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REPORT OF THE DA BOARD
TO REVIEW ARMY OFFICER SCHOOLS
(HAINES BOARD.)



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AGDA (M) (24 Nov 70) DCSPER-PLD

9 December 1970

SUBJECT: Report of the Department of the Army Board to Review
Army Officer Schools (Haines Board). Record of
Completed Actions.

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1. The subject report, also known as the Haines Board, was distributed to all addressees in 1966.
2. Implementation of approved recommendations has been underway since that date. As actions were completed and approved, final status reports were compiled into one volume.
3. The recommendation was made that copies of this compilation be provided Army service schools and colleges, since the Haines Board had been charged with the development of a "blueprint for the Army School System for the next ten years."
4. Addressees are encouraged to review both the subject report and the inclosed compilation as a background for continuing improvement of the Army School System.

BY ORDER OF THE SECRETARY OF THE ARMY:

KENNETH G. WICKHAM
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SUBJECT: Report of the Department of the Army Board to Review Army
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Quantico, VA 22134

GENERAL INFORMATION

1. The following Recommendations/Conclusions are in a disapproved status and not included in this report:

Recommendations

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2. This compilation is composed of the final status report submitted for each recommendation/conclusion. A total of ten quarterly reports was submitted over the period beginning 1 July 1966 and ending 31 December 1968. The status reports for four remaining actions--recommendations 1, 40 and 46, and conclusion 22-44--were reported individually thereafter until actions were completed or completion anticipated.

INCL

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NO. RECOMMENDATIONS

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REMARKS

1. Reimburse colleges for ROTC graduates with additional amount for those commissioned in the RA. 1
2. Assign more ROTC graduates in Electrical and Electronic Engineering to the Signal Corps. 2
3. Increase obligated service - RA 4 years - OTRA 3 year. 3 Placed in suspense file. Restudy during post-Vietnam period.
4. Require all new officers to attend a basic course. 4
5. Revise basic course length - RA 6 weeks plus Ranger; OTRA 9 weeks; limit AB training to officers being assigned to AB units. 5
6. Establish orientation course for new non-pilot warrant officers. 6
7. Conduct only a regular advanced course for Active Army officers. 7
8. Focus advanced courses on higher level (Bn. Brig-Div). 8
9. Conduct only a regular C&GSC course for Active Army officers. 9
10. Broaden C&GSC instruction beyond Army in the field. 10

<u>NO.</u>	<u>RECOMMENDATIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
11.	Seek legislation for C&GSC masters degree.	11	
12.	Equate attendance at C&GSC and AFSC.	12	
13.	Focus AWC on Army's role.	13	
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15.	Discontinue GWU program at AWC.	15	
16.	Introduce electives in Advanced, C&GSC and AWC courses.	16	
17.	Eliminate unwarranted specialist and orientation courses.	17	
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20.	Replace associate courses with mobilization courses.	20	
21.	Conduct branch refresher courses only for field grade officers prior to assignment to troop duty.	21	
22.	Require preparatory extension courses for advanced and resident C&GSC courses and completion of the C&GSC extension course for those not selected for the resident course.	22	

REMARKS

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RECOMMENDATION

NO.

23. Establish extension course program at AWC.
24. Adjust grade and service prerequisites for advanced and C&GSC courses.
25. Revise quotas for C&GSC.
26. Revise quotas for AFSC.
27. Establish quota ceilings at AWC for certain branches (MS, Chap, Fin, JAG, AG).
28. Emphasize as appropriate leadership, command, and management training.
29. Establish Comptroller Specialist Program.
30. Consolidate short management courses.
31. Establish a Systems Analysis Specialist Program.
32. Limit OR/SA graduate training to captains and majors; expand the schooling; concentrate it at a small number of institutions which agree to tailor courses.
33. Include OR/SA in core curricula and as an elective.
34. Establish an ADP Specialist Program.
35. Increase ADP instruction in career courses; also as elective.

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REMARKS

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RECOMMENDATION

NO.

36. Concentrate ADP specialist training at one facility.
37. Establish DCSPER/DESLAC coordination in Logistics Officers' Program (LOP).
38. Send officers in LOP primarily to ICAF.
39. Consolidate AMETA, AMS, and JMPTC under ALMC and rename to ARMI.
40. Consolidate the FASTP and Civil Affairs Specialist Program into a Foreign Studies Specialist Program.
42. Limit prefix-5 instruction to 117 hours; give refresher training by correspondence course.
43. Decrease number of officers taking prefix-5 training.
46. Maintain a full time language research capability in DLI.
47. Combine the intelligence orientation courses and the advanced courses now taught at the ASA and Intelligence Schools and teach as single courses at the Intelligence School; place the ASA School under operational control of the Intelligence School pending merger of the two schools.

<u>NO.</u>	<u>RECOMMENDATION</u>	<u>PAGE</u>	<u>REMARKS</u>
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50.	School train all instructor pilots.	46	
52.	Establish a career program and orientation course for WO aviators.	47	
53.	Set goal for 100% of RA officers to have college degree, and require a degree for acceptance into the RA.	48	
54.	Develop guide for determining and validating graduate degree requirements.	49	
55.	Revise composition of AERB to include a general officer and broader staff representation.	50	
56.	Structure advanced degree requirements.	51	
57.	Establish degree completion program plus OCS for selected EM.	52	
64.	Stabilize tours for key staff; use more military faculty with advanced degrees; replace some military with civilian instructors.	53	
65.	Establish Educational Advisor career program.	54	
66.	Conduct annual meeting of DOI's and Educational Advisors.	55	
67.	Discontinue present student rating; establish Commandant's List.	56	

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70.	Establish a central record in the Army library for interchange of educational material among schools.	59	
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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5-41.	The US Army Combat Developments Command should be assigned mentorship of Army instruction at the three Service war colleges. Army officers on the Army advisory groups at the Naval War College and the Air University should be assigned to the US Army Combat Developments Command, and the senior officer of each group should serve as the US Army Combat Developments Command liaison officer.	79	
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<u>NO.</u>	<u>CONCLUSION</u>	<u>PAGE</u>	<u>REMARKS</u>
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CONCLUSIONS

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- 6-65. Quota allocation and scheduling of students for attendance at the Guided Missile and Special Weapons Staff Officer Course at the Ordnance Guided Missile School should be examined in connection with stated Army requirements with a view to limiting the frequency of the course.
- 7-33. Officers not on active duty should participate in the following career courses which are based on mobilization requirements, given as resident or nonresident instruction, or as a combination of both:
 - a. Officer Mobilization Basic Course.
 - b. Officer Mobilization Advanced Course.
 - c. Mobilization General Staff Officer Course.
- 8-55. Waiver of CGSC attendance as a prerequisite for senior service college should be possible for all branches in special cases.
- 8-56. Selections to branch career course, CGSC, and AFSC should continue to be by career branches.
- 8-57. Selection to senior service college should continue to be by board action, but with these modifications:
 - a. Waiver of the CGSC requirement should be recommended by career branches to DCSPER in time to insure that all deserving officers are considered by the first (pre-selection) board.
 - b. Career branches should be empowered to place a limited number of nominations before the second (final) board.

