



# **Making Defense Reform Work**

**The Project on  
Monitoring Defense Reorganization**

**The Johns Hopkins  
Foreign Policy Institute  
Washington, D.C.**

**The Center for Strategic  
and International Studies  
Washington, D.C.**

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# Making Defense Reform Work

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## **Making Defense Reform Work:**

**The Culture of Defense** Christopher D. Van Aller, 2001-01-01 Chris Van Aller demonstrates that a better understanding of the complicated civil military relationship in the United States is prerequisite to reforming the expensive and often inefficient military establishment maintained since World War II. Arguing that reduced defense expenditures and adequate national security are both possible, this book illustrates how American political culture remains deeply ambivalent about national security. Though significant budget cuts have been implemented over the past five years, Van Aller takes a closer look at the fact that no true reorganization or reconceptualization has taken place. For policy makers, historians of American military history, and anyone who cares about this complex topic, *The Culture of Defense* will be indispensable reading.

**Acquisition Reform** United States. General Accounting Office, 1989 *Defense Reform and Technology* Serge Herzog, 1994-05-30 To capture the defense reform debate surrounding the proper application of high technology in military systems, this study focuses on tactical aircraft, an area epitomizing cutting edge technology. Air combat history is revisited, including the 1991 Persian Gulf War, to confirm, reject, or qualify positions advocating certain technologies in tactical aviation. Emphasis is placed on enduring combat ideas and aircraft design principles. The interaction between mission requirements, inventory composition, and aircraft design is discussed to illustrate the dynamics of constrained choice that enters acquisition decisions. The relevance of reform arguments in the post Cold War era is assessed, including the impact of political and economic constraints on future force mix options, the shift from NATO centered contingencies to Third World Low Intensity Conflict (LIC) and the threat of conventional arms proliferation.

**Reorganizing the Joint Chiefs of Staff** Gordon Lederman, 1999-11-30 The Goldwater-Nichols Department of Defense Reorganization Act of 1986 is the most important legislation affecting U.S. national defense in the last 50 years. This act resulted from frustration in Congress and among certain military officers concerning what they believed to be the poor quality of military advice available to civilian decision makers. It also derived from the U.S. military's perceived inability to conduct successful joint or multi-service operations. The act, passed after four years of legislative debate, designated the Chairman of the Joint Chiefs of Staff as the principal military advisor to the President and sought to foster greater cooperation among the military services. Goldwater-Nichols marks the latest attempt to balance competing tendencies within the Department of Defense: namely, centralization versus decentralization and geographic versus functional distributions of power. As a result of the Goldwater-Nichols Act, the Chairman of the Joint Chiefs has achieved prominence, but his assignment is somewhat contradictory: the spokesman and thus the advocate for the Commander in Chief, while simultaneously the provider of objective advice to the President. While the act did succeed in strengthening the CINC's authority and in contributing to the dramatic U.S. achievements in the Gulf War, the air and ground campaigns revealed weaknesses in the CINC's capability to plan joint operations. In addition, the increased role of the military in ad hoc peacekeeping operations has challenged the U.S. military's current organizational structure for the

quick deployment of troops from the various services Rapid technological advances and post Cold War strategic uncertainty also complicate the U S military s organizational structure      **Parameters** ,1991      **Air University Library Index to**

**Military Periodicals** ,1991      **Strategic Calling** James Allen Smith,1993      American Defence Annual, 1994 Charles F. Hermann,1998-06-03 To find more information about Rowman and Littlefield titles please visit [www rowmanlittlefield com](http://www.rowmanlittlefield.com)

Professional Journal of the United States Army ,1992-07      **The Politics of Ballistic Missile Nonproliferation** W. Bowen,2000-01-20 During the presidency of George Bush 1989 93 the proliferation of nuclear chemical and biological weapons and the ballistic missiles capable of delivering them rose greatly in significance as issues on the American security agenda In the missile field this became evident by the efforts of certain elements in the executive branch and several congressmen to improve domestic and international implementation of the Missile Technology Control Regime The Politics of Ballistic Missile Nonproliferation examines the political bureaucratic and systemic issues that interacted to determine the outcome of these efforts      **Afterglow Or Adjustment?** Mark Randal Brawley,1999 Is the United States overstretched in its international commitments This book examines differing responses to overstretch in modern history focusing mostly on military and economic policies in the U S and Britain over the past century      **The Mind of War** Grant

