

TRANSFORMATION

A Selected Bibliography

Compiled by Mark R. Costa

U.S. Army War College Library

Carlisle Barracks, PA

April 2007

PREFACE

This selected bibliography lists references for readings related to U.S. Department of Defense transformation. Significant works on the U.S. intelligence community transformation and foreign defense transformation have also been added.

With the exception of some important older titles, all of the works listed are dated from 2003 to the present. For earlier works please see *Transformation: A Selected Bibliography* (July 2004), compiled by Jacqueline S. Bey. All items listed in this bibliography are available through the USAWC Library. For your convenience, at the end of the entries, library call numbers, URLs, or database links were added. Web sites were accessed as of April 2007.

This bibliography and others, compiled by our research librarians, are available online through the Library's bibliographies page <http://www.carlisle.army.mil/library/bibliographies.htm>.

For additional information, please contact the Research and Information Services Branch, U.S. Army War College Library by sending an e-mail message to libraryr@carlisle.army.mil, or by phoning DSN 242-4260 or Commercial (717) 245-4260.

Mark R. Costa, compiler

Contents

GENERAL INFORMATION.....	1
POLICY, PLANNING, AND GUIDANCE	7
JOINT OPERATIONS AND CONCEPT DEVELOPMENT	11
NETWORK CENTRIC OPERATIONS, INTELLIGENCE, AND TECHNOLOGY	15
FORCE STRUCTURE AND ARMY SUB-COMPONENTS	19
LEADERSHIP AND TRAINING	23

GENERAL INFORMATION

Books, Documents, and Internet Documents

Alberts, David S., and Richard E. Hayes. *Power to the Edge: Command – Control – in the Information Age*. Washington, D.C.: DoD Command and Control Research Program, 2003. 259pp. (U41 1 .C3A43 2003) http://www.dodccrp.org/files/Alberts_Power.pdf

Association of the United States Army. *Decaying Military Infrastructure: Putting U.S. Army Readiness at Risk*. Arlington: AUSA Institute of Land Warfare, 2001. 19pp. (UA23 .A95D21 2001)

Association of the United States Army. *How “Transformational” Is Army Transformation?* Arlington: AUSA Institute of Land Warfare, 2003. 19pp. (UA23 .A25T62 2003)

Association of the United States Army. *2006 and Beyond: What the U.S. Army Is Doing*. Arlington: AUSA Institute of Land Warfare, 2006. 31pp. (UA23 .A95T86 2006) <http://www.ausa.org/PDFdocs/TBSecRpt/TBear%5FMarch%5F06%5FOptimized.pdf>

Association of the United States Army. *The U.S. Army in 2004 and Beyond: Strategically Agile & Adaptive*. Arlington: AUSA Institute of Land Warfare, 2004. 27pp. (UA23 .A95U53 2004)

Binnendijk, Hans, ed. *Transforming America’s Military*. Washington, D.C.: National Defense University Press, 2002. 394pp. (UA23 .T72 2002)

Clark, Wesley K. *Winning Modern Wars: Iraq, Terrorism, and the American Empire*. New York: PublicAffairs, 2003. 218pp. (DS79.76 .C53 2003)

Echevarria, Antulio, II. *Challenging Transformation’s Clichés*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2006. 30pp. (U413 .A66E317 2006) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB746.pdf>

Funk, Paul E., III. *Full-Spectrum Operations: Changing the Way the Army Transforms*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2005. 41pp. (SSC 2005 Fun)

Gibish, Jane, comp. *Warfare in the 21st Century: A Selected Bibliography*. Carlisle Barracks, PA: U.S. Army War College Library, 2003. <http://www.carlisle.army.mil/library/bibs/warfar03.htm>.

Gray, Colin S. *Transformation and Strategic Surprise*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2005. 38pp. (U4 13 .A66G723 2005) <http://www.carlisle.army.mil/ssi/pdf/Pub602.pdf>.

- Howard, Bart. *Army Transformation, 1953-1961: Lessons of the "New Look" Army*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2004. 26pp. (AD-A423-737) <http://handle.dtic.mil/100.2/ADA423737>.
- Hundley, Richard O. *Past Revolutions, Future Transformations: What Can the History of Revolutions in Military Affairs Tell Us about Transforming the U.S. Military?* Santa Monica: RAND, 1999. 99pp. (U153 .H86 1999)
- Johnson, David E., and Gary Cecchine. *Medical Risk in the Future Force Unit of Employment: Results of the Army Medical Department Transformation Workshop V*. Santa Monica: RAND, 2006. 83pp. (UH223 .J53 2006)
http://www.rand.org/pubs/technical_reports/2006/RAND_TR302.pdf
- Karoly, Lynn A., and Constantijn W.A. Panis. *The 21st Century at Work: Forces Shaping the Future Workforce and Workplace in the United States*. Santa Monica: RAND, 2004. 258pp. (HD8072.5 .K16 2004)
- Lamb, Christopher J., et al. *Transforming Defense*. Washington, D.C.: National Defense University, 2005. 42pp. <http://handle.dtic.mil/100.2/ADA441179>
- Linick, Michael E. *A Critical Evaluation of Modularity*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 18pp. (AD-A449-445)
<http://handle.dtic.mil/100.2/ADA449445>
- Mealer, Robin L. *Transforming the Institutional Army: Changing the Engine of Change*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2003. 29pp. (AD-A415-763) <http://handle.dtic.mil/100.2/ADA415763>
- Metz, Steven, and Raymond A. Millen. *Future War/Future Battlespace: The Strategic Role of American Landpower*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2003. 37pp. (U413 .A66M272 2003) <http://handle.dtic.mil/100.2/ADA412926>
- Murray, Williamson, ed. *A Nation at War in an Era of Strategic Change*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2006. 371pp. (U413 .A66N18 2004)
<http://www.strategicstudiesinstitute.army.mil/pdf/PUB580.pdf>
- Robinson, Keith W. *DoD's Transformation Efforts: One Step Forward, Two Steps Back?* Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 20pp. (AD-A433 -658) <http://handle.dtic.mil/100.2/ADA433658>
- Sarkesian, Sam C., and Robert E. Connor, Jr. *The U.S. Military Profession into the Twenty-First Century: War, Peace, and Politics*, 2d ed. New York: Routledge, 2006. 238pp. (UA23 .S2291 2006)

Sorenson, Nils Christian. *Optimizing the Army's Adaptive Capacity*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2006. 57pp. (SSC 2006 Sor)

Spielvogel, Kenneth W. *Supporting the Well-Being of the Force*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 28pp. (AD-A431-893)
<http://handle.dtic.mil/100.2/ADA431893>

Teribury, Michael J. *Budgetary and Programming Obstacles to Army Transformation: A Challenge for Now and the Future*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 28pp. (AD-A432-703) <http://handle.dtic.mil/100.2/ADA432703>

Tucker, David. *Confronting the Unconventional: Innovation and Transformation in Military Affairs*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2006. 81pp. <http://www.strategicstudiesinstitute.army.mil/pdf/PUB729.pdf>

U.S. Department of Defense. *Defense Science Board 2005 Summer Study on Transformation: A Progress Assessment: Volume I*. Washington, D.C.: U.S. Department of Defense, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, February 2006. 45pp. [http://www.acq.osd.mil/dsb/reports/2006-02-DSB SS Transformation Report Vol 1.pdf](http://www.acq.osd.mil/dsb/reports/2006-02-DSB%20SS%20Transformation%20Report%20Vol%201.pdf)

U.S. Department of Defense. *Defense Science Board 2005 Summer Study on Transformation: A Progress Assessment: Volume II: Supporting Reports*. Washington, D.C.: U.S. Department of Defense, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, April 2006. 321pp. [http://www.acq.osd.mil/dsb/reports/2006-04-DSB SS Transformation Report Vol 2.pdf](http://www.acq.osd.mil/dsb/reports/2006-04-DSB%20SS%20Transformation%20Report%20Vol%202.pdf)

Walker, David M. *Defense Business Transformation: A Comprehensive Plan, Integrated Efforts, and Sustained Leadership Are Needed to Assure Success*. Washington, D.C.: U.S. Government Accountability Office, 2006. (UA23.3 .W14 2006)
<http://handle.dtic.mil/100.2/ADA458221>

