



PREFACE AND ACKNOWLEDGMENTS

In November 2005, the Reserve Forces Policy Board and the Office of the Assistant Secretary of Defense for Reserve Affairs jointly sponsored a symposium, *The New Reserves: Strategic in Peace, Operational in War*. The symposium was conceived to provide a forum for discussion about the evolving role of the reserve components. Given the expanded operational role of the reserves in recent years, and anticipated future demands for their heightened use, members of the research and policy community convened to establish a baseline understanding of reserve force utilization and its impact on personnel policies and management.

The symposium examined an array of topics, including use of the reserves and stress on the force, recruiting and retention, burdens of activation, and potential changes to compensation and benefits. Participants included senior personnel from the Department of Defense, distinguished researchers, former civilian and military leaders, and congressional staff. This diverse group of stakeholders came from a number of disciplines and approached these subjects from multiple perspectives.

The papers presented during this two-day event, as well as subsequent analysis that followed, are the basis for this volume. Much of the research presented herein is based on data and analyses conducted around the time of the conference, while other efforts concluded more recently. The findings and conclusions of all of these papers are highly relevant to the challenges the reserve components face during this ongoing period of transition.

During the cold war, the reserve components fulfilled a strategic role in supporting our nation's armed forces. Today, as we fight the global war on terror, they serve in a more ongoing, operational capacity. Consequently, the need for new manpower and personnel policies has intensified. Managing today's reserve component is different than managing a strategic reserve. Thus, an important goal of the symposium was to establish principles to help guide decision makers as they address these policy

issues. Collectively, the papers in this volume provide such guidance, focusing on key force management areas. They offer a foundation for developing policies and practices that are more applicable to today's reserve, and how it supports national security missions in an evolving global environment.

Many individuals, to whom we are most grateful, contributed to the success of this project. David S. C. Chu, Under Secretary of Defense for Personnel and Readiness, Thomas F. Hall, Assistant Secretary of Defense for Reserve Affairs, and William A. Navas Jr., Chairman, Reserve Forces Policy Board, provided support and counsel for the symposium. Thanks go to Colonel Debra Larrabee (Ret.) and Colonel Bob Fiedler (Ret.) of the Reserve Forces Policy Board for their tireless efforts in making the symposium a reality. In addition, we extend our thanks to the many individuals on the staffs of the Office of the Assistant Secretary of Defense for Reserve Affairs whose numerous contributions, both large and small, were essential to this effort.

Strategic Analysis, Inc. provided outstanding support in both preparation for and conduct of the symposium, and with the publication of this volume. Barbara Smith and Tracy Ford served as lead coordinators of the symposium, supported by staff in the Meeting Services Group. Amy Cauffman provided cover and layout design and was assisted by Greg Byerly in preparing this manuscript for publication. Special thanks are due to Joe Bousquin and Lisa Nolan, whose advice and critical editing during the preparation of this volume were invaluable—we could not have completed it without you.

Finally, we owe our deepest gratitude to the authors who conducted the research presented herein and who contributed their time and energy throughout the publication process. It is their work that will ultimately help guide the new guard and reserve today, and into the future.

Note: The views presented in this volume represent those of the authors and are not necessarily the views of the Department of Defense.