<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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15-25.	Instruction currently offered in CBR and nuclear operations at the Command and General Staff College courses is well organized and meets stated course objectives.	132	
15-26.	The Army War College curriculum should give consideration to the potential of CBR and nuclear weapons in the formulation of strategic concepts and basic undertakings for employment of military forces in high, middle, and low intensity conflict.	133	
15-27.	Actions to reduce Prefix-5 training: d. Send officers of other branches who require prefix-5 qualification to one of the four schools presenting the course. e. Adjust quotas of officers of all branches taking prefix-5 training in the future to maintain not more than a 3:1 ration of assets to requirements.	134	e. Decision withheld pending separate study by ACSFOR.
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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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16-2'.	A percentage of instructor positions at USMA in the Department of Foreign Languages should be formally identified as FASTP positions.	138	
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NO.	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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18-2f.	Commissioned officer aviators assigned to aviation units primarily associated with a specific branch should generally be members of that branch. Branch related functions in Army aviation should be covered appropriately in the branch career (advanced) course.	145	
18-2f.	The Army Aviation Command and Staff course instruction should be transferred to the career (advanced) course curricula of branches participating in the aviation program; part of the course should be integrated into the core curriculum and part offered as an elective.	146	
18-30.	Reports to the Department of the Army from the field, under AR 611-103, of the qualification as instructor pilots and gunnery specialists should be expedited.	147	

NO.	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
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19-32.	All active duty officers should be required to furnish an academic transcript for their DA 201 files for use in determining and selecting the best qualified candidates for advanced schooling.	149	
19-36.	Officers selected for advanced schooling should be given specific guidance, by the organizations to which they will be assigned for an initial utilization tour, concerning courses to include in their programs of study and recommended subject areas for their research papers. If this guidance cannot be provided by correspondence or telephone, the officer should be permitted a TDY period for a visit to his future organization.	150	
19-37.	Unprogrammed short course training may be used to satisfy unforeseen requirements; however, all DA agencies and commands should be required to program in advance the majority of their short course training requirements.	151	
21-52.	The Continental Army Command school system should be oriented toward the Army in the field and should not include Defense schools or courses.	152	Underlined portion disapproved. CONARC has been instructed.

REMARKS

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CONCLUSIONS

NO.

- 21-57. All agencies of the Combat Developments Command should be collocated with related schools.
- 22-42. Because of their lack of any practical Army experience, graduates of branch basic classes should not be retained at the school as instructors.
- 22-43. Unless a student at the Army War College has a specific expertise developed during his prior Army service and particularly needed at the College, he should not be considered for retention on the faculty.
- 22-44. A review of staff and faculty authorizations by grade in the various Army schools, to include their categorization into instructor, supervisory, and support positions, should be made.
- 22-45. A training program for supervisors as well as instructors should be established in all schools below the War College level in the Army school system.
- 22-50. All schools and colleges should obtain a well-qualified Educational Adviser, and the Commandant should clearly define the duties and responsibilities of the position.
- 22-52. Educational Advisors should attend various educational conferences.
- 22-54. The current restriction on employing non-Regular officers, requiring a six-month period between separation and employment of the Department of the Army, should be waived insofar as Army schools and colleges are concerned.

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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
23-17.	Written examinations are not appropriate in the Army War College resident course. Students should be evaluated on the basis of individual research papers, committee and seminar participation, oral presentation, and frequent faculty observations.	161	
23-18.	Test and examination methods employed at various Army schools require continuing analysis and refinement to insure their suitability, validity, and proper proportional use. Examinations should be subjected to rigorous review by an evaluation group or agency with a high order of professional and educational competence.	162	
23-19.	Instructor evaluations, faculty advisor ratings, and peer system placement are tools in the evaluating process which must be used with care and complete objectivity if employed to supplement examination results.	163	
23-20.	Commandants should be constantly alert to the need to eliminate students considered to be of doubtful value to the Army.	164	

<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
24-2i.	While the Army has long been a leader in educational and instructional innovation, continued support of a strong research and development program in this field is required to maintain this leadership.	165	
24-2j.	Directors of Instruction and instructors at Army schools (both military and civilian) should study methods and equipment discussed in paragraphs 11-22 as well as other methods, testing procedures, personnel management and counseling procedures by which education can be accomplished more efficiently.	166	
24-27.	The Army schools should maintain continuing liaison with the Department of Health, Education and Welfare as a source of information on innovation in the field of education.	167	
24-28.	Headquarters, Department of the Army, should authorize the adoption of 8mm sound color film cartridges for use in Army service schools.	168	
25-30.	The location of the school library, the space available to it, the content of its collection, and the competence of its staff should be matters of continuing concern to school authorities.	169	
25-31.	A school library should include not only books, periodicals, and documents but tapes of all types, films, language records, maps and other audio-visual aids, in a broad field of pertinent interest to the school. A school library should contain a minimum of 8,000 to 10,000 titles in its original collection.	170	

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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
25-32.	In the acquisition of material, librarians should give greater emphasis to the Contemporary Reading List published by the Department of the Army, as well as make a vigorous attempt to obtain pertinent research publications from other schools. Funds should be made available to permit student theses at Army colleges to be reproduced and made available as required throughout the Army school system.	171	
25-33.	Librarians should eliminate books and documents of no further value to the school, on a carefully planned program on an annual basis.	172	
25-34.	The minimum budget for a school library should be established at approximately \$7,500 each year. The exact budget level in each instance should be based upon the size of the library, the mission of the school, and the role the library must play in supporting not only instruction but such research activities as may result from the curriculum.	173	
25-35.	Library staffs throughout the Army school system reflect wide variations in size and grades. In general, they should be augmented to provide a greater degree of professional services in support of the schools. Grades should be reviewed and more nearly equalized throughout the school system.	174	
25-36.	The librarian should have faculty status so as to be in a position to anticipate library requirements. A library committee should assist him in the administration of the library and provide for working coordination between the library and the teaching departments of the school.	175	

<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
25-37.	A career development program for librarians should be vigorously supported and librarians rotated throughout the school system. All librarians should have degrees in Library Science and should be afforded the opportunity to pursue graduate studies in this area on sabbatical leave.	176	
25-33.	Librarians should be identified with professional library associations and attend conferences and workshops on a periodic basis in a TDY status.	177	
25-39.	School libraries should be open to students during other than duty hours and students fully oriented on the library and the variety of its services.	178	
25-40.	The Army should keep abreast of developments in the field of automation and the application of advanced techniques toward more effective operation of school libraries.	179	
26-25.	A pilot model of a progressive elective in Communicative Arts should be established in the career (advanced) courses for academic year 1967-68; at the Command and General Staff College for 1970-71; and at the Army War College for 1972-72.	180	
26-25.	Selected students, based on qualifying examinations, counselling and records review, may be exempted from certain blocks of instruction and may be permitted to pursue additional electives.	181	