Waring, James M. *Transformation: Effectively Marketing Change in the Army*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2004. 35pp. (AD-A424-175) <http://handle.dtic.mil/100.2/ADA424175>

White, John P. *Transformation for What?* Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2005. 14pp. (U413 .A66L48 no.9)
<http://handle.dtic.mil/100.2/ADA441697>

White, John P., and John Deutch. *Security Transformation: Report of the Belfer Center Conference on Military Transformation*. Co-Sponsored by the Strategic Studies Institute, Harvard University's Kennedy School of Government, and the Dwight D. Eisenhower National Security Series. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2003. 16pp. (U413 .A66W33 2003)

Wolfowitz, Paul. *Thinking about the Imperatives of Defense Transformation*. Washington, D.C.: Heritage Foundation, 2004. 6pp. (HD87 .H26 no. 831)

Periodical Articles

Bell, B.B. "U.S. Army Europe and Seventh Army: Leading the Army's Fight for Change." *Army* 55 (October 2005): 8 1-85. [ProQuest](#)

Bitzinger, Richard A. "Come the Revolution." Transformation of militaries in the Asia-Pacific region. *Naval War College Review* 58 (Autumn 2005): 39-60. [ProQuest](#)

Boot, Max. "The Struggle to Transform the Military." *Foreign Affairs* 84 (March/April 2005): 103-118. [ProQuest](#)

Brown, John M., III. "One Team: Answering the Call." *Army* 56 (October 2006): 139-142. [ProQuest](#)

Cahlink, George. "Future Combat Zone." *Government Executive* 37 (15 April 2005): 50-58. [ProQuest](#)

Candrea, Philip J. "Accounting for Transformation." *Armed Forces Comptroller* 49 (Fall 2004): 7-13. [ProQuest](#)

Cebrowski, Arthur K. "Transformation and the Changing Character of War." *Officer* 80 (July/August 2004): 51-56. [ProQuest](#)

Cucullo, Gordon. "Our New-Millennium Military." *American Enterprise* 16 (September 2005): 42-45. [ProQuest](#)

Deitchman, S.J. "Completing the Transformation of U.S. Military Forces." *Issues in Science and Technology* 20 (Summer 2004): 62-68. [ProQuest](#)

Donnelly, John M. "Dream Army's Rude Awakening." *CQ Weekly* 64 (31 July 2006): 2100-2107.

Downs, William Brian. "Unconventional Airpower." *Air & Space Power Journal* 19 (Spring 2005): 20-25. [ProQuest](#)

Everitt, Peter B. "The Mobility Officer: Master of Deployment." *Army* 55 (April 2005): 3 3-36. [ProQuest](#)

- Feist, Tim. "Transformation Has Its Limits." *Proceedings: U.S. Naval Institute* 131 (April 2005): 65-69. [ProQuest](#)
- Fleming, Bruce. "Can Reading Clausewitz Save Us from Future Mistakes?" *Parameters* 34 (Spring 2004): 62-76. [ProQuest](#)
- Griffin, Benjamin S. "Faster, More Agile, Less Bureaucratic." *Army* 56 (October 2006): 73-76. [ProQuest](#)
- Hanson, Marshall. "Naval Services: Transformation, Integration and Role of Reserve." *Officer* 80 (October 2004): 27-28. [ProQuest](#)
- Harvey, Francis J. "Shaping the 21st Century U.S. Army." *Military Technology* 29, no. 10 (2005): 20-29. [ProQuest](#)
- Harvey, Francis J. "The U.S. Army Strategic Context." *Military Technology* 29, no. 10 (2005): 10-12, 14, 16-19. [ProQuest](#)
- Kenyon, Henry S. "New Combat Realities Forge New Force." *Signal* 59 (June 2005): 23-26. [ProQuest](#)
- Klein, John J., and Rich Morales. "Sea Basing Isn't Just about the Sea." *Proceedings: U.S. Naval Institute* 130 (January 2004): 32-35. [ProQuest](#)
- Knights, Michael. "'Iraqi Freedom' Displays the Transformation of U.S. Air Power." *Jane's Intelligence Review* 15 (May 2003): 16-19.
- Kolenda, Christopher D. "Transforming How We Fight: A Conceptual Approach." *Naval War College Review* 56 (Spring 2003): 100-121. [ProQuest](#)
- Leibstone, Marvin. "In the Shadow of War and Transformation." *Military Technology* 29, no. 12 (2005): 78-81. [ProQuest](#)
- Lewis, Mark R. "Army Transformation and the Junior Officer Exodus." *Armed Forces & Society* 31 (Autumn 2004): 63-93.
- Leyva, Meredith. "Transforming the 'Retention Sector'." *Joint Force Quarterly*, no. 38 (2005): 84-91. [ProQuest](#)
- Lord, Lance W. "Commanding the Future: The Transformation of Air Force Space Command." *Air & Space Power Journal* 18 (Summer 2004): 9-15. [ProQuest](#)
- Rochelle, Michael D. "Flagship Installations Are Vital to Army Transformation." *Army* 56 (April 2006): 61-62, 64-65. [ProQuest](#)

Stephenson, Scott. "Clouds and Arrows: Visualizing the Dynamics of Transformation." *Military Review* 86 (May/April 2006): 95-99. [ProQuest](#)

Stumborg, Michael F. "Air Force Space Command: A Transformation Case Study." *Air & Space Power Journal* 20 (Summer 2006): 79-89. [ProQuest](#)

Veit, Beverly. "Department of the Navy Converged Enterprise Resource Planning Program." *Armed Forces Comptroller* 50 (Fall 2005): 15-19. [ProQuest](#)

Wagner, Mary Ann. "The Challenge of Change." *Defense Transportation Journal* 61 (September 2005): 8-11. [ProQuest](#)

Weidenbaum, Murray. "The Changing Structure of the U.S. Defense Industry." *Orbis* 47 (Fall 2003): 693-703. [Wilson OmniFile](#)

Internet Sites

T2 - Training Transformation. Site maintained by the Under Secretary of Defense for Personnel and Readiness. <http://www.t2net.org>

U.S. Air War College. *Air War College Gateway to Transformation of War & U.S. Military*. <http://www.au.af.mil/au/awc/awcgate/awc-chng.htm>

U.S. Army. *The Army in 2020 Functional Area White Papers*. <http://www.fa-57.army.mil/refs/2020wh-pprs/>

U.S. Department of Defense. *Office of Force Transformation*. <http://www.oft.osd.mil/>

U.S. Department of Defense. *Office of Force Transformation Library*. Contains over 400 articles and documents on force transformation. <http://www.oft.osd.mil/library/library.cfm?>

U.S. Department of Defense. *Transforming the U.S. Military*. American Forces Press Service News. <http://www.defenselink.mil/specials/transform/>

U.S. Department of Defense. *Transformation Trends*. Newsletter of the Office of Force Transformation. <http://www.oft.osd.mil/library/library.cfm?libcol=9>

U.S. Department of Defense. *U.S. Department of Defense Transformation*. <http://www.dod.mil/transformation/>

U.S. Joint Chiefs of Staff, J7 Joint Experimentation, Transformation, and Concepts Division (JETCD). *Future Joint Warfare*. <http://www.dtic.mil/futurejointwarfare/>

U.S. Joint Forces Command. *Joint Innovation and Experimentation Directorate (J9)*. http://www.jfcom.mil/about/abt_j9.htm

