The Global Spread of Arms
The Link between State Collapse, Small Arms Proliferation, and Global Conflict
2nd Lt. Josef Danczuk, U.S. Army
The United States and its partners need a strategy to prevent small arms and light weapons proliferation from collapsed states in order to protect global national security interests. The author demonstrates this need by highlighting events during the collapses of the Soviet Union in 1991 and Libya in 2011.

Strategic Assessment of Bolivia’s Defense Policy
Cristián Faundes
Bolivia is interested in expanding its territory by reclaiming portions of the Pacific coast it ceded to Chile as a result of a past war. The author assesses Bolivia’s defense policy as it relates to its geographical neighbors and its strategic objective of reasserting this territorial claim.

Commanding the Right
Islamic Morality and Why It Matters
Chaplain (Maj.) Seth H. George, U.S. Army
The author introduces the Islamic moral and legal obligation for “commanding the right and forbidding the wrong,” describes how Islamic extremists appeal to this duty to establish their moral legitimacy, and offers recommendations for Army leaders to succeed in dealings with our Muslim partners.

Preparing for the collapse of North Korea or its reunification with South Korea is more important than predicting the manner or timing of those events. How the United States responds to such occurrences will have a tremendous impact on its future position in the region and elsewhere.

A team from the Chief of Staff of the Army Strategic Studies Group recommends ways to make the Army’s cumbersome acquisition process more conducive to effective innovation.

A noted counterinsurgency scholar provides a primer on the roots of unconventional war theories behind the current Islamic insurgency being conducted by the Islamic State, Russia’s current approach to warfare, and the progress of Chinese unrestricted warfare.
68  The Chemical, Biological, Radiological, and Nuclear Terrorism Threat from the Islamic State

Carole N. House

The demonstrated ruthlessness and extensive resources of the Islamic State warrant an examination of the viability and probability of a chemical, biological, radiological, or nuclear attack by that nonstate actor.

76  Growing Army Professionals

Closing the Values Gap

Lt. Col. Thomas R. Matelski, U.S. Army

The author contends that new soldiers have difficulty identifying with the seven Army Values that are the foundation of the Army profession, and he describes a values-based training concept his unit implemented to bridge this gap.

84  How the Army’s Multi-Source Assessment and Feedback Program Could Become a Catalyst for Leader Development

Col. Kevin McAninch, U.S. Army

With certain changes, the Multi-Source Assessment and Feedback program could be a powerful means for enhancing leader development. The author describes the current unpopularity, misuse, and ineffectiveness of this program, then describes ways to improve its efficacy.

94  Ten Lessons Learned about Host-Nation Construction in Afghanistan

Vikram Mittal, PhD

Working with Afghan construction companies means overcoming unique challenges for U.S. personnel in charge of designing or overseeing construction on U.S. military bases. A former brigade engineer shares lessons he learned while overseeing construction operations in the Kabul Base Cluster in Afghanistan.

102  Training for Decisive Action

Maj. William Shoemate, U.S. Army
Maj. Benjamin Jensen, U.S. Army

The Army can provide training that ensures units are ready to conduct unified land operations through decisive action. Army leaders start by describing operations in terms of time, space, purpose, and resources.

110  A Financial Comparison of the Blended (New) Retirement System and the Current (Soon to Be Old) Defined Benefit System

John B. White, PhD, professor of finance, U.S. Coast Guard Academy

Service members need to be informed of the advantages of the new Army retirement system versus the old system before making career decisions. A financial expert lays out the benefits of each to help military readers understand their retirement options.
Focus on Capabilities

Lt. Col. Kevin McCaskey, PhD,
U.S. Air Force

Developing doctrine based on the destructive effects that yielded positive results during Desert Storm is the wrong course of action for military planners. Instead, the military should focus on developing its constructive capabilities to yield predictable, value-added results in future wars.

Rebuttal

The CIA Responds to the Senate Intelligence Committee’s Study of Its Detention and Interrogation Program

John G. Breen, PhD

The reviewer critiques a book that describes the Central Intelligence Agency’s highly detailed and introspective response to a Senate Select Committee on Intelligence report on the CIA’s Detention and Interrogation Program, along with essays written by senior CIA officials involved with the program.
LETTERS TO THE EDITOR

130  Readers comments.

BOOK REVIEWS

133  Readers provide analyses of contemporary readings for the military professional.

Soldiers jump from an Air Force C-130 Hercules during a performance at the Sioux Falls Air Show, Sioux Falls, South Dakota on 23 July 2016. The soldiers are assigned to the Black Daggers, the Army’s Special Operations Command parachute demonstration team. The event marks the seventieth anniversary of the South Dakota Air National Guard. (Photo by Master Sgt. Christopher Stewart, Air National Guard)