

Acknowledgments

This report could not have been prepared without the cooperation and involvement of the staffs of the U.S. regional combatant commands and their respective Service component commands. The authors are also grateful to the staff of the Assistant Secretary of Defense (Reserve Affairs) for their support in gaining access to information throughout the Department of Defense. In particular, we thank Captain William DiFilippo, USNR, and Major General Robert Goodbary, USA, for their thoughtful assistance. Lieutenant Colonel Sam Graham, USMCR (assigned to the J-8 in the Joint Staff) provided us with valuable points of contact in each of the unified commands, simplifying the coordination of our research.

We also extend our appreciation to our RAND colleagues Bruce Pirnie, who shared his research into recent U.S. involvements in OOTW, which added depth to our analysis, Jerry Sollinger, who greatly improved the organization, presentation, and readability of the report, and Rochelle Robinson, who assisted with formatting, editing, and corrections.

Finally, we wish to acknowledge the thorough reviews provided by our colleagues John Schrader and Bill Schwabe; they contributed logic and clarity to several passages of complex discussions, explanations, and figures, and helped to improve our final report in several ways.

The authors, of course, are completely responsible for any errors in the report or shortcomings in the research.