POLICY, PLANNING, AND GUIDANCE

Books, Documents, and Internet Documents

- Barzelay, Michael, and Colin Campbell. *Preparing for the Future: Strategic Planning in the U.S. Air Force*. Washington, D.C.: Brookings Institution Press, 2003. 274pp. (UG633 .B16 2003)
- Bolkcom, Christopher. *Air Force Transformation*. Washington, D.C.: Congressional Research Service, 18 January 2006. 6pp. <http://www.fas.org/sgp/crs/natsec/RS20859.pdf>
- Burk, Douglas L. *Installation Transformation: A Perspective from a U.S. Army Support Group in Korea*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 22pp. (AD-A43 1-783) <http://handle.dtic.mil/100.2/ADA431783>
- Bush, George W. *Biodefense for the 21st Century*. Washington, D.C.: The White House, 2004. 8pp. <http://www.dhs.gov/xlibrary/assets/HSPD10Biodefensefor21stCentury042804.pdf>
- Cavender, Wayne M. *The Impact on Army Transformation if Supplemental Funding Wanes*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 22pp. (AD-A449- 180) <http://handle.dtic.mil/100.2/ADA449180>
- Galvin, James J., Jr. *Communicating Army Transformation to Congress: 1989-2005*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2005. 25pp. (SSC Gal 2005)
- Goldwater-Nichols Department of Defense Reorganization Act of 1986*. Washington, D.C.: U.S. Government Printing Office, 1986. 86pp. (UA23.3 .U53 1986)
- Kagan, Frederick W. *Finding the Target: The Transformation of American Military Policy*. New York: Encounter Books, 2006. 444pp. (UA23 .K13 2006)
- Limberg, Daniel. *Army Transformation: Its Long-Term Ability to Support the National Security Strategy*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 24pp. (AD-A448 -590) <http://handle.dtic.mil/100.2/ADA448590>
- Murdock, Clark A., et al. *Beyond Goldwater-Nichols: BG-N: Defense Reform for a Strategic Era, Phase 1 Report*. Washington, D.C.: Center for Strategic and International Studies, 2004. 88pp. (UA23.3 .M87 2004)
- Murdock, Clark A., et al. *Beyond Goldwater-Nichols: U.S. Government and Defense Reform for a New Strategic Area, Phase 2 Report*. Washington, D.C.: Center for Strategic and International Studies, 2005. 156pp. (UA23.3 .M871 2005)
<http://www.csis.org/media/isis/pubs/bgn%5Fph2%5Freport.pdf>

- O'Rourke, Ronald. *Defense Transformation: Background and Oversight Issues for Congress*. Washington, D.C.: Congressional Research Service, 9 November 2006. 49pp.
<http://www.fas.org/sgp/crs/natsec/RL32238.pdf>
- O'Rourke, Ronald. *Naval Transformation: Background and Issues for Congress*. Washington, D.C.: Congressional Research Service, 17 January 2006. 6pp.
<http://www.fas.org/man/crs/RS20851.pdf>
- Rumsfeld, Donald H. *Annual Report of the Secretary of Defense to the President and the Congress*. Washington, D.C.: U.S. Department of Defense, 2005. 100pp. (UA23 .A51S2 2005) <http://www.dod.mil/execsec/adr2005.pdf>
- Rumsfeld, Donald H. *Quadrennial Defense Review Report*. Washington, D.C.: U.S. Department of Defense, 2006. 92pp. (UA23 .3 .Q12 2006)
<http://www.defenselink.mil/qdr/report/Report20060203.pdf>
- Sullivan, Timothy I. *The Abrams Doctrine: Is It Viable and Enduring in the 21st Century?* Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 16pp. (AD-A432-674) <http://handle.dtic.mil/100.2/ADA432674>
- U.S. Air Force. Future Concepts and Transformation Division. *The U.S. Air Force Transformation Flight Plan*. Washington, D.C.: U.S. Air Force, November 2003. 87pp.
http://www.af.mil/library/posture/AF_TRANS_FLIGHT_PLAN-2003.pdf
- U.S. Army. *United States Army Transformation Roadmap 2004*. Washington, D.C.: U.S. Army, July 2004. 107pp.
http://www.oft.osd.mil/library/library_files/document_386_ATR_2004_Final.pdf
- U.S. Army Training and Doctrine Command. *The Army in Joint Operations: The Army's Future Force Capstone Concept 2015-2024*, version 2.0. TRADOC PAM 525-3-0. Washington, D.C.: U.S. Army Training and Doctrine Command, 7 April 2005. 69pp. (Mil. Pubs. TRADOC PAM 525-3-0) <http://www.tradoc.army.mil/tpubs/pams/p525-3-0/TP%20525-3-0.pdf>
- U.S. Army Training and Doctrine Command. *Force XXI Operations: A Concept for the Evolution of Full-Dimensional Operations for the Strategic Army of the Early Twenty-First Century*. TRADOC PAM 525-5. Washington, D.C.: U.S. Army Training and Doctrine Command, 1 August 1994. 69pp. <http://handle.dtic.mil/100.2/ADA293729>
- U.S. Army Training and Doctrine Command. *The United States Army Concept for Tactical Maneuver, 2015-2024*, version 1.0. TRADOC PAM 525-3-2. Washington, D.C.: U.S. Army Training and Doctrine Command, 2 October 2006. 83pp.
<http://www.tradoc.army.mil/pubs/pams/p525-3-2.pdf>

- U.S. Congressional Budget Office. *The Long-Term Implications of Current Defense Plans: Summary Update for Fiscal Year 2007*. Washington, D.C.: Congressional Budget Office, 2006. 24pp. <http://www.cbo.gov/ftpdocs/76xx/doc7671/10-18-LongTermDefense.pdf>
- U.S. Congressional Budget Office. *The Long-Term Implications of Current Defense Plans and Alternatives: Detailed Update for Fiscal Year 2006*. Washington, D.C.: U.S. Congressional Budget Office, 2006. 78pp. (UA23 .P422 2006)
<http://www.cbo.gov/ftpdocs/70xx/doc7004/01-06-DPRDetailedUpdate.pdf>
- U.S. Defense Science Board/Air Force Scientific Advisory Board Joint Task Force. *Report of the U.S. Defense Science Board/Air Force Scientific Advisory Board Joint Task Force on Acquisition of National Security Space Programs*. Washington, D.C.: Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, 2003. 74pp. (UG1523 .R26 2003)
- U.S. Defense Science Board Task Force. *Report of the Defense Science Board Task Force on Discriminate Use of Force*. Washington, D.C.: Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, 2003. 28pp. (U153 .R27 2003)
- U.S. Department of Defense. *National Defense Budget Estimates for FY2006*. Washington, D.C.: Office of the Under Secretary of Defense (Comptroller), April 2005. 218pp. (UA23.2 .N37 FY 2006) <http://www.dod.mil/comptroller/defbudget/fy2006/index.html>
- U.S. Department of Defense. *Report to Congress on the Role of the Department of Defense in Supporting Homeland Security*. Washington, D.C.: U.S. Department of Defense, 2003. 27pp. (UA927 .R27 2003)
- U.S. Department of Defense. *Transformation Planning Guidance*. Washington, D.C.: U.S. Department of Defense, 2003. 34pp. (UA23.3 .T62 2003)
<http://library.nps.navy.mil/uhtbin/hyperion-image/TPGfinal.pdf>
- U.S. Department of Defense. Office of Force Transformation. *Elements of Force Transformation*. Washington, D.C.: U.S. Department of Defense, Office of Force Transformation, 14 October 2004. 20pp.
http://www.oft.osd.mil/library/library_files/document_383_ElementsOfTransformation_LR.pdf
- U.S. Department of Defense. Office of Force Transformation. *Military Transformation: A Strategic Approach*. Washington, D.C.: Office of the Secretary of Defense, 2003. 38pp. (UA23 .M349 2003)
- U.S. Department of Defense. Office of the Assistant Secretary for Public Affairs. *Facing the Future: Meeting the Threats and Challenges of the 21st Century: Highlights of the Priorities, Initiatives, and Accomplishments of the U.S. Department of Defense, 2001-2004*. Washington, D.C.: U.S. Department of Defense, 2005. 74pp. (UA23.3 .F1 1 2005)
<http://purl.access.gpo.gov/GPO/LPS59614>

