

## 8 Exploring Artificial Intelligence-Enhanced Cyber and Information Operations Integration

Brig. Gen. Russell E. McGuire, JD, Virginia Army National Guard

Maj. Andre Slonopas, PhD, Virginia Army National Guard

Capt. Edward Olbrych, Virginia Army National Guard

*Integrating artificial intelligence into U.S. military information operations is a necessary transition in contemporary multidomain operations. Its strategic use will allow the United States to challenge sophisticated threats and influence operations with unparalleled efficiency and scale.*

## 20 Lessons on Public-Facing Information Operations in Current Conflicts

Maj. Joseph D. Levin, JD, U.S. Army

*America must apply lessons learned about cognitive warfare and information domain operations from current global conflicts to be fully prepared for modern large-scale combat operations.*

## 32 Prioritizing Maintenance Restructuring and Resourcing for Autonomous Systems

Maj. Dennis A. Vinett, U.S. Army

*The Army must consider all aspects of tactical employment of autonomous systems. Resourcing for trained soldiers within properly designed maintenance structures at echelon must remain a part of the autonomous vehicle conversation because the Army cannot afford to outsource its tactical maintenance capability.*

## 42 Leveraging Data for Warehouse Distribution Success During Operation Allies Welcome A Retrospective on Operationalizing Data

Maj. Daniel Marcey, U.S. Army

*The transformative role of data in organizational decision-making is realized when leaders embrace data strategies, utilize accessible tools, and integrate data into their operational processes for more effective and informed leadership.*

## 53 What Constitutes a Capability? Leveraging the Ukraine Experience to Define an Overused Term

Lt. Col. Kyle J. Hatzinger, PhD, U.S. Army

Lt. Col. Molly J. Schaefer, U.S. Army Reserve

*The war in Ukraine continually demonstrates the importance of tying together doctrine, organization, training, materiel, leader development and education, personnel, facilities, and policy to achieve battlefield success. This article won third place in the 2024 General William E. DePuy Special Topics Writing Competition.*

## 67 Theater Armies Complex Yet Indispensable to Multidomain Operations

Lt. Col. Matthew A. McGrew, U.S. Army, Retired

Maj. Brandon J. Schwartz, U.S. Army

*To be decisive, corps and divisions must have areas of operation properly managed by a theater army, which enables their focus on achieving their objectives in close combat. The theater army is the most significant enabler of multidomain operations.*

## 78 Authorities and the Multidomain Task Force Enabling Strategic Effect

Maj. Steven C. Higgs, U.S. Army

*Retaining the multidomain task force at the theater army level enables the corps by ensuring the authorities of the geographic combatant commander are closely linked to the strategic capabilities it provides.*

## 88 Army Fires Enabling Joint Convergence in a Maritime Environment

Col. Jon Harvey, U.S. Army

Lt. Col. Matthew R. Arrol, U.S. Army, Retired

Chief Warrant Officer 5 Steven Pressley, U.S. Army

*In the Pacific, Army fires will be essential to enabling joint force convergence but will require new approaches to employment and revisiting traditional concepts of fire support in a maritime context.*

## 101 Invest in Battlefield Obscuration to Win During Large-Scale Combat Operations

Lt. Col. Michael Carvelli, U.S. Army

*To affect large-scale combat operations in the current operational environment, the Army must reevaluate its position on battlefield obscurants to enable complex operations and reduce casualties.*

## 108 What Can We Learn from Measuring Unit Culture? Preliminary Evidence from a Data-Centric Approach to Organizational Performance

Lt. Col. Jonathan D. Bate, U.S. Army  
1st Lt. Nicholas T. Calhoun, U.S. Army

*Integrating the art and science of data allows commanders to make data-centric decisions based on evidence by informing—not replacing—experience and gut instinct.*

## 116 Nine Narratives Destroying American Diplomacy and How to Counter Them

Louise J. Rasmussen, PhD

*Certain common narratives present barriers to prioritizing deliberate development and deployment of people who, by design not by chance, engage and expand America's influence in the world.*

## 128 Sino-Vietnamese Defense Relations

Cadet Brandon Tran, U.S. Military Academy

*Vietnam's relationship with the United States only has potential for growth, contingent on continued U.S. overtures. Taking avenues of nontraditional security cooperation could build the foundations of trust for Vietnam and the United States to engage in deeper traditional security cooperation.*

## 139 The Army Civilian Corps' Elusive Culture of Commitment

Davin V. Knolton, PhD  
David P. Cavalieri

*The dedication and excellence of the Army Civilian Corps is pivotal to Total Army readiness. By investing more effectively in and utilizing Army civilian leaders and nurturing an enterprise culture that values commitment above compliance, we can improve the Army Civilian Corps's potential to achieve the "Army People Strategy."*

## 148 Terminological Terrain How to Map and Navigate Jargon in Professional Writing

Dr. Elena Wicker

*Jargon is a tool to help those in the Army express ideas and build arguments, but only if they can identify and wield it intentionally.*

## REVIEW ESSAY

## 156 Vietnam Combat Firefights and Writing History

Lt. Col. Rick Baillergeon, U.S. Army, Retired

*The author critiques a book by Robin Bartlett that details his experience as an infantry platoon leader with the 1st Cavalry Division (Airmobile) during 1968–1969.*