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## From the Editor in Chief

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## From the Editor in Chief

**I**n addition to introducing our new cover design and font styles, this issue of *Parameters* opens with an *In Focus* contribution concerning *Extremism in the US Military*. In “The Alt-Right Movement and US National Security,” Matthew Valasik and Shannon Reid identify potential causes for the disproportionate number of current and former members of the military associated with White supremacist groups. They then suggest steps the Department of Defense can take to address the problem.

Our first forum, *Crisis Management and Risk*, begins with Leonard R. Hawley’s personal experience article, “Crisis Management Lessons from the Clinton Administration’s Implementation of Presidential Decision Directive 56.” Hawley’s contribution offers some best practices for policy practitioners when responding to global crises. We would like to extend a special thanks to Michèle Flournoy who graciously wrote a prologue for the article. Wade Germann and Heather Gregg follow Hawley’s article with “Assessing Risk at the National Strategic Level: Visualization Tools for Military Planners.” Germann and Greg propose two models—the National Strategic Risk Abacus and the National Strategic Risk Radar Chart—to aid military planners in addressing America’s current security challenges. Jason Warren and John Bonin close out the forum with “Reversing the Readiness Assumption: A Proposal for Fiscal and Military Effectiveness.” In light of anticipated cuts in defense spending, Warren and Bonin suggest some guidelines for helping defense leaders make wise choices in the months ahead.

In this issue’s second forum, *Soft Power and Military Aid*, Michael W. Wissemann’s “Great (Soft) Power Competition: US and Chinese Efforts in Global Health Engagement” draws attention to an underutilized element of American soft power. Wissemann contends the United States has important advantages over the People’s Republic of China in the realm of health services. In “Hope versus Reality: The Efficacy of Using US Military Aid to Improve Human Rights in Egypt,” Gregory Aftandilian offers ways policymakers and military personnel can leverage US military aid to promote human rights.

Our final forum, *Leadership and Professionalism*, begins with Brian McAllister Linn’s “Samuel Huntington, Professionalism, and Self-Policing in the US Army Officer Corps.” Linn considers the third phase of Huntington’s model of professionalism—self regulation—and reviews how well the US Army implemented it from the Civil War through the Vietnam War. He then discusses the implications of this implementation for the Army’s officer corps. In “The Battalion Commander Effect,” Everett Spain, Gautam Mukunda,

and Archie Bates present statistical evidence confirming how Army battalion commanders are significant determinants of the retention of their lieutenants—especially high-potential lieutenants—and what that might mean for promotion boards and professional military education. In “The Evolution of Hybrid Warfare: Implications for Strategy and the Military Profession,” Ilmari Kähkö considers the evolution of the concept of hybrid war and its implications for strategy and the military profession. ~AJE