- U.S. Department of Homeland Security. *The National Strategy to Secure Cyberspace*. Washington, D.C.: Department of Homeland Security, 2003. 60pp. (QA76.9 .A25U57 2003)
- U.S. Executive Office of the President. "Department of Defense." In *Budget of the United States Government: Fiscal Year 2007*, 63-76. Washington, D.C.: U.S. Government Printing Office, 2006. (HJ205 1 .A3 FY 2007)
<http://www.gpoaccess.gov/usbudget/fy07/pdf/budget/defense.pdf>
- U.S. Executive Office of the President. *The National Security Strategy of the United States of America*. Washington, D.C.: The White House, 2006. 49pp. (UA10.5 .U659 2006)
- U.S. Executive Office of the President. *National Strategy for Combating Terrorism*. Washington, D.C.: The White House, 2006. 30pp. (HV6432 .U542 2006)
<http://www.whitehouse.gov/nsc/nsct/2006/nsct2006.pdf>
- U.S. Department of Defense. General Counsel. *The Defense Transformation for the 21st Century Act*. 10 April 2003. 207pp.
http://www.oft.osd.mil/library/library_files/document_131_Dod%20Transformation%20Act%20.pdf
- U.S. Department of Defense. Office of the Under Secretary of Defense for Personnel and Readiness. *Department of Defense Training Transformation Implementation Plan*. 9 June 2004. <http://www.t2net.org/briefs/impplan2004/IPlan.pdf>
- U.S. Government Accountability Office. *Military Transformation: Clear Leadership, Accountability, and Management Tools Are Needed to Enhance DoD's Efforts to Transform Military Capabilities*. Washington, D.C.: U.S. Government Accountability Office, December 2004. 42pp. <http://www.gao.gov/new.items/d0570.pdf>
- U.S. Marine Corps. *Marine Corps Strategy 21*. Washington, D.C.: Department of the Navy, 3 November 2000. 9pp. (UA23 .A513M17 2000)
[http://www.usmc.mil/templateml.nsf/25241abbb036b230852569c4004eff0e/\\$FILE/strategy.pdf](http://www.usmc.mil/templateml.nsf/25241abbb036b230852569c4004eff0e/$FILE/strategy.pdf)
- U.S. National Intelligence Council. *Mapping the Global Future: Report of the National Intelligence Council's 2020 Project*. Washington, D.C.: U.S. National Intelligence Council, December 2004. 121pp. <http://www.foia.cia.gov/2020/2020.pdf>
- U.S. Navy. *Naval Transformation Roadmap 2003: Assured Access & Power Projection ...From the Sea*. Washington, D.C.: U.S. Navy, 2003. 100pp. (VA58.4 .N18 2003)
http://www.oft.osd.mil/library_files/document_358_NTR_Final_2003.pdf
- Wagenaar, Henricus F. *U.S. Policy and NATO Transformation*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 18pp. (AD-A432-425)
<http://handle.dtic.mil/100.2/ADA432425>
- Wirtz, James J., and Jeffrey A. Larsen. *Nuclear Transformation: The New U.S. Nuclear Doctrine*. New York: Palgrave Macmillan, 2005. 288pp. (UA23 .N814 2005)

Periodical Articles

- Buchanan, Scott C. "Energy and Force Transformation." *Joint Force Quarterly*, no. 42 (Fall 2006): 51-54. [ProQuest](#)
- Cohen, Eliot A. "A Tale of Two Secretaries." The challenges of reforming the DoD. *Foreign Affairs* 81 (May-June 2002): 33-46. [ProQuest](#)
- "Elements of U.S. Defence Transformation." *NATO's Nations and Partners for Peace*, no. 2 (2005): 62-72. [ProQuest](#)
- Ewing, Paul, Jr., William Tarantino, and Gregory S. Parnell. "Use of Decision Analysis in the Army Base Realignment and Closure (BRAC) 2005 Military Value Analysis." *Decision Analysis* 3 (March 2006): 33-49. [ProQuest](#)
- Gardner, Hall. "Aligning for the Future: Assertive Unilateralism or Concert of Powers?" *Harvard International Review* 24 (Winter 2003): 56-61. [ProQuest](#)
- Gurney, David H., and Jeffrey D. Smotherman. "An Interview with Terry J. Pudas, Acting Director, DoD Office of Force Transformation." *Joint Force Quarterly*, no. 42 (Fall 2006): 51-54. [ProQuest](#)
- Henry, Ryan. "Defense Transformation and the 2005 Quadrennial Defense Review." *Parameters* 35 (Winter 2005/2006): 5-15. [ProQuest](#)
- Henry, Ryan. "Transforming the U.S. Global Defense Posture." *Naval War College Review* 59 (Spring 2006): 12-28. [ProQuest](#)
- McKenna, Ted. "Few Surprises in U.S. DoD's 2005 QDR." *Journal of Electronic Defense* 29 (April 2006): 12-13. [ProQuest](#)
- Pudas, Terry J. "Disruptive Challenges and Accelerating Force Transformation." *Joint Force Quarterly*, no. 42 (Fall 2006): 51-54. [ProQuest](#)

JOINT OPERATIONS AND CONCEPT DEVELOPMENT

Books, Documents, and Internet Documents

- Barnes, Randall T. *The New Army and Its Use of Joint Fires*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 18pp. (AD-A449-326)
<http://handle.dtic.mil/100.2/ADA449326>
- Cordesman, Anthony H. "The Course of the War and the Interaction of Joint Forces." In *The Iraq War: Strategy, Tactics, and Military Lessons*, 57-147. Washington, D.C.: CSIS Press, 2003. (DS79.76 .C56 2003)

- Dickens, James F. *Putting the "O" in Joint DOTMLPF: Organizational Capabilities for Joint Tanks Force Command and Control*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 48pp. (AD-A434-988) <http://handle.dtic.mil/100.2/ADA434988>
- Gibish, Jane E., comp. *Warfare in the 21st Century: A Selected Bibliography*. Carlisle Barracks, PA: U.S. Army War College Library, 2003. 40pp. (U413 .Z92W2 2003)
- Kumpala, Darwin D. *Joint Medical Command: Do It Now*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 26pp. (AD-A434-405) <http://handle.dtic.mil/100.2/ADA434405>
- Pate, Steven W. *Transforming Logistics: Joint Theater Logistics*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 23pp. (AD-A448-696) <http://handle.dtic.mil/100.2/ADA448696>
- Peterson, Jeffery M. *21st Century Warfighter Support: Optimizing Seabasing through the Transformational Possibilities of Reachback*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2003. 35pp. (AD-A414-302) <http://handle.dtic.mil/100.2/ADA414302>
- Shalikhvili, John M.. *Joint Vision 2010*. Washington, D.C.: U.S. Joint Chiefs of Staff, 1996. 34pp. (UA23.7 .J5 1996) <http://www.dtic.mil/jv2010/jv2010.pdf>
- Shope, Virginia C., comp. *Jointness: A Selected Bibliography*. Carlisle Barracks, PA: U.S. Army War College, 2002. 31pp. (U413 .Z92J65 2002) <http://www.carlisle.army.mil/library/bibs/joint02.htm>
- U.S. Department of Defense. *Command and Control Joint Integrating Concept*, version 1.0. Washington, D.C.: U.S. Department of Defense, 2005. 76pp. (U260 .J85 2005) <http://www.dtic.mil/futurejointwarfare/concepts/c2jic.pdf>
- U.S. Department of Defense. *Force Management Joint Functional Concept*, version 1.0. Washington, D.C.: U.S. Department of Defense, 2005. 46pp. (U260 .J77 2005) http://www.dtic.mil/futurejointwarfare/concepts/fm_jfc_v1.doc
- U.S. Department of Defense. *Global Strike Joint Integrating Concept*, version 1.0. Washington, D.C.: U.S. Department of Defense, 2005. 45pp. (U260 .J87 2005) http://www.dtic.mil/futurejointwarfare/concepts/gs_jic_v1.doc
- U.S. Department of Defense. *Joint Forcible Entry Operations Joint Integrating Concept*, version .92A3. Washington, D.C.: U.S. Department of Defense, 2004. 51pp. (U260 .J88 2004) http://www.dtic.mil/futurejointwarfare/concepts/jfeo_jic_v92a3.doc
- U.S. Department of Defense. *Seabasing Joint Integrating Concept*, version 1.0. Washington, D.C.: U.S. Department of Defense, 2005. 67pp. (U260 .J86 2005) http://www.dtic.mil/futurejointwarfare/concepts/jic_seabasing.doc

