

A Word from the Chairman



As I look back on 38 years of service, the central experience for officers of my generation was Vietnam. Americans lost faith in the integrity and professionalism of the military during that conflict. We must never allow the Armed Forces to be placed in that situation again.

(continued on page 4)

JFQ

1 A Word from the Chairman
by Henry H. Shelton

**6 From the Field and Fleet:
Letters to the Editor**

**7 Special Operations Forces
after Kosovo**
by Charles J. Dunlap, Jr.

**13 WAR.com—The Internet and
Psychological Operations**
by Angela Maria Lungu

**18 Non-Lethal Weapons:
A Progress Report**
by Steven Metz

**23 Remembering the
Forgotten War**
by Henry H. Shelton

**31 Operation Chromite:
Counterattack at Inchon**
by John R. Ballard

38 To the Yalu and Back
by Stanlis D. Milkowski

**47 The Marine Air-Ground Team
at the Chosin Reservoir**
by John P. Condon

**54 Escape by Sea—The Hungnam
Redeployment**
by Donald Chisholm

63 The National Guard at War
by Michael D. Doubler

**71 Coalition Combat: Supporting
South Korean Forces**
by William M. Donnelly



**78 The Air Campaign over
Korea—Pressuring the Enemy**
by Conrad C. Crane

**86 Epilogue: Korea and the
American Way of War**
by Allan R. Millett

**88 A New Twist in
Unconventional War:
Undermining Airpower**
by Gary C. Webb

PHOTO CREDITS



The cover shows *USS New Jersey* firing 40mm guns, 1953 (U.S. Navy). The front inside cover features HO-3S-1 landing aboard *USS Boxer* after air-sea rescue mission in Korea, 1951 (DOD); F-86s being readied for combat (DOD); M-4 tank firing at enemy bunkers, 1952 (U.S. Army); and Marines launching rocket barrage against Chinese forces, 1951 (U.S. Marine Corps). The table of contents captures Internet users in Dubai (AP/Wide World Photos/Kamran Jebreili); *Hitting Home* by Herbert C. Hahn (U.S. Navy Art Collection); and landing at Inchon, 1950 (U.S. Army). The back inside depicts soldiers at Haktong-Ni, Korea (U.S. Signal Corps/Al Chang).

The back cover shows Marines being extracted by CH-53E during exercise (U.S. Navy/Justin Tyler Watkins); UH-60s touching down at Aviano (319th Communications Squadron/Paul Holcomb); explosive ordnance disposal team in Adriatic (U.S. Navy/Seth Rossman); and MC-130H demonstrating exfiltration at RAF Mildenhall (100th Communications Squadron/Deborah K. Alvarado).



**94 Strategy and Force Structure
in an Interwar Period**
by Frederick W. Kagan

■ **OUT OF JOINT**

**102 Reassessing Joint
Experimentation**
by Thomas M. Cooke

■ **OF CHIEFS AND CHAIRMEN**

106 David Monroe Shoup

■ **COMMENTARY**

**108 A Teacher among Bureaucrats—
The Legacy of
Alvin H. Bernstein**
by Eliot A. Cohen

■ **THE JOINT WORLD**

111 Doctrine and Education

■ **OFF THE SHELF**

112 Flying High: A Review Essay
by John D. Sherwood

115 From the Sea: A Book Review
by Jeffrey G. Barlow

**116 Cold War Crusade: A Book
Review**
by Nigel de Lee

**117 Brothers in Arms: A Book
Review**
by Jiyul Kim

**119 Covert Action in Korea:
A Book Review**
by Richard W. Stewart

Joint Force Quarterly

Stephen J. Flanagan
Director
Institute for National Strategic Studies
Editor-in-Chief

Martin J. Peters, Jr.
Production Coordinator

Robert A. Silano
Director of Publications
Institute for National Strategic Studies
Editor

Calvin B. Kelley, Jr.
Copy Editor

LTC James Jay Carafano, USA
Executive Editor

William A. Rawley
U.S. Government Printing Office
Art Director

JFQ is published for the Chairman of the Joint Chiefs of Staff by the Institute for National Strategic Studies, National Defense University, to promote understanding of the integrated employment of land, sea, air, space, and special operations forces. The journal focuses on joint doctrine, coalition warfare, contingency planning, combat operations conducted by the unified commands, and joint force development.

The opinions, conclusions, and recommendations expressed or implied within are those of the contributors and do not necessarily reflect the views of the Department of Defense or any other agency of the Federal Government. Copyrighted

ISSN 1070-0692

portions of this journal may not be reproduced or extracted without permission of copyright proprietors. An acknowledgment to *Joint Force Quarterly* should be made whenever material is quoted from or based on its contents.

This publication has been approved by the Secretary of Defense. All previous issues have been published electronically and are available over the Internet at the address indicated below. Paid subscriptions to *JFQ* are offered through the U.S. Government Printing Office.

