



WAR ROOM

ONLINE JOURNAL OF THE U.S. ARMY WAR COLLEGE

INDEX OF ARTICLES & FEATURES

VOLUME 5 (SPRING 2018)

WEEK OF 2 APRIL 2018

[CLOSE FRIEND IN A DANGEROUS NEIGHBORHOOD: ON JAPAN-US RELATIONS](#)

By Chip Gregson and Ray Greene, Released 4 April

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, Released 6 April

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

[IS TRANSATLANTICISM DEAD?](#)

By Peter Sparding and Darrell Driver, Released 10 April

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, Released 13 April

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

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

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

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, Released 20 April

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**WHAT IS THE STATE OF U.S. RELATIONS WITH AFRICA?**

By Phil Carter and Chris Wyatt, Released 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, Released 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**WHY DO WE CELEBRATE ANNIVERSARIES? [ANNIVERSARIES SERIES]**

By Tom Galvin and Jacqueline E. Whitt, Released 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, Released 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, Released 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, Released 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**WHAT DO THE BRITS THINK OF AMERICAN OFFICERS?**

By Patrick Sanders and Jacqueline E. Whitt, Released 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, Released 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, Released 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**LEARNING STRATEGY THROUGH FILM**

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

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, Released 16 May

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, Released 18 May

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**GAME ON OR GAME OVER: HYPERCOMPETITION AND MILITARY ADVANTAGE**

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

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, Released 23 May

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

COMPECTE ABYSSUM: NEW TRICK FOR OLD DOG OF DETERRENCE

By Kelly Jordan, Released 24 May

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**DO ETHICS MATTER IN WARFARE TODAY?**

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

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, Released 30 May

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, Released 1 June

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**THE SENIOR NCO AS A STRATEGIC LEADER**

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

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, Released 6 June

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, Released 7 June

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, Released 8 June

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**STRATEGIC ATTACKS AND THEIR FALLOUT (INTELLIGENCE SERIES #4)**

By Richard Betts and Adam Dietrich, Released 12 June

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, Released 14 June

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, Released 15 June

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**"STAR WARS" AS A LENS FOR GRAND STRATEGY?**

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

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, Released 20 June

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, Released 21 June

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, Released 22 June

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**WE WANT TO HEAR FROM YOU! -- INTRODUCING WHITEBOARD**

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

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, Released 25 June

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, Released 26 June

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, Released 27 June

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, Released 28 June

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

WRITE FOR US!

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