

Doctrine

TECHNOLOGICAL UPGRADES

The Joint Electronic Library (JEL) incorporates every title in the joint doctrine publication hierarchy as well as supporting documentation. Published semi-annually on CD-ROM, it can be accessed on the joint doctrine Web site (<http://www.dtic.mil/doctrine>) or GCCS/SIPRNET. In addition to JEL, authorized users can access draft doctrine which is password-protected for coordination purposes.

Forthcoming products include the Joint Doctrine Information System (JDEIS), which will function similar to an Internet search engine. It will link 110 approved joint doctrine publications with the Universal Joint Task List (UJTLS) as well as service doctrine and related material (such as CJCS directives). When JDEIS is in place, users can access joint warfighting information quickly and efficiently, eliminating the need to frequently reprint hard copies. Real-time upload will ensure prompt access to joint doctrine. Since this system is not scheduled for delivery in FY02, the Joint Staff will continue to issue joint pubs and CD-ROM JELs until the unified commands and services indicate that a complete transfer is feasible (estimates range between 3 and 5 years).

Students at professional military education (PME) institutions will have access to Doctrine Networked Education and Training (DOCNET), an Internet-based distributed learning system, on a 24-hour basis. Of 30 planned modules, 6 are found on the Joint Doctrine Web Site: operational art, joint force employment, military operations other than war, joint task force commander, joint fire support, and unified action armed forces.

Another initiative uses the interactive application of doctrine with a video wargame format. The CD-ROM game can be played at home, the office, or an off-site location with a laptop computer and is based on 14 different scenarios. Users will be asked to plan on the strategic and operational levels. Crisis action planning will result in simulated employment on the operational level, thereby providing feedback at each step to indicate consistency with joint doctrine. An effective learning tool, this wargame is CJCS-approved and funded (with delivery in the first quarter of FY00).

The Joint Doctrine Operations Laboratory (JDOL) will use elements of JDEIS, DOCNET, and the video wargame to teach doctrinal and warfighting skills. It will serve as an Internet-based, cooperative, interactive, multiplayer opposing force simulator for exercises, experimentation, and rehearsals in various environments and situations. Civilian officials and military leaders and staffs, regardless of their location, will be able to take part in focused simulations. JDOL will be available worldwide on a 24-hour basis with real-time editing to modify forces, increase OPTEMPO, and change venue and terrain with realistic maps and intelligence

JFQ

JOINT DOCTRINE WORKING PARTY

The Joint Warfighting Center hosted the 23rd meeting of the Joint Doctrine Working Party (JDWP) on April 20–21, 1999, at Fort Monroe. It was sponsored by the Director for Operational Plans and Interoperability (J-7), Joint Staff, and attended by representatives from the combatant commands, services, and doctrine centers.

The participants unanimously agreed to assign doctrine on civil affairs to a future title, Joint Publication 3-57.1, *Joint Doctrine and Joint Tactics, Techniques, and Procedures (JTTP) for Civil Affairs*. The current revision of Joint Pub 3-57 (formerly *Doctrine for Joint Civil Affairs*) provides insufficient coverage of many functions involved in this field and will be retitled *Doctrine for Joint Civil-Military Operations (CMO)*.

It was also agreed at the meeting to eliminate Joint Publication 3-56, *Command and Control Doctrine for Joint Operations*, which never advanced beyond the draft stage. A need was identified to improve coverage of the subject in Joint Pub 0-2, *Unified Action Armed Forces (UNAAF)*.

The U.S. Army Training and Doctrine Command presented a briefing on

homeland defense which is advanced by that service. An Army Center of Excellence for Homeland Defense has been established at Fort Leonard Wood to develop overarching doctrine to assist civil authorities against a range of foreign and domestically based threats against the United States.

