CONTENTS

ACKNOWLEDGMENTS ix
ABBREVIATIONS xi

INTRODUCTION 1

CHAPTER ONE
A Farewell to Normalcy 12

CHAPTER TWO
“One Man Is Responsible”: Managing National Security during World War II 43

CHAPTER THREE
Marshall’s Plan: The Battle over Postwar Unification of the Armed Forces 73

CHAPTER FOUR
Eberstadt’s Plan: “Active, Intimate and Continuous Relationships” 109

CHAPTER FIVE
Connecting the Domestic Ligaments of National Security 144

CHAPTER SIX
From the National Military Establishment to The Office of the Secretary of Defense 180

CHAPTER SEVEN
Closing the Phalanx: The Establishment of the NSC and the CIA, 1947–1960 230

CONCLUSION 274

Notes 289
INDEX 335
This page intentionally left blank