



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

REPLY TO
ATTENTION OF

Office of the Commandant

This edition of How the Army Runs: A Senior Leader Reference Handbook, 2003-2004 is being published during a time of unprecedented change within The Army and the Armed Forces. The advent of the information age is empowering profound changes within our society, the business community, and the military. Simultaneously, the accelerating development of revolutionary technologies with broad military applicability is continually improving precision, detection, range, lethality, navigation, situational awareness, communications, and many more aspects of system and organizational performance. These dynamic developments are driving transformational changes in the Army systems and processes as the military struggles to rapidly respond to threats and opportunities within increasingly ambiguous and complex strategic and operational environments.

Consequently, the text provides a "snapshot" of the operable organizations and processes existing at the time of its publication and, along with the 23 previous editions, a record of the evolution of the organizations, systems, and processes used to manage change within The Army, resource the requirements of the National Military Strategy, and provide trained and ready forces to the Combatant Commanders.

This text was prepared under the direction of the Department of Command, Leadership, and Management. Its goal is to improve the understanding of processes used to develop and sustain The Army by serving as a text for the Army War College in the education of its students and the development and currency of its faculty. The text attempts to be descriptive and does not advocate either the reform of the described systems or their continuance. However, it should empower those who must function within and "run" these existing organizations, systems, and processes while also providing the foundation of knowledge for continued reforms.

The Army War College is proud to provide this text. We look forward to your comments regarding its value to your organization.

Sincerely,

A handwritten signature in black ink that reads "Robert R. Ivany". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Robert R. Ivany
Major General, U.S. Army
Commandant

Enclosure