6  Field Manual 4-0  
Driving Sustainment Change  
Lt. Gen. Michael D. Lundy, 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  
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?  

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.

128 Admiral Bill Halsey

A Naval Life


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.