

## 6 Field Manual 4-0

### Driving Sustainment Change

Lt. Gen. Michael D. Lundy, U.S. Army  
Maj. Gen. Rodney D. Fogg, U.S. Army  
Col. Richard D. Creed Jr., U.S. Army  
Lt. Col. William C. Latham Jr., U.S. Army, Retired

*The commander of the U.S. Army Combined Arms Center and his fellow authors discuss the importance of doctrine; specifically, how Field Manual 4-0, Sustainment Operations, provides the doctrinal framework for sustainment operations necessary to fight and win in large-scale combat operations in a multi-domain environment.*

## 12 A Logic All Its Own

### Russian Operational Art in the Syrian Campaign

Lt. Col. Nicholas Sinclair, U.S. Army

*The author describes the unique logic of Russian military thought and how Russia successfully implemented operational art during its campaign in Syria.*

## 22 The Small-Team Replacement System

### Wartime Replacement Systems in Large-Scale Combat Operations

Maj. R. Smith Griggs, U.S. Army  
Capt. Jacob Haider, U.S. Army  
Luke Flatebo

*The authors posit that building and maintaining combat power in the face of high-intensity combat casualty rates requires an effective personnel replacement system. They propose a small-team replacement system to meet the challenges of large-scale combat operations.*

## 29 Leadership during Large-Scale Combat Operations

Maj. Jeremy Smith, U.S. Marine Corps

*A Marine Corps officer opines that mission command is a philosophy and a principle, not a warfighting function, and argues that Army leaders should study history and embrace command and control to prepare for large-scale combat operations. This article won third place in the 2019 MacArthur Writing Contest.*

## 36 Developing Readiness to Trust Artificial Intelligence within Warfighting Teams

Chaplain (Maj.) Marlon W. Brown, U.S. Army

*According to an Army chaplain, by using current doctrinal concepts of trust and understanding the factors that lead to an individual decision to trust, the Army can achieve a high level of readiness to trust artificial intelligence in cohesive warfighting teams.*

## 45 Not an Intellectual Exercise

### Lessons from U.S.-Israeli Institutional Army Cooperation, 1973–1982

Maj. Ethan Orwin, U.S. Army

*The author recounts the high-level personal contact between U.S. and Israeli military leaders after the end of the Yom Kippur War and examines its implications for present-day cooperation between the two armies.*

## 56 Air Supremacy

### Are the Chinese Ready?

Maj. Jonathan G. McPhilamy, U.S. Air Force

*An Air Force officer explains that while China has invested heavily in its defensive air capabilities, it still lags significantly behind the West in three areas important for offensive airpower projection: air integration in the joint fight, aerial refueling, and aircraft production and sustainment.*

## 62 Information on the Twenty-First Century Battlefield

### Proposing the Army's Seventh Warfighting Function

Capt. Charles M. Kelly, U.S. Army

*The author proposes that the Army should adopt information as the seventh warfighting function to enable the adequate integration of information in operational planning and execution and provide an improved ability to apply force below the threshold of lethal effects.*

## 70 The Army's Gap in Operational-Level Intelligence for Space as Part of Multi-Domain Operations

Maj. Jerry V. Drew II, U.S. Army

*An operations officer in the 1st Space Brigade believes that to become an effective multi-domain force, the operational-level Army must begin linking both strategic- and tactical-level space intelligence to plan the operational-level fight, to convey the Army's intelligence needs to the joint force, and to provide meaningful analysis to tactical echelons.*

## 80 Great Power Collaboration?

### A Possible Model for Arctic Governance

Maj. Dai Jing, Singapore Armed Forces

Master Sgt. Raymond Huff, U.S. Army

*The authors assert that as the environmental, economic, and security impacts of the Arctic are global in nature, its governance should also be correspondingly global, and the United States, as both an Arctic state and the largest economy in the world, should take the lead in fostering international cooperation in the Arctic.*

## 89 Evaluating Our Evaluations

### Recognizing and Countering Performance Evaluation Pitfalls

Lt. Col. Lee A. Evans, PhD, U.S. Army

Lt. Col. G. Lee Robinson, PhD, U.S. Army

*The authors explain the structural and cognitive biases inherent in the Army's performance evaluation system and provide recommendations to help senior raters more objectively evaluate their subordinates.*

## 100 Option 17

### Military Law and Vigilante Justice in Prisoner of War Camps during World War II

Mark M. Hull, PhD, JD, FRHistS

*A criminal law and history professor provides World War II vignettes to illustrate that the Code of Conduct should be rewritten in accord with the controlling language of the Geneva Convention, and other language in the code should be changed to reflect the ideal that prisoners do not have disciplinary power over other prisoners, regardless of circumstances.*

## 108 Key Ingredient in Army Leader Development

### Graduate School

Maj. George Fust, U.S. Army

*The author analyzes the levels of education achieved by Army senior officers to better understand the results of the Army's current graduate school policy and to identify how to better leverage graduate school to develop leaders who can then be more effective in strategic-level positions.*

## 120 The Reemergence of Gray-Zone Warfare in Modern Conflicts

### Israel's Struggle against Hamas's Indirect Approach

Omer Dostri

*The author presents a case study of the conflict between Hamas and Israel to show how gray-zone warfare is neither an innovative nor old phenomenon. The case study describes trends in the geopolitical and strategic environments and a renewed phenomenon applied by modern technologies and tools.*

## REVIEW ESSAY

## 128 Admiral Bill Halsey

### A Naval Life

Lt. Col. John H. Modinger, PhD, U.S. Air Force, Retired

*The author critiques a book by Thomas Alexander Hughes that profiles the life of Fleet Adm. William "Bull" Halsey, arguably the most famous naval officer of World War II.*