JFQ

JOINT PUBS UPDATE

The following titles have been approved through the joint doctrine development process:

- Joint Publication 2-03, *Joint Tactics, Techniques, and Procedures for Geospatial Information and Services Support to Joint Operations* (March 31, 1999).
- Joint Publication 3-07.3, *Joint Tactics, Techniques, and Procedures for Peace Operations* (February 12, 1999).
- Joint Publication 3-09.1, *Joint Tactics, Techniques, and Procedures for Laser Designation Operations* (May 28, 1999).
- Joint Publication 3-15, *Joint Doctrine for Barriers, Obstacles, and Mine Warfare* (February 24, 1999).
- Joint Publication 3-35, *Joint Deployment and Redeployment Operations* (September 7, 1999).
- Joint Publication 3-59, *Joint Tactics, Techniques, and Procedures for Meteorological and Oceanographic Operations* (March 23, 1999).
- Joint Publication 5-00.2, *Joint Task Force Planning Guidance and Procedures* (January 13, 1999).
- Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms* (amended through June 29, 1999).

For joint doctrine updates go to <http://www.dtic.mil/doctrine/update.htm>.

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CROSS-SERVICE ISSUES

The Air Land Sea Application Center (ALSA) is chartered by the four services to rapidly respond to interoperability issues. It produces guidance for warfighters and develops multiservice tactics, techniques, and procedures, facilitating joint information exchange and operational solutions across the Armed Forces. A key element in the development of ALSA projects is the joint working group process which is comprised of volunteers from the services and subject matter experts, specialists on doctrine, and operators who use the published output. Those interested in participating should contact ALSA by writing to 114 Andrews Street, Langley Air Force Base, Virginia

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and comments

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or send it on the Internet to
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23665; calling (757) 225-0902 / DSN 575-0902; or contacting the organization at <http://www.dtic.mil/alsa>.

Recent ALSA publications which can be downloaded via that site include:

- *Multiservice Procedures for Joint Air Traffic Control* (January 1999) offers employment procedures and processes for synchronizing and integrating forces and equipment (see <http://www.dtic.mil/alsa/jatc.htm>).

- *Multiservice Procedures for Joint Task Force Information Management* (April 1999) covers the management, control, and protection of information in a JTF conducting continuous operations (see <http://www.dtic.mil/alsa/jtinfo.htm>).

- *Survival, Evasion, and Recovery* (June 1999) is an easy-to-use, weatherproof, pocket-sized guide on basic survival, evasion, and recovery designed to be of assistance regardless of geographic location (see <http://www.dtic.mil/alsa/survival.htm>).

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URBAN WARFARE ONLINE

Interest in military operations in urban terrain (MOUT) and the tactics, techniques, and procedures for conducting them during combat and peace operations are reflected in the increasing number of resources found on the World Wide Web.

- The Center for Army Lessons Learned maintains a Web site with information on tactics, techniques, and procedures (see <http://call.army.mil/call/homepage/mout.htm>).

- The Marine Corps Combat Development Command has posted material as well as links to MOUT-related web sites (see <http://www.geocities.com/Pentagon/6453>).

- The RAND Corporation has published studies on urban warfare capabilities (<http://www.rand.org/publications>) including joint doctrine for urban operations. One report even evaluates the impact of such operations (see <http://www.rand.org/organization/ard/research.sums/cities.html>).

- The Foreign Military Studies Office, U.S. Army Command and General Staff College, has issued occasional papers on MOUT including a study on Russian operations (see Timothy L. Thomas, "The Battle of Grozny: Deadly Classroom for Urban Combat," which is found online at <http://call.army.mil/call/fmso/fmsopubs/issues/battle.htm>).

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LASER LIAISING

Because of its increased accuracy, lethality, and ability to reduce collateral damage, laser guidance weaponry is being frequently employed when combatants

and noncombatants are in close proximity. Joint operations demand common designation procedures and a knowledge of the capabilities and limitations of laser target designators (LTDs) and laser guided weapons (LGWs). Joint Publication 3-09.1, *Joint Tactics, Techniques, and Procedures for Laser Designation Operations*, is a valuable reference on the employment and safety aspects of LGWs and the characteristics of both LTDs and LGWs currently found in the field and fleet.

This volume, which was issued on May 28, 1999, contains basic descriptions of LTDs and requirements for their use with laser spot trackers (LSTs) and LGWs. It considers different types of laser reflections and their effects on LGWs or LSTs. Moreover, it contains a vital discussion on false seeker lock-on and measures to prevent it.

