<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
<th>Title</th>
<th>Authors</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Preventing the Collapse</td>
<td>Fighting Friction after First Contact at the National Training Center</td>
<td>Lt. Col. Brian P. Schoellhorn, U.S. Army</td>
<td>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.</td>
</tr>
<tr>
<td>39</td>
<td>Death Ignores the Golden Hour</td>
<td>The Argument for Mobile, Farther-Forward Surgery</td>
<td>Lt. Col. Brian C. Beldowicz, MD, U.S. Army, Maj. Michael Bellamy, DO, U.S. Army, Maj. Robert Modlin, U.S. Army</td>
<td>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.</td>
</tr>
<tr>
<td>19</td>
<td>Lightning Strike</td>
<td>How the U.S. Force Is Losing Its Joint Advantage over China and Russia</td>
<td>Lt. Col. Dan Sukman, U.S. Army, Lt. Col. Charles Davis, PhD, U.S. Army, Retired</td>
<td>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.</td>
</tr>
<tr>
<td>57</td>
<td>Gap-Crossing Operations</td>
<td>Medieval and Modern</td>
<td>John D. Hosler, PhD</td>
<td>A military historian presents examples of medieval wet-gap crossings from which modern-day tacticians can draw valuable lessons.</td>
</tr>
<tr>
<td>66</td>
<td>Utilizing Army Historians in the Operational Force</td>
<td></td>
<td>Capt. Michael Loveland, U.S. Army Reserve</td>
<td>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.</td>
</tr>
</tbody>
</table>
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.

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.