- U.S. Department of Defense. *Strategic Deterrence Joint Operating Concept*. Washington, D.C.: U.S. Department of Defense, February 2004. '77pp. (U260 .J75 2004)
http://www.dtic.mil/jointvision/sd_joc_v1.doc
- U.S. Joint Chiefs of Staff. *Capstone Concept for Joint Operations*, version 2.0. Washington, D.C.: U.S. Joint Chiefs of Staff, August 2005. 26pp. (U260 .J7 2005)
http://www.dtic.mil/futurejointwarfare/concepts/approved_ccjov2.pdf
- U.S. Joint Chiefs of Staff. *CJCS Vision for Joint Officer Development*. Washington, D.C.: U.S. Joint Chiefs of Staff, November 2005. 10pp. (U260 .C41 2005)
- U.S. Joint Chiefs of Staff. *Force Application Functional Concept*. Washington, D.C.: U.S. Joint Chiefs of Staff, 2004. 25pp. (U260 .J8 2004)
http://www.dtic.mil/futurejointwarfare/concepts/jroc_fa_jfc.doc
- U.S. Joint Chiefs of Staff. *Joint Command and Control Functional Concept*. Washington, D.C.: Joint Chiefs of Staff, 2004. 41pp. (U260 .J81 2004)
http://www.dtic.mil/futurejointwarfare/concepts/jroc_c2_jfc.doc
- U.S. Joint Chiefs of Staff. *Joint Logistics (Distribution) Joint Integrating Concept*, version 1.0. Washington, D.C.: U.S. Joint Chiefs of Staff, 2006. 65pp. (U260 .J83 2006) http://www.dtic.mil/futurejointwarfare/concepts/jld_jic.pdf
- U.S. Joint Chiefs of Staff. *Joint Operations Concepts Development Process*. CJCSI 3010.02B. Washington, D.C.: U.S. Joint Chiefs of Staff, 27 January 2006. '74pp.
http://www.dtic.mil/futurejointwarfare/concepts/cjcsi3010_02b.pdf
- U.S. Joint Chiefs of Staff. *Joint Training Policy and Guidance for the Armed Forces of the United States*. CJCSI 3500.01C. Washington, D.C.: U.S. Joint Chiefs of Staff, 15 March 2006. '71pp. (Mil. Pubs. CJCSI 3500.OIC)
http://www.dtic.mil/doctrine/jel/cjcsd/cjcsi/3500_01c.pdf
- U.S. Joint Chiefs of Staff. *Protection Joint Functional Concept*, version 1.0. Washington, D.C.: U.S. Joint Chiefs of Staff, 2004. '78pp. (U260 .J82 2004)
http://www.dtic.mil/futurejointwarfare/concepts/jroc_protectionjfc.doc
- U.S. Joint Forces Command. *Delivering Innovation: The Joint Concept Development and Experimentation Campaign Plan, FY2004-2011*. Norfolk: U.S. Joint Forces Command, 15 December 2003. 28pp. http://www.dtic.mil/futurejointwarfare/concepts/cpaln_04.pdf
- U.S. Joint Forces Command. *Joint Transformation Roadmap*. Norfolk: U.S. Joint Forces Command, 21 January 2004. 192pp. <http://www.ndu.edu/library/docs/jt-transf-roadmap2004.pdf>

- U.S. Joint Forces Command. *Major Combat Operations Joint Operating Concept*, version 2.0. Suffolk: U.S. Joint Forces Command, 2006. 47pp. (U260 .J731 2006)
http://www.dtic.mil/futurejointwarfare/concepts/mco_joc_v20.doc
- U.S. Joint Forces Command. *Stability Operations Joint Operating Concept*. Suffolk: U.S. Joint Forces Command, 2004. 65pp. (U260 .J74 2004)
http://www.dtic.mil/futurejointwarfare/concepts/so_joc_v1.doc
- U.S. Northern Command. Strategy Division. *Department of Defense Homeland Defense and Civil Support Joint Operating Concept*, version 1.9 (draft). Peterson Air Force Base, CO: U.S. Northern Command, Strategy Division (J5S), September 2006. 56pp.
http://www.dtic.mil/futurejointwarfare/concepts/hdcs_joc_v19.doc
- U.S. Northern Command. Strategy Division. *Department of Defense Homeland Security Joint Operating Concept*. Peterson Air Force Base: U.S. Northern Command, Strategy Division (J5S), February 2004. 44pp. (U260 .J71 2004)
http://www.dtic.mil/futurejointwarfare/concepts/hls_joc_v1.doc
- U.S. Strategic Command. *Deterrence Operations Joint Operating Concept*, version 2.0. Offutt Air Force Base, NE: U.S. Strategic Command, December 2006. 76pp. (U260 .J751 2006)
http://www.dtic.mil/futurejointwarfare/concepts/do_joc_v20.doc
- U.S. Strategic Command. *Strategic Deterrence Joint Operating Concept*. Offutt Air Force Base, NE: U.S. Strategic Command, 2004. 77pp. (U260 .J75 2004)
http://www.dtic.mil/futurejointwarfare/concepts/sd_joc_v1.doc
- Vane, Michael A., and Robert M. Toguchi. *The Enduring Relevance of Landpower: Flexibility and Adaptability for Joint Campaigns*. Arlington: AUSA Institute of Land Warfare, 2003. 18pp. (UA23 .A95L16 no.44)
- Yarbrough, Ancel B., III. *Transformation: Are We on a Joint Path?* Fort Leavenworth, KS: Army Command and General Staff College, School of Advanced Military Studies, 2003. 71pp. <http://handle.dtic.mil/100.2/ADA416259>

Periodical Articles

- Banner, Gregory. "The Incident Command System: How Civilians 'Think Purple'." *Army* 54 (January 2004): 10-13. [ProQuest](#)
- Barnes, William F., and Jason A. Beaudoin. "Knowledge Exchange in a Joint Environment." *Marine Corps Gazette* 91 (February 2007): 33-36. [ProQuest](#)
- Becker, Jeffrey J. "Joint Concept Development at Joint Forces Command." *Military Review* 84 (July/August 2004): 33-38. [ProQuest](#)

Bergeron, James. "Transformation and the Future of Berlin Plus." *RUSI Journal* 149 (October 2004): 38-45. [ProQuest](#)

Fairbanks, Walter P. "Implementing the Transformation Vision." *Joint Force Quarterly*, no. 42 (Fall 2006): 36-42. [ProQuest](#)

Harvey, Francis J. "Building the Future Force While Continuing to Fight the Global War on Terrorism." *Army* 55 (October 2005): 17-21. [ProQuest](#)

Korte, Wolfgang H. "The German Army: Operations and Transformation." *Army* 56 (August 2006): 50-52, 54, 56. [ProQuest](#)

"Special Issue 2005: The French Navy Today and Tomorrow." *Naval Forces* (2005): entire issue. [ProQuest](#)

Weng Loo, Bernard Fook. "Transforming the Strategic Landscape of Southeast Asia." *Contemporary Southeast Asia* 27 (December 2005): 388-405. [ProQuest](#)

Woodcock, William A. "The Joint Force Air Command Problem: Is Network-Centric Warfare the Answer?" *Naval War College Review* 56 (Winter 2003): 124-138. [ProQuest](#)

Yamaguchi, Noboru. "U.S. Defence Policy Transformation and Japan's Defence Policy." *RUSI Journal* 151 (August 2006): 62-67. [ProQuest](#)

NETWORK CENTRIC OPERATIONS, INTELLIGENCE, AND TECHNOLOGY

Books, Documents, and Internet Documents

Association of the United States Army. *The U.S. Army's Information Revolution: Delivering Information Dominance to the Warfighter*. Arlington: AUSA Institute of Land Warfare, 2006. 15p. (UA23 .A95U53 1 2006)
<http://www.ausa.org/PDFdocs/TBSecRpt/TBSecRepAug06.pdf>

