Acknowledgments

This report represents, in part, a synthesis of research and analysis conducted by a team of RAND staff members who examined a wide range of challenges likely to face NATO members over the coming decade and beyond. As such, the author is indebted to his fellow team members, including Ian Lesser, who co-led the project, Tanya Charlick-Paley, F. Stephen Larrabee, Peter Ryan, Richard Sokolsky, Thomas Szayna, and Michele Zanini. The work was sponsored by General John Jumper, Commander of United States Air Forces in Europe (USAFE). His expansive and ambitious vision of NATO’s future, and the American role in it, went far to animate and encourage all members of the research staff who worked on the project.

An early draft was reviewed by Ambassador Robert Hunter and by Marten van Heuven of RAND—both veteran diplomats with vast experience in U.S.–European security policy. Their ministrations improved the report greatly. RAND colleagues Zalmay Khalilzad and Robert Levine were also generous with their time and expertise, offering constructive suggestions at several points in the development of the report. The author also wishes to thank Major General Roger Brady, Major Kathleen Echiverri, and Major Jerry Gandy of USAFE Headquarters for their reviews of the report; and Colonel Joseph Wood, Commander of the 23rd Fighter Group, Colonel John Plant of Headquarters, United States European Command, and Major Phil Smith of Headquarters, United States Air Force, for their comments and suggestions. Jeanne Heller did her usual fine job of editing the text.