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<u>NO.</u>	<u>CONCLUSIONS</u>	<u>PAGE</u>	<u>REMARKS</u>
27-31.	Schools should adopt a vigorous approach in encouraging foreign students to participate in the nonresident instruction program.	182	
27-31.	Programs of instruction should be carefully reviewed to insure that effective use is made of non-academic hours and hours devoted to classified and other subjects inappropriate to foreign students. They should be encouraged to participate in the elective program and to take subjects oriented toward the specific military needs of their respective countries.	183	
27-31.	The Mobilization Courses proposed elsewhere by the Board have not been designed with the foreign student in mind and hence may be of limited value to him. If the proposed Mobilization Courses are adopted in place of Associate Courses, increased quotas for Regular Courses should be offered to foreign students. As an exception, no increase in the current quota of 80 foreign officers at the Command and General Staff College Regular Course should be allocated.	184	
27-37.	A record of other than military activities should be maintained for each officer and forwarded to the MAAG, Mission or attached in his native country upon the graduation of the officer.	185	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recom 1: That the Army propose Department of Defense action aimed at Federal reimbursement to college-level educational institutions for each Reserve Officer Training Corps student graduated and an additional amount for each commissioned in the Regular Army.	APPROVED. Subject to further decision by the Secretary of the Army after review of the Army Advisory Panel.	Inclusion in DOD Legislative Proposals	In 1966 the Army submitted a proposal to DOD based on a per capita reimbursement to Senior ROTC institutions of \$800 and \$400 respectively for each regular and reserve officer produced. The Navy and the Air Force nonconcurred. DOD returned the proposal without further action. In April 1968 a new proposal, by direction of the Chief of Staff, was informally coordinated with the Navy and the Air Force. While costing less than the original proposal, it too was turned down by the other services. In July 1968 the Under Secretary of the Army directed that the proposal be placed before the Army Advisory Panel so that they can provide further justification in support of it. In November 1968 the Army Advisory Panel indicated full support for the proposal. In September 1969 The Special Committee on ROTC recommended to the Secretary of Defense that the federal government pay for institutional costs of ROTC. A study by OSD recommends that an ROTC-host institution receive \$500 for each commissioned graduate. A legislative proposal has been prepared by OSD; however, it has not been approved by SecDef. OSD has not asked for Service comment/concurrence to this time. EOD: Undetermined.

ACTION: DCSPER

1.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recommendation 2. That branch selection procedures be modified to insure assignment to the Signal Corps of an increased percentage of the Reserve Officer Training Corps graduates with degrees in electrical and electronic engineering.	APPROVED. Effective with input of FY 67 ROTC graduates.	The instructions to TAG on branch assignments of ROTC officers would provide that in assigning officers to the Signal Corps, preference would be given to students majoring in electrical and electronics engineering. <u>Final Action:</u> Publication of AR 145-133. Action Completed: 25 Jul 1968	1. The directive to TAG giving instructions on assignment of ROTC graduates majoring in electrical and electronics issued on 11 Oct 66. TAG subsequently directed USADATCOM to give assignment priority to the Signal Corps, effective with the FY 67 graduating class to those graduates whose academic major was electrical, electronics or communications engineering. The FY 67 and FY 68 ROTC branch assignments reflect this change. In FY 66 49% of these majors were assigned to the Signal Corps. In FY 67 this percentage increased to 60% and in FY 68 to 70%. TAG has completed the updating of AR 145-133 incorporating this assignment priority as well as other pertinent changes to ROTC branch assignments. 2. AR 145-133 "Branch Assignment of ROTC Cadets" published 25 July 1968.
		ACTION: DCSER-DDD 2.	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Remd 3. That the period of obligated service for other than Regular Army officers (except doctors and dentists) be increased to three years, and the period for Regular Army officers (except US Military Academy graduates) be increased to four years.	WITHHELD. Pending study of all implications. DCSPER study with CORC and CONARC. Complete study by 5 April 1967.	Publish CSM directing study to - Obtain OCS candidates and ROTC cadet reaction to change obligation. - Measure impact on active Army and reserve components. Placed in suspense file.	CSM 66-248 published 23 Sep 66. Summary Sheet submitted to the CofS on 5 April 1967 recommending that: - No change in the service obligation for RA and OTRA officers be made at this time. - Obligated service for RA and OTRA officers be re-studied during the post-Vietnam period. CofSA approved SS on 17 April 1967.
		ACTION: DCSPER 3.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	G/S Decision and Remarks	Action Required	Status
Rcmd 4. That all newly commissioned officers (except Officer Candidate School graduates) attend an officer basic course covering company/battery fundamentals relevant to their first duty assignment and emphasizing practical work and field instruction.	APPROVED: Modify to add: "basic course will be oriented to lowest command echelon and first duty function."	To incorporate this decision in DA Pam 600-3.	This decision has been incorporated in a new revision of DA Pam 600-3. Expected date of publication of the revision is during the 3rd Quarter FY 67. Incorporated in DA Pam 600-3, 30 Jun 67.
		Completed: 4th Qtr, FY 67	
		4.	

