ACKNOWLEDGMENTS

I am grateful to Harry Thie, Richard Hillestad, and Stuart Johnson for their time spent serving as dissertation committee members, thoughtful discussion of the topic, and critical review of this document. Several other colleagues offered their insights, information and encouragement throughout the process. James Thompson and David Gompert were among the first to help me structure the analytical problem. Beth Asch, James Hosek, Michael Mattock, Bruce Orvis and Herb Shukiar were extremely helpful in introducing me to the rich policy context of military manpower, and in providing their expertise early during the research effort. RAND Graduate School colleagues Sean Edwards, Gustav Lindstrom, Sergej Mahnovski, Lee Mizell, Jorge Munoz, and David Persselin displayed much insight and patience during the many informal exchanges of ideas. My thanks also go to John Arquilla, Steve Larrabee, Ian Lesser, David Ronfeldt, and Tom Szayna, whose backing throughout my stay at RAND was essential. I am also grateful to Professor Mady Segal for her valuable and timely comments as this dissertation’s outside reader.

Several officers in the Italian Ministry of Defense deserve mention for their help in bringing the research to answer the most pressing questions with the most accurate set of information. Admiral Di Paola, General Carpegna, and General Caporaso played essential roles in securing access to the Army General Staff and its data. Colonel Dalzini and Colonel Vastola were indispensable as key facilitators of all the meetings that took place. Colonels Borrini, Centritto, Cigarini, De Vito, Scaccia, Serino, Stano, and Zumbo made themselves and their staff available on many occasions. Major Cuoci and Captain Pirovano were kind enough to spend several hours shedding light on intricate Army regulations and in reviewing parts of the analysis.

Most importantly, I would like to thank my mother and father, Clara and Luigi Zanini, for the unconditional support, encouragement, and love they have given me throughout my academic career, so far away from home.

Any errors remaining in the text are my sole responsibility.