<table>
<thead>
<tr>
<th>TITLE INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
</tr>
<tr>
<td>“A Practical Approach to Cultural Insight,” COL Casey Haskins, USA (Sep-Oct): 79</td>
</tr>
<tr>
<td>“A Primer on Developing Measures of Effectiveness,” MAJ Shon McCormick, USA (Jul-Aug): 60</td>
</tr>
<tr>
<td>“Achieving Excellence in Small-Unit Performance,” LTC Michael A. Vane, USA, and COL Robert Toguchi, USA (May-Jun): 73</td>
</tr>
<tr>
<td>“Adapting the Generating Force,” LTC Michael A. Vane, USA (Jan-Feb): 30</td>
</tr>
<tr>
<td>“The Allure of Quick Victory: Lessons from Peru’s Fight against Sendero Luminoso,” MAJ Michael L. Burgoyne, USA (Sep-Oct): 68</td>
</tr>
<tr>
<td>“Ambush and Aftermath: Contractors and Bureaucracy on the Interagency Battlefield,” LTC Paul Christopher, Ph.D., USA, Retired (Jan-Feb): 117</td>
</tr>
<tr>
<td>“Attack or Defend? Leveraging Information and Balancing Risk in Cyberspace,” COL Dennis M. Murphy, USA, Retired (May-Jun): 88</td>
</tr>
<tr>
<td>“Automatic Ethics: What We Take for Granted Matters,” Keith Leavitt, Ph.D., and MAJ Walter J. Sowden, USA (ETHICS READER Sep): 86</td>
</tr>
<tr>
<td><strong>B</strong></td>
</tr>
<tr>
<td>“Can a Nuclear-Armed Iran Be Deterred?” Amitai Etzioni (May-Jun): 117</td>
</tr>
<tr>
<td>“Combat Advising in Iraq: Getting Your Advice Accepted,” LTC Thomas A. Seanigist, USA (May-Jun): 65</td>
</tr>
<tr>
<td>“Competency vs. Character? It Must Be Both!” LTC Joe Doty, Ph.D., USA, and MAJ Walter Sowden, USA [Originally published Nov-Dec 2009] (ETHICS READER Sep): 38</td>
</tr>
<tr>
<td>“Counterinsurgency and Beyond: Operationalizing the Civilian Surge,” BG Stephen L. Danner, LTC North K. Charles, and COL Wendul G. Hagler, II, of the Missouri National Guard (Jul-Aug): 10</td>
</tr>
<tr>
<td>“The Criticality of Captains’ Education: Now and in the Future,” COL William M. Raymond, Jr., Ph.D., USA; LTC Keith R. Beurskens, USA, Retired; and LTC Steven M. Carmichael, USA, Retired (Nov-Dec): 51</td>
</tr>
<tr>
<td><strong>C</strong></td>
</tr>
<tr>
<td>“Design: How; Not Why,” MAJ Xander Bullock, USA, and LTC Bruce Vítor, USA (Mar-Apr): 102</td>
</tr>
<tr>
<td>“Disarming the Key Leader Engagement,” MG Richard C. Nash and CPT Eric P. Magistad, Minnesota National Guard (Sep-Oct): 11</td>
</tr>
<tr>
<td>“‘Divorce Counseling’: Civil Affairs Proponency under a New Support Paradigm,” CPT Sean P. Walsh, USA (Nov-Dec): 71</td>
</tr>
<tr>
<td><strong>D</strong></td>
</tr>
<tr>
<td>“Efficacy or Justice? Overturning the Ban,” LTC Allen Bishop, USA, Retired (Mar-Apr): 117</td>
</tr>
<tr>
<td>“The European Union Military Operation in Chad and Central African Republic,” MG Boguslaw Pacek, Ph.D., Polish Army (Jan-Feb): 26</td>
</tr>
<tr>
<td>“Field Manual 5-0: Exercising Command and Control in an Era of Persistent Conflict,” COL Clinton J. Ancker, III, USA, Retired, and LTC Michael Flynn, USA, Retired (Mar-Apr): 13</td>
</tr>
<tr>
<td>“The Fight for the High Ground,” COL Peter R. Mansoor, Ph.D., USA, Retired (Jul-Aug): 97</td>
</tr>
<tr>
<td>“Foreign Disaster Response: Joint Task Force-Haiti: Observations,” LTC PK. (Ken) Keen, USA; LTC Matthew G. Elledge, USA; LTC Charles W. Nolan, USA; and LTC Jennifer L. Kimmey, USA (Nov-Dec): 85</td>
</tr>
<tr>
<td>“Forward in Africa: USARICOM and the U.S. Army in Africa,” MG William B. Garrett, III, USA; COL Stephen J. Mariano, USA; and MAJ Adam Sanderson, USA (Jan-Feb): 16</td>
</tr>
<tr>
<td>“The Glass Balls of the Brigade Aviation Element: The Brigade Aviation Officer in Combat,” MAJ Erick “Zeke” Sweet, II, USA (Jan-Feb): 91</td>
</tr>
<tr>
<td>“Guiding Principles for Stability and Reconstruction: Introducing a Roadmap for Peace,” Beth Cole and Emily Hsu, U.S. Institute of Peace (Jan-Feb): 7</td>
</tr>
<tr>
<td>“Heuristics and Biases in Military Decision Making,” MAJ Blair S. Williams, USA (Sep-Oct): 40</td>
</tr>
<tr>
<td>“Human Terrain Team Operations in East Baghdad,” LTC Jonathan D. Thompson, USA (Jul-Aug): 76</td>
</tr>
<tr>
<td><strong>E</strong></td>
</tr>
<tr>
<td>“Identifying the Center of Gravity of Afghan Mentoring,” MAJ David H. Park, USA (Nov-Dec): 43</td>
</tr>
<tr>
<td>“Information Operations as a Deterrent to Armed Conflict,” COL Blane R. Clark, USA, Retired (May-Jun): 97</td>
</tr>
<tr>
<td>“Integrating Economic and Social Aspects into Military Operations,” Jonathan Brown, Joseph Ingram, Ayse Kudat, and Michael Gillette (Jan-Feb): 48</td>
</tr>
<tr>
<td>“The Interagency Abroad: The New Paradigm’s Progress,” MAJ G.J. David, USMC (Jan-Feb): 58</td>
</tr>
<tr>
<td>“Interagency Operations: General Geoffrey Keyes in Austria 1947-1950,” LTC James Jay Carafano, Ph.D., USA, Retired (Jan-Feb): 63</td>
</tr>
</tbody>
</table>

