

- 6**      **Building the Russian Concept of Operations in the Baltic Sea Region**  
**An Experimental Approach**  
Maj. Frederik Wintermans, Royal Netherlands Army  
Dan G. Cox, PhD  
*Much debate regarding Moscow's intentions in the Baltic Sea region preceded the quadrennial Russian military-strategic exercise ZAPAD-2021. With the backdrop of increasing NATO-Russia tensions over the past few years, some believe the Kremlin desires to seize and control the Baltic States.*
- 16**      **Multi-Domain Warfighting in NATO**  
**The 1 German-Netherlands Corps View**  
Lt. Gen. Andreas Marlow, German Army  
Lt. Col. Wilson C. Blythe Jr., U.S. Army  
*The ability to conduct large-scale combat operations underpins the credibility of NATO's deterrence and provides the basis for the defense of the Euro-Atlantic area in the event of conflict, and 1 (GE/NL) Corps must possess the ability to successfully perform the warfighting corps role.*
- 28**      **On Biological War**  
Al Mauroni  
*There has been no test of the U.S. military's biodefense capability, but the Nation's recent public health challenges in addressing the 2019 coronavirus pandemic (COVID-19) have caused questions as to whether the U.S. military is sufficiently prepared for an adversary that might be emboldened to use biological weapons against U.S. national security interests.*
- 38**      **A Mission of Mercy amidst Terror, Death, and Despair**  
**The Story of the National Relief Boat in the Great Yellow Fever Epidemic of 1878**  
Maj. James D. Campbell Jr., U.S. Army, Retired  
*The Army has been called upon to manage distribution, and in some cases the administration, of the vaccine in relief of the coronavirus pandemic, as well as other efforts in support of pandemic relief. However, as this article describes, designating the Army as a relief provider is not new or unique to this medical crisis.*
- 47**      **Protection of Civilians in Robust Peacekeeping Operations**  
**The Role of United Nations Special Operations Units**  
Maj. Josias Marcos de Resende Silva, Brazilian Army  
*Protection of civilians has become the most common standard for assessing the performance of UN peacekeeping. A Brazilian officer describes how, in response, the UN has recently adopted special operations units to enhance UN peacekeeping operations.*
- 58**      **The Strategic Competition for Partnership**  
**Inside Views from the Backbench: An Aide's Observations of Senior Leader Engagements**  
Capt. Sarah Melville, U.S. Army  
*An aide-de-camp provides insights into the inner workings of a senior leader's engagement preparation, execution, and follow-up gleaned from experiencing over seventy engagements between a deputy commanding general and leaders such as chiefs of defense, land component commanders, UN commanders, and ambassadors.*

**68 Assessing Mars**  
**A Holistic Framework for Land Forces Analysis**  
Chief Warrant Officer 2 Andrew L. Chadwick, PhD,  
U.S. Army National Guard  
*An intelligence analyst proposes a holistic framework for land forces analysis that fuses U.S. Army intelligence preparation of the battlefield techniques with methods employed by strategic intelligence organizations and military historians.*

**77 The Theater Army's Central Role in Integrated Deterrence**  
Maj. Justin Magula, U.S. Army  
*To counter growing threats from adversaries below the level of armed conflict, Army and joint leaders have placed increased emphasis on winning in competition short of armed conflict. Fortunately, the Army already employs an organization that can serve as the cornerstone of an integrated deterrence concept: the theater army.*

**90 Kicking the Beehive**  
**Reimagining Manned-Unmanned Teaming in Multi-Domain Operations**  
Capt. Clayton B. Jaksha, U.S. Army  
*An Army aviator opines that manned aircraft and unmanned aircraft system teaming will be decisive for Army aviation to penetrate, disintegrate, and exploit the enemy, but for it to be effective, the Army must make a materiel shift to swarming systems, embrace artificial intelligence in mission command and targeting processes, and reorganize into multi-domain formations at the platoon level.*

**98 How to Keep Changing an Army**  
**Adjusting Modernization in the Age of Loitering Munitions**  
Maj. Ryan Orsini, U.S. Army  
*Improved technology and tactics of massed loitering munitions in the hands of more formidable adversaries could dominate a future battlefield. To meet this challenge, the Army must pivot its modernization by adjusting how it organizes, experiments, and trains for change.*

**105 The Tactical Considerations of Augmented and Mixed Reality Implementation**  
Dr. Jan Kallberg  
Maj. Victor Beitelman, U.S. Army  
Maj. Victor Mitsuoka, U.S. Army  
Chief Warrant Officer 3 Jeremiah Pittman, U.S. Army  
Dr. Michael W. Boyce  
Lt. Col. Todd W. Arnold, U.S. Army  
*The integrated visual augmentation system provides an integrated suite of situational awareness capabilities to enable better decision-making and increase the tactical fighting ability of U.S. soldiers. However, there is a need to identify potential operational weaknesses in augmented reality/mixed reality systems.*

**114 History While It's Hot**  
**How a Group of U.S. Army Combat Historians Helped Preserve the GI's Perspective in Europe during World War II**  
Carson Teuscher  
*A military historian describes how, for the first time, the U.S. Army employed combat historians to record firsthand experiences of frontline combat infantry units.*

## REVIEW ESSAY

**126 The Other Face of Battle**  
**America's Forgotten Wars and the Experience of Combat**  
Donald P. Wright, PhD  
*The author critiques a book by Wayne E. Lee, Anthony E. Carlson, David L. Preston, and David Silbey in which the authors assess terrain, morale, care of casualties, and how U.S. arms and technologies fared against those of their adversaries during three battles from the American military experience.*