The editors invite articles and other contributions on joint warfighting, interservice issues that support jointness, and

topics of common interest to the Armed Forces (see page 120 for details). Please direct all editorial communications to:

Editor, *Joint Force Quarterly*
ATTN: NDU-NSS-JFQ
300 Fifth Avenue (Bldg. 62)
Fort Lesley J. McNair
Washington, D.C. 20319-5066

Telephone: (202) 685-4220 / DSN 325-4220
Fax: (202) 685-4219 / DSN 325-4219
e-mail: JFQ1@ndu.edu
Internet: <http://www.dtic.mil/doctrine>

September 2001

GEN Henry H. Shelton, USA
Publisher

ADVISORY COMMITTEE

VADM Paul G. Gaffney II, USN ■ *National Defense University*
Chairman

BG David A. Armstrong, USA (Ret.) ■ *Office of the Chairman*

Col Darrell A. Browning, USMC ■ *Marine Corps Command and Staff College*

Brig Gen Richard B. Bundy, USAF ■ *The Joint Staff*

MG Reginal G. Clemmons, USA ■ *National War College*

A. Denis Clift ■ *Joint Military Intelligence College*

VADM Scott A. Fry, USN ■ *The Joint Staff*

BG David H. Huntoon, USA ■ *U.S. Army Command and General Staff College*

MG Robert R. Ivany, USA ■ *U.S. Army War College*

Maj Gen Edward L. LaFountaine, USAF ■ *Joint Forces Staff College*

Maj Gen David F. MacGehee, Jr., USAF ■ *Air War College*

MajGen Harold Mashburn, Jr., USMC ■ *Industrial College of the Armed Forces*

RADM Rodney P. Rempt, USN ■ *Naval War College*

Col John T. Sheridan, USAF ■ *Air Command and Staff College*

Col John H. Turner, USMC ■ *Marine Corps War College*

EDITORIAL BOARD

Stephen J. Flanagan ■ *National Defense University*
Chairman

Richard K. Betts ■ *Columbia University*

Col John M. Calvert, USAF ■ *Joint Forces Staff College*

Col Stephen D. Chiabotti, USAF ■ *Air Command and Staff College*

Eliot A. Cohen ■ *The Johns Hopkins University*

COL Robert A. Doughty, USA ■ *U.S. Military Academy*

LtCol Thomas J. Felts, USMC ■ *Marine Corps War College*

Aaron L. Friedberg ■ *Princeton University*

Alan L. Gropman ■ *Industrial College of the Armed Forces*

COL Timothy S. Heinemann, USA ■ *U.S. Army Command and General Staff College*

CAPT Chester E. Helms, USN ■ *Naval War College*

COL Paul Herbert, USA ■ *National War College*

Mark H. Jacobsen ■ *Marine Corps Command and Staff College*

Daniel T. Kuehl ■ *Information Resources Management College*

Thomas L. McNaugher ■ *The RAND Corporation*

William H. J. Manthorpe, Jr. ■ *Joint Military Intelligence College*

John J. Mearsheimer ■ *The University of Chicago*

LTG William E. Odom, USA (Ret.) ■ *Hudson Institute*

COL Robert E. Smith, USA ■ *U.S. Army War College*

James H. Toner ■ *Air War College*

LtGen Bernard E. Trainor, USMC (Ret.) ■ *Harvard University*

(continued from page 1)

I do not want to dwell on Vietnam in my last words as Chairman. Instead I want to stress two lessons of that defining experience. One is the need for morale and discipline without which military capabilities are useless. The Vietnam War almost tore the Nation apart, and the so-called hollow force of the 1970s was not just a matter of aging systems. We were hollow in spirit. Morale and discipline depend on various factors. Foremost among them is leaders who set high standards and insist on realistic training. We must have good weapons and equipment. And finally, we must deal with the material and emotional well-being of our people and their families. If we take care of those things, then we will accomplish our missions.

The second lesson is the need to maintain a bond between the military and the American public. This is absolutely vital in a democracy. It also depends on a number of factors. We must be stewards of the public trust and exemplars of professionalism. Integrity must be our watchword. We must take advantage of the bridge between the Armed Forces and society provided by members of the Reserve components. When they leave

we must be stewards of the public trust and integrity must be our watchword

their civilian livelihoods for active duty, they ensure that our all-volunteer force remains connected with the people it serves.

Moreover, a free and unfettered press is important to an open dialogue with the public. We must work closely with our civilian leaders to tell our story and take advantage of opportunities to explain how and why we do what we do.

We rebuilt our forces spiritually and physically after Vietnam. Results of these efforts were displayed to the world in Desert Storm. And they're on display today wherever our magnificent forces serve around the globe. Everywhere I go, I see young enlisted troops, noncommissioned officers, and officers doing everything their Nation asks of them—and doing it with competence, energy, and an unmatched devotion to duty.

As Chairman over the last four years, I have had the utmost confidence in each member of the Armed Forces. I know that if needed, regardless of where or when, they are ready to fight and win, keep the peace, and provide aid both at



Observing flight operations,
USS Theodore Roosevelt.

U.S. Navy (Domé McKissic)

home and abroad. Although we have faced numerous challenges and frustrations, the finest military in the world has come through with flying colors. I am confident it will persevere in the future. For those in leadership positions, the greatest impact you can have is on training and retaining your replacements. Your subordinates are your legacy. I know that you will pick the best, mentor them, and make them better. Having that trust makes it easier for me to lay aside my uniform, for I know that the security of the Nation is in good hands.

For almost four decades, in peace and war, I've had the privilege of being a soldier. It has been a spectacular adventure. The outstanding men and women with whom I've served have made it all worthwhile. I'm eternally indebted to them for their support and friendship. When I render that last salute, I'll recall great times and good friends as well as tough days and lost comrades. I'll recall the enthusiasm with which I began the adventure and the searing realities of

combat. I'll recall the thousands of young faces, united in a purpose unique to men and women in uniform, regardless of service or specialty. I'll think of the myriad sights and sounds and smells that have made this life so special and rewarding. But mostly, I'll think about you, knowing that you will continue to do your duty. And I will remember how proud I was to be one of you.

Thank you for who you are and what you do for the Nation. May God bless all of you and keep you safe wherever you serve. As always, we stand ready to face the task.

HENRY H. SHELTON
Chairman
of the Joint Chiefs of Staff