



## Science.gov Connects Public to Government Science

The American public is now connected as never before to U.S. government science and technology. Fourteen scientific and technical information organizations from 10 major science agencies including DTIC have collaborated to create Science.gov ([www.science.gov](http://www.science.gov)), designated the "FirstGov for Science" Web site.

From Science.gov users can find over one thousand government information resources about science. The site is unique because Science.gov sites have been selected by agency information managers and librarians as resources representing authoritative government science information. Two major types of information are included: selected science Web sites and databases of technical reports, journal articles, conference proceedings and other published materials. The Web pages and the databases can be searched individually or simultaneously from the search page.

Science.gov is designed for the educational and library communities as well as business people, entrepreneurs, agency scientists and anyone with an interest in science. Information is in key areas of interest such as health, defense, the environment, and science education. Science.gov is also the most valuable resource of government-funded research and development in which there is a U.S. government investment generated on behalf of the American people.

The agencies participating in Science.gov are: the Departments of Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, and Interior; the Environmental Protection Agency; the National Aeronautics and Space Administration; and the National Science Foundation. Support for building the Science.gov gateway came from CENDI, an interagency committee of senior managers of federal science and technology information programs.

In order to get the word out about this important resource, a promotions task group comprised of members from participating agencies was formed. The group collaborated to develop a number of marketing communications including a press release, fact sheet/flyer, poster and Web card. A number of these materials were used at the formal launch of Science.gov to the scientific community at the American Association for the Advancement of Science Annual Meeting in Denver, CO, on February 15, 2003.

Appropriate Web sites and databases will continue to be added to Science.gov as they are identified. The Science.gov technical team will also consider sites and databases suggested by users through the comment form provided on the Science.gov Web site. Science.gov will continue to emphasize the selection of authoritative, content-rich resources of interest to science-attentive citizens. Be sure to visit Science.gov often for the most recent updates to this valuable resource.

## DTIC Maintains Ongoing Commitment to Customer Satisfaction

DTIC remains committed to the philosophy to "provide each customer with the level of service that compels them to choose us." That philosophy continues to be the driving force behind the pursuit of excellence in the products, services and customer care DTIC provides. Through the survey efforts of the Proactive Customer Advocacy Program (PROCAP) DTIC strives to understand our customers' wants and needs and to improve customer relations.

Operating since October 1998, the PROCAP Team has contacted hundreds of customers for the purpose of gathering comments and suggestions in support of DTIC's strategic objectives. DTIC Headquarters at Fort Belvoir, VA, serves as the operational and administrative support center for PROCAP. Regional Office staff contact and service customers within their established geographical zones. Through telephone interviews and Web-based surveys, customers are given an opportunity to raise issues and share their level of satisfaction with DTIC's customer care, products and services. In addition, PROCAP contacts all new users as well as those whose registrations are about to expire. In FY 02, over 2,670 user contacts were made.

Two major surveys are conducted annually: the Top 200 Users and the DTIC Users Customer Satisfaction Surveys. The objectives of the surveys are to help DTIC (1) gauge the level of satisfaction among both its general and core users and (2) identify possible areas for improving our products and services. Both surveys are designed to assist the PROCAP Team in evaluating the following objectives:

- to improve customer retention;
- to determine the perceived quality of products, service and customer care;
- to indicate trends in products, services and customer care; and
- to benchmark our customer satisfaction results with other federal government agencies.

Your candid evaluation is critical to our future success in serving your needs because you provide the necessary information that leads to improvements in our products, services and customer care. Look for the FY 03 survey in the near future. Remember, it is important you let us know what we're doing right and where we need to improve. We look forward to hearing from you.

## Independent Research and Development Insights

DTIC's collection of Independent Research and Development (IR&D) project summaries - that is, defense contractor financed research and development efforts - continued to grow and be enhanced over the past year. All upgrades to the IR&D database reflect DTIC's strong commitment to increase the value and use of IR&D data by its target users - DoD scientists, researchers and engineers. Let's take a look at some of the major changes for the IR&D collection over the last year.

**New Data:** When all is said and done, over 2,100 new IR&D project summaries from over 45 different defense contractors will be available to be searched and reviewed by registered IR&D database users. All this research and development information - none of it costing DoD a single contract dollar - is worth over \$2.2 billion. And that's just for FY 02! As with the rest of the records in the IR&D database, use keywords to search the database for projects that are in your interest area. And don't limit your keywords only to technologies in which you're interested. We've been working with our contributors to include keywords in their IR&D project summaries that also point to other ways of looking at their IR&D efforts. Try queries that look for concepts, programs, systems, platforms and challenges.

