn him the title of ‘great captain.’

THE HIDDEN COMPLEXITIES OF U.S. DECISION-MAKING ON NORTH KOREA
By Louis René Beres, released 20 February
North Korea’s capacity to expand its nuclear weapons remains unhindered, so what are the available strategic options and how should they be articulated?

KNOW THY ENEMY: OSAMA BIN LADEN & RISE OF THE NON-STATE ACTOR (GREAT CAPTAINS)
By Sparky Anderson and Jacqueline E. Whitt, released 22 February
A BETTER PEACE looks at the impacts of Osama bin Laden and the rise of the non-state actor, focusing on resistance to the Soviet occupation of Afghanistan.

WEEK OF 25 FEBRUARY 2019 VOL 9 ISSUE 8

HOW INDIA’S DEFENSE POLICY COMPLICATES US-INDIA MILITARY COOPERATION
By Abhijnan Rej, released 26 February
As the US-India defense relationship deepens, five weaknesses in India’s defense policy could inhibit co-operation in pursuit of common security interests.

BEYOND THUCYDIDES: HERODOTUS, XENOPHON & UNDERSTANDING WAR (GREAT STRATEGISTS)
By Rob Farley and Jacqueline E. Whitt, released 27 February
What insights on ancient warfare can one glean from Herodotus and Xenophon that one might not get from reading Thucydides alone?

REAL MEN: COUNTERING A CENTURY OF MILITARY MASULINITY
By Joshua Isbell, released 1 March
The U.S. military was structured under political and social gender norms that are becoming decreasingly relevant. How should the U.S. military adapt?

WEEK OF 4 MARCH 2019 VOL 9 ISSUE 9

RUSSIA, GREAT POWER COMPETITION, & POLITICS OF HYBRID WAR
By Mitchell Orenstein and Darrell Driver, released 5 March
How does Russia’s pursuit of great power competition serve its security interests and its vision of a future Europe?
DEVELOPING SENIOR OFFICERS WHO SOLDIERS WANT TO FOLLOW
By Chuck Allen and Craig Bullis, released 6 March
The significant impact of Army General Officers across the force suggests the need for better senior leader selection and development processes.

WEEK OF 11 MARCH 2019 VOL 9 ISSUE 10

BEST MOVIE TO TEACH LEADERSHIP: WHITEBOARD RESPONSE
By WAR ROOM Editors, released 12 March
In this Whiteboard response, we present movies recommended by readers for new lieutenants, cadets, or high-schoolers to learn about leadership.

REMOTE WARFARE & RISKS OF RELYING ON LOCAL FORCES
By Emily Knowles and Jacqueline E. Whitt, released 13 March
Looks at NATO’s shift from conventional ops and toward ‘remote warfare’ -- relying on local forces while minimizing one's own risks. Is it viable long-term?

LEARNING PAINFUL LESSONS FROM AFGHANISTAN
By Gunhild Hoogensen Gjørv, released 15 March
Presents civil-military problems from Afghanistan and warns against neglecting the civilian domain in future missions -- conventional or otherwise.

WEEK OF 18 MARCH 2019 VOL 9 ISSUE 11

RELIVING THE CIVIL WAR THROUGH BATTLEFIELD STAFF RIDES
By Christian Keller and Jacqueline E. Whitt, released 19 March
So you want to visit a Civil War battlefield and learn its history. How can one go about it so to get the most out of the experience?

ARE MADURO’S ACTIONS EMPOWERING OTHER WOULD-BE DICTATORS IN LATIN AMERICA?
By Amanda Cronkhite, released 20 March
How the international community deals with Venezuela may impact democracy in Latin America. It is a test case for would-be rulers-for-life in the region.

RUSSIA’S VIEW OF THE WEST: IT’S COMPLICATED
By John Tefft and Bob Hamilton, released 22 March
A BETTER PEACE welcomes AMB John Tefft to the studio to discuss Russia -- its strategic interests, motivations, and relations with the U.S. and NATO.

WEEK OF 25 MARCH 2019 VOL 9 ISSUE 12

TRANSATLANTIC TRADE: MORE IMPORTANT THAN EVER
By Johan Eliasson and Darrell Driver, released 26 March
A BETTER PEACE presents the current state of transatlantic trade -- how important it is and why one should not automatically assume its sustainability.
CONVENTIONAL AND UNCONVENTIONAL WAR ARE NOT OPPOSITES
By Martijn Kitzen, released 28 March
Western reorientation toward conventional warfare follows a historically observed pattern that leaves them unprepared for future irregular warfare.

“GOOD ALLIES”: INTERNATIONAL PERSPECTIVES ON AFGHANISTAN
By JP Clark, released 29 March
States often have multiple objectives for sending their sons and daughters in harm’s way. How should commanders account for them in a multinational setting?

WEEK OF 8 JULY 2019 VOL 10 ISSUE 1

THE DOD-CIA RELATIONSHIP: ARE WE MILITARIZING STRATEGIC INTELLIGENCE?
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)
By Frank Jones and Jacqueline E. Whitt July 16, 2019
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?
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.

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.

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 though.*

**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 Bruscino September 20, 2019

*Our newest editor Tom Bruscino 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?*
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 OUSD I, 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 form 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 14 OCTOBER 2019 VOL 11 ISSUE 3

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.
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 in 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 in Vietnam? Were victory & peace truly doomed post Tet Offensive? @RobertKBrigham @notabattlechick.

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.

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 @Natsecgirlsquadr.
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 Bruscino, 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 story 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.
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?