

## 6 Preventing the Collapse

### Fighting Friction after First Contact at the National Training Center

Lt. Col. Brian P. Schoellhorn, U.S. Army

*A former senior trainer at the National Training Center (NTC) describes how the NTC replicates the friction of war and offers recommendations on how leaders can reduce that friction to a manageable level.*

## 19 Lightning Strike

Brig. Gen. Joel B. (J. B.) Vowell, U.S. Army  
Maj. Benjamin Scott, U.S. Army  
Maj. Edward Guelfi, U.S. Army

*The 25th Infantry Division validated its previous success in a Warfighter exercise (WFX) by executing critical WFX events under integrated virtual and live-fire conditions within a multi-domain operations construct during Operation Lightning Strike.*

## 30 We Are Missing Opportunities to Build Sustained, Total Force Readiness inside Brigade Combat Teams

Lt. Col. Nicholas Melin, DPhil, U.S. Army

*The author highlights how brigade combat teams (BCTs) are not properly integrating echelons-above-brigade enablers into their formations. He identifies steps BCTs can take to alleviate this readiness gap and offers institutional recommendations for formal, regional alignment of enablers with BCTs and divisions.*

## 39 Death Ignores the Golden Hour

### The Argument for Mobile, Farther-Forward Surgery

Lt. Col. Brian C. Beldowicz, MD, U.S. Army  
Maj. Michael Bellamy, DO, U.S. Army  
Maj. Robert Modlin, U.S. Army

*Three medical experts believe the "Golden Hour" paradigm is inadequate for large-scale combat environments, where timely medical evacuation is not guaranteed, and they offer a more deliberate mission-support model that places surgical elements farther forward on the battlefield.*

## 49 Divided We Fall

### How the U.S. Force Is Losing Its Joint Advantage over China and Russia

Lt. Col. Dan Sukman, U.S. Army  
Lt. Col. Charles Davis, PhD, U.S. Army, Retired

*The authors hold that the U.S. military is losing its advantage with respect to joint interoperability, and U.S. military leadership must reverse this trend through a renewed emphasis on joint officer development and a reaffirmed commitment to improving the capability and capacity of the joint force.*

## 57 Gap-Crossing Operations

### Medieval and Modern

John D. Hosler, PhD

*A military historian presents examples of medieval wet-gap crossings from which modern-day tacticians can draw valuable lessons.*

## 66 Utilizing Army Historians in the Operational Force

Capt. Michael Loveland, U.S. Army Reserve

*The author asserts that most commanders and staff officers remain woefully ignorant regarding the operational role of historians. He explains how they can leverage the expertise of Army historians as part of everyday operations.*

## 77 "Trans-Rational"

### Iran's Transnational Strategy for Dominance and Why It Cannot Survive Great Power Competition

Maj. Scott J. Harr, U.S. Army

*Iran trains, supports, and employs a vast network of nonstate, transnational proxies to advance its foreign policy agenda across the Middle East. The author analyzes some of the challenges associated with this approach, draws conclusions about the prospects of Iran's strategy, and offers recommendations for U.S. policy and actions regarding Iran.*

## 85 Tweeting Terror Live

### Al-Shabaab's Use of Twitter during the Westgate Attack and Implications for Counterterrorism Communications

Victoria Fassrainer

*A specialist in international affairs details the use of live-tweets by al-Shabaab terrorists during their 2013 attack on the Westgate Mall in Nairobi, Kenya, offers a hybrid theoretical framework for analyzing the group's motivations, and presents her findings from that analysis.*

## 96 Consolidating Gains in Northeast Syria

### A Whole-of-Government Approach to Evaluating Civil Authority

Lt. Col. Peter Brau, U.S. Army

*In a follow-up article to the previously published "Civil Authority in Manbij, Syria," a civil affairs officer recounts U.S. efforts to help restore normalcy to northeast Syria through interagency coordination and support of local civil councils.*

## 106 Sluss-Tiller Tests the Cultural Competence Special Operations Forces Need

Louise J. Rasmussen, PhD

*The author describes cultural competence requirements identified while observing Operation Sluss-Tiller, the culminating exercise for civil affairs students, and considers the effectiveness of the Adaptive Readiness for Culture (ARC) competence model as a tool for evaluating cultural skills.*

## 116 Rethinking Uzbekistan

### A Military View

Maj. Daniel J. O'Connor, U.S. Army

*Uzbekistan has the potential to take the lead on development in the entire Central Asia region. The author examines the region's geopolitical environment and argues for a closer U.S.-Uzbekistan partnership.*

## REVIEW ESSAY

## 130 The Early Air War in the Pacific

### Ten Months That Changed the Course of World War II

Lt. Col. Jesse McIntyre III, U.S. Army, Retired

*The author critiques a book by Ralph Wetterhahn, an experienced fighter pilot, on aerial combat in the Pacific theater during the early days of World War II.*