**New User Interfaces:** The IR&D database has a new, improved user interface in the new Private STINET. The two biggest changes users will see are access to the full DTIC-held IR&D collection - well over 165,000 IR&D project summaries dating back to the mid-70's, and additional query capabilities with a new "natural language" query capability under the "advanced" search hyperlink. Existing IR&D

users under the Secure STINET interface have been sent email messages which provide re-registration information for the new Private STINET interface.

During the past year, DTIC's IR&D holdings have also been added to the universe of data queried by the new Defense Technology Search (DTS) Science and Technology (S&T) portal. Targeted mainly at senior DoD planners and analysts, DTS provides a "quick look" at a wide range of S&T oriented information that this audience needs in order to provide direction to current and future DoD research and engineering activities and initiatives. (Note: IR&D information is available only to authorized DoD users.)

**New Web site:** DTIC is pleased to host the DoD IR&D Program's Web site (<http://www.dtic.mil/ird/>). At this public URL is comprehensive information about the DoD IR&D Program and DTIC's IR&D database. One specific feature of note is the Events page (<http://www.dtic.mil/ird/events/index.html>) where upcoming IR&D-related activities such as technical interchange meetings are publicized. Plan on checking the Events page often. Should you or your organization (government or industry) schedule or host an IR&D-related event, contact the DTIC IR&D Program Manager at the number listed below for information about having it listed at this useful and well publicized DoD IR&D community "meeting place."

For copies of either DoD User or Defense Industry IR&D brochures, or to obtain further information about using or contributing to DTIC's IR&D database, contact DTIC's IR&D Program Manager at (703) 767-9039/DSN 427-9039.

## DTIC Pricing Update

Due to the rising costs of postage and handling, DTIC regrets to announce it is necessary to increase the cost of hard copy documents by \$2.60. The new DTIC Pricing Schedule is located at [http://www.dtic.mil/dtic/price\\_list.html](http://www.dtic.mil/dtic/price_list.html) and lists the hard copy document price increase that will become effective October 1, 2003.

As DTIC moves to a Web-based environment, more and more full-text documents are available online for free. To access publicly available documents, search Public STINET (<http://stinet.dtic.mil>). Unclassified, unlimited and unclassified, limited distribution documents can be accessed through the Private STINET. To learn more about these services, visit the Private STINET Web site at <http://stinet.dtic.mil/info/s-stinet.html>.

## Upcoming Meetings

### SLA - Special Libraries Association

June 6-12, 2003  
New York, NY

### AUSA 2003 Annual Meeting

October 6-8, 2003  
Washington, D.C.

### National SBIR Fall Conference

October 27-30, 2003  
Cleveland, Ohio

### Interservice/Industry Training, Simulation and Education Conference (I/ITSEC)

December 1-4, 2003  
Orlando, FL

The *Digest* is produced by the Defense Technical Information Center's Directorate of User Services and is intended to inform DTIC employees and customers of programs, initiatives, activities, issues, and developments in the technical information arena. Comments, views, and opinions expressed in this newsletter are those of the author(s) and do not reflect policy, views or opinions from the Defense Technical Information Center, the Defense Information Systems Agency, or the Department of Defense.

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## DTIC Information for You!

Has your organization hired new personnel? Has your staff been downsized? In this evolving work environment are you looking for a method to provide DTIC information to others?

DTIC's Marketing Team can arrange a personalized briefing for your organization. Carefully tailored to meet the information needs and areas of interest of users, these demonstrations provide a wealth of information with a personal touch. Learn about:

- using DTIC's products and services to meet your organization's mission;
- DoD reporting requirements; and
- contributing items/documents to DTIC.

Contact DTIC's Marketing Team today at (703) 767-8267/DSN 427-8267 or by email at the following address: [bcorder@dtic.mil](mailto:bcorder@dtic.mil).

## 2003 Technology Area Review and Assessment Guidelines

The 2003 Technology Area Review and Assessment (TARA) Guidelines, signed by Dr. Charles Holland, Deputy Under Secretary of Defense (Science and Technology), have been posted to the TARA Web site.