The publication deals with procedures for both artillery and fixed- and rotary-wing close air support. Figures illustrate safety zones and acquisition areas for aircraft while the accompanying text on various LTDs, LSTs, and LGWs treats employment concepts that provide a quick reference for personnel operating in a joint environment.

Moreover, laser codes and safety are covered. The volume explores code compatibility and management as well as codes used with laser-guided bombs and pulse repetition frequency code prioritization. A chapter on laser safety outlines eye safety, fratricide safety due to false lock-on, and organizational safety. Throughout the publication safety considerations and common misunderstandings for designation procedures are presented in blue highlight.

Joint Pub 3-09.1 concludes with tables on both fixed- and rotary-wing capabilities. Other reference tables describe and compare man-portable LTDs and characteristics of specific LSTs and LGWs. In addition, appendices contain detailed designation procedures for both copperhead and fixed- and rotary-wing close air support.

Because future operations will be joint and forces will rely more and more on the accuracy and lethality of precision munitions, it is essential that the services know how to operate with each other when using laser designators and weapons. The tactics, techniques, and procedures found in Joint Pub 3-09.1 will help ensure the successful and safe employment of lasers in a joint environment.

JFQ

Organization

THE ARMY—INTENT OF THE CHIEF OF STAFF

[General Eric K. Shinseki became the 34th Chief of Staff of the U.S. Army on June 22, 1999. He has been Deputy Chief of Staff for Operations and Plans at Headquarters, Department of the Army; Commanding General, U.S. Army Europe; Commander, Allied Land Forces Central Europe; and Commander, NATO Stabilization Force in Bosnia-Herzegovina. Prior to assuming his present assignment, he served as Vice Chief of Staff of the U.S. Army. Following is a summary of his statement of intent.]

The Army places soldiers *on point* in a dangerous world because they are the surest signs of the commitment of the Nation. Our nonnegotiable contract with the American people is to be a warfighting Army—persuasive in peace and invincible in war. Therefore, my overarching goal as CSA must be to provide the leadership, grounded in a vision for the future, to keep this Army the pre-eminent land warfighting force in the world. We will aspire to be the most esteemed institution in the Nation, the most respected army anywhere, and the most feared ground force to those whose actions would threaten the vital interests of the United States. Objectives for achieving this goal that will receive my personal attention are:

- *Increasing strategic responsiveness.* Heavy forces must be more strategically deployable and more agile with a smaller logistical footprint, and light forces must be more lethal, survivable, and tactically mobile.

- *Developing a clear, long-term strategy to improve operational jointness and to implement the goals of Joint Vision 2010.* We will be the leader in joint mission readiness and interoperability. We will allocate resources to research, development, and experimentation so as to support the strategy and tackle the tough organizational changes it dictates.

- *Developing leaders for joint warfighting as well as change.* The selection of senior leaders will be based on their joint warfighting abilities, leadership, and capacity for innovation and change.

- *Completing the full integration of the active and Reserve components.* We are *The Army*—totally integrated into a oneness of purpose—no longer the Total Army, no longer the One Army. We are *The Army*, and we will march into the 21st century as *The Army*.

- *Manning our warfighting units.* Manning the force is an urgent priority. If, after we have structured for the tasks we must be ready to perform, we find ourselves short of formations to accomplish assigned missions, I am

prepared to argue for increases in both structure and endstrength with the confidence that I will be able to gain the support of the Defense leadership.

■ *Providing for the well-being of soldiers, civilians, and family members.* The Army's readiness is inextricably linked to the well-being of its people. Our success depends on the whole team—our soldiers, civilians, veterans, and their family members—all of whom serve the Nation. We make the most significant investment in the Nation's security by properly training, equipping, and supporting them. We must strive to provide adequate housing, schools, and medical and dental care with a quality and access comparable to society at large. When we deploy, our soldiers should know that their families are safe, housed, and have access to medical care, community services, and educational opportunities.