Hammond,2012-01-11 The ideas of US Air Force Colonel John Boyd have transformed American military policy and practice A first rate fighter pilot and a self taught scholar he wrote the first manual on jet aerial combat spearheaded the design of both of the Air Force s premier fighters the F 15 and the F 16 and shaped the tactics that saved lives during the Vietnam War and the strategies that won the Gulf War Many of America s best known military and political leaders consulted Boyd on matters of technology strategy and theory In The Mind of War Grant T Hammond offers the first complete portrait of John Boyd his groundbreaking ideas and his enduring legacy Based on extensive interviews with Boyd and those who knew him as well as on a close analysis of Boyd s briefings this intellectual biography brings the work of an extraordinary thinker to a broader public

**Flying Blind** Michael E. Brown,2019-01-24 Flying Blind offers an astute analysis of the role of organizational forces in initiating and shaping weapons programs Michael E Brown concerns himself with how weapons programs begin and why they turn out as they do In the process he redresses a large imbalance in our understanding of how nations arm themselves In an unmatched account constructed from massive archival work and material declassified through the Freedom of Information Act the author provides a detailed description of all fifteen postwar U S strategic bomber programs from the B 35 to the B 2 Challenging the conventional wisdom about arms races and the weapons acquisition process Brown marshals compelling evidence that Air Force reactions to strategic developments not technological opportunism or industry initiative brought about many major innovations in those programs He also discusses competing explanations of the cost schedule and performance problems that plague U S acquisition efforts He maintains that powerful strategic and bureaucratic forces lead American military organizations to set their performance requirements far beyond the state of the art and to push their

programs as fast as possible This he argues is a recipe for disaster Developing a comprehensive explanation of the cost and performance problems that plague modern weapons programs he presents policy recommendations designed to address these issues      **The U.S. Army in a New Security Era** Sam Charles Sarkesian, John Allen Williams, 1990 Grappling with the constraints and opportunities the US Army faces in designing policy and strategic options for the post INF era the contributors to this book outline the current strategic posture of the army the challenges of the future and the steps needed to meet those challenges      **America at the Threshold** Synthesis Group (U.S.), 1991      *Military Review* , 1992

**Government's Greatest Achievements** Paul C. Light, 2010-12-01 In an era of promises to create smaller more limited government Americans often forget that the federal government has amassed an extraordinary record of successes over the past half century Despite seemingly insurmountable odds it helped rebuild Europe after World War II conquered polio and other life threatening diseases faced down communism attacked racial discrimination reduced poverty among the elderly and put men on the moon In *Government's Greatest Achievements* Paul C Light explores the federal government's most successful accomplishments over the previous five decades and anticipates the most significant challenges of the next half century While some successes have come through major legislation such as the 1965 Medicare Act or large scale efforts like the Apollo space program most have been achieved through collections of smaller often unheralded statutes Drawing on survey responses from 230 historians and 220 political scientists at colleges and universities nationwide Light ranks and summarizes the fifty greatest government achievements from 1944 to 1999 The achievements were ranked based on difficulty importance and degree of success Through a series of twenty vignettes he paints a vivid picture of the most intense government efforts to improve the quality of life both at home and abroad from enhancing health care and workplace safety to expanding home ownership to improving education to protecting endangered species to strengthening the national defense The book also examines how Americans perceive government's greatest achievements and reveals what they consider to be its most significant failures America is now calling on the government to resolve another complex difficult problem the defeat of terrorism Light concludes by discussing this enormous task as well as government's other greatest priorities for the next fifty years      *Army* , 1989      *Defence reform* Defence reform Steering Group, 2011-06-27 The Defence Reform was launched in August 2010 as a fundamental review of how Defence is structured and managed Many of the issues are not new and have been noted by similar reviews The Steering Group believes an effective MOD is one which builds on the strengths of the individual Services and the Civil Service and does so within a single Defence framework that ensures the whole is more than the sum of its parts A key driver for this review has been the Department's over extended programme to which the existing departmental management structure and management structure and behaviours contributed Many of the Steering Group's proposals are designed to help prevent the Department from getting into such a poor financial position in the future and to put it in the position to make real savings There are 53 recommendations the key ones of which are to

create a new and smaller Defence Board chaired by the Defence Secretary to strengthen top level decision making to clarify the responsibilities of senior leaders including the Permanent Secretary and the Chief of the Defence Staff make the Head Office smaller and more strategic to make high level balance of investment decisions set strategic direction and a strong corporate framework focus the Service Chiefs on running their Services and empower them to perform their role effectively with greater freedom to manage strengthen financial and performance management throughout the Department to ensure future plans are affordable create a 4 star led Joint Forces Command create single coherent Defence Infrastructure and Defence Business Services organisations manage and use less senior military and civil personnel more effectively people staying in post longer more transparent and joint career management      **Maintaining the Defense Technology Base**  
,1989

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