

PREFACE

This text is designed to explain and synthesize the functioning and relationships of numerous Defense, Joint, and Army organization, systems, and processes involved in the development and sustainment of trained and ready forces for the Combatant Commanders.

It is intended to be used by the faculty and students at the U.S. Army War College (as well as other training and educational institutions) as they improve their knowledge and understanding of "How the Army Runs." We are proud of the value that senior commanders and staffs have placed in this text over the years and are pleased to continue to provide this reference.

The text is revised every two years as we strive to capture the most up-to-date information available. This involves the synthesis of a wide array of published and unpublished references from a variety of sources. Necessarily, there is a point in time at which updates must stop.

This volume contains our best description of the systems, processes, and organizations as of March 2009; however, we caution the reader that there may be some inaccuracies as the system or process may have evolved from the description in the text.

We encourage all readers to contribute to its continued development and improvement. Please send your recommendations for changes, improvements, and additions to the Department of Command, Leadership, and Management, U.S. Army War College, Carlisle, Pennsylvania 17013-5240, ATTN: Editor, "How the Army Runs."

To the maximum extent possible these changes will be posted to our Internet site pending the next complete update. The text can also be accessed over the Internet at <http://www.carlisle.army.mil/usawc/decl/htar2009.htm>.

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