Finally, we are and will remain a values-based institution where loyalty, duty, respect, selfless service, honor, integrity, and personal courage are the foundation of all that we do today and all of our future successes. Our soldiers, who exemplify these values every day, are the best in the world. They voluntarily forego comfort and wealth, face hardship and sacrifice, and confront danger and sometimes death in defense of the Nation. We owe them our tireless efforts, our professional excellence, and our principled commitment to ensure that they remain the world's finest land force for the next crisis, the next war, and an uncertain future. JFQ

This excerpt is taken from the "Intent of the Chief of Staff, Army" which was issued on June 23, 1999. The full text of the statement can be found online at <http://www.hqda.mil/ocsa/intent.ppt>.

THE MARINE CORPS— GUIDANCE FROM THE COMMANDANT

[General James L. Jones, Jr., became the 32nd Commandant of the Marine Corps on April 21, 1999. He has served as Commanding General, 2nd Marine Division; Director of the Expeditionary Warfare Division in the Office of the Chief of Naval Operations; and Deputy Chief of Staff (Plans, Policies, and Operations) at Headquarters, U.S. Marine Corps. Prior to assuming his current position, he was Military Assistant to the Secretary of Defense. The following statement is taken from his guidance to the Marine Corps.]

Our Marine Corps traditions connect us to a proud legacy of past achievements and serve as a bridge to future success. In order to meet the challenge and

promise of tomorrow, marines must possess a thorough understanding of the goals, values, and institutional objectives of their Corps.

Leadership is the heart of our institutional character. Of the many skills and abilities we use in our profession, there is none we prize more highly.

As marines, we are imperfect people living and working in an institution that strives for perfection. That we make mistakes is to be expected. Leadership at all levels determines how we address these mistakes. When we are confident that we will not be held to an impossibly high standard, trial and error will enhance the learning process and encourage us to act with the boldness that should be our hallmark.

Marine families are members of the team, and their support is essential to the health of the Corps. I would ask all to join me in eliminating the term "dependent" in referring to our family members.

Winning battles is our reason for being. For 223 years we have faced our adversaries across the spectrum of conflict "in ev'ry clime and place" and have prevailed time and again. This is what America expects and it is what we will continue to deliver.

The operating forces are our focus. As the source of the combat-ready MAGTFs that are our unique contribution to the defense of the Nation, they are the soul of the Corps. We must provide our units the resources to train, maintain equipment, deploy, and if necessary fight.

Our enduring partnership with the Navy is our institutional center of gravity. The Navy is our stalwart partner in littoral power projection, providing capabilities that complement, support, and sustain MAGTF expeditionary striking power. We will continually explore ways of strengthening the Navy-Marine Corps bond to increase our understanding of each other's direction and goals.

We need to look at those functions marines perform in the supporting establishment and ask ourselves how many can be outsourced. My goal is to return as many marines as possible to the operating forces.

Current trends suggest that future crises will require our participation across the full spectrum of operations—from humanitarian assistance, to peacekeeping, to combat.

I expect marines to be leaders in demonstrating and explaining trust when operating within joint and combined environments.

MAGTFs can support joint experimentation programs. As unique, balanced, combined arms formations, they are ideal for evaluating emerging joint doctrine, force structure, training methods, or equipment in an environment that is a microcosm of the joint operational context.

We will play a key role in contributing to homeland defense. Defending American lives, property, and institutions at home is a principal task of government.

The Marine Corps Reserve is an essential part of the Total Force Marine Corps both in peace and in war. They will continue to fulfill that role under the total force concept. I intend to resource it at a level similar to that of the regular component.

The Marine Corps is inextricably linked to American society. By maintaining a sound relationship with the society we serve, we will build confidence in our institution and support for our efforts.

A promising future lies ahead and I am confident that we are prepared for it because we define ourselves by balanced excellence in the way we train, live, and, if need be, fight—as United States Marines. We must continue to encourage thinking and initiative, emphasize the primacy of the marine and his rifle, and be inspired by the powerful sense of purpose and belonging implicit in the words, "For the strength of the Pack is the Wolf, and the strength of the Wolf is the Pack." *Semper Fidelis.* JFQ

This excerpt is taken from the "Commandant's Guidance" issued on July 1, 1999. The full text can be found online at <http://www.usmc.mil/cmc.nsf/cmc>.