ACTION: DCSPER-DIT

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 5. That entry training for Regular Army officers include a shortened basic course six weeks in length (five for Infantry officers) and a Ranger course of eight weeks' duration; that the entry training for other than Regular Army officers include a basic course not more than nine weeks in length without Ranger training.	APPROVED. Modify to add: "Basic courses will not exceed the length specified and preferably should be somewhat less." Effective 1 September 1966, officer airborne training is limited to officers being assigned to airborne units.	1. Ltr directing COMARC to execute required action and to change attendant regulations. 2. Ltr directing TSG to execute required action and to change attendant regulations. 3. Ltr directing TJAG to execute required action and to change attendant regulations. 4. Change DA Pam 600-3. ECD: 19 August 1966 <u>Final Action:</u> Required: 1st Qtr, FY68 Estimated: 4th Qtr, FY67 Completed: 4th Qtr, FY 67 ACTION: DCSPER-DIT	Appropriate guidance has been furnished branch schools to insure that Basic Course POIs currently under development comply with the provisions of this recommendation. This decision has been incorporated in a new revision of DA Pam 600-3. Expected date of publication of the revision is during the 3rd Quarter FY 67. Included in Basic Course POIs and incorporated in DA Pam 600-3, 30 Jun 67.
		5.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 6. That a three to four-week orientation course be conducted for newly appointed non-pilot warrant officers to assist in their transition to warrant officer status.	APPROVED. Initial class to be conducted in 3rd Qtr, FY 67.	1. Ltr directing CONARC to execute required action. 2. Ltr to OPO directing attendance. ECD: 19 August 66 <u>Final Action</u> Required: 3rd Qtr, FY67. Estimated: 2nd Qtr, FY67. Completed: 1st Qtr, FY 68	A 3-week orientation course will be conducted 3 times quarterly, commencing 1st Quarter FY 68 at Ft Sill, Oklahoma with an anticipated FY 68 input of 1800 non-pilot warrant officers. Initial class conducted in 1st Qtr, FY 68.
		ACTION: DCSPRR-DIT	
		b.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 7. That each branch school conduct a single type career course of approximately one academic year for officers of the Active Army; that this course be redesignated the advanced course.	APPROVED. DCSPER w/DCSOPS, as an attendant action, study impact on foreign officer attendance and advance a solution to CofSA.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. 5. SS to CSA on impact of foreign officer attendance. ECD: 1-4 19th Aug 66 5 30 Oct 66 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	Branch schools are preparing POI in support of this recommendation. CSA was informed by DCSPER memorandum on 16 December 1966 that the impact of this recommendation on Foreign Officer attendance would be minimal. POIs for AY 68 reflect compliance. Impact on foreign officer attendance was minimal.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 8. That the advanced course be designed to prepare officers for command and staff duties at battalion through brigade or comparable levels in both divisional and non-divisional units, with emphasis on command at battalion level, and for duty as assistant division general staff officers.	APPROVED. None.	1. Ltr directing COMARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	Current Status: Action is being accomplished in conjunction with Recommendation Number 7. FOIs for AY 68 reflect compliance. AR 350-5 contains the provisions for this recommendation.
		8.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 9. That officers of the active Army selected for schooling at the Command and General Staff College attend only the regular course of one academic year.	APPROVED: DCSPER w/DCSOPS study impact on foreign officer attendance and advance a solution to CofSA. Include with study mentioned under Recommendation Number 7.	1. Ltr directing OPO to execute required action. 2. SS to CSA on impact of foreign officer attendance. ECD: 1. 19 Aug 66 2. 30 Oct 66 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER-DIT	Summary Sheet submitted to CSA by DCSPER on 2 Nov 66 recommending 96 spaces be allocated for Foreign Officers annually. Approved by CSA 16 Nov 66. 96 spaces approved for Foreign Officers.

9.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 10. That the Command and General Staff College prepare its students primarily for duty with the Army in the field, and secondarily for duty with Headquarters, Department of the Army, combined and joint staffs, and staffs of major Army commands.	APPROVED. Modify to add: "Emphasis will be on operations and supporting logistics."	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	The Command and General Staff course curriculum is currently being evaluated with a view toward realigning those areas of instruction affected by the expanded course objective. A revised program of instruction to support changes in subject coverage will be prepared. POIs for AY 68 reflect compliance. AR 350-5 contains the provisions for this recommendation.
			10.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 11. That Headquarters, Department of the Army, seek legislative authority for the Command and General Staff College to grant the degree of Master of Military Art and Science to students who successfully complete the graduate study program.	Hold on legislation while another course of action is explored.	A new bill submitted to Congress on 3 January 1969. Action Completed: 2nd Qtr, FY 70	The Secretary, HEW, through the US Commissioner of Education, appointed a special committee to review the proposal. This "Graduate Program Review Committee" visited the USACGSC during the period 16-18 Apr 1967. HEW on 7 Jul 1967, submitted a favorable report to the Secretary of the Army, concluding that the proposal to seek authority to award the degree of Master of Military Art and Science should be approved contingent upon the fulfillment of certain conditions. Following the favorable action of the HEW review committee and the US Commissioner of Education, concurrence by the EDC was obtained. On 7 Aug 67, formal legislative proposals to authorize USACGSC to award a degree of Master of Military Art and Science were submitted to the Congress. On 4 Jan 68, the American Council on Education Board of Directors met and voted to approve the proposed legislation. On 8 Feb 1968, Mr. Rivers of the House Armed Services Committee introduced H.R. 15231, a bill "To authorize the Commandant of the United States Army Command and General Staff College to award the degree of master of military art and science". The bill was passed by the House on 6 May 1968 and sent

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 11. That Headquarters, Department of the Army, seek legislative authority for the Command and General Staff College to grant the degree of Master of Military Art and Science to students who successfully complete the graduate study program.	Hold on legislation while another course of action is explored.	A new bill submitted to Congress on 3 January 1969. Action Completed: 2nd Qtr, FY 70	The Secretary, HEW, through the US Commissioner of Education, appointed a special committee to review the proposal. This "Graduate Program Review Committee" visited the USACGSC during the period 16-18 Apr 1967. HEW on 7 Jul 1967, submitted a favorable report to the Secretary of the Army, concluding that the proposal to seek authority to award the degree of Master of Military Art and Science should be approved contingent upon the fulfillment of certain conditions. Following the favorable action of the HEW review committee and the US Commissioner of Education, concurrence by the Board was obtained. On 7 Aug 67, formal legislative proposals to authorize USACGSC to award a degree of Master of Military Art and Science were submitted to the Congress. On 4 Jan 68, the American Council on Education Board of Directors met and voted to approve the proposed legislation. On 8 Feb 1968, Mr. Rivers of the House Armed Services Committee introduced H.R. 15231, a bill "To authorize the Commandant of the United States Army Command and General Staff College to award the degree of master of military art and science". The bill was passed by the House on 6 May 1968 and sent

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
			to the Senate where it died in the 90th Congress because of opposition by Senator Russell, Chairman of the Senate Armed Services Committee (SASC). A new bill was submitted to the 91st Congress on 3 January 1969. This bill contains a retroactive provision for former CGSC graduates who participated in the graduate study program. The House Armed Services Committee (HASC) has been contacted informally and it appears that the bill will be favorably considered in the HASC only if favorable consideration by the SASC is indicated.

