The authors gratefully acknowledge the assistance of Colonel Kevin Bergner and Colonel Dan Bourgoine, U.S. Army Training and Doctrine Command, who kept the RAND Arroyo Center team informed of game events through several crucial meetings. We also wish to thank Colonel Bourgoine for his detailed review of the final document. Ms. Peggy Fratzel, U.S. TRADOC Analysis Center, led the TRAC analysis team and provided many useful insights. The team from Booz-Allen & Hamilton, Inc., including Bob White, Larry Hamby, and Bill Hogan, was of great assistance. The insights and observations of Brigadier General (ret.) Huba Wass de Czege contributed to our understanding of Battle Forces and their operational concepts. We would also like to thank the Senior Mentor, General (ret.) Dave Maddox, for his candid comments on game play and substantive game issues. This document was ably reviewed by Colonel (ret.) Richard Sinnreich, a veteran of many AAN events, and Bill Schwabe of RAND. The authors greatly appreciate the comments provided by both reviewers. Finally, we gratefully acknowledge the efforts of the RAND Arroyo Center team, who collected much of the data used in this report and who also offered their expertise to players and assessors during the game. The team members were Bob Howe, Maren Leed, Gary Cecchine, Russell Glenn, Ken Reynolds, Richard Darilek, Tom Herbert, Jim Wendt, Scott Eisenhard, Dan Fox, Robert Uy, Lois Davis, Jon Grossman, and Brian Houghton.