Barger, Deborah G. "Beyond Intelligence Reform: The Case for a Revolution in Intelligence Affairs." In *Rethinking the Principles of War*, ed. Anthony D. McIvor, 440-455. Annapolis: Naval Press Institute, 2005. (U102 .R48 2005)

Bedell, Cynthia M. *Harnessing Innovation: Technology Teams for the 21st Century Army*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2005. 28pp. (SSC 2005 Bed)

Biever, Luigi. *Army Transformation: Beyond the Technology Integrated Planning Spells Success*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 18pp. (AD-A432-827) <http://handle.dtic.mil/100.2/ADA432827>

- Cares, Jeffrey R. *Distributed Networked Operations: The Foundations of Network Centric Warfare*. Newport: Alidade Press, 2005. 201pp. (UB212 .C16 2005)
- Carmody, Ned F. *National Intelligence Reform*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 28pp. (AD-A432-487)
<http://handle.dtic.mil/100.2/ADA432487>
- Evans, Nicholas D. *Military Gadgets: How Advanced Technology Is Transforming Today's Battlefield ... and Tomorrow's*. Upper Saddle River, NJ: Financial Times Prentice Hall, 2004. 265pp. (UF503 .E94 2004)
- Gansler, Jacques S., and Hans Binnendjik, eds. *Information Assurance: Trends in Vulnerabilities, Threats, and Technologies*. Washington, D.C.: National Defense University, Center for Technology and National Security Policy, 2004. 146pp. (QA76.9 .A25I52 2004)
- Larsen, Robert F. *How the JROC Capability Based Process Should Evolve to Provide a Joint Networked Centric Force*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2005. 41pp. (SSC 2005 Lar)
- Lockhart, Christopher E. *Soldier as a System*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 20pp. (AD-A449-375) <http://handle.dtic.mil/100.2/ADA449375>
- Schmidtchen, David. *'Eyes Wide Open': Stability, Change and Network-Enabling Technology*. Duntroon, ACT: Land Warfare Studies Centre, 2006. 33pp. (UA870 .L15 no.129)
- Schmidtchen, David. *Network-Centric Warfare: The Problem of Social Order*. Duntroon, ACT: Land Warfare Studies Centre, 2005. 49pp. (UA870 .L15 125)
<http://www.defence.gov.au/Army/lwsc/Publications/WP%20125.pdf>
- Till, Geoffrey. *Naval Transformation, Ground Forces, and the Expeditionary Impulse: The Sea-Basing Debate*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2006. 61pp. <http://www.strategicstudiesinstitute.army.mil/pdf/FILES/PUB743.pdf>
- Turnley, Jessica Glicken. *Implications for Network-Centric Warfare*. Hurlburt Field, FL: JSOU Press, 2006. 27pp. (U262 .J65 no.06-3)
- U.S. Department of Defense. *Net-Centric Environment Joint Functional Concept*, version 1.0. Washington, D.C.: U.S. Department of Defense, 2005. 29pp. (U260 .J76 2005)
http://www.dtic.mil/futurejointwarfare/concepts/netcentric_jfc.pdf
- U.S. Department of Defense. Office of Force Transformation. *The Implementation of Network-Centric Warfare*. Washington, D.C.: U.S. Department of Defense, Office of Force Transformation, 2005. 75pp. (U260 .U532 2005)

U.S. Joint Chiefs of Staff. *Net-Centric Operational Environment Joint Integrating Concept*, version 1.0. Washington, D.C.: U.S. Joint Chiefs of Staff, 2005. 94pp. (U260 .J84 2005)
http://www.dtic.mil/futurejointwarfare/concepts/netcentric_jic.pdf

Wark, Wesley K. "Does Intelligence Have a Future Tense?" In *Rethinking the Principles of War*, ed. Anthony D. McIvor, 497-515. Annapolis: Naval Press Institute, 2005. (U102 .R48 2005)

Warner, Michael. "Intelligence Transformation Past and Future: The Evolution of War and U.S. Intelligence." In *Rethinking the Principles of War*, ed. Anthony D. McIvor, 533-550. Annapolis: Naval Press Institute, 2005. (U102 .R48 2005)

Periodical Articles

Ackerman, Robert K. "Networking the World's Most Powerful Military." *Signal* 60 (June 2006): 25-28. [ProQuest](#)

Barger, Deborah G. "It Is Time to Transform, Not Reform, U.S. Intelligence." *SAIS Review* 24 (Winter 2004): 23-31. [ProQuest](#)

Boutelle, Steven W. "Information Technology at the Center of Army Transformation." *Army* 55 (October 2005): 179-180, 182, 184. [ProQuest](#)

Boutelle, Steven W. "The Network: The Critical Enabler for a Transforming Army at War." *Army* 54 (October 2004): 143-144, 146, 148. [ProQuest](#)

Brown, Kendall K. "Is Operationally Responsive Space the Future of Access to Space for the U.S. Air Force?" *Air & Space Power Journal* 20 (Summer 2006): 11-18. [ProQuest](#)

Campen, Alan D. "Look Closely at Network-Centric Warfare." *Signal* 58 (January 2004): 43-45. [ProQuest](#)

Gelbart, Marsh, and Ezio Bonsignore. "The U.S. Future Combat Systems." *NATO's Nations and Partners for Peace* 49, no. 1 (2004): 82-86.

Kenyon, Henry S. "Effects-Based Approach Reshapes Strategic Landscape." *Signal* 60 (June 2006): 75-79. [ProQuest](#)

Kenyon, Henry S. "Preparing for a Network-Centric World." *Signal* 58 (March 2004): 45-48. [ProQuest](#)

Kenyon, Henry S. "Telecommunications Standard Key to Transformation." *Signal* 59 (December 2004): 33-35. [ProQuest](#)

Lawlor, Maryann. "Collaborative Technologies Demand Deep Change." *Signal* 60 (May 2006): 39-42. [ProQuest](#)

- Lawlor, Maryann. "War Validates Netcentricity Concept." *Signal* 60 (November 2005): 17-21. [ProQuest](#)
- MacKrell, Eileen F. "Network-Centric Intelligence Works." *Proceedings: U.S. Naval Institute* 129 (July 2003): 44-48. [ProQuest](#)
- Magnuson, Stew. "Directed Energy Weapons Face Hurdles." *National Defense* 90 (March 2006): 36-38. [ProQuest](#)
- McKenna, Ted. "Renaissance Soldiers." *Journal of Electronic Defense* 28 (September 2005): 30-32. [ProQuest](#)
- Pendall, David W. "Effects-Based Operations and the Exercise of National Power." *Military Review* 84 (January-February 2004): 20-31. [ProQuest](#)
- Roberts, David W., and Joseph A. Smith. "Realising the Promise of Network-Centric Warfare." *Military Technology* 27, no. 7 (2003): 8-14. [ProQuest](#)
- Russell, Richard L. "Intelligence Failures: The Wrong Model for the War on Terror." *Policy Review*, no. 123 (February-March 2004): 61-72. [ProQuest](#)
- Scales, Robert, H., Jr., and Arthur Cebrowski. "Transformation." *Armed Forces Journal* 142 (March 2005): 22-27.
- Thorette, Bernard. "An Army of Significant Innovation." *Military Technology* 30, no. 6 (2006): 69-70, 73-74. [ProQuest](#)
- Umstead, Robert, and David R. Denhard. "Viewing the Center of Gravity through the Prism of Effects Based Operations." *Military Review* 86 (September/October 2006): 90-95. [ProQuest](#)
- Vego, Milan N. "Effects-Based Operations: A Critique." *Joint Force Quarterly*, no. 41 (Summer 2006): 51-57. [ProQuest](#)
- Wallace, William S. "Network-Enabled Battle Command." *Military Review* 85 (May/June 2005): 2-5. [ProQuest](#)
- Wesensten, Nancy J., Gregory Belenky, and Thomas J. Balkin. "Cognitive Readiness in Network-Centric Operations." *Parameters* 35 (Spring 2005): 94-105. [ProQuest](#)
- Wielhouwer, Peter W. "Toward Information Superiority: The Contribution of Operational Net Assessment." *Air & Space Power Journal* 19 (Fall 2005): 85-97. [ProQuest](#)