11.2

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 12. That attendance at command and staff colleges and the Armed Forces Staff College be equated for the purpose of career progression, and that Army officers normally be selected to attend only one.	APPROVED. Will apply for selection of officers to attend the Armed Forces Staff College in FY 68.	Directive to be provided to OPO by 1 August 1966.	This directive was issued 20 July 1966. Incorporated in DA Pam 600-3, 30 Jun 67.
		Completed: 4th Qtr, FY 67	
		ACTION: DCSPER-DMEP 12.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recd 13. That the Army War College course be focused on the Army's role, doctrine and operations, in the context of national strategy and the joint and international environment.	APPROVED. The AWC course objective as stated in draft AR 350-5, will be modified to insert the phrase "higher tactics" as follows "...; to stress Army doctrine, higher tactics, and operations against an appropriate background of national strategy and the joint and international environment; ..."	1. Ltr directing AWC to execute required action. 2. Change AR 350-5. ECD: 19 August 1966. <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr FY 68 ACTION: DCSPER-DIT 13.	AWC gave emphasis to the military aspects and the Army's role in last year's curriculum. This emphasis has been reinforced in the curriculum for the current academic year. POIs for AY 68 reflect compliance. AR 350-5 contains the provisions for the recommendation.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 14. That the military faculty of the Army War College be increased by four spaces to expand faculty research and curriculum improvement efforts, particularly in the preparation of case studies; that the faculty be augmented by a limited number of college professors, resident on sabbatical leave or non-resident under contractual arrangements.	APPROVED. Modify to delete: "by four spaces." Approval provides that some civilian augmentation will be considered. DCSPER survey requirements for military and civilian faculty augmentation and submit recommendation to CofSA by 30 Sep 66.	1. Ltr directing AWC to execute required action. ECD: 19 August 1966 2. Summary Sheet to CSA. ECD: 30 September 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 3rd Qtr, FY 67 ACTION: DCSPER-DIT	Resources necessary to initiate execution of this recommendation have been allocated to Commandant, AWC. Modified to delete: "by four spaces." Resources necessary to initiate action to accomplish this recommendation have been allocated to AWC.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 15. That the George Washington University graduate study program at the Army War College be discontinued unless the incursion on student time can be eliminated without compromising the Army War College program.	APPROVED. Program will be terminated by August 1966.	Action was taken in March 1966 to terminate this program.	Action completed as of March 1966. Program terminated as of March 1966.
		Completed: 1st Qtr, FY 67	
		ACTION: DCSPER-DMEP	
		15.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 16. That electives be introduced in the upper three levels of officer career schooling, in the 1967-68 academic year, both on a mandatory basis as an integral part of the curricula and on a voluntary basis for selected students; that local electives be developed by individual schools, common electives be established by Headquarters, U.S. Continental Army Command, and progressive electives be designated by Headquarters, Department of the Army, and developed under the proponentcy of the Command and General Staff College.	APPROVED. None.	<u>Final Action</u> Required: FY 1968 Estimated: 4th Qtr, FY 1967 Completed: 1st Qtr, FY 68	Electives are being introduced in the upper three levels of officer career schooling, in the 1967-68 academic year, both on a mandatory basis as an integral part of the curricula and on a voluntary basis for selected students; local electives have been developed by individual schools, common electives have been established by Headquarters, U.S. Continental Army Command, and progressive electives have been designated by Headquarters, Department of the Army, as OR/SA and ADPS, are being established in all three levels of officer schooling.
		ACTION: DCSPER-DIT 16.	POIs for AY 68 reflect compliance.

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Re commendation/conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 17. That more effective controls be imposed at all levels of command to curtail the establishment and perpetuation of unwarranted specialist and orientation courses in the Army school system.	APPROVED. Headquarters, DA, CONARC and AMC will review current specialist and orientation courses and eliminate those which are unwarranted. Establish controls at each of above Headquarters for approval of new courses. Complete by 31 December 1966.	1. Ltr directing CONARC to execute required action. 2. Ltr directing AMC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 66 <u>Final Action</u> Required: 31 Dec 66 Estimated: 15 Dec 66 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	Controls have been established at major subordinate levels of command to curtail the establishment and perpetuation of unwarranted specialist and orientation courses in the Army School system and will be a continuing action. This action is considered complete. Necessary controls have been established
		17.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 19. That the Army endeavor to increase the proportion of career officers to officers serving two-year tours who attend specialist courses, particularly in maintenance, supply and communications.	APPROVED. Increased attendance to be effective in 2d Quarter FY 67.	Implementation of the recommendation by the career branches. Completed: 2nd Qtr, FY 67	All career branches have increased the input of career officers into specialist courses in maintenance, supply and communication.
		ACTION: DCSPER-DMPF 19.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 2). That branch career and Command and General Staff College associate courses be replaced by mobilization course, designed to train Reserve Component officers not on active duty through a combination of resident and non-resident instruction, and utilized to train all components on a resident basis in time of mobilization.	APPROVED. Effective the summer of 1967.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. 5. Coordinate w/CORC to revise appropriate AR. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	CONARC a. Basic Mobilization Course. Programs of instruction are being prepared and submitted to USCONARC 1 January 1967. b. Advanced Mobilization Course. Programs of instruction completed 1 January 1967. c. CGSC Mobilization Course. Program of instruction has been submitted and tentative approval given. The first course conducted from 18 June 1967 thru 12 August 1967. <u>TSG</u> The AMEDS Mobilization Basic Course. Programs of instruction is now under final staff review within the office of TSG. In addition, an AMEDS Mobilization Advanced program of instruction has been developed. <u>TJAG</u> On 8 Dec 66, The Judge Advocate General's School submitted to CONARC for review a proposed POI for a mobilization advanced course. Mobilization courses established in AY 68.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 21. That branch refresher courses be conducted only for field grade officers, to bring them up-to-date prior to assignment to troop duty.	APPROVED. Modify to add: "or appropriate branch duty."	Implementation of this recommendation by the career branches. Completed: 2nd Qtr, FY 67	The career branches have implemented the provisions of this recommendation. CONARC also has taken necessary action. Effective in FY 68.
		ACTION: DCSPER-DMEP 21.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd. 22. That completion of preparatory extension courses be a prerequisite for attending the branch advanced and Command and General Staff College course;; that completion of the entire command and General Staff College extension course by Active Army officers not selected for the resident course be required by the end of their 15th year of service.	DISAPPROVED. The requirement for preparatory extension courses as prerequisite for attendance. DCSPER to study Command and General Staff College extension course for non-selectees on a requirements basis. There must be a de-termination of penalty and a reward.	Conduct a study on extension courses for non-selectees on a requirements basis. <u>Final Action: 2 Mar 68</u>	On 24 Nov 67, the CofSA approved a Summary Sheet which identified requirements and recommended quotas for CGSC/AFSC. The desirability of requiring non-selectees to complete a CGSC extension course was studied and recommendation furnished the CofSA. On 2 March 1968 CofSA approved a Summary Sheet which recommended that: 1. Mandatory CGSC extension course not be required of those Active Army officers not selected for resident training. 2. Voluntary participation in CGSC extension courses be continued with additional emphasis being placed on the course by career branches of OPO. All branches will actively encourage officers who fail selection to participate in the extension course program to improve their assignment and performance potential.
		Completed: 3rd Qtr, FY 68	
		ACTION: DCSPER-DIT	
		22.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 23. That the Army War College establish an extension course program for officers of all components.	APPROVED. None.	1. Ltr directing AWC to execute required action. ECD: 19 August 1966 <u>FINAL ACTION:</u> Required: FY 68 Estimated: 1st Qtr, FY 69 The manpower spaces and funds required to support the program were provided, and the College began developing the course. On 20 Mar 68, DA Cir 350-63, US Army War College Correspondence Course, was published announcing the initiation of the course and prescribing eligibility criteria and selection procedures. The Chief of Staff approved, on 11 May 68, the conduct of a two-week resident phase in the summer of 69 and deferred decision on the conduct of a second resident phase pending an evaluation of this first phase. The nonresident curriculum for AY 69 and AY 70 was approved on 15 May 68. Applications for the first course were submitted by 1 Jul 68. A maximum of 200 officers of the active Army and the Reserve Components were selected for the course which began 1 Sep 68.	
		Completed: 4th Qtr FY 68	
		ACTION: DCSPER-DIT 23.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 24. That the prerequisites for branch advanced courses be adjusted to limit attendance to captains with four through nine years of service, and that attendance at the Command and General Staff College be restricted to majors/lieutenant colonels with nine through fifteen years of service.	APPROVED. Modify to provide: "officers will attend the advanced course as soon as practicable after becoming captains; majors and lieutenant colonels with 9 through 16 years will attend the Command and General Staff College course; and waiver authority will be given to career branch chiefs when an officer is denied the opportunity to attend because of nonavailability during his eligible years." The Chief of Staff of the Army emphasizes the use of waiver authority for worthy cases.	Implementation of this recommendation by the career branches. Completed: 4th Qtr, FY 67	The career branches have implemented the provisions of the recommendation. Included in DA Pam 600-3, 30 Jan 67.
ACTION: DCSPER-DMEP 24.			

