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A Word from

I am pleased to offer a few thoughts to the readers of *Joint Force Quarterly* in this, the third issue. *JFQ* fills a longstanding gap. It offers a professional forum to trade views and opinions, discuss ideas, and educate ourselves on jointness.

As General Powell did in the inaugural issue, I invite any and all to participate, to submit articles, or at the very least to read and mull over what others are thinking. There are no boundaries on who should be writing for this journal. Napoleon was a young and relatively unseasoned officer when his brain was forming the electrifying ideas that would revolutionize warfare and overpower nearly every army in Europe. A little over a century later, a young, medically discharged captain named Liddell-Hart was struggling to get Britain's senior military leaders to hear his controversial views on warfare. Unfortunately, his own military wouldn't listen, but its future enemy did. When it comes to good ideas, neither rank nor age confers a monopoly.

JFQ is intended to stay at the vanguard, to raise and air controversies, to tell us what we don't understand. Since World War II we have moved a long way toward jointness. It has been a prolonged march, punctuated by occasional disagreements, but ushered by a recognition that unity is dangerous as a battlefield advantage over disunited opponents. But jointness is not a science, it is surely not static, and the march is by no means over.

We need this journal, we need it to be open-minded, and above all it must be accessible. When you think back to General Billy Mitchell's frustrating crusade to educate the Armed Forces about the dawn of airpower, General George Marshall's tireless efforts to form a unified military establishment, or the more recent efforts by our own Congress—in the face of considerable military stubbornness—to formulate and pass the Goldwater-Nichols Act, it only emphasizes why we need *JFQ*. There is always room for improvement and there is a ceaseless challenge to adjust to new developments.



The White House

General John M. Shalikashvili, USA (center), speaking in the Rose Garden at the White House, after being nominated to become 13th Chairman of the Joint Chiefs of Staff on August 11, 1993. General Shalikashvili is seen (from left to right) with General Colin Powell, President Bill Clinton, Vice President Al Gore, and Secretary of Defense Les Aspin.

the Chairman



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In the past four years alone, our Armed Forces participated in 29 major joint operations. Each and every one has been different. They have ranged from a large-scale conventional war in the Gulf through the embargo pressures we are even now applying against the dictators holding Haiti in their grip. Withal there are countless new lessons and observations which impact on the future of jointness.

General John M. Shalikashvili, USA, assumed his duties as Chairman of the Joint Chiefs of Staff on October 25, 1993. He previously served as Supreme Allied Commander Europe, and as Commander in Chief, European Command. In the wake of the Persian Gulf War he commanded Operation Provide Comfort which aided and relocated hundreds of thousands of Kurds in northern Iraq.

At the same time, literally hundreds of possible reforms, criticisms, and suggestions are percolating inside the think tanks that ring Washington, within our own Congress, and between ourselves. They need to be explored, their strengths assessed, and their warts exposed. We have to distinguish between those worth embracing and those that are dysfunctional or risky.

JFQ must contribute to this exchange and, based on these first three issues, I think we are right on the mark. I encourage both the editors and contributors to keep it up. To those of you who have worked hard to give *JFQ* this good start, all of us are very appreciative. Thank you.

JOHN M. SHALIKASHVILI
Chairman
of the Joint Chiefs of Staff