MILITARY REVIEW • November-December 2010 119
"Laboratory of Asymmetry: The 2006 Lebanon War and the Evolution of Iranian Ground Tactics," CPT Marc Lindemann, New York National Guard (May-Jun): 105

"Language and Culture Training: Separate Paths?" Jeff R. Watson, Ph.D. (Mar-Apr): 93


"Measuring Economic Development in a COIN Environment, LTC Nancy E. Blacker, USA, and LTC Charlie H. Kim, USA (Nov-Dec): 11


"The Militarization of Gazprom," LCDR Cindy Hurst, USNR (Sep-Oct): 59

"Military Interrogation of Terror Suspects: Imaginative Does Not Have to Mean Unlawful," LTC David G. Bolgiano, USAF, and COL L. Morgan Banks, USA (Nov-Dec): 2

"Moral Disengagements: When Will Good Soldiers do Bad Things?" Christopher M. Barnes, Ph.D., and Keith Leavitt, Ph.D. (ETHICS READER Sep): 46

"National Will from a Threat Perspective," E. Margaret Phillips (Sep-Oct): 33

"The Need for Discretion in Resilient Soldiering," LTC (Chaplain) Robert Roetzel, USA (ETHICS READER Sep): 80


"Now That We’re Leaving Iraq, What Did We Learn?" COL Craig A. Collier, USA (Sep-Oct): 88

"On the Road to Articulating Our Professional Ethic," LTC Brian Imiola, Ph.D., USA, and MAJ Danny Cazier, USA (ETHICS READER): (Sep): 11

"The Operations Targeting and Effects Synchronization Process in Northern Iraq," LTG Robert L. Caslen, Jr., USA; COL Thomas P. Guthrie, USA; and MAJ Gregory L. Boylan, USA (May-Jun): 29

"Owning Our Army Ethic," Maj Chris Case, USA; MAJ Bob Underwood, USA; and COL Sean T. Hannah, Ph.D., USA (ETHICS READER Sep): 3

"Partner Nation Capacity Building: Setting Conditions for Success," COL Kenneth J. Crawford, USA (Jan-Feb): 41


"Political Advisors: Harnessing the Soft Power of Brigade Commanders," CPT Adam Scher, USA (Jan-Feb): 73


"Providing Security Force Assistance in an Economy of Force Battle," COL Anthony E. Deane, USA (Jan-Feb): 80


"Reconnecting With Our Roots: Reflections on the Army’s Ethic,” LTG Robert L. Caslen, Jr., USA, and LTC Erik Anderson, USA (ETHICS READER Sep): 110

"Reintegration and Reconciliation in Afghanistan: Time to End the Conflict," LTC Mark. E. Johnson, USA (Nov-Dec): 97

"Relationships Matter: Humanitarian Assistance and Disaster Relief in Haiti," LTG P.K. (Ken) Keen, USA; MG Floriano Peixoto Vieira Neto, Army of Brazil; LTC Charles L. Nolan, USA; LTC Jennifer L. Kimmy, USA; and CDR Joseph Althouse, USCG (May-Jun): 2


"Saving Military Families," CPT Gene Thomas Gomulka, USA, Retired (Jan-Feb): 111


"Social Media and the Army," Chondra Perry (Mar-Apr): 63

"Strengthening the Bridge: Building Partnership Capacity," ADM James G. Stavridis, USA, and COL Bart Howard, USA (Jan-Feb): 2


