

# Contents

List of Maps and Illustrations	ix
Foreword by Donald P. Gregg	xi
Preface	xv
Acknowledgments	xix
Abbreviations	xxi
Introduction: To Build a Nation	1
1. "The Effort Must Be Made"	7
2. "Get Them before They Get Us"	21
3. Counterinsurgency in the Central Highlands	39
4. Sea Swallows and Strategic Hamlets	71
5. Operation Switchback	91
6. Experiments in the Lowlands	111
7. The Kien Hoa Incubator	127
8. The People's Action Team	149
9. Another Chance in the Countryside	169
10. Growing Pains	191
11. CORDS	221
12. Phoenix	255
13. The 1968 Tet Offensive and Accelerated Pacification	281

14. Disengagement	309
15. A Matter of Running City Hall	343
Conclusion: The Limits of Pragmatism	357
Notes	377
Selected Bibliography	433
Index	437