FEATURED ARTICLES

2 Information Operations: From Good to Great
Brigadier General Ralph O. Baker, U.S. Army
The Army must ensure it executes information operations with the same degree of rigor and discipline that it employs in kinetic operations.

8 Fighting the Information War but Losing Credibility: What Can We Do?
Lieutenant Colonel Rumi Nielson-Green, U.S. Army
Attempting to make public affairs a nonlethal weapon renders it ineffective. Professional journalists will resist accepting press releases full of polemics and propaganda.

16 New Norms for the 21st Century Soldier
Lieutenant General Michael A. Vane, U.S. Army
Basic soldier skills for today’s Army should include operational adaptability, cultural and language proficiency, digital literacy and space knowledge, and skills in negotiations, technical intelligence, and site exploitation.

25 The Five Fights of the Surkhagan and the Future of ISAF
Lieutenant Colonel Paul Darling, Alaska Army National Guard
The war of the flag officers is ending in Afghanistan. The war of the field grade officers approaches.

35 Seven Pillars of Small War Power
Randy Borum, Ph.D.
We may need to modify our traditional “center of gravity” analysis of insurgencies to accommodate multiple centers of gravity in an asymmetric diffusion of power.

46 What is Old is New: Countering IEDs by Disrupting the Weapon Supply
Captain Paulo Shakarian, U.S. Army, with Lieutenant General Charles P. Otstott, U.S. Army, Retired
Locating and destroying weapons caches is arguably one of the most effective ways to reduce violence in an insurgency.

53 City Gods and Village Deities: The Urban Bias in Counterinsurgency Operations
Eric Jardine
Rurally based insurgencies are often more successful than those conducted in urban areas. Counterinsurgency operators must break free from their city-based focus.

Cover Art: Seen through the opening of a cave, U.S. soldiers pull security for members of Provincial Reconstruction Team Zabul, 27 May 2011. (USAF, SSgt Brian Ferguson)
Designing the Victory in Europe
Colonel John J. Marr, U.S. Army
The Combined Chiefs of Staff of the United States and United Kingdom applied a design-centric approach to end World War II in Europe.

The Turkish-American Crisis: An Analysis of 1 March 2003
Karen Kaya
Pursuing multi-track engagements with Turkey led to confusion and diplomatic stalemate in 2003. Having a clear and legitimate point of contact for international negotiations is important.

Haiti Disaster Relief: Logistics is the Operation
Colonel James A. Vohr, U.S. Marine Corps
Humanitarian assistance is a logistics-centric operation in which logistics as a Joint function becomes the main effort.

INSIGHTS

In Bed with an Elephant: Personal Observations on Coalition Operations in the Contemporary Operating Environment
General Sir Nick Parker, British Army
Fostering a common understanding makes coalitions resilient and its members feel valuable. Although they may be equals in other regards, the coalition member with the most robust capabilities should take the lead.

BOOK REVIEWS:

Contemporary Readings for the Military Professional