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**About the Cover:** A U.S. Air Force tactical air control party member (right) points at a target in the field to a U.S. Air Force combat controller while participating in close air support training 1 May 2014 during Emerald Warrior 2014 at Hurlburt Field Air Force Base, Florida. (Photo by Senior Airman Colville McFee, U.S. Air Force)
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American policy makers would do well to learn about the tactics, techniques, and procedures of the Islamic State and adapt accordingly for our next confrontation with a nonstate armed group.

The author discusses some simple concepts to help active-duty Army officers conceptualize their self-development goals and ways to reach them. (2016 DePuy Writing Contest, Honorable Mention)

The authors present a counterargument to assertions that the Army should have its own fixed-wing component to provide close air support.

Solutions to cyberthreats have little to do with technology and quite a bit to do with how we visualize and think about the operations process and mission command as a system in future war.

The author argues for inculcating the habits of humble, multilogical critical thought that will enable today’s platoon leaders to be tomorrow’s adaptive battalion commanders. (2016 DePuy Writing Contest, 3rd Place)

The authors highlight the human resource and medical readiness challenges associated with personnel assignments that play a pivotal role in a unit’s readiness to deploy.
107 The Essence of Leadership

Trustworthiness

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The wife of a retired serviceman discusses leadership.

111 Enhanced Interrogation

Inside the Minds and Motives of the Islamic Terrorists Trying to Destroy America

John G. Breen, PhD

The author critiques a book by James E. Mitchell and Bill Harlow that discusses enhanced interrogation techniques, their effectiveness, and their morality, from the viewpoint of two Central Intelligence Agency insiders.

Sniper Spc. James Wanser keeps watch in the early morning hours of 8 September 2011 while his battle buddy catches a few precious minutes of sleep in Paktika Province, Afghanistan. (Photo by Spc. Ken Scar, U.S. Army)
Poem of a Soldier
By 2nd Lt. George Bruner, U.S. Army

You praise the man I was, and curse the man I am.
Depending on which God you love, who I will be may be damned.
Yet still I’ll sell my soul for you, I’ll save us all from our worst selves,
I know no other love than this, I fear no other hell.

I am what I am, ’cause I was made to be.
I raise the mountains, bring them down, and push the seven seas.
I reap the grapes of wrath, I am the hand that feeds,
I am the brimstone falling from the angel wings.

I damn the damned, and bless the weak.
For the lame walk, and for the mute speak.
The poor and oppressed find their rest in me,
I break the chains and bring forth the free.

The destroyer of worlds, I am become of death.
I am enveloping nights, approaching bayonets.
I am the darkest valley where the sword is whet,
the shadow of death is my silhouette.

I was forged in a fire lit long ago.
Born of a crucible not my own.
Yet by this birthright in man am I mold,
I am strength multiplied by a thousand fold.

I am the photos of loved ones, now nothing but memories.
I am folded flags, torn, tattered and history.
Yet it is I who held high these in Pyrrhic victory,
I am the Idea that we’ve died for, for all of eternity.

I am the scorching heat, I am the bitter cold.
I am the broken sleep that shakes your soul.
I am the naive youth, and the fearful old,
I am the hell you pray you’ll never know.

I am a soldier, and no one asked me to be.
I raised my right hand and said “God, send me!”
I am the man that the boy I was wanted to be,
The incarnate nightmare of my enemies’ dreams.

I am the comforting safety we’ve known at home.
I am the cogs of wars we hope we won’t.
Pray you never need me, yet when you do,
I am also the fear which caused you to.

I am the cherubim, and original sin.
I rule the fallen world, and the broken men.
From the depths of the waters to the roaring winds,
I am new beginnings and imminent ends.