"Thoughts on the Battle for the Mind: IO and COIN in the Pashtun Belt," CDR Larry LeeGree, USN (Sep-Oct): 21

"The Top Seven Myths of U.S. Defense Policy Toward the Americas," Frank O. Mora, Ph.D., Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, and Nicholas F. Zimmerman, Special Assistant to the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs (Sep-Oct): 2

"Toxic Leadership: Part Deux," COL George E. Reed, Ph.D., USA, Retired, and LTC Richard Olsen, D.Min., USA, Retired (Nov-Dec): 58

### AUTHOR INDEX

| A | Althouse, CDR Joseph, USCG, LTG P.K. (Ken) Keen, USA; MG Floriano Peixoto Vieira Neto, Army of Brazil; LTC Charles W. Nolan, USA; and LTC Jennifer L. Kimmey, USA, "Relationships Matter: Humanitarian Assistance and Disaster Relief in Haiti" (May-Jun): 2 |
| B | Ancker, COL Clinton J., III, USA, Retired, and LTC Michael Flynn, USA, Retired, "Field Manual 5-0: Exercising Command and Control in an Era of Persistent Conflict" (Mar-Apr): 13 |
| B | Anderson, LTC Erik, USA, and LTG Robert L. Caslen, Jr., USA, "Reconnecting With Our Roots: Reflections on the Army’s Ethic" (ETHICS READER Sep): 110 |
| B | Banks, COL L. Morgan, USA, and LTC David G. Bolgiano, USAF, "Military Interrogation of Terror Suspects: Imaginative does not have to Mean Unlawful" (Nov-Dec): 2 |
| B | Barnes, Christopher M., Ph.D., and LTC Joe Doty, Ph.D., USA, "What Does Contemporary Science Say About Ethical Leadership?" (ETHICS READER Sep): 90 |
| B | ____, "Moral Disengagements: When Will Good Soldiers do Bad Things?" (ETHICS READER Sep): 46 |
| B | Battaglia, COL Philip, USA, and LTC Curtis Taylor, USA, "Security Force Assistance Operations: Defining the Advise and Assist Brigade" (Jul-Aug): 2 |
| B | Beurskens, LTC Keith R., USA, Retired; COL William M. Raymond, Jr., Ph.D., USA; and LTC Steven M. Carmichael, USA, Retired, "The Criticality of Captains’ Education: Now and in the Future" (Nov-Dec): 51 |
| B | Bishop, LTC Allen, USA, Retired, "Efficacy or Justice? Overturning the Ban" (Mar-Apr): 117 |
| B | Blacker, LTC Nancy E., USA, and LTC Charlie H. Kim, USA, "Measuring Economic Development in a COIN Environment" (Nov-Dec): 11 |
| B | Bolgiano, LTC David G., USAF, and COL L. Morgan Banks, USA, "Military Interrogation of Terror Suspects: Imaginative does not have to Mean Unlawful" (Nov-Dec): 2 |
| B | Boylan, MAJ Gregory L., USA; LTG Robert L. Caslen, Jr., USA; and COL Thomas P. Guthrie, USA, "The Operations Targeting and Effects Synchronization Process in Northern Iraq" (May-Jun): 29 |
| B | Broekhuizen, MAJ Mark J., USMC, "Identifying Cultural Opportunities for Insurgency" (Nov-Dec): 19 |
| B | Brown, Jonathan; Joseph Ingram; Ayse Kudat; and Michael Gillette, "Integrating Economic and Social Aspects into Military Operations" (Jan-Feb): 48 |
| B | Bullock, Major Xander, USA, and LTC Bruce Vitor, USA, "Design: How, Not Why" (Mar-Apr): 102 |
| B | Burgoyne, MAJ Michael L., USA, "The Allure of Quick Victory: Lessons from Peru’s Fight against Sendero Luminoso" (Sep-Oct): 68 |

