

- 8 Juneteenth  
Freedom's Journey (1619–2123)**  
Col. Dwayne K. Wagner, U.S. Army, Retired  
*In this poem, a retired Army colonel reflects on the African American path to emancipation over the course of five centuries and into the future.*
- 12 Concrete Command  
Why Combat Training Centers Should  
Prioritize Training on Urban Command  
Posts**  
Lt. Col. Craig Broyles, U.S. Army  
Charlotte Richter  
*Large, cumbersome command posts are easily identified and targeted in large-scale combat operations, but command post vulnerabilities can be mitigated by leveraging existing urban infrastructure for effective command and control.*
- 21 Bayraktars and Grenade-Dropping  
Quadcopters**  
How Ukraine and Nagorno-Karabakh  
Highlight Present Air and Missile Defense  
Shortcomings and the Necessity of  
Unmanned Aircraft Systems  
Capt. Josef "Polo" Danczuk, New York Army National  
Guard  
*Two of the most recent conflicts provide numerous examples of how modern militaries are fighting with unmanned aircraft systems and how they are capitalizing on the use of those systems through information operations.*
- 34 The Exploitable Conditions  
Framework**  
Strategies for Sociocultural Research  
and Analysis  
Nicole M. Laster-Loucks, PhD  
Benjamin A. Okonofua, PhD  
*The Exploitable Conditions Framework links critical sociocultural vulnerabilities to the activities of motivated domestic and foreign actors who exploit those vulnerabilities to achieve their objectives, including increasing instability, undermining local governance, accumulating wealth, increasing local access, and expanding their influence while decreasing the influence of rivals.*
- 47 The Wagner Group and U.S.  
Security Force Assistance in Africa**  
Changed and Challenging Dynamics  
Dr. Christopher Spearin  
*The Wagner Group, a Russian semistate security organization that supports Russian commercial and strategic interests, offers African nations an alternative to U.S. security force assistance.*
- 64 Toward a Mutually Beneficial  
Partnership with India to Improve  
U.S. Strategy in the U.S. Indo-  
Pacific Command**  
Maj. Patrick O'Brien Boling, PhD, Louisiana National  
Guard  
Dr. Paul Sanders  
*An enduring and equitable partnership between India and the United States could present opportunities for both nations to work together to contain China's influence in the Indo-Pacific region.*
- 75 The Responsibility to (Selectively)  
Protect**  
R2P's Dubious Future Post-Libya  
Capt. Pat Serrato, U.S. Army  
*The standing and status of UN Security Council Resolution 1973, the Responsibility to Protect, has significantly diminished in the years following NATO's intervention in Libya, and its future is questionable absent major reform.*

## 85 The Impact of Supply Chain Issues on Military Training and Readiness

Lt. Col. Paul Santamaria, U.S. Army  
Maj. Sam Yoo, U.S. Army  
Dr. Vikram Mittal

*The defense industrial base must be able to provide a robust supply chain of goods that allows the U.S. military to conduct both training and combat operations, but the constant flow of materiel necessary for realistic training is not very resilient to supply chain perturbations.*

## 95 A Foundational Approach to Build and Sustain a Strong People-Focused Culture at the Battalion Level and Below

Lt. Col. James "Mike" Blue, U.S. Army  
Capt. Ashley Barber, U.S. Army  
Capt. Bianca Castillo, U.S. Army  
Rob Morgan, PsyD

*The 307th Military Intelligence Battalion has taken an innovative approach to operationalize the vision of the Army People Strategy by implementing its Operation Titan Foundation to decrease high-risk behaviors, change how soldiers view training experiences, and increase their interest and engagement in valuable topics.*

## 108 Contextualizing the Results Improving the Order of Merit List

Command Sgt. Maj. Matthew J. Reed, U.S. Army

*To recruit and retain enlisted talent, the Army must enhance its talent evaluation boards' feedback mechanisms by clarifying insights, contextualizing the results through data visualization, and providing personalized feedback to its NCOs.*

## 116 The Discipline Gap How Army Leadership Curricula Misses the Mark and Why It Should Change

Maj. Anthony Lenze, U.S. Army

*Army efforts to prepare junior officers for command falls short. The critical deficiency lies in officer leadership curricula that treats discipline with indifference.*

## 127 Reexamining Administrative Investigations

### Creating an Investigating Officer Functional Area

Maj. Peter B. Postma, U.S. Army Reserve

*The current administrative investigative system underserves Army commanders. The Army should create a new functional area for an administrative investigating officer to address this deficiency and better serve individual commands and the Army as a whole.*

## 137 Setting the Conditions for Mission Command to Flourish

Lt. Col. Marc E. Boberg, EdD, U.S. Army, Retired  
Maj. Justin Cunningham, U.S. Army

*The success of the 7 April 2003 "Thunder Run" in Iraq was due to the development a command climate of trust based on positive leadership, competence developed during months of training, and a shared understanding of the bigger operational purpose.*

## REVIEW ESSAY

## 150 Ballad of the Green Beret

### The Life and Wars of Staff Sergeant Barry Sadler from the Vietnam War and Pop Stardom to Murder and an Unsolved, Violent Death

Lt. Col. Rick Baillergeon, U.S. Army, Retired

*The author critiques Marc Leepson's biography of Vietnam veteran, songwriter, and author Barry Sadler.*