

## 6 The Theater Army and the Consequence of Landpower for the Indo-Pacific

Maj. Tim Devine, U.S. Army

*The author addresses grave concerns regarding a decline in landpower investment, as landpower uniquely underpins the joint force's credibility to apply all forms of military power across all domains. This article won first place in the 2021 General William E. DePuy Special Topics Writing Competition.*

## 16 Planning for Culture Incorporating Cultural Property Protection into a Large-Scale, Multi-Domain Exercise

Scott M. Edmondson, PhD

Patricia L. Fogarty, PhD

Elizabeth L. B. Peifer, PhD

*Incorporating cultural property protection (CPP) injects as part of the regular challenges that participants encounter during training is an effective way to integrate cultural understanding into large-scale operational-level military exercises. The authors argue that through CPP, participants apply concepts of culture because it is immediately relevant to accomplishing their goals.*

## 32 Russia's Soft Power Projection in the Middle East

Anna L. Borshchevskaya

*Originally published in Great Power Competition: The Changing Landscape of Global Geopolitics, this article examines the origin and evolution of Russian soft power, comparing and contrasting the current Russian view of soft power with that of the former Soviet Union and also with that of the modern-day West.*

## 46 Foreign Area Officers

### The Roles of an Indispensable Asset in the Army's Competition and Allies' and Partners' Strategies

Lt. Col. Andrus "Wes" Chaney, U.S. Army

*The author draws from his experience as a foreign area officer (FAO) to profile the career of a FAO and illuminate the FAO's role in military competition and in shaping the military strategies of allies and partner strategies.*

## 55 Planning to Prevent Genocide Lemkin's Warning and Eichmann's Crimes

Lt. Col. Michael H. Hoffman, U.S. Army Reserve, Retired

*The author reviews the histories of Raphael Lemkin and Adolf Eichmann; these histories, when combined with a reading of modern U.S. joint doctrine, offer insights for commanders and planners who may be tasked to prevent genocide.*

## 67 Domain Awareness Superiority Is the Future of Military Intelligence

Chief Warrant Officer 4 Robert M. Ryder,  
U.S. Army Reserve

*The author pushes for the intelligence community to define and adopt the term "domain awareness." Its defining and subsequent adoption by the intelligence community would solve a significant doctrinal gap in developing multi-domain operations and joint all-domain operations concepts.*

## 75 The Levels of War as Levels of Analysis

Andrew S. Harvey, PhD

*The author explains the concept of the levels of war and positions them as levels of analysis. Taught in the Command and General Staff Officers' Course, the levels of analysis clarify thinking and are used as an approach to research and analysis.*

- 82     The Jungle**  
**Thinking about the Division's Role in Unit Training Management at the 25th Infantry Division**  
Maj. Chris Mattos, U.S. Army

*Using the jungles of Hawaii as a metaphor, the author breaks down structural layers of the 25th Infantry Division's area of responsibility and uses them as a physical construct to think about training management, readiness, and leader development.*

- 93     A Value Proposition**  
**Cohort Staff**  
Maj. Jerard Paden, U.S. Army

*The author believes the Army can improve the effectiveness of its field grade officers and the organizations they work for by changing how it builds seminars at Command and General Staff College.*

- 104    Striking the Balance between Contiguous and Noncontiguous Areas of Operation at the Division and Corps Levels**  
Maj. Graham Williams, U.S. Army

*One of the most important steps of the military decision-making process is assigning subordinate areas of operation. The author posits that the method planners use to conduct terrain management could have significant implications on the conduct of warfighting.*

- 112    Professional Development is about the Profession, Not the Professional**  
Maj. David Armando Zelaya, U.S. Army

*The author argues that Army leaders should adopt a professional development model that attempts to develop better professionals by developing a better profession. This article was a 2021 MacArthur Military Leadership Writing Competition entrant.*

- 120    Russia's China Gamble**  
**Strategic Implications of a Sino-Russian Energy Economy**  
Maj. Philip Murray, U.S. Army  
Daniel Keifer

*Russia's growing reliance on Chinese capital to increase capacity in its hydrocarbon export market is making it vulnerable to global market shocks and political exploitation.*

## REVIEW ESSAY

- 132    The German Way of War**  
**A Lesson in Tactical Management**  
Col. Scott Cunningham, U.S. Army, Retired

*The author critiques a book by Jaap Jan Brouwer that discusses why the German army of World War II was markedly superior to its Allied opponents in combat effectiveness.*

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