| C | Carafano, LTC James Jay, Ph.D., USA, Retired, "Interagency Operations: General Geoffrey Keyes in Austria 1947–1950" (Jan-Feb): 63 |
| C | Cardon, BG (P) Edward C., USA, and LTC Steve Leonard, USA, "Unleashing Design: Planning and the Art of Battle Command" (Mar-Apr): 2 |
| C | Carmichael, LTC Steven M., USA, Retired; COL William M. Raymond, Jr., Ph.D., USA; and LTC Keith R. Beurskens, USA, Retired, "The Criticality of Captains’ Education: Now and in the Future" (Nov-Dec): 51 |
| C | Case, MAJ Chris, USA; MAJ Bob Underwood, USA; and COL Sean T. Hannah, Ph.D., USA, "Owning Our Army Ethic" (ETHICS READER Sep): 3 |
| C | Caslen, LTG Robert L., Jr., USA, and LTC Erik Anderson, USA, "Reconnecting With Our Roots: Reflections on the Army’s Ethic" (ETHICS READER Sep): 110 |
| C | ____, USA; COL Thomas P. Guthrie, USA; and MAJ Gregory L. Boylan, USA, “The Operations Targeting and Effects Synchronization Process in Northern Iraq” (May-Jun): 29 |
| C | Cazier, MAJ Danny, USA, and LTC Brian Imiola, Ph.D., USA, “On the Road to Articulating Our Professional Ethic” (ETHICS READER): (Sep): 11 |
| C | Charles, LTC North K.; BG Stephen L. Danner; and COL Wendul G. Hagler, II of the Missouri National Guard, “Countersurgency and Beyond: Operationalizing the Civilian Surge” (Jul-Aug): 10 |
| C | Claessen, LTC Erik, Jr., Belgian Army, “Political Capital and Personal Interest: Understanding the Economy of Power in Defeated Countries” (Mar-Apr): 45 |
| C | Clark, COL Blane R., USA, Retired, “Information Operations as a Deterrent to Armed Conflict” (May-Jun): 97 |
| C | Collier, COL Craig A., USA, “Now That We’re Leaving Iraq, What Did We Learn?” (Sep-Oct): 88 |
Comer, Charles “Ken,” “The Parting of the Sulawesi Sea: U.S. Strategy and Transforming the Terrorist Triangle” (May-Jun): 82
Crawford, COL Kenneth J., USA, “Partner Nation Capacity Building: Setting Conditions for Success” (Jan-Feb): 41

D

Danner, BG Stephen L.; LTC North K. Charles; and COL Wendul G. Hagler, II, of the Missouri National Guard, “Counterinsurgency and Beyond: Operationalizing the Civilian Surge” (Jul-Aug): 10

E

Efflandt, COL Scott, USA, “Unit of Action: Organizing the Brigade Combat Team for Future Wars” (Jul-Aug): 25
Elledge, LTC Matthew G., USA; LTG P.K. (Ken) Keen, USA; LTC Matthew B. Elledge, USA; LTC Charles W. Nolan, USA; and LTC Jennifer L. Kinney, USA, “Foreign Disaster Response: Joint Task Force-Haiti: Observations” (Nov-Dec): 85

F

Flynn, LTC Michael, USA, Retired, and COL Clinton J. Ancker, III, USA, Retired, “Field Manual 5-0: Exercising Command and Control in an Era of Persistent Conflict” (Mar-Apr): 13
Fromm, LTC Peter D., USA, Retired, “Warriors, the Army Ethos, and the Sacred Trust of Soldiers” (ETHICS READER Sep): 19

G

Garrett, MG William B., III, USA; COL Stephen J. Mariano, USA; and MAJ Adam Sanderson, USA, “Forward in Africa: USAFRICOM and the U.S. Army in Africa” (Jan-Feb): 16
Gillette, Michael; Jonathan Brown; Joseph Ingram; and Ayse Kudat, “Integrating Economic and Social Aspects into Military Operations” (Jan-Feb): 48
Gomulka, CPT Gene Thomas, USN, Retired, “Saving Military Families” (Jan-Feb): 111
Greenberg, CPT Kyle, USA, “Unmanned Aerial Systems: Quality as well as Quantity” (Jul-Aug): 51
Guthrie, COL Thomas P., USA; LTG Robert L. Caslen, Jr., USA; and MAJ Gregory L. Boylan, USA, “The Operations Targeting and Synchronization Process in Northern Iraq” (May-Jun): 29

H

Hagler, COL Wendul G., II; BG Stephen L. Danner; and LTC North K. Charles of the Missouri National Guard, “Counterinsurgency and Beyond: Operationalizing the Civilian Surge” (Jul-Aug): 10
Hannah, COL Sean T., Ph.D., USA; MAJ Chris Case, USA; and MAJ Bob Underwood, USA, “Owning Our Army Ethic” (ETHICS READER Sep): 3
Haskins, COL Casey, USA, “A Practical Approach to Cultural Insight” (Sep-Oct): 79
Howard, COL Bart, USA, and ADM James G. Stavridis, USN, “Strengthening the Bridge: Building Partnership Capacity” (Jan-Feb): 2
Hsu, Emily, and Beth Cole, U.S. Institute of Peace, “Guiding Principles for Stability and Reconstruction: Introducing a Roadmap for Peace” (Jan-Feb): 7
Hurst, LCDR Cindy, USNR, “The Militarization of Gazprom” (Sep-Oct): 59

I

Imiola, LTC Brian, Ph.D., USA, and MAJ Danny Cazier, USA, “On the Road to Articulating Our Professional Ethic” (ETHICS READER): (Sep): 11
Ingram, Joseph; Jonathan Brown; Ayse Kudat, and Michael Gillette; “Integrating Economic and Social Aspects into Military Operations” (Jan-Feb): 48