JOINTNESS ABROAD

In 1998 the United Kingdom conducted the Strategic Defence Review (SDR) to determine defense requirements and capabilities for the future. It led to a series of initiatives to consolidate expertise and maximize effectiveness while eliminating duplication and waste. One result was the formation of Joint Rapid Reaction Forces (JRRF) to spearhead a modernized, rapidly deployable, and better-supported front line (see the SDR report at <http://www.mod.uk/policy/sdr/wpindex.htm>; of special note is an essay on joint operations at <http://www.mod.uk/policy/sdr/essay08.htm>).

The review stressed the fact that British rapid deployment capabilities fell short of emerging requirements. There was a lack of combat power, logistic and medical support for simultaneous or prolonged deployments, and command and control arrangements. In addition, a need existed for the capability to react to two concurrent medium-scale operations—one relatively short warfighting deployment, on the one hand, and one more extended nonwarfighting operation, on the other.

JRRF brings together readily available forces from all services. A larger, much improved, and more balanced capability is scheduled to be in place by October 2001. The forces have already been identified and an initial operational capability will be achieved by April 2000. They will be drawn from the deployable high readiness units in each service. From that, tailored force packages can be generated for high and very high readiness operations of every type that can be deployed not only on national operations but also as part of NATO, Western European Union, United Nations, Organization for Security and Cooperation in Europe, or ad hoc coalition forces.

Both naval and air force assets required to reach full capability are nearly in place, including 3 Commando Brigade. Some equipment remains to be delivered: four roll-on/roll-off ships and special amphibious ships, which are currently under construction. JRRF aircraft will be complete with delivery of the short-term RAF strategic airlifter, a critical enabler for rapid deployment.

Army preparations are more complex. One key outcome of the review was the organization of a sixth heavy brigade. This will enable 1 Armoured Division and 3 Division to run three years of training and operations (formation readiness cycle), which is key to maintaining high readiness. With the commitment of significant logistic capability to Bosnia, the initial army capability will be limited to brigade-sized operations where activity levels are low. But this combat power will grow each year as brigades complete the training phase of the formation readiness cycle and they are able to provide a full brigade for warfighting operations while a brigade-sized nonwarfighting operation is being conducted simultaneously.

JRRF will be configured in two echelons, the first on a very high level of readiness and comprised of the following units:

- lead commando group
- lead armoured battlegroup

- lead mechanized battlegroup
- lead reconnaissance battlegroup
- lead aviation battlegroup
- airborne battlegroup
- special forces
- maritime and air forces.

Second echelon forces at a high level of readiness will include:

- 3 Commando Brigade
- Ready Armoured Brigade from 1 Armoured Division
- Ready Mechanized Brigade from 3 Division
- 16 Air Assault Brigade
- maritime and air forces.

To overcome weaknesses in logistic support, the position of joint force logistic component commander was established with responsibility for the reception, staging, onward movement, and sustainability of a joint force to overcome problems exposed in the Persian Gulf during Operation Granby. This is not a standing position, but will draw on expertise in single service logistic units. The commander will have a dedicated joint logistic staff, communications, and life support which is tailored to meet the demands of a given operation.

The JRRF concept is a significant advance. It will generate tailored joint force packages at a high state of readiness that have real punch, sustainable logistic support, and excellent command and control arrangements to meet a variety of current security challenges. **JFQ**

LOGISTICS AGREEMENTS

In 1980 Congress passed the NATO Mutual Support Act (NMSA) which provided DOD simplified authority for acquiring logistic support, supplies, and services without using traditional contracting procedures. It also authorized, after consultation with the Department of State, making agreements with allied nations and organizations and also granted authority to provide logistics support outside normal foreign military sales channels in exchange for cash or replacement in kind.

As originally enacted, NMSA limited its application to NATO allies and organizations and U.S. forces stationed in Europe and adjacent waters. Since then Congress has amended the statute several times. First, it expanded NMSA to allow exchanges of logistics support with non-NATO member nations. Second, it altered the replacement in kind criterion from

identical replacement to include equal value exchange. Third, it permitted the loan of equipment as well as the exchange of airlift services. Finally, it expanded the statute to permit the sale of non-lethal items not listed as significant military equipment on the U.S. munitions list, such as communications.