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STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Remd 25. That after the initial establishment of fixed quotas for the Army Medical Service, Chaplains, and Finance, Judge Advocate General's, Adjutant General's, and Women's Army Corps, the principal block of student spaces at the Command and General Staff College be allocated 15% to Infantry, Armor and Artillery; 20% to the Corps of Engineers, Signal Corps, and Army Intelligence and Security Branch; and 15% to the remaining branches.	Decision withheld. Until the Army's requirements for Command and General Staff College graduates are established by the ongoing DCSPER study.	1. Establish requirements for CGSC graduates. 2. Determine quotas for CGSC and AFSC using approved requirements and maximum output figures for each college. 3. Direct OPO to make selections based upon quotas established. <u>Final Action:</u> Required: No suspense set. Estimated: 2d Qtr FY 68. Completed: 2nd Qtr, FY 68 ACTION: DCSPER-DMEP 15.	On 28 Sep 67, the CofSA approved 13 Oct 67 as the submission date for the study. Summary Sheet submitted to CofSA 13 October 1967. On 24 Nov 67, CofSA approved 60/20/20 percent as the best allocation of quotas.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 26. That 75% of the principal block of Army student spaces to the Armed Forces Staff College be allocated to Infantry, Armor and Artillery, and 25% to the Corps of Engineers, Signal Corps, and Army Intelligence and Security Branch; this allocation to follow the assignment of fixed quotas to all other branches except the Women's Army Corps.	Decision Withheld. Until the Army's requirements for Armed Forces Staff College graduates are established by the ongoing DCSPER study.	1. Establish requirements for CGSC graduates 2. Determine quotas for CGSC and AFSC using approved requirements and maximum output figures for each college. 3. Direct OPO to make selections based upon quotas established. <u>Final Action</u> Required: No suspense date. Estimated: 2d Qtr FY 68 Completed: 2nd Qtr, FY 68 ACTION: DCSPER-DWFF 26.	On 28 Sep 67, the CofSA approved 13 Oct 67 as the submission date for the study. Summary Sheet submitted to CofSA 13 October 1967. On 24 Nov 67, CofSA approved this recommendation.

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STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 27. That branch quotas not be established for the senior service colleges, but that branch maximums be applied to the Army Medical Service, Chaplain; and Finance, Judge Advocate General; and Adjutant General's Corps.	APPROVED. Pending results of DCSPER study on requirements for senior service college graduates.	1. Study to determine SSC requirements will be necessary. 2. Changes to SSC selection procedures will be recommended, if appropriate, upon completion of study. <u>Final Action</u> Required: No suspense set. Estimated: 2d Qtr FY 68. Completed: 2nd Qtr, FY 68 ACTION: DCSPER-DMEPP 27.	On 30 Sep 67, the CofSA approved 23 Oct 67 as the submission date for the study. On 14 Nov 67, CofSA approved branch maximums for Chaplains, JAGC, and AMEDS. No maximums for AGC, FC and WAC.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 28. That leadership training be emphasized in the basic courses of all branch schools; that command training be emphasized in advanced courses of branches with major command responsibilities; management training in depth be provided in courses of branches with little command opportunity, and a balance between the two be developed to meet individual branch needs.	APPROVED. None.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: 1st Qtr, FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	CONARC Basic Courses: This action is being accomplished in conjunction with actions taken on Rcmd 5. Only that part of this recommendation pertaining to the basic course is contained in the instructions furnished the schools. CONARC Advanced Courses: Action being accomplished in conjunction with Rcmd 7. AMEDS Basic Course programs of instruction have received the operational review directed by The Surgeon General. Where necessary they have been revised. The AMEDS Advanced Course program of instruction has received the required operational review directed by The Surgeon General. Wherever necessary it has been revised. The Judge Advocate General's School has submitted proposed changes to the POI for the Advanced Course to TJAG which identify approximately 54 conference hours and 72 hours of practice exercises in management and management-related subjects. The proposed changes would place emphasis on the law of personnel management, financial management, and installation management. POIs for AY 68 reflect compliance.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 29. That a formal Comptroller Specialist Program be established under direction of the Deputy Chief of Staff for Personnel in coordination with the Comptroller of the Army.	APPROVED.	1. Develop, coordinate and distribute AR establishing a Comptroller Specialist Program. 2. Develop a key comptroller position list in coordination with COA. 3. Publicize and monitor program (continuing action.) Completed: 2nd Qtr, FY 67	1. AR 614-136 establishing a formal Comptroller Officer Program printed and distributed 7 Nov 66. 2. Applicants and nominees being screened for selection for membership in program. 3. Program operational.
		ACTION: DCSPER-DMFP w/COA	29.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 30 That related short management courses, particularly those of one week's duration or less, be consolidated and presented as cohesive courses, geared to specific career needs; one should be a comprehensive Army-oriented general management course not to exceed two months in length.	WITHHELD. Sharpen the proposal and draw distinctions between career development and immediate job orientation. Develop a draft policy paper.	1. Ltr requesting current comments from AMC. 2. Draft policy paper to CSA. ECD: 1. 10 Oct 67 2. 29 Feb 68 Completed: 3rd Qtr. FY 68	AMC study recommended that Recommendation 30 be disapproved. Basis for AMC recommendation was that the Haines Board was addressing instruction at AMETA; 42 of 46 courses taught at AMETA are joint and any consolidation requires concurrence of other services and DOD; and, that DOD had proposed placing AMETA under ICAF because of Recommendation 30. A DCSPER summary sheet on 21 Feb 68 recommended that Recommendation 20 be disapproved. The Chief of Staff approved the DCSPER recommendation on 23 Feb 68.
ACTION: DCSPER-DIT			30.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 31. That a formal Systems Analysis Specialist Program be established under the direction of the Deputy Chief of Staff for Personnel in coordination with the Assistant Chief of Staff for Force Development.	APPROVED, Modify to read "...Operations Research/Systems Analysis Specialist Program..." DCSPER in coordination with DSS, review and revise Army-wide requirements and prepare a policy paper.	1. A draft regulation will be developed in coordination with ACSFOR and DSS to establish the Operations Research/Systems Analysis Program. 2. DA Pamphlet 600-3 will be amended. <u>Final Action</u> Required: No suspense set. Estimated: 3d Qtr, FY 67 Completed: 4th Qtr, FY 67 ACTION: DCSPER-DMEP w/ACSFOR & DSS 31.	1. CofSA approved SS on OR/SA Policy Paper and Plan for developing assets. 2. CSM 66-550 carries out CofSA decision. 3. AR 614-139 submitted to CofSA for approval 31 January 1967. 4. DA Pamphlet 600-3 will be published in 3d Atr FY 67. Contained in AR 614-139, 6 Mar 67 and DA Pam, 30 Jun 67.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Para 32. The graduate schooling in operations research/systems analysis, limited to officers in the grades of captain and major, be expanded and concentrated at a limited number of educational institutions which agree to tailor programs to meet Army requirements.	APPROVED. Modify to Change: "limited to officers in the grade of captain and major" to read "with emphasis on officers in the grade of captain and major." Disapprove at this time the last part of the recommendation which states "and concentrated at a limited number of educational institutions which agree to tailor programs to meet Army requirements." DCSPER to study the courses available at civilian schools.	This has been OPD policy for some time. Further expansion of the selected schools being used is being coordinated with the Specialist Branch, OPD, based upon validated requirements. Completed: 2nd Qtr, FY 67	1. Action completed. 2. On 15 Dec 66 CofSA approved a plan of execution for the development of 345 military operations research/systems analysis specialist by the end of FY 70. Maximum use will be made of the Naval Post Graduate School and the Institute for Defence Analysis.
ACTION: DCSPER-DMEP 32.			