J

Johnson, LTC Mark E., USA, “Reintegration and Reconciliation in Afghanistan: Time to End the Conflict” (Nov-Dec): 97
Jones, LTC Omar J., USA, and LTC Matthew S. Rice, USA, “Medical Operations in Counterinsurgency Warfare: Desired Effects and Unintended Consequences” (May-Jun): 47

K

Keen, LTC P.K. (Ken) Keen, USA; LTC Matthew B. Elledge, USA; LTC Charles W. Nolan, USA; and LTC Jennifer L. Kinney, USA, “Foreign Disaster Response: Joint Task Force-Haiti: Observations” (Nov-Dec): 85
Kimmey, LTC Jennifer L., USA; LTC P.K. (Ken) Keen, USA; LTC Matthew B. Elledge, USA; LTC Charles W. Nolan, USA; and CDR Joseph Althouse, USCG, “Relationships Matter: Humanitarian Assistance and Disaster Relief in Haiti” (May-Jun): 2
Kim, LTC Charlie H., USA, and LTC Nancy E. Blacker, USA, “Measuring Economic Development in a COIN Environment” (Nov-Dec): 11
Kimmy, LTC Jennifer L., USA; LTC P.K. (Ken) Keen, USA; MG Floriano Peixoto Vieira Neto, Army of Brazil; LTC Charles W. Nolan, USA; and CDR Joseph Althouse, USCG, “Relationships Matter: Humanitarian Assistance and Disaster Relief in Haiti” (May-Jun): 2

Stringer, Kevin D., Ph.D., “Interagency Command and Control at the Operational Level: A Challenge in Stability Operations” (Mar-Apr): 54

Sweet, MAJ Erick “Zeke,” II, USA, “The Glass Balls of the Brigade Aviation Element: The Brigade Aviation Officer in Combat” (Jan-Feb): 91


Thompson, LTC Jonathan D., USA, “Human Terrain Team Operations in East Baghdad” (Jul-Aug): 76

Toguchi, COL Robert, USA, and LTG Michael A. Vane, USA, “Achieving Excellence in Small-Unit Performance” (May-Jun): 73

Torrey, MAJ Bill, USA; BG Edward P. Donnelly, USA; and COL Mike Redmond, Great Britain, “The U.S. Army Approach to Security Force Assistance” (Nov-Dec): 79

Underwood, MAJ Bob, USA; MAJ Chris Case, USA; and COL Sean T. Hannah, Ph.D., USA, “Owning Our Army Ethic” (ETHICS READER Sep): 3

Vane, LTG Michael A., USA, “Adapting the Generating Force” (Jan-Feb): 30

; and COL. Robert Toguchi, USA, “Achieving Excellence in Small-Unit Performance” (May-Jun): 73

Vialpando, Emma “Sebastian Junger’s War: An Unvarnished Look at Our Soldiers in Afghanistan” (Nov-Dec): 116

Vitor, LTC Bruce, USA, and Major Xander Bullock, USA, “Design: How, Not Why” (Mar-Apr): 102

Walsh, CPT Sean P., USA, “‘Divorce Counseling’: Civil Affairs Proponency under a New Support Paradigm” (Nov-Dec): 71


; “Warfare by Internet: The Logic of Strategic Deterrence, Defense, and Attack” (Jul-Aug): 85


Williams, MAJ Blair S., USA, “Heuristics and Biases in Military Decision Making” (Sep-Oct): 40

Zimmerman, Nicholas F., Special Assistant to the Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, and Frank O. Mora, Ph.D., USA, Retired; and LTC Steven M. Carmichael, USA, Retired (Nov-Dec): 51

Republic,” MG Boguslaw Pacek, Ph.D., Polish Army (Jan-Feb): 26

“Forward in Africa: USAFRICOM and the U.S. Army in Africa,” MG William B. Garrett, III, USA; COL Stephen J. Mariano, USA; and MAJ Adam Sanderson, USA (Jan-Feb): 16

ARFORGEN (Army Force Generation)

“Adapting the Generating Force,” LTG Michael A. Vane, USA (Jan-Feb): 30

“The Criticality of Captains’ Education: Now and in the Future,” COL William M. Raymond, Jr., Ph.D., USA; LTC Keith R. Beurskens, USA, Retired; and LTC Steven M. Carmichael, USA, Retired (Nov-Dec): 51

Battle Command


Civil Affairs

“‘Divorce Counseling’: Civil Affairs Proponency under a New Support Paradigm,” CPT Sean P. Walsh, USA (Nov-Dec): 71

Cold War


Comprehensive Soldier Fitness

“Saving Military Families,” CPT Gene Thomas Gomulka, USN, Retired (Jan-Feb): 111
Corruption and Organized Crime

Counterinsurgency (COIN)
“Counterinsurgency and Beyond: Operationalizing the Civilian Surge,” BG Stephen L. Danner, LTC North K. Charles; and COL Wendul G. Hagler, II, of the Missouri National Guard (Jul-Aug): 10
“Measuring Economic Development in a COIN Environment, LTC Nancy E. Blacker, USA, and LTC Charlie H. Kim, USA (Nov-Dec): 11
“Medical Operations in Counterinsurgency Warfare: Desired Effects and Untended Consequences,” LTC Matthew S. Rice, USA, and LTC Omar J. Jones, USA (May-Jun): 47
“Thoughts on the Battle for the Mind: IO and COIN in the Pashtun Belt,” CDR Larry LeGree, USN (Sep-Oct): 21