Reaching an acquisition and cross-servicing agreement (ACSA) involves two steps. First, the Departments of Defense and State declare a country to be eligible. Once a country is accepted, the representatives of the CINC and their foreign counterparts develop an agreement.

For a country to become eligible, the unified command submits a request with justification to the Directorate for Logistics (J-4), Joint Staff, which together with the Office of the Secretary of Defense determines if an agreement meets the interests of national security. If there is concurrence, the Department of State is consulted and then Congress is notified of the intent to declare a country eligible. If no congressional objection is raised within 30 days, the country becomes eligible.

In the next step the unified command holds negotiations using the approved ACSA template as a basis. The draft agreement—with changes to the template lined in—is then forwarded to the Joint Staff. After successful review and approval of the draft, permission is given to conclude the agreement. The Joint Staff in turn delegates that authority to the CINC and both parties sign.

These agreements permit exchanges of logistics support, supplies, and services consisting of food, billeting, transport, petroleum, lubricants, clothing, communications, medical assistance, ammunition, base operations, storage, facility use, calibration, port handling, and training (but not weapon systems, major end items, initial quantities of replacement parts and spares, or significant military equipment items on the munitions list under the Arms Export Control Act).

The United States has ACSAs in place with 39 nations and 62 others are eligible. They are routinely used to respond to peacekeeping, disaster relief, and contingency operations and include:

- airlifting supplies to three million people left without power during ice storms in Canada
- providing two roll-on/roll-off ships to deploy the Allied Rapid Reaction Corp into Croatia
- delivering vehicles and equipment in support of a noncombat operation in Africa

- loaning radio beacons to allied forces in Bosnia
- providing food and billeting in exchange for bridge construction in Hungary
- trading medical services in Tuzla for like services in Sarajevo.

ACSAs are powerful logistics tools. Under them countries can pay less for goods and services than the foreign military sales rate. Payment may be made in cash, replacement in kind, or equal value exchange, and it can be made after the fact. Accounting, reporting, billing, and collecting remain service responsibilities. When an agreement is used to support contingencies, humanitarian and foreign disaster assistance dollar ceilings do not apply.

JFQ

Education

CJCS ESSAY COMPETITION

The 18th annual Chairman of the Joint Chiefs of Staff Strategy Essay Competition was conducted on May 20–21, 1999, at the National Defense University in Washington. The contest was begun by General David C. Jones, USAF, the 9th Chairman, to challenge the students at intermediate and senior colleges to write original essays on significant aspects of national security strategy and is open to both resident and non-resident students from all services as well as their civilian classmates.

This year's winners were:

- Ms. Connie L. Stephens (National War College) who won first place for an essay on "The Revolution in Media Affairs: Reinventing U.S. Strategic Communications in the Era of Slobodan Milosevic."
- Mr. Mark R. Sanderson (College of Continuing Education, Naval War College) who was awarded second place for an essay on "NATO, the United States, and Russia: Flexible Security after the Cold War."
- Major David W. Coffman, USMC (College of Naval Command and Staff) who took third place for an essay on "Operational Art and the Human Dimension of Warfare in the 21st Century."

On June 14, 1999 Lieutenant General Richard A. Chilcoat, USA, President of the National Defense University, presented awards on behalf of the Chairman to the winners in a ceremony at Fort Lesley J. McNair. The winners received a certificate signed by the Chairman and a collection of professional military books provided through the generosity of the NDU Foundation. The three winning essays were published under the title *Essays 1999* by NDU Press and can be accessed at the Web site shown in the advertisement below.

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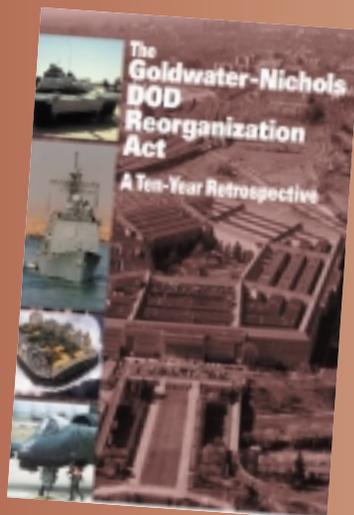


Recognizing the winners, 18th CJCS Essay Competition

NDU (Mark Mieske)