The purpose of the TARA process is to assess the Defense Science and Technology program's strengths and weaknesses and to provide recommendations for improvement. The site supports the major activities of the TARA process by providing a single downloadable source for TARA preparation materials, outputs from the TARA reviews, draft TARA Defense Science and Technology Advisory Group (DSTAG) read-ahead packages, final TARA DSTAG briefings, and minutes. It also provides historical TARA documentation.

Access to the TARA Web site is restricted to DoD employees and selected individuals having TARA panel chair approval. The URL is <https://ra.dtic.mil/tara>. To obtain further information call (703) 767-9129/DSN 427-9129.

## Internet Instructor Retires

On March 1, 2003, Marie O'Mara, DTIC's well-known Internet instructor, retired after 40 years of federal government service as a military librarian and technical information specialist.

During her long and distinguished career, Ms. O'Mara served in many types of libraries and information centers in numerous locations throughout the world. "I've had a wonderful career as a professional military librarian and I've enjoyed working at DTIC. I've made many friends over the years, both at DTIC and throughout the DoD military librarian community. I'm looking forward to staying active in the Military Librarian Division of the Special Libraries Association and keeping up with the latest advances in Internet technology," she said. "I'm also looking into the possibility of working as a librarian or teaching in the private sector."

Ms. O'Mara began her DTIC career in March 1991. In late 1994 she was tasked with developing and implementing DTIC's basic Internet training program. The program was expanded in 1999 to include advanced Internet training and a course entitled "Searching the Internet for Government Information." She regularly conducted and moderated sessions on Internet searching during DTIC's Annual Users Meeting and Training Conferences, instructing customers on the fine points of Internet searching. As a result she received numerous performance awards and letters of appreciation from DTIC, professional groups and information organizations attesting to her knowledge of the Internet.

In addition to her instructor duties, she also found time to author the popular column "Hot Spots on the Web" for the *Digest* and worked on the STINET Help Desk, assisting customers with the acquisition of technical data and current awareness products.

Prior to coming to DTIC, Ms. O'Mara worked as a librarian at the Naval Explosives Ordnance Disposal Center in Indian Head, MD. She also worked at the Naval Air Systems Command's Technical Library in Arlington, VA. She has additional experience in the medical library field, serving at the School of Health Care Sciences at Sheppard Air Force Base, Texas and the Naval Submarine Medical Research Library in Groton, CT.

Ms. O'Mara, a native of Staten Island, NY, received her bachelor's degree in English from St. John's University and master's degree in library and information science from Rutgers University. She also has specialized training in two key human resource areas: educational guidance, and interpersonal and intrapersonal communications.

In her parting address to the staff, she stated: "I want to thank everyone at DTIC, along with all of our loyal customers, for being such an appreciative and responsive virtual audience. I enjoyed sharing the vast amount of information flowing through the Internet and I hope most of it was of value. It has been a distinct pleasure working with everyone and I will miss being part of a wonderful team. I wish each and every one of you a future rich in information, along with very rewarding careers. Thank you for sharing my journey."

Well said. The entire DTIC organization wishes her all the best for a long, happy and rewarding life. She will be greatly missed.

# Schedule of Free DTIC Training for Registered Customers

DTIC's registered customers can receive free training at the Andrew T. McNamara Headquarters Complex located at Fort Belvoir, VA. DTIC also provides additional training at its regional offices or at the user's site. The instructor's travel costs to user sites are paid for by the user.

To register for any of the courses listed below use the form located at [http://www.dtic.mil/dtic/forms/train\\_form.html](http://www.dtic.mil/dtic/forms/train_form.html) or contact DTIC's Current Awareness Team at (703) 767-8224/DSN 427-8224 or 1-800-CAL-DTIC (225-3842).

We invite you to learn more about DTIC's Training Program. Please take time to visit us at the following URL: <http://www.dtic.mil/dtic/training/index.html>.

## STINFO Manager Overview

*STINFO Manager Overview* is a new one-day course available in support of the DoD Scientific and Technical Information (STINFO) Manager Training Program. The course covers the highlights of our standard three-day course including marking documents and contract reporting requirements. This class provides a review for STINFO managers wanting to refresh their knowledge of STINFO and is beneficial to anyone wanting to increase their awareness of the STINFO program.

July 15  
September 9  
November 6

## DoD STINFO Program Manager

This three-day course is designed to acquaint interested personnel with the diverse and varied requirements of the STINFO Program. Marking documents and contract reporting requirements are discussed.