Cyberspace
“Attack or Defend? Leveraging Information and Balancing Risk in Cyberspace,” COL Dennis M. Murphy, USA, Retired (May-Jun): 88
“Unmanned Aerial Systems: Quality as well as Quantity,” CPT Kyle Greenberg, USA (Jul-Aug): 51

Decision Making and Design
“Design: How, Not Why,” MAJ Xander Bullock, USA, and LTC Bruce Vitor, USA (Mar-Apr): 102
“Heuristics and Biases in Military Decision Making,” MAJ Blair S. Williams, USA (Sep-Oct): 40
“A Primer on Developing Measures of Effectiveness,” MAJ Shon McCormick, USA (Jul-Aug): 60

Doctrine
“Field Manual 5-0: Exercising Command and Control in an Era of Persistent Conflict,” COL Clinton J. Ancker, III, USA, Retired, and LTC Michael Flynn, USA, Retired (Mar-Apr): 13

Ethics
“Automatic Ethics: What We Take for Granted Matters,” Keith Leavitt, Ph.D., and MAJ Walter J. Sowden, USA (ETHICS READER Sep): 86
“Competency vs. Character? It Must Be Both!” LTC Joe Doty, Ph.D., USA, and MAJ Walter Sowden, USA [Originally published Nov-Dec 2009] (ETHICS READER Sep): 38
“The Fight for the High Ground,” COL Peter R. Mansoor, Ph.D., USA, Retired (Jul-Aug): 97
“Military Interrogation of Terror Suspects: Imaginative does not have to Mean Unlawful,” LTC David G. Bolgiano, USAF, and COL L. Morgan Banks, USA (Nov-Dec): 2
“Moral Disengagements: When Will Good Soldiers do Bad Things?” Christopher M. Barnes, Ph.D., and Keith Leavitt, Ph.D. (ETHICS READER Sep): 46
“The Need for Discretion in Resilient Soldiering,” LTC (Chaplain) Robert Roetzel, USA (ETHICS READER Sep): 80
“On the Road to Articulating Our Professional Ethic,” LTC Brian Iniola, Ph.D., USA, and MAJ Danny Czajer, USA (ETHICS READER): (Sep): 11
“Owning Our Army Ethic, MAJ Chris Case,” USA; MAJ Bob Underwood, USA, and COL Sean T. Hannah, Ph.D., USA (ETHICS READER Sep): 3
“Reconnecting With Our Roots: Reflections on the Army’s Ethic,” LTG Robert L. Caslen, Jr., USA, and LTC Erik Anderson, USA (ETHICS READER Sep): 110
“Warriors, the Army Ethos, and the Sacred Trust of Soldiers,” LTC Peter D. Fromm, USA, Retired (ETHICS READER Sep): 19
“What Does Contemporary Science Say About Ethical Leadership?” Christopher M. Barnes, Ph.D., and LTC Joe Doty, Ph.D., USA (ETHICS READER Sep): 90

Future Wars
“Unit of Action: Organizing the Brigade Combat Team for Future Wars,” COL Scott Efflandt, USA (Jul-Aug): 25

Haiti
“Foreign Disaster Response: Joint Task Force-Haiti: Observations,” LTG P.K. (Ken) Keen, USA; LTC Matthew G. Elledge, USA; LTC Charles W. Nolan, USA; and LTC Jennifer L. Kimmy, USA (Nov-Dec): 85
“Relationships Matter: Humanitarian Assistance and Disaster Relief in Haiti,” LTG P.K. (Ken) Keen, USA; MG Floriano Peixoto Vieira Neto, Army of Brazil; LTC Charles W. Nolan, USA; LTC Jennifer L. Kimmy, USA; and CDR Joseph Althouse, USCG (May-Jun): 2

Human Terrain; Culture and Language
“Black Hearts: A Study in Leadership,” LTC Paul Christopher, Ph.D., USA, Retired (May-Jun): 126

“The Fight for the High Ground,” COL Peter R. Mansoor, Ph.D., USA, Retired (Jul-Aug): 97

“Human Terrain Team Operations in East Baghdad,” LTC Jonathan D. Thompson, USA(Jul-Aug): 76

“Identifying the Center of Gravity of Afghan Mentoring,” MAJ David H. Park, USA(Nov-Dec): 43

“Language and Culture Training: Separate Paths?” Jeff R. Watson, Ph.D. (Mar-Apr): 93

“A Practical Approach to Cultural Insight,” COL Casey Haskins, USA (Sep-Oct): 79


Information Operations


“Information Operations as a Deterrent to Armed Conflict,” COL Blane R. Clark, USA, Retired (May-Jun): 97

