

Contributors

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Acknowledgments

The contributions of a great many people make this type of publication possible. Among them, a few special contributors have that extra talent, work ethic, and willingness to go the extra mile that make the *Index of U.S. Military Strength* a remarkable and uniquely special undertaking.

James Di Pane, Research Associate in the Center for National Defense, ably shouldered the major task of shepherding production of the *2021 Index of U.S. Military Strength*. He worked with the authors, editors, and graphics and production professionals to make this *Index* a reality, both in print and on the web.

Once again, Senior Editor William T. Poole reprised his central role in maintaining a consistent tone, impeccable accuracy, and a fresh approach to conveying essential information throughout this multi-author document, and Research Editor Kathleen McCann Scaturro applied her keen editorial eye to the topical essays. Data Graphics Services Manager John Fleming and Data Graphics Designer Luke Karnick sustained their impressive contributions in giving visual life to text and statistics to convey a message with maximum impact, working with the authors to explore more creative ways to convey important information. Senior Designer and Web Developer of Research Projects Jay Simon, Digital Strategy Director Maria Sousa, and Digital Content Producer Augusta Cassada ensured that the presentation of *Index* materials was tuned to account for changes in content delivery as our world becomes increasingly digital, portable, and driven by social media. Finally, the guidance and coordination provided by Director of Research Editors Therese

Pennefather ensured the creation of a cohesive finished product.

We believe that this *Index* helps to provide a better-informed understanding and wider appreciation of America's ability to "provide for the common defence"—an ability that undergirds The Heritage Foundation's vision of "an America where freedom, opportunity, prosperity, and civil society flourish." The *Index* continues to be cited and referenced across government—by Congress, the executive branch, and officials within the Department of Defense and supporting government agencies—as well as the media, academia, and policy institutes and among the public. We remain encouraged that so many Americans are similarly concerned about the state of affairs in and the multitude of factors affecting our country.

The Heritage Foundation seeks a better life for Americans, which requires a stronger economy, a stronger society, and a stronger defense. To help measure the state of the economy, our Institute for Economic Freedom and Opportunity publishes the annual *Index of Economic Freedom*; to help guide Congress in its constitutional exercise of the power of the purse, Heritage scholars analyze federal spending across all sectors of the economy and put forward recommendations throughout the year urging Congress to be better stewards of taxes paid by all Americans; and to help Americans everywhere more fully understand the state of our defenses, our Kathryn and Shelby Cullom Davis Institute for National Security and Foreign Policy is publishing this seventh annual edition of the *Index of U.S. Military Strength*.

In addition to acknowledging all of those who helped to prepare this edition, very special recognition is due to the Heritage members and donors whose continued support has made this *2021 Index of U.S. Military Strength* possible.

Finally, as always, The Heritage Foundation expresses its enduring appreciation to the members of the U.S. armed forces who continue to protect the liberty of the American people in an increasingly challenging world.