May 13-15  
August 5-7  
October 7-9  
December 9-11

## Searching DTIC Databases Using Private STINET

This three-day, hands-on class covers the content and methods for searching and retrieving scientific and technical information using Private STINET. Private STINET is DTIC's Web-based access to a variety of information resources, including unclassified citations to classified documents. It is the newly merged system that combines the features and collections of Secure STINET and the search capabilities of Web Enabled DROLS. The Technical Reports Bibliographic database, Research Summaries database and Independent Research & Development database are discussed at length. The focus of this course is to explore the information sources available through Private STINET; develop effective search strategies to retrieve information

from DTIC's databases; provide practical search tips to effectively use the system's unique search features; and provide instruction for ordering documents and electronic bibliographies.

May 20-22  
June 17-19  
July 15-17  
August 12-14  
September 9-11  
October 7-9  
November 4-6  
December 9-11

## Introduction to Legacy DROLS

This three-day, hands-on class is for users who access Legacy DROLS via STU-III or through a dedicated line. DROLS is a classified system that provides access to DTIC's three major databases. The course covers searching and ordering functions with emphasis on developing effective search techniques for accessing the Technical Reports Bibliographic database, the Research Summaries database (formerly called TEAMS), and the Independent Research & Development database.

May 6-8  
September 23-35

## Requests for Changes in Classification and/or Distribution Statements

Contributors desiring changes to the classification and/or distribution statements of their documents should submit their requests by written correspondence on signed letterhead to:

Defense Technical Information Center  
DTIC-OCQ  
8725 John J. Kingman Road  
Fort Belvoir, VA 22060-6218

Fax: (703) 767-9244/DSN 427-9244

Further information may be obtained by calling (703) 767-0011/DSN 427-0011 or (703) 767-8029/DSN 427-8029



## Defense Technology Search Site Goes Live

DTIC, along with the Office of the Director, Defense Research & Engineering recently collaborated to create Defense Technology Search (DTS), a distributed multi-database search capability designed to be a "one stop" search of selected DoD science and technology databases.

DTS went "live" on December 1, 2002. DTS users must register and be qualified to gain entry to the multiple access-controlled sites. DTS makes distributed data calls between a remote site and DTIC using an XML-RPS application and provides search capability for the following scientific and technical databases: VTE Document Library, Independent Research & Development (IR&D), Information Analysis Center Documents, RDDS Comptroller (R-2 PDF files), Scientific & Technical Planning Documents, Service Scientific & Technical Objectives, and other scientific and technical resources. Currently located at a contractor site, the DTS will soon be relocating to DTIC.

Register for DTS at <http://www.dtic.mil/dtic/registration>. Further information may be obtained by calling (703) 767-9129/DSN 427-9129.

## Korean War Commemoration Web Site Redesigned

DoD's 50th Anniversary of the Korean War Commemoration Committee and DTIC have collaborated to redesign the Korean War Commemoration Web site, which was originally launched in July 1999.

The appearance and navigation of the site have been enhanced by using the latest technologies such as JavaScript, Flash and animation. The site provides a clear presentation and appreciation of the history of the Korean War and the lessons learned from that conflict. It also pays tribute to the contributions and sacrifices of the veterans and the American people on the home front. Information on various commemoration ceremonies around the nation is also included.

Take time now to visit the site and enhance your knowledge and understanding of the Korean War. The URL is <http://www.korea50.mil>.

## Customer Service Help Desk Functions Merged with Reference and Retrieval Team

The functions of DTIC's Customer Service Help Desk have recently been merged with those of the Reference and Retrieval Team in DTIC's Directorate of User Services. As a result, the previous number ((703) 767-8268/DSN 427-8268) and email address ([help@dtic.mil](mailto:help@dtic.mil)) for the DTIC Customer Service Help Desk are no longer valid.

The new numbers and email addresses are listed below. For inquiries regarding document orders, document identifications, search assistance, bibliographies and any other reference questions, please contact DTIC's Reference and Retrieval Team by using any of the mediums listed below.

Telephone: 1-800-225-3842, (703) 767-8274/DSN 427-8274

Fax: (703) 767-8228/DSN 427-8228

Email: [ref@dtic.mil](mailto:ref@dtic.mil), [bibs@dtic.mil](mailto:bibs@dtic.mil)

## Thesaurus Update

Listed below is the latest update to the *DTIC Thesaurus*. A \* indicates the hierarchy extends beyond the listed term.