“Integrating Economic and Social Aspects into Military Operations,” Jonathan Brown, Joseph Ingram, Ayse Kudat, and Michael Gillette (Jan-Feb): 48


“Intergroup Operations: General Geoffrey Keyes in Austria 1947–1950,” LTC James Jay Carafano, Ph.D., USA, Retired (Jan-Feb): 63


“Technician and Philosopher: Building the Relevance and Intellectual Capital of the Army’s Information Warriors,” James E. Shircliffe, Jr. (Nov-Dec): 65

Intermountain, Interrogation, Intelligence


“The Fight for the High Ground” COL Peter R. Mansoor, Ph.D., USA, Retired (Jul-Aug): 97

“Military Interrogation of Terror Suspects: Imaginative Does Not Have to Mean Unlawful,” LTC David G. Bolgiano, USAF, and COL L. Morgan Banks, USA (Nov-Dec): 2

Iran

“Can a Nuclear-Armed Iran Be Deterred?” Amrith Eltioni (May-Jun): 117


Iraq

“Combat Advising in Iraq: Getting Your Advice Accepted,” LTC Thomas A. Seagrist, USA (May-Jun): 65

“Human Terrain Team Operations in East Baghdad,” LTC Jonathan D. Thompson, USA (Jul-Aug): 76

“The Operations Targeting and Effects Synchronization Process in Northern Iraq,” LTG Robert L. Caslen, Jr., USA; COL Thomas P. Guthrie, USA; and MAJ Gregory L. Boylan, USA (May-Jun): 29

“Providing Security Force Assistance in an Economy of Force Battle,” COL Anthony E. Deane, USA (Jan-Feb): 80


JIIM (Joint, Intergency, Intergovernmental, Multinational)

“Ambush and Aftermath: Contractors and Bureaucracy on the Intergency Battlefield,” LTC Paul Christopher, Ph.D., USA, Retired (Jan-Feb): 117


“The European Union Military Operation in Chad and Central African Republic,” MG Boguslaw Pacek, Ph.D., Polish Army (Jan-Feb): 26

“The Glass Balls of the Brigade Aviation Element: The Brigade Aviation Officer in Combat,” MAJ Erick “Zeke” Sweet, II, USA (Jan-Feb): 91

“The Interagency Abroad: The New Paradigm’s Progress,” MAJ G.J. David, USMC (Jan-Feb): 58


“Intergency Operations: General Geoffrey Keyes in Austria 1947–1950,” LTC James Jay Carafano, Ph.D., USA, Retired (Jan-Feb): 63

“Partner Nation Capacity Building: Setting Conditions for Success,” COL Kenneth J. Crawford, USA (Jan-Feb): 41

“Relationships Matter: Humanitarian Assistance and Disaster Relief in Haiti,” LTG P.K. (Ken) Keen, USA; MG Floriano Peixoto Vieira Neto, Army of Brazil; LTC Charles W. Nolan, USA; LTC Jennifer L. Kimmey, USA; and CDR Joseph Althouse, USCG (May-Jun): 2

“Strengthening the Bridge: Building Partnership Capacity,” ADM James G. Stavridis, USN, and COL Bart Howard, USA (Jan-Feb): 2

Leadership

“Black Hearts: A Study in Leadership,” LTC Paul Christopher, Ph.D., USA, Retired (May-Jun): 126


“The Criticiality of Captains’ Education: Now and in the Future,” COL William M. Raymond, Jr., Ph.D., USA; LTC Keith R. Boerskens, USA, Retired; and LTC Steven M. Carmichael, USA, Retired (Nov-Dec): 51

“Disarming the Key Leader Engagement,” MG Richard C. Nash and CPT Eric P. Magistad, Minnesota National Guard (Sep-Oct): 11


“Now That We’re Leaving Iraq, What Did We Learn?” COL Craig A. Collier, USA (Sep-Oct): 88

“Tonic Leadership: Part Deux,” COL George E. Reed, Ph.D., USA, Retired, and LTC Richard Olsen, D.Min., USA, Retired (Nov-Dec): 58

Medical

“Medical Operations in Counterinsurgency Warfare: Desired Effects and Untended Consequences,” LTC Matthew S. Rice, USA, and LTC Omar J. Jones, USA (May-Jun): 47

Mission Command


N

NATO

NetWar

Nuclear Weapons
“Can a Nuclear-Armed Iran Be Deterred?” Amitai Etzioni (May-Jun): 117


P

Pacific Command

Personnel Policies
“The Criticality of Captains’ Education: Now and in the Future,” COL William M. Raymond, Jr., Ph.D., USA; LTC Keith R. Beurskens, USA, Retired; and LTC Steven M. Carmichael, USA, Retired (Nov-Dec): 51

“Efficacy or Justice? Overturning the Ban,” LTC Allen Bishop, USA, Retired (Mar-Apr): 117