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 3: That operations/research/system analysis training be included in the core curricula and as a progressive elective in the upper three levels of officer career schooling.	APPROVED. None.	1. Ltr directing CONARC to execute required action. 2. Ltr directing AWC to execute required action. 3. Ltr directing TSG to execute required action. ECD: 19 August 66 <u>Final Action:</u> Required: 1st Qtr, FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	Action is being taken on this recommendation by CONARC in conjunction with recommendation 16. Operations/research/system analysis is now in the USAWC core curriculum. It will be one of the local electives offered in academic year 68 and will be related to the progressive electives program when this program is time phased into USAWC. POIs for AY 68 reflect compliance.

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STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 34. That a formal Automatic Data Processing Specialist Program be established under direction of the Deputy Chief of Staff for Personnel in coordination with the Special Assistant for Army Information and Data Systems.	APPROVED:	1. Develop, coordinate and distribute AR establishing an Automatic Data Processing Specialist Program. 2. Develop a key ADP position list in coordination with the Special Assistant for Army Information and Data Systems (AIDS) Completed: 2nd Qtr, FY 67 ACTION: DCSPER-DMFP w/AIDS	1. AR 614-138, establishing the Automatic Data Processing Officer Program, published and distributed 13 Dec 66. 2. Applicants and nominees being screened for selection for membership in program. 3. Program operational.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Remd 35. That automatic data processing instruction in the core curricula of career schools be augmented, relating length of instruction and depth of coverage to branch usage; and that a progressive automatic data processing elective program be offered in selected branch school advanced courses and the Army colleges.	APPROVED. None.	1. Ltr directing CONARC to execute required action. 2. Ltr directing AWC to execute required action. 3. Ltr directing TSG to execute required action. ECG: 19 August 66 <u>Final Action</u> Required: 1st Qtr, FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	Action is being taken by CONARC on this recommendation in conjunction with recommendation 16. ADP is part of the core curriculum at USAWC. It will be one of the local electives offered in academic year 1968 and will be related to the progressive electives program when this program is time phased into USAWC. FOIs for AY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 36. That, as soon as practicable, common-type automatic data processing specialist training be concentrated at a single Army facility.	APPROVED. Target date for completing is FY 70. In executing this decision DCSPER will consider the following staff and field comments: 1. This should not prevent Service schools from providing ADP courses in functional areas such as operations, intelligence, firepower, communications and logistics. 2. AMC has a continuing need to conduct ADP specialist courses for its civilian work force.	Action Completed: 2nd Qtr, FY 70	a. USCONARC has designated the AG School as the proponent agency for ADP management and training, and the Signal School as the proponent for all ADP maintenance type courses. b. The ADP Analysis Officer Course was transferred from the Signal School to the AG School effective 3rd Quarter FY 67. c. Functional ADP courses will continue in service schools having primary area of interest. d. Transfer of the ADPS Plans and Operations Officer Course (7E-2402) and the ADP Programming Course (532-74F20) from the Signal School to the AG School is phased through 4th Quarter FY 69. Phasing is programmed to provide continuity of training. All training will be conducted at AG School beginning FY 70.

ACTION: DCSPER-DIT

36.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 37. That the current regulation on the Logistics Officer Program be revised to specify coordinative action by the Deputy Chief of Staff for Personnel and the Deputy Chief of Staff for Logistics in the derivation of policy, selection of participants, and designation of key positions for the program.	APPROVED. Complete by 30 September 1966. DCSPER also to consider the creation of a consultant board of experienced, senior officers - with civilian participation if desirable -- for each officer specialty program. Board members will be people who are or have been directly involved in the specialty programs.	1. Prepare necessary change to AR for Logistics Officer Program. 2. (DCSPER) Arrange for establishment of consultant boards in DA staff agencies concerned. Completed: 3rd Qtr, FY 67	1. Revised AR 614-132 which incorporates recommended change forwarded to printer for publication and distribution, 14 Sep 66. 2. Consultant boards in appropriate staff agencies established under guidance of DCSPER. 3. AR 614-132 revised 6 Mar 67 and boards established. Instructions contained in DA Memo 614-5, 11 Jan 67.
ACTION: DCSPER-DMPP			
37.			