### Bioremediation

use Biodegradation  
Waste treatment

### Homeland Defense

DoD activities, primarily outside of CONUS, which serve to support the mission of the Department of Homeland Security.

BT \*Homeland security  
Military operations

### Mauritius

BT \*Indian Ocean Islands

### Pressure sensitive elements

use Pressure transducers

### Wireless links

Internal wireless links use to replace electric cable links. Examples are portable phones and wireless computer mice and keyboards.

BT \*Radio links

## Hierarchy Changes

### Cholera

BT \*Bacterial diseases (add)

### Menu

BT Directories (replace)

### Nanostructures

BT Structures (add)

## The DTIC Review

*The DTIC Review* brings readers the full-text of selected technical reports and a bibliography of other references of interest under one cover. Volumes are priced at \$15 or \$25 depending on the date of issue. Each issue provides a sampling of documents on a specific topic of current interest.

*The DTIC Review* is also available to registered users as a subscription product. One subscription costs \$85 and includes four quarterly issues.

If you have questions about *The DTIC Review*, call (703) 767-8266/DSN 427-8266. The email address is [bibs@dtic.mil](mailto:bibs@dtic.mil).

# BEST SELLERS

Listed below are DTIC's best selling documents for the second quarter of FY 03.

## PRINT

### AD-A405 404/NAA

Army Tank-Automotive Command, Warren, MI

*Benefits of Using Photosimulation Laboratory Environment for Camouflage Assessment. Final Report*

12 Jul 02, 8p., \$7

### AD-A376 888/NAA

Armed Forces Radiobiology Research Institute, Bethesda, MD

*Medical Management of Radiological Casualties Handbook. First Edition*

01 Dec 99, 149p., \$12

### AD-A406 176/NAA

Army Research Institute for the Behavioral and Social Sciences, Alexandria, VA

*Command Group Training in the Objective Force. Final Report, 4 Sep 01 - 4 Mar 02*

01 Jul 02, 73p., \$7

### AD-A399 310/NAA

Chemical Propulsion Information Agency, Columbia, MD

*50th JANNAF Propulsion Meeting. Volume I, Salt Lake City, Utah, 11-13 Jul 01*

01 Jul 01, 482p., \$42

### AD-A390 020/NAA

Chemical Propulsion Information Agency, Laurel, MD

*Subscale Fast Cookoff Testing and Modeling for the Hazard Assessment of Large Rocket Motors Technical Report. 1965 - 2001*

01 Mar 01, 60p., \$7

### AD-A387 612/NAA

Chemical Propulsion Information Agency, Columbia, MD

*JANNAF 19th Propulsion Systems Hazards Subcommittee Meeting. Volume I, Proceedings*

Nov 00, 335p., \$12

### AD-A390 257/NAA

Chemical Propulsion Information Agency,

Columbia, MD

*Overview of Pulse Detonation Propulsion Technology Technical Report for 1942 - 1999*

Apr 01, 64p., \$7

### AD-A395 610/NAA

Chemical Propulsion Information Agency, Columbia, MD

*Solid Propellant Test Motor Scaling Technical Report for 2001*

01 Sep 01, 104p., \$12

## NON-PRINT

### AD-M001 428/NAA

Massachusetts Institute of Technology Lincoln Laboratory, Lexington, MA

*Proceedings of the Adaptive Sensor Array Processing (ASAP) Workshop 12-14 Mar 02. Volume 1, Project Report*

26 Aug 02, CD-ROM, \$31

### AD-M001 426/NAA

Pardubice University (Czech Republic)

*International Seminar of Energetic Materials (5th) Held in Pardubice, Czech Republic on April 24-25, 2002 (New Trends in Research of Energetic Materials)*

13 May 02, CD-ROM, \$31

### AD-M001 246/NAA

Assistant Secretary of the Army (Acquisition Logistics and Technology), Fort Belvoir, VA

*Army Science and Technology Master Plan 2001: Accelerating the Pace of Transformation*

01 Jan 01, CD-ROM, \$31

### AD-M001 013/NAA

Naval Air Warfare Center Aircraft Division, Patuxent River, MD

*Situational Awareness in the Tactical Air Environment Proceedings*

21 Aug 99, CD-ROM, \$31

## ELECTRONIC DOCUMENT BEST SELLERS

Listed costs for electronic documents are for hardcopies. Downloads are free of charge.

