

---

## ACKNOWLEDGMENTS

---

This work benefited from the contributions of many individuals both outside of RAND and within.

First, we wish to thank Dr. Marin Strmecki and the Smith Richardson Foundation for supporting this project. Absent their interest, this volume quite simply would not exist.

Within RAND, we want to acknowledge Jeff Isaacson, initially the program director under whom this project was undertaken, and his successor in that position, Stuart Johnson. Roger Cliff and James Mulvenon served as project leaders and were instrumental in shaping the work. Zalmay Khalilzad provided the initial impetus for the study and remained constructively interested throughout the process. Project AIR FORCE's Strategy and Doctrine Program, of which Zal is director, also provided additional funding to support the final publication of this report, for which generosity we are very grateful.

Michael Swaine and Paul Davis reviewed the draft version of this document and recommended many changes, all of which contributed to greatly improving the ultimate product; we thank them for their care, their dedication, and for not wringing our necks when we wrangled over fine and not-so-fine points of interpretation. Daniel Sheehan edited the paper, helping bring coherence to our prose. Lisa Rogers provided able

administrative and editorial assistance throughout the project.

We warmly thank Rachel Swanger for her critical role in shepherding us through the final phases of the project and into the publications process. Her help was invaluable.

Finally, our thanks go to the many members of the Republic of China armed forces who assisted us both here and on our visit to Taiwan. While they must remain nameless here, we know who they are and are grateful for their help.

It is said that success has many parents while failure is an orphan. As these acknowledgments suggest, the former certainly holds true for our work here. In this case, however, failure, too, has its progenitors. As hard as we might try to pass the buck, whatever shortcomings and errors of omission or commission reside within these pages are the responsibility of the authors alone.