From the Editor in Chief

Antulio J. Echevarria II

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This Article is brought to you for free and open access by USAWC Press. It has been accepted for inclusion in The US Army War College Quarterly: Parameters by an authorized editor of USAWC Press.
This issue of *Parameters* opens with a *Special Commentary* by Jacqueline Deal entitled “Disintegrating the Enemy: The PLA’s Info-Messaging.” Deal shows how the People’s Liberation Army’s involvement in political warfare, via info-messaging, opens a competitive space that does not favor Beijing. The United States needs to take advantage of this opportunity.


The issue’s second forum, *Race and Inclusivity in the US Military*, consists of two contributions concerning the state of race relations in America's armed forces. The first, “Two Worlds: African American Servicemembers, WWII and Today” by Douglas Bristol Jr., suggests viewing African American servicemembers as different stigmatizes them in ways that are discriminatory; solving this problem will require a collective response by African Americans. The second, “Toward a Racially Inclusive Military,” by Danelle Gamble, argues America’s armed forces may not have gone as far as they believe they have in terms of racial integration; she contends they must promote equitable relationships that acknowledge and challenge power imbalances and reevaluate the impact of cultural imperialism on standards and evaluations.

Our third forum, *Technological Innovation*, contains two articles discussing how we might leverage technological change. In “Technology and Strategic Surprise: Adapting to an Era of Open Innovation,” Audrey Kurth Cronin discusses the differences between open and closed innovation, and she urges the US Defense Department to leverage the advantages of the former. In “A Bizarre Pair: Counterinsurgency Lessons for Cyber Conflict,” Jason Healey claims counterinsurgencies hold many lessons for cyberwarfare, such as the principle of “winning hearts and minds,” and he proposes the Defense establishment consider them more closely.