### AD-A402 014/NAA

Defence Science and Technology Organisation, Electronics and Surveillance

Research, Salisbury (Australia)

*Application of Spoken and Natural Language Technologies to Lotus Notes Based Messaging and Communication*

01 Jan 02, 44p., \$7

### AD-A402 018/NAA

Army War College, Carlisle Barracks, PA

*Information Operations: Computer Network Attack in the 21st Century*

09 Apr 02, 29p., \$7

### AD-A402 011/NAA

Defence Science and Technology Organisation Aeronautical and Maritime Research Laboratory, Victoria (Australia)

*The Durability of Metal-Honeycomb Sandwich Structure Exposed to High Humidity Conditions*

01 Mar 02, 112p., \$12

### AD-A402 017/NAA

Air Force Institute of Technology, Wright-Patterson AFB, Ohio

*A New Look at Courage*

01 Jan 01, 25p., \$7

### AD-A402 166/NAA

Northwest Research Associates Inc., Bellevue, WA

*Investigations of the Nature and Behavior of Plasma-Density Disturbances That May Impact GPS and Other Transionospheric Systems Scientific Report. No. 1, 10 Sep 97 - 31 Aug 98*

21 Oct 98, 31p., \$7

### AD-A402 015/NAA

Army War College, Carlisle Barracks, PA

*Great Leaps in Japan's Security Policy in an International Context: The Way Ahead*

04 Apr 02, 32p., \$7

### AD-A402 150/NAA

Atmospheric and Environmental Research Inc., Cambridge, MA

*FASCODE for the Environment. Scientific Report No. 3, 10 Jun 97 - 28 February 99*

20 Nov 00, 75p., \$7

# Documents on Display

## IRAQ

**AD-A405 987/NAA**

**Corporate Author:** Naval Postgraduate School, Monterey, CA

**Title:** *The Battle of Al-Khafji*

**Personal Author:** Williams, Scott

**Report Date:** Jun 02 **Cost:** \$7 79p.

**Descriptors:** \* military operations, \*military forces (foreign), \*battles, ground level, warfare, Iraq, Kuwait, air, attack, casualties, conflict, reconnaissance, Saudi Arabia, propaganda.

**Identifiers:** Desert Storm Operation, al-Khafji, Khafji

**Abstract:** The battle for the Saudi coastal town of al-Khafji was the first major ground battle of Desert Storm. Despite the fact that Iraqi forces were being systematically destroyed by the allied air campaign, the Iraqis were nonetheless able to mount a rather sophisticated ground attack and seize the Saudi town with relative ease. The Iraqi attack came as an absolute surprise despite the coalition's technological advantages in reconnaissance equipment and the impressive array of coalition forces defending the Kingdom of Saudi Arabia.

Saddam Hussein attempted to use the surprise attack into Saudi Arabia as a method to advance several strategic-level political and military objectives. First, he was able to use the attack as a propaganda mechanism to rally domestic and Arab nationalistic support. Next, he endeavored to destabilize or destroy the coalition arrayed against him. Lastly, he sought to dampen American enthusiasm for the war by generating American casualties, thus demonstrating to the American public the unappealing potential for, and disastrous results of, a protracted ground conflict. Ultimately, the Iraqi incursion was a failure in that it neglected to achieve Saddam's strategic objectives of disrupting the coalition forces arrayed against him.

**AD-A405 080/NAA**

**Corporate Author:** Princeton University, Princeton, NJ

**Title:** *The Insurgent State: Politics and Communal Dissent in Iraq, 1919-1936*

**Personal Author:** Whrey, Frederick M.

**Report Date:** Jun 02, **Cost:** \$12 143p.

**Descriptors:** \*foreign policy, \*military operations, \*insurgency, propagation, Iraq, economic analysis, political science, theses.

**Abstract:** This study examines selected instances of communal dissent among Iraq's Kurds, Assyrians, and Shi'is to uncover the impact of provincial insurgency on the formation of the Iraqi state from 1919 to 1936.