Peru
“The Allure of Quick Victory: Lessons from Peru’s Fight against Sendero Luminoso,” MAJ Michael L. Burgoyne, USA (Sep-Oct): 68

R

Russia
“The Militarization of Gazprom,” LCDR Cindy Hurst, USNR (Sep-Oct): 59

S

Security Force Assistance
“Persistent Security, Then Development,” CPT Jonathan Pan, USA (Jul-Aug): 67

“Providing Security Force Assistance in an Economy of Force Battle,” COL Anthony E. Deane, USA (Jan-Feb): 80


“The U.S. Army Approach to Security Force Assistance,” BG Edward P. Donnelly, USA; COL Mike Redmond, Great Britain; and MAJ Bill Torrey, USA (Nov-Dec): 79

Small Units
“Achieving Excellence in Small-Unit Performance,” LTG Michael A. Vane, USA, and COL Robert Toguchi, USA (May-Jun): 73


Social Media
“Social Media and the Army,” Chondra Perry (Mar-Apr): 63

Stability and Reconstruction
“Foreign Disaster Response: Joint Task Force-Haiti: Observations,” LTG P.K. (Ken) Keen, USA; LTC Matthew B. Elledge, USA; LTC Charles W. Nolan, USA; and LTC Jennifer L. Kimney, USA (Nov-Dec): 85

“Guiding Principles for Stability and Reconstruction: Introducing a Roadmap for Peace,” Beth Cole and Emily Hsu, U.S. Institute of Peace (Jan-Feb): 7

“Measuring Economic Development in a COIN Environment, LTC Nancy E. Blacker, USA, and LTC Charlie H. Kim, USA (Nov-Dec): 11

“Partner Nation Capacity Building: Setting Conditions for Success,” COL Kenneth J. Crawford, USA (Jan-Feb): 41

“Persistent Security, Then Development,” CPT Jonathan Pan, USA (Jul-Aug): 67

“Political Capital and Personal Interest: Understanding the Economy of Power in Defeated Countries,” LTC Erik Claessens, Jr., Belgian Army (Mar-Apr): 45

“Reintegration and Reconciliation in Afghanistan: Time to End the Conflict,” LTC Mark. E. Johnson, USA (Nov-Dec): 97

“Relationships Matter: Humanitarian Assistance and Disaster Relief in Haiti,” LTG P.K. (Ken) Keen, USA; MG Floriano Peixoto Vieira Neto, Army of Brazil; LTC Charles W. Nolan, USA; LTC Jennifer L. Kimney, USA; and CDR Joseph Althouse, USCG (May-Jun): 2


Strategy
“National Will from a Threat Perspective,” E. Margaret Phillips (Sep-Oct): 33


T

Terrorism


Training

“Combat Advising in Iraq: Getting Your Advice Accepted,” LTC Thomas A. Seagrast, USA (May-Jun): 65

“The Criticality of Captains’ Education: Now and in the Future,” COL William M. Raymond, Jr., Ph.D., USA; LTC Keith R. Beurskens, USA, Retired; and LTC Steven M. Carmichael, USA, Retired (Nov-Dec): 51

“The Glass Balls of the Brigade Aviation Element: The Brigade Aviation Officer in Combat,” MAJ Erick “Zeke” Sweet, II, USA (Jan-Feb): 91

“Identifying the Center of Gravity of Afghan Mentoring,” MAJ David H. Park, USA (Nov-Dec): 43

“Terrorism, Part Deux,” COL George E. Reed, Ph.D., USA, Retired, and LTC Richard Olsen, D.Min., USA, Retired (Nov-Dec): 58

Transformation
“Adapting the Generating Force,” LTG Michael A. Vane, USA (Jan-Feb): 30


Vietnam

“Veterans of the Wars”  
Edgar Lee Masters (1869-1950)

Edwin, your father has never ceased to be  
My admiration, and I can close my eyes  
And see his soldier shape arise  
In vivid memory.

And I recall him as he used to stride  
So straight, and how he never stayed or shirked  
Through the long years, and how he worked  
For wages to provide

For you and for his brood; and by great care  
Saved from small earnings enough to buy a house,  
A garden and some apple boughs  
For his Sunday and evening chair,

When with his duties ended he would read  
Of Antietam, Shiloh, the Wilderness,  
Of battles he had fought, of stress,  
Of victory and stampede.

And when old age and agonized disease  
Racked him he bore them with heroic will,  
As one who knew the battle’s drill,  
And prized the good of peace.

What training like the soldier’s life commands  
For all men’s days such strength and discipline,  
For all the labors, trials wherein  
The soul deserts or stands?

Were soldiers not of money plots the pawn;  
Or did not after the wars vote as they fought,  
Who would not have the youthful wrought  
Into such will and brawn?

Were there some way to keep the usurers chained  
Against the use of souls by Mars refined  
Above the mass of humankind,  
Who would not have them trained?

For those who were in mind your father’s peers,  
But dodged the battle, were about our town  
The drunkards, failures, drooped and down,  
Who crawled the idiot years.