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For *The Goldwater-Nichols DOD Reorganization Act: A Ten-Year Retrospective* and other publications of the Institute for National Strategic Studies—including NDU Press books, *McNair Papers*, and *Strategic Forums*—visit the National Defense University Web site on the Internet at: <http://www.ndu.edu>



This volume captures the perspectives of a group of defense officials and military professionals, each of whom was closely associated with the Goldwater-Nichols Department of Defense Reorganization Act of 1986 as framer, implementer, or expert observer of this landmark piece of legislation:

DAVID C. JONES
Reform: The Beginnings

JAMES R. LOCHER III
Building on the Goldwater-Nichols Act

LEIGHTON W. SMITH, JR.
A Commander's Perspective

WILLIAM K. BREHM
On Revolutions, Barriers, and Common Sense

JOHN P. WHITE
Meeting the Needs of the Secretary of Defense

JOHN M. SHALIKASHVILI
Goldwater-Nichols Ten Years from Now

Joint Force Quarterly Essay Contest on

Military

INNOVATION

To stimulate innovative thinking on how the Armed Forces can remain on the cutting edge of warfare in the 21st century, *Joint Force Quarterly* is pleased to announce the 1999–2000 “Essay Contest on Military Innovation” sponsored by the National Defense University Foundation, Inc. The contest solicits contributions on exploiting technological advances in warfighting as well as on the development of new operational concepts and organizational structures. Essays may be based on either historical analyses of military breakthroughs or contemporary trends in the conduct of war.

Contest Prizes

Winners will be awarded prizes of \$2,500 and \$1,500 for the two best essays. In addition, a prize of \$1,000 will be presented for the best essay submitted by an officer in the rank of major/lieutenant commander or below (or equivalent grades), regardless of nationality.

Contest Rules

1. Entrants may be military personnel or civilians (from the public or the private sector) and of any nationality. Essays written by individual authors or groups of authors are eligible.
2. Entries must be original in nature and not previously published (nor under consideration for publication elsewhere). Essays derived from work carried out at intermediate and senior colleges (staff and war colleges), universities, and other educational institutions are eligible.
3. Entries must not exceed 5,000 words in length and must be submitted typewritten, double-spaced, and in triplicate (no electronically transmitted contributions will be accepted). They should include a wordcount at the end. Documentation may follow any standard form of citation, but endnotes rather than footnotes are preferred.

4. Entries must be submitted with (a) a letter indicating the essay is a contest entry together with the author's name, social security account number (or passport number in the case of non-U.S. entrants), mailing address, daytime telephone number, and FAX number (if available); (b) a cover sheet containing the contestant's full name and essay title; (c) a summary of the essay which is no more than 100 words; and (d) a biographical sketch of the author. Neither the names of authors nor any personal references to the identity of the contributors should appear in the body of the essays (including running heads or other distinguishing markings such as office symbols).

5. Entries should be mailed to: Essay Contest, ATTN: NDU–NSS–JFQ, 300 Fifth Avenue (Bldg. 62), Fort Lesley J. McNair, Washington, D.C. 20319–5066.

6. All entries must be postmarked no later than June 30, 2000 to be considered eligible.

7. *Joint Force Quarterly* will hold first right to publish all entries. The prize-winning as well as other essays submitted in the contest may appear in future issues of the journal.

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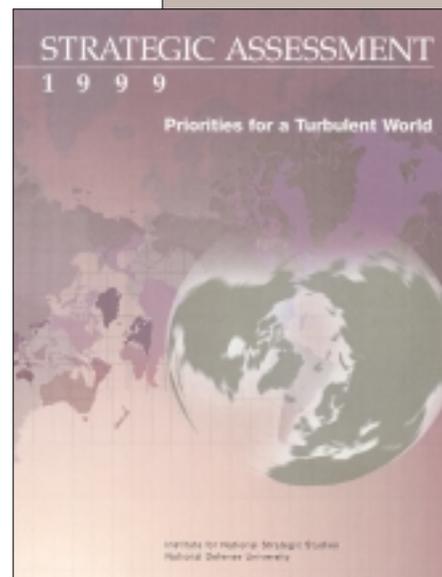
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