Undertaken for economic, political and personal motives, armed dissent in the rural periphery presented a dire threat to the state-building efforts of the Hashimite monarchy and the Sunni elite. By demonstrating that the Iraqi government was incapable of policing its own territory, internal rebellions threatened to erode the state's autonomy from Britain. Moreover, successive revolts by the Kurds, Assyrians, and Shi'is challenged the state's monopolization of violence, the propagation of Iraqi Arabism as an official ideology, and the implementation of conscription as a vehicle for breaking down old loyalties to sect and tribe.

Although the revolts themselves were ultimately unsuccessful in winning any substantial gains for the groups that undertook them, they affected a decisive shift in the political trajectory of the Iraqi state.

## DEFENSE POLICY

**AD-A405 054/NAA**

**Corporate Author:** Naval Postgraduate School, Monterey, CA

**Title:** *U.S. - Cuba Relations: Revisiting the Sanctions Policy*

**Personal Author:** Giscard, John C.

**Report Date:** Jun 02 **Cost:** \$12 101p.

**Descriptors:** \*foreign policy, \*United States, \*Cuba, \*international relations, USSR, national security, military assistance, theses, Cold War, Communism, executive routines, matrix games.

**Abstract:** In October 1960, faced with an increasingly hostile and threatening Marxist dictator, the United States implemented economic sanctions against Cuba. As Cuba aligned itself with the Soviet Union it became a legitimate threat to U.S. national security interests. During the Cold War period, the sanctions policy was successful in achieving some of its aims; most notably, containing

Communism. However, it clearly failed in removing Fidel Castro from power.

In 1989, the Soviet Union collapsed and Soviet subsidies to Cuba ended. Since the Cuban economy had become extremely dependent on Soviet infusions of capital and military support Cuba's ability to threaten U.S. national security quickly evaporated. In this new multi-polar international system, U.S. policymakers have chosen to tighten the existing sanctions policy, rather than developing a new one. Passing the Cuban Democracy Act (1992) and the Helms-Burton Act (1996), the sanctions policy, previously an executive policy, became codified into U.S. law. This thesis examines the origins of the sanctions policy and follows its successes and failures during the Cold War and post-Cold War periods. It argues that the rise of domestic influence has eclipsed the international and national security justifications for the current policy.

**AD-A404 030/NAA**

**Corporate Author:** Marine Corps Command and Staff College, Quantico, VA

**Title:** *U.S. Forces Korea: The Key to Cooperative Stability and Security in Northeast Asia*

**Personal Author:** Ledwith, Sioban J.

**Report Date:** Jul 02 **Cost:** \$7 46p.

**Descriptors:** \*national security, \*military forces (United States), North Korea, stability, United States, attack, regions, South Korea, Northeast Asia, peninsulas.

**Abstract:** As long as the United States maintains its current national security objectives and vital strategic interests in the Northeast Asia region, U.S. forces must remain deployed in South Korea in order to deter North Korean aggression and to ensure cooperative stability and security throughout the entire region. Five decades of peace have endured on the Korean Peninsula since the Armistice Agreement was signed in 1953 due primarily to the physical presence of forward deployed U.S. troops. Combined Forces Command, which is composed of the South Korean armed forces and 37,000 U.S. troops under U.S. Forces Korea, has created an environment that has deterred North Korean aggression and allowed for a somewhat peaceful coexistence between North and



South Korea for the last 50 years.

U.S. Forces Korea is the key to cooperative stability and security in the Northeast Asia region. The continued forward presence of U.S. forces on the Korean Peninsula allows the U.S. to stay engaged in the region, cements our commitments to our allies, and allows for a peaceful coexistence.

## HUMAN RESOURCES MANAGEMENT

### AD-A403 983/NAA

**Corporate Author:** General Accounting Office, Washington, D.C.

**Title:** *Managing for Results: Using Strategic Human Capital Management to Drive Transformational Change*

**Personal Author:** Walker, David M.

**Report Date:** 15 Jul 02 **Cost:** \$7 19p.

**Descriptors:** \*human resources, \*organizational realignment, policies, United States government, leadership, personnel management, personnel development, grade structure (personnel management), accountability.

**Identifiers:** GAO Reports, GAO testimony, GAO (General Accounting Office)

**Abstract:** This testimony discusses the essential actions that the federal government needs to take in order to manage its most important asset: its people, or human capital. An organization's people define its culture, drive its performance, embody its knowledge base and are the key to successful merger and transformation efforts. As such, strategic human capital management is the critical element to maximizing government's performance and assuring its accountability for the benefit of the American people.