FORCE STRUCTURE AND ARMY SUB-COMPONENTS

Books, Documents, and Internet Documents

Association of the United States Army. *Transformed Installations: Essential for an All-Volunteer, Relevant and Ready U.S. Army*. Arlington: AUSA Institute of Land Warfare, 2005. 19pp. (UA23 .A95T72 2005)

Binnendijk, Hans, et al. *Transforming the Reserve Component: Four Essays*. Washington, D.C.: National Defense University, 2005. 52pp. <http://handle.dtic.mil/100.2/ADA435065>

Carpenter, Martin T. *An Army Organizational Culture of Innovation: A Strategic Imperative for Transformation*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 18pp. (AD-A449-3 58) <http://handle.dtic.mil/100.2/ADA449358>

Cholek, C. Brandon. "Ami" *Go Home: Assessing the Realignment of U.S. Army Forces in Europe*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 42pp. (AD-A433 -662) <http://handle.dtic.mil/100.2/ADA433662>

Cook, Katherine M. *Transforming the Force and Logistics Transformation*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 28pp. (AD-A449-090) <http://handle.dtic.mil/100.2/ADA449090>

Devine, Patrick. *Human Resource Automation Architecture Validation for a Transforming Army*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 25pp. (AD-A431-881) <http://handle.dtic.mil/100.2/ADA431881>

Dodge, William H. *A Comprehensive Transformation Strategy for U.S. Special Forces in the 21st Century*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 16pp. (AD-A449-230) <http://handle.dtic.mil/100.2/ADA449230>

Fortune, Michael D. *Using the Army Force Generation (ARFORGEN) Model as a Springboard to Transform Reserve Component Pre-Mobilization Collective Training*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2006. 44pp. (SSC 2006 For)

Francis, Paul L. *Defense Acquisitions: Improved Business Case Key for Future Combat System's Success*. Testimony before the Subcommittee on Tactical Air and Land Forces, Committee on Armed Services, House of Representatives. Washington, D.C.: U.S. Government Accountability Office, 2006. 19pp. (UC263 .F71 2006) <http://www.gao.gov/new.items/d06564t.pdf>

Fuhr, Daniel. *The Future Army National Guard: Easing Contemporary Challenges of Transformation*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2004. 18pp. (AD-A449-438) <http://handle.dtic.mil/100.2/ADA449438>

- Haas, Christopher K. *A Standing Unconventional Warfare Task Force to Combat Insurgency in the 21st Century*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 20pp. (AD-A432-859) <http://handle.dtic.mil/100.2/ADA432859>
- Ives, Jonathan Guy. *Army Reserves: Transforming While at War*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 20pp. (AD-A432-407) <http://handle.dtic.mil/100.2/ADA432407>
- Jennings, Martin C. *How the Army Should Use Lean Six Sigma as a Transformation Strategy for Logistics in the 21st Century*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 20pp. (AD-A449- 158) <http://handle.dtic.mil/100.2/ADA449158>
- Johnson, Craig L. *Transformation of Installation Management: An Analysis of Organizational Change*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 30pp. (AD-A448 -585) <http://handle.dtic.mil/100.2/ADA448585>
- Kempenich, Shawn P. *The Army National Guard Unit Mobilization Process: Transforming to Meet the Needs of the Future Force*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 28pp. (AD-A431-948) <http://handle.dtic.mil/100.2/ADA431948>
- Kolb, Susan E. *The Army National Guard: Strategic Partners in Defense Transformation*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2005. 31pp. (SSC Kol 2005)
- Lamb, William L. *Moving Beyond Goldwater-Nichols: The Case for Continued Reform of the DoD Acquisition System*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2005. 31pp. (SSC 2005 Lam)
- Lathroum, John A. *The Transformational Quality of Base Realignment and Closure 2005*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 26pp. (AD-A449-300) <http://handle.dtic.mil/100.2/ADA449300>
- Lundgren, Kenneth S. *Army Transformation: The Unhinging of Title 10 Logistics Support*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 22pp. (AD-A432-343) <http://handle.dtic.mil/100.2/ADA432343>
- Maccagnan, Victor, Jr. *Logistics Transformation: Restarting a Stalled Process*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2005. 37pp. (U413 .C2M1 2 2005) <http://handle.dtic.mil/100.2/ADA430726>
- Millen, Raymond A. *Reconfiguring the American Military Presence in Europe*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2004. 34pp. (U413 .A66M346 2004) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB369.pdf>

- Owens, Kevin B. *Transformation of the Military Health System*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 16pp. (AD-A448-649) <http://handle.dtic.mil/100.2/ADA448649>
- Parlier, Greg H. *Transforming U.S. Army Logistics: A Strategic "Supply Chain" Approach for Inventory Management*. Arlington: AUSA Institute of Land Warfare, 2005. 74pp. (UA23 .A95L1 6 no.54) http://www.ausa.org/pdffdocs/LWP_54.pdf
- Reiner, Kenneth L. *Transforming the Field Artillery of the Army National Guard*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 22pp. (AD-A432-192) <http://handle.dtic.mil/100.2/ADA432192>
- Risley, Steven W. *How Effective Is the Combat Service Support (CSS) Transformation Process?* Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 20pp. (AD-A449-73 6) <http://handle.dtic.mil/100.2/ADA449736>
- Ritter, Corinne M. *Transforming Health Service Capabilities in the Army Reserve*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 16pp. (AD-A432-649) <http://handle.dtic.mil/100.2/ADA432649>
- Rivera, Asdrubal. *A Total Force Component: A Transformed Army Reserve for the 21st Century Security Environment*. Carlisle Barracks, PA: U.S. Army War College, 2006. 16pp. (AD-A448-797) <http://handle.dtic.mil/100.2/ADA448797>
- Rooney, Denise T. *Transforming the Army National Guard Health Promotion Policy: Meeting the Challenges of a "Fit to Fight" Army National Guard in the 21st Century*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2006. 39pp. (SSC 2006 Roo)
- St. Laurent, Janet. *Force Structure: Capabilities and Cost of Army Modular Force Remain Uncertain*. Testimony before the Subcommittee on Tactical Air and Land Forces, Committee on Armed Services, U.S. House of Representatives. Washington, D.C.: U.S. Government Accountability Office, 2006. 20pp. (UA25 .S745 2006) <http://www.gao.gov/new.items/d06548t.pdf>
- Schleifer, John. *Army Transformation: Assessing the Implications on Signal Organizations*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 24pp. (AD-A432-778) <http://handle.dtic.mil/100.2/ADA432778>
- Shafer, Vivian C. *Nouveau Adjuncts: Service to the Nation*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. (AD-A448-679) <http://handle.dtic.mil/100.2/ADA448679>
- Stilman, Frank J. *Too Thin on Top: The Under-Resourcing of Headquarters in Force Design*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 22pp. (AD-A448-798) <http://handle.dtic.mil/100.2/ADA448798>

- U.S. Government Accountability Office. *Reserve Forces: Plans Needed to Improve Army National Guard Equipment Readiness and Better Integrate Guard into Army Force Transformation Initiatives*. Washington, D.C.: Government Accountability Office, 2005. (UA42 .A3U538 2005) <http://www.gao.gov/new.items/d06111.pdf>
- Valdivia, Robert. *Maneuver Branch: A Vision for the Future*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 18pp. (AD-A432-244) <http://handle.dtic.mil/100.2/ADA432244>
- Watson, Bryan G. *Reshaping the Expeditionary Army to Win Decisively: The Case for Stabilization*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 22pp. (AD-A434-993) <http://handle.dtic.mil/100.2/ADA434993>
- Whitlock, Joseph E. *How to Make Army Force Generation Work for the Army's Reserve Components*. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2006. 26pp. (U4 13 .C2W33 2006) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB720.pdf>
- Wong, Martha. *Meeting the Organizational Needs of the National Guard as Part of Transformation to the Future Force*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 18pp. (AD-A43 1-821) <http://handle.dtic.mil/100.2/ADA431821>
- Worley, D. Robert. *Shaping U.S. Military Forces: Revolution or Relevance after the Cold War*. Arlington: Lulu, 2005. 375pp. (UA23 .W67 2005)

