



DEPARTMENT OF THE ARMY
UNITED STATES ARMY WAR COLLEGE AND CARLISLE BARRACKS
CARLISLE, PENNSYLVANIA 17013-5210

REPLY TO
ATTENTION OF

Office of the Commandant

The U.S. Army War College (USAWC) is proud to present the 27th Edition of *How the Army Runs: A Senior Leader Reference Handbook, 2009-2010*. Publication of this text at this time, when the Army is simultaneously in the midst of a long war, fundamentally reorganizing its formations, and executing formidable base closure and restationing actions, gives credence to the enduring truth that in order to be successful the Army must sustain and improve itself while it is fully committed to the Nation's bidding. The systems and processes documented and explained in this work are designed to do just that.

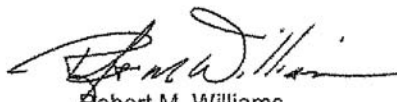
This edition is being released electronically on both fixed media (CD) and on the USAWC Internet site at: <http://www.carlisle.army.mil/usawc/dclm/htar2009.htm>. It will also be published in hard copy. The CD includes the ability to link to our Internet site where changes will be posted between complete updates.

This text was prepared under the direction of the faculty of the Department of Command, Leadership, and Management. It is intended to be used in an academic environment during the study of the systems and processes used to develop and sustain trained and ready combat forces to be used by the Combatant Commanders. It has also found great utility as a reference for those who actually use and "run" the organizations, systems, and processes described.

Every effort has been made to ensure that the text accurately describes the systems and processes as they are. While there is no intent to advocate either the reform of the described systems or their continuance, the text does provide a foundation of knowledge for those who are charged with developing potential reforms.

We look forward to your comments regarding the value of the text to you and to your organization.

Sincerely,


Robert M. Williams
Major General, U.S. Army
Commandant

Enclosure