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How the People's Liberation Army Poses an All-of-Army Challenge
Ian M. Sullivan
In its quest to become the predominant nation in the world, China is creating an armed capability to defeat the United States regionally and eventually globally. China's military modernization covers every part of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy, or DOTMLPF-P.
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The People's Republic of China has slowly, consciously, and purposefully expended enormous effort to build an indigenous film industry. The effort is now paying off in terms of the quality of Chinese propaganda appearing on mainstream media-sharing platforms.

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Hollywood, China, and the Global Battle for Cultural Supremacy
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Complementing the article "Chinese Propaganda: The Hollywood Effect," the author critiques a book by Erich Schwartzel that provides a detailed exploration of the overt and covert infiltration of the Chinese government into the American motion picture industry.

FEATURED ARTICLES

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Maj. Vincent Shaw, U.S. Army
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Economic thought and the critical decisions made during turbulent period of the all-volunteer force's first decade, 1973–1983, can better inform how to approach temporary, recurring, and systemic accessions issues in the military today.
- 79** **America's Call to Duty**
Col. Dianna L. Carson, U.S. Army, Retired
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America must come together through a model like the White House Conference on Small Business to overcome the military's increasing isolation from the public it serves.

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Lt. Col. Andrew Underwood, U.S. Army
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A deployment to the Baltic State of Estonia provides unique lessons for a U.S. Army artillery battalion. Those lessons can serve as a groundwork for other U.S. units that will deploy to that country.

102 **Rebalancing the Nation's Center of Gravity**

Interagency Challenges in the Wake of Pandemic Restrictions

Maj. Bradley H. Craycraft, U.S. Army

Pandemic restrictions exacerbated the vulnerabilities of young Americans, creating significant obstacles for military recruitment, potentially unbalancing the Nation's center of gravity, and affecting the will of future Americans to support the government's national objectives.

121 **FM 3-0**

A Step Forward in Approaching Operational Art

Maj. Christopher M. Salerno, U.S. Army

Field Manual 3-0, Operations, succeeds because it provides commanders with a doctrinal approach to operational art. Unlike operational concepts designed for a single operational environment (OE), the Army's multidomain operations concept can and must be tailored by the commanders to succeed in diverse OEs. This article won second place in the 2023 General William E. DePuy Special Topics Writing Competition.

SPOTLIGHT: 11TH AIRBORNE DIV.

130 **From Heaven to Hell**

Fires Employment for the 11th Airborne Division "Arctic Angels"

Lt. Col. Chad W. Fitzgerald, U.S. Army

Lt. Col. Dan Graw, U.S. Army

Capt. Hannah Kuegler, U.S. Army

The Arctic's severe conditions constrain the efficient deployment of artillery, but technological and tactical advancements can mitigate these challenges. The 11th Airborne Division's two field artillery battalions are working diligently to assist the U.S. Army in developing and codifying the use of fires and field artillery in the Arctic during both airborne and air assault operations.

141 **Assured Mobility in the Arctic**

Lt. Col. Joshua P. Bost, U.S. Army

Lt. Col. Elizabeth A. Knox, U.S. Army

Chief Warrant Officer 2 Jomar R. Perez, U.S. Army

11th Airborne Division engineers are focused on assured mobility in extreme cold weather and mountainous terrain; specifically, the macroeffects of terrain on movement and maneuver in extreme cold weather, the strengths and limitations of snow and ice on operations, and modern usage of airborne and air assault operations in subarctic and arctic environments.

149 **Strategic Partnership in the Himalayan Mountains**

Yudh Abhyas 2022

Lt. Col. Jake A. Hughes, U.S. Army

The "Denali Squadron" from the 11th Airborne Division partnered with the 9th Assam Battalion of the Indian army for high-altitude training in Auli, India, during Exercise Yudh Abhyas, an annual bilateral exercise directly focused on broadening ties with India.

COMMENTARY

160 **A Prose Elegy on the Freedom of Thought**

Glenn Corn

The author uses two twentieth-century examples to show how America's cancel culture is not a new phenomenon.