

---

## ACKNOWLEDGMENTS

---

I am extremely grateful to several researchers and offices for their invaluable assistance. John Gordon and Tom McNaugher of the Arroyo Center were instrumental in helping me craft this document's intellectual framework, providing me with rigorous review and the right questions to guide my research. I would also like to thank David Johnson, James Jay Carafano, and David Kassing, who provided expert review and helpful comments, and Bob Howe, who was a valued source of force structure data. I especially thank Mike Hix, who patiently and judiciously read this report several times and encouraged its publication with great enthusiasm. Finally, RAND's Washington librarians and the people at the Center of Military History provided invaluable and superb research support. Although much effort has been undertaken by the reviewers to ensure accuracy, I alone am responsible for any factual or analytical errors.