### AD-A405 458/NAA

**Corporate Author:** Human Resources Research Organization, Alexandria, VA

**Title:** *Development of Predictor and Criterion Measures for the NCO21 Research Program*

**Personal Authors:** Knapp, Deidre J.; Burnfield, Jennifer L.; Sager, Chris E.; Waugh, Gordon W.; Campbell, John P.

**Report Date:** Jun 02 **Cost:** \$12 182p.

**Descriptors:** \*military requirements, \*Army personnel, \*performance (human), \*noncommissioned officers, jobs, management planning and control, Army research, skills, predictions, performance tests, scale, classification, ratings, motivation, personnel selection, Army planning, judgement (psychology),

questionnaires, aptitudes.

**Identifiers:** job performance, KSAs (knowledge, skills and aptitudes)

**Abstract:** The NCO21 research program was undertaken to help the U.S. Army plan for the impact of future demands on the noncommissioned officer (NCO) corps. The performance requirements and associated knowledge, skills and aptitudes (KSAs) expected of future successful NCOs were used as a basis for developing tools that could be incorporated into an NCO performance management system geared to 21st century job demands. This report documents the design and development of predictor and criterion measures that will be used in a criterion-related validation data collection.

## INFORMATION WARFARE

### AD-A405 812/NAA

**Corporate Author:** Naval Postgraduate School, Monterey, CA

**Title:** *Information Operations: The Need for a National Strategy*

**Personal Author:** Northland, Samuel P.

**Report Date:** Jun 02 **Cost:** \$7 89p.

**Descriptors:** \*military applications, \*information warfare, warfare, national security, strategy, theses, planning, military capabilities, psychological operations, terrorism.

**Identifiers:** information operations, Al Qaeda  
**Abstract:** This thesis explores the hypothesis that a national information strategy would enhance military effectiveness and national security. Analysis of the role of information in conflict, a definition of what information is and how it can be used to support military operations, establishes the foundation for the thesis. Perception management, system destruction, and information exploitation are identified as key elements of an effective strategy. They are reflected in the 17 information operational capabilities in joint doctrine.

Four categories were created to differentiate the Information Operation (IO) capabilities along offense/defense and technological/cognitive lines. The current focus of IO in the U.S. is the technical/offensive IO category, with less attention being given to the conceptual/cognitive category. This may be due to a lack of strategic IO planning. Therefore, a planning methodology is developed herein and used to analyze the Administration's response to the terrorist attacks of September 11, 2001. A detailed analysis of the IO capabilities used identified two shortcomings: the

failure to identify all key audiences, and not considering all of the IO capabilities available. The thesis recommends adopting the concepts of a national information strategy and the IO strategic planning methodology used in the study.

## ENVIRONMENT

### AD-A405 081/NAA

**Corporate Author:** Air Force Institute of Technology, Wright-Patterson AFB, Ohio

**Title:** *Environmental Cleanup Under Public Law 85-804: Keeping the Ordinary Out of Extraordinary Contractual Relief*

**Personal Author:** Tolan, Patrick E.

**Report Date:** 31 Aug 02 **Cost:** \$12 128p.

**Descriptors:** \*waste management, \*environmental law, warfare, Congress, industries, environments, contracts, contractors, theses, costs, regulations, legislation, wastes (industrial).

**Identifier:** Public Law 85-804

**Abstract:** In the wake of the events of September 11, 2001, President Bush pledged, "Whatever it costs to defend our country, we will pay it." Not since the bombing of Pearl Harbor has America been so shocked and surprised by the hostile acts of others. Then, as now, emergency spending to mobilize the industrial base and apply America's industrial strength to the war effort were seen as the key to victory.

When America is attacked, the urgency of fueling the American war machine becomes paramount. Congress passed the first War Powers Act just 11 days after the Japanese bombed Pearl Harbor. The Act gave the President broad powers in times of war to circumvent nearly all of the constraints of government contracting. It provided a virtually complete emancipation from peacetime procedural limitations on contracting. Congress renewed these extraordinary contractual powers during the Korean War and ultimately passed Public Law 85-804 as permanent legislation. This law continues to allow extraordinary relief to government contractors to facilitate the national defense.

Many contractors face liability for waste generated while performing government contracts. Nationwide cleanup for past environmental sins is expected to cost billions of dollars. Therefore it is no surprise government contractors have sought relief under Public Law 85-804 for environmental liabilities.



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