Periodical Articles

- Frede, Keith D. "Logistics Transformation: Does Industry Have the Answer." *Air Force Journal of Logistics* 28 (Spring 2004): 14-25, 43-44. [ProQuest](#)
- Hickins, Kenneth E. "Transforming Strategic Mobility." *Army Logistician* 35 (May-June 2003): 2-6. [ProQuest](#)
- Jarosz, Dennis J., and Raymond L. Bingham. "FA [Field Artillery] Branch: Manning a Force in Transition." *FA Journal* 9 (July/August 2004): 38-43. [ProQuest](#)
- Johnson, Collie. "Logistics Transformation Delivering Materiel Readiness to the Army." *Defense AR Journal* 11 (January-April 2004): 92-98. [ProQuest](#)
- Kiaerskou, Poul. "Transformation to an Expeditionary Task Force." *NATO's Nations and Partners for Peace* 50, no.1 (2006): 44-47. [ProQuest](#)
- Lawlor, Maryann. "Industry Responds to Military Transformation." *Signal* 59 (June 2005): 35-39. [ProQuest](#)

Lawlor, Maryann. "Pace of Military Evolution Accelerates." *Signal* 58 (August 2004): 75-79. [ProQuest](#)

Liebstone, Marvin. "The U.S. Defense Establishment's Struggle to Transform & Modernize." *NATO's Nations and Partners for Peace* 49, no. 4 (2004): 10-14. [ProQuest](#)

Linn, Brian McAllister. "America's Expeditionary War Transformation." *Naval History* 19 (October 2005): 56-61. [ProQuest](#)

Odom, Thomas. "Transformation: Victory Rests with Small Units." *Military Review* 85 (May-June 2005): 81-85. [ProQuest](#)

Ragin, Ronald R. "Transforming Special Operations Logistics." *Army Logistician* 37 (November/December 2005): 28-32. [ProQuest](#)

Ross, Elbert. "The Changing Face of Civil Affairs." *Special Warfare* 19 (July/August 2006): 16-19. [ProQuest](#)

Tirpak, John A. "Expeditionary – and Seriously Extended." *Air Force Magazine* 89, no. 8 (2006): 28-32. <http://www.afa.org/magazine/Aug2006/0806expeditionary.asp>

Williamson, Virginia. "The Transformation of Defense Logistics." *Defense Transportation Journal* 61 (June 2005): 15-18. [ProQuest](#)

Internet Sites

U.S. Department of Defense. *BRAC, Base Realignment and Closure 2005*. Washington, D.C.: Department of Defense, 2005. <http://www.dod.mil/brac/>

LEADERSHIP AND TRAINING

Books, Documents, and Internet Documents

Barham, Charles T. "*Improving Functional Area 50: The Army's Force Managers*": (*Facilitating the Management of Change at the Speed of Change*). Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2003. 22pp. (AD-A414-955) <http://handle.dtic.mil/100.2/ADA414955>

Bikson, Tora K., et al. *New Challenges for International Leadership: Lessons from Organizations with Global Missions*. Santa Monica: RAND, 2003. 78pp. (HD57.7 .B34 2003)

Carl, Robert K. *Transformation and the Making of a Pent-Athlete*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 22pp. (AD-A449-386) <http://handle.dtic.mil/100.2/ADA449386>

Cordesman, Anthony H. "Lessons about the Interaction between Military Fundamentals and New Tactics and Technology: The Value of Training, Readiness, and Human Factors." In *The Iraq War: Strategy, Tactics, and Military Lessons*, 173-177. Washington, D.C.: CSIS Press, 2003. (DS79.76 .C56 2003)

DeAntona, Joseph P. *Transforming the Operational Career Field Officer Path: Preparing Leaders for Today's Contemporary Operating Environment and to Lead the Army into the 21st Century*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 18pp. (AD-A43 1-779) <http://handle.dtic.mil/100.2/ADA431779>

Moyer, Jeanette M., comp. *Human Dimensions of Strategic Leadership: A Selected Bibliography*. Carlisle Barracks, PA: U.S. Army War College Library, 2006. 26pp. <http://www.carlisle.army.mil/library/bibs/humandim06.pdf>

Mullins, Fred. *Strategic Transformation of Training Instrumentation*. Senior Service College Fellows Research Paper. Carlisle Barracks, PA: U.S. Army War College, 2005. (SSC 2005 Mul)

Murray, Williamson, ed. "Transformation and Professional Military Education: Past as Prologue to the Future." In *National Security Challenges for the 21st Century*, 1-23. Carlisle Barracks, PA: U.S. Army War College, Strategic Studies Institute, 2003. (U413 .A66A65 2003) <http://handle.dtic.mil/100.2/ADA419201>

Perez, Debra J. *Are We Meeting the Intent of the Skelton and Cheney Panels as It Relates to Joint Proficiency Training for Our Strategic Leaders in the 21st Century?* Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2003. 30pp. (AD-A415-731) <http://handle.dtic.mil/100.2/ADA415731>

Repasky, Robert L. *Military Transformation: Clear Leadership, Accountability, and Management Tools Are Needed to Enhance DoD's Efforts to Transform Military Capabilities*. Washington, D.C.: Government Accountability Office, 2004. 48pp. <http://handle.dtic.mil/100.2/ADA436100>

Shanley, Michael G. *Transformation and the Army School System*. Santa Monica: RAND Arroyo Center, 2005. 149pp. (U408 .T736 2005)

U.S. Department of Defense. *Department of Defense Training Transformation Implementation Plan*. Washington, D.C.: U.S. Department of Defense, 10 June 2003. 21pp. http://www.oft.osd.mil/library/library_files/document_214_Training%20Transformation%20Implementation%20Plan.pdf

U.S. Department of Defense. *Transformation Planning Guidance*. Washington, D.C.: U.S. Department of Defense, April 2003. 34pp. http://www.oft.osd.mil/library/library_files/document_129_Transformation_Planning_Guidance_April_2003_1.pdf

U.S. Department of Defense. Office of the Under Secretary of Defense for Personnel and Readiness, Director, Readiness and Training Policy and Programs. *Strategic Plan for Transforming DoD Training*. Washington, D.C.: U.S. Department of Defense, 8 May 2006. 27pp. <http://www.t2net.org/FinalTrainingTransformationStrategic2006.pdf>

Weiss, Bartholomew W. *Transforming Military Leaders*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2006. 16pp. (AD-A449-377) <http://handle.dtic.mil/100.2/ADA449377>

Weissman, Jeffrey S. *Technical Training Strategy for a Transforming Army*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, 2005. 16pp. (AD-A432-360) <http://handle.dtic.mil/100.2/ADA432360>

Periodical Articles

Culkin, David. "Learning and Transformation." *Armor* 114 (September/October 2005): 12-18. [ProQuest](#)

Di Genio, John. "Reflection on Leadership – Grow Leaders!" *Armed Forces Comptroller* 48 (Fall 2003): 13-17. [ProQuest](#)

Herron, Sean. "The Army Profession: Ostrich or Phoenix?" *Military Review* 84 (January-February 2004): 61-66. [ProQuest](#)

Hirai, James T., and Kim L. Summers. "Leader Development and Education: Growing Leaders Now for the Future." *Military Review* 85 (May/June 2005): 86-95. [ProQuest](#)

Kirchner, Gary. "The Navy's New War." *Training* 42 (July 2005): 30-34. [ProQuest](#)

Korabelnikov, A.A. "Military Specialist Training System: Another View." *Military Thought* 13, no.3 (2004): 161-164. [ProQuest](#)

McAleer, George. "Leaders in Transition: Advice from Colin Powell and Other Strategic Thinkers." *Military Psychology* 15, no. 4 (2003): 309-322.

Vandergriff, Donald E. "From Swift to Swiss." Reforming military education at the ROTC unit level. *Performance Improvement* 45 (February 2006): 30-40. [ProQuest](#)

Wallace, William S. "Victory Starts Here! Changing TRADOC to Meet the Needs of the Army." *Military Review* 86 (May/June 2006): 59-69. [ProQuest](#)