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 38. That Logistics Officers Program participants selected for senior service colleges normally attend the Industrial College of the Armed Forces.	DISAPPROVED. (However, implemented by action in Status column.)		CofSA approved Summary Sheet dated 30 June 1967 which implemented recommendation. Announced in DA Circular 621-5, 1 December 1967.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 39. That the Army Logistics Management Center be renamed the Army Resources Management Institute and its mission expanded to incorporate the current missions of the US Army Management Engineering Training Agency, the US Army Management School, and the Joint Military Packaging Training Center; and that the latter three schools be disestablished.	WITHHELD. Requires further study. AMC to study resources and facilities implications and time phasing. Take due recognition of CONARC requirements. Submit study to HQ DA by end of 3d Qtr, FY 67. DCSPER staff and submit to CofSA for decision during 4th Qtr, FY 67.	Action Completed: 2nd Qtr, FY 70	AMC study of resources and facilities implications and time phasing was forwarded by Summary Sheet to CofSA on 10 October 1967. The CofSA approved the recommendation on 15 October 1967 to return study to AMC for a detailed cost effectiveness analysis and a clear indication of advantages and disadvantages of consolidation. AMC was requested to provide additional data by 19 Apr 68, but an extension was granted to permit AMC to provide accurate data. AMC incorporated additional requested information into a plan for an Army Logistics College at Ft Lee, Virginia. The plan established a need for an improved logistics education/training program. The basic concept was considered sufficiently valid to stand on its own merits as an entity separate from Recommendation 39. In view of this and OSD objections to consolidation of AMC schools, a DCSPER Summary Sheet was forwarded to the CofS recommending that recommendation 39 be disapproved. The Vice Chief of Staff approved the DCSPER recommendation on 25 October 1968.

ACTION: DCSPER-DIT
39.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS (7 DECISION EXECUTION)

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 40: That the Foreign Area Specialist Training Program (FASTP) not be combined with Civil Affairs and Psychological Operations but be expanded and improved. a. That the "Foreign Area Specialist Training Program" (FASTP) be renamed the "Foreign Area Specialty" (FAS Program). b. That the FAS program positions identified for graduate schooling and indorsed by the 1967 Army Educational Requirements Board be approved. c. That Phase III (in-country) training of the program be prescribed for all areas/countries in greater detail, to allow measurement of performance against expected standards. d. That a prefix be established to identify FAS positions and the same prefix be awarded to FAS program members that have completed training.	<u>APPROVED</u>. Move as resources become available. Positive and continuing action will be taken by OACSI to insure that FAS instruction stresses language training and the cultural, environmental and psychological characteristics of people. Guidance will be established to insure that the FAS program will complement the OSO Program in supporting the Army's role in stability operations. The guidance will be contained in the LOI provided students and in instructions to Army Attaches supervising the overseas training phase. Controls will be common for the FAS and OSO Programs to include content of instructions.	1. Change name of program to Foreign Area Specialty Program (FAS Program). 2. Expand the number of areas covered by the program. 3. Revise LOI to students and Attaches prescribing in-country phase of training in detail and to include standards of performance expected. 4. Establish a prefix to identify FAS positions and qualified program members. 5. Change requirements for entry into the program to permit nomination from the field. Final Action: Revision of LOI. Action Completed: 3d Qtr, FY 71. ACTION: ACSI and DCSPER 40.	1. AR 614-142 revised to reflect program name change. 2. Twenty areas now covered by the program. 3. LOI is being revised. ECD for distribution is 3d Qtr, FY 71. 4. Prefix "F" established by C 21, AR 611-101, 1 Oct 69. 5. Revised AR 614-142, 14 Nov 69, "Foreign Area Specialty Program for Officers," included provisions for nomination of officers for entry into the program.

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STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 42. That nuclear weapons employment (prefix-5 qualification) instruction in branch advanced courses be limited to the hard core curriculum (117 hours) advocated by the proponent school (US Army Artillery and Missile School) and the conduct of all prefix-5 refresher training be by correspondence course administered by that school.	<u>DISAPPROVED</u> By separate action, CofSA letter requested USCONARC to review the course content in the qualification instructions. DCSPER took follow-on action based on CSM 68-377.	Action Completed: 2nd Qtr, FY 70	1. CSM 68-377 dated 1 October 1968 directed that qualification training and refresher training be conducted as follows: a. Qualification training. (1) POI at the Infantry, Armor, Air Defense and Engineer schools will annually provide prefix-X-5 qualification training for 25 percent of branch requirements (less prefix-X-5 position in the grade of lieutenant) for officers attending their respective branch advance courses. (2) All Artillery and Chemical officers attending their respective branch courses will receive prefix-5 qualification training. (3) Prefix-5 qualification training will be conducted at the Artillery and Missile School to annually meet requirements of approximately 30 percent of "service material" and branches other than Infantry, Armor, Artillery, Engineer and Chemical. b. Refresher training. All refresher training will be conducted on a non-resident basis.

ACTION: DCSPER-DIT
4-1

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status:
			2. DCSPER actions required by CSW 68-277 have been completed. 3. This is the final report on this action.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recomd 43. That prefix-5 qualification training in branch advanced courses be adjusted annually to meet valid requirements for graduates, and that initial adjustment be accomplished in FY 67 by discontinuing prefix-5 instruction at the US Army-Armor School, and providing it to only 25% of the advanced course students at the US Army Infantry School and 50% of the advanced course students at the US Army Artillery and Missile Chemical and Engineer Schools.	DISAPPROVED. Subsequent guidance directed further study of prefix-5 requirements and training.	1. Establish an interim policy for prefix-5 training. DCSPER is DA proponent staff agency. Action Completed: 14 August 1967. 2. A complete evaluation of the entire area of prefix-5 training by the CG, USACDC in coordination with the CG, USCONARC. ACSFOR (Nuclear Division) is DA proponent staff agency. Action Completed: 9 October 1968	1. On 2 Aug 67, the Acting Chief of Staff approved an interim policy for a reduction in prefix-5 training which was published in DA letter, AGAM-2 (M) (9 Aug 67) DCSPER-CAD, subject: "Prefix-5 Qualification Training in Conjunction with Advanced Course Attendance," dated 14 Aug 67. 2. The CDC evaluation for the prefix-5 area was received by ACSFOR on 15 Mar 68 and has been staffed for comments. Summary Sheet with recommendations has been forwarded to the Chief of Staff for approval. (ADDENDUM) CSM 68-377, 9 Oct 68, assigns Army Staff responsibilities for execution of the approved recommendations concerning the prefix-5 program submitted by CDC on 15 Mar 68.
		ACTION: DCSPER-DRD 42.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 46. That a full-time research capability be maintained in the Defense Language Institute to analyze and define linguistic proficiency levels, develop course materials, and assist in the revision of current language aptitude and proficiency tests.	<u>APPROVED.</u> None.	1. Ltr directing DLI to execute required action. 2. DLI prepare R&D plan.	1. Completed 19 August 1966. 2. Defense Language Institute (DLI) submitted to ASD(M&RA) on 17 August 1970 a comprehensive Research and Development Plan. This plan incorporates guidance received from OSD and includes all ongoing in-house and contracted-out work units. It also lists, in priority order, proposed work units to be considered for action in the future. The DLI Consolidated R&D Plan describes each work unit (50 ongoing and 30 proposed) and their status as of 1 August 1970. Each work unit is managed according to life cycle management models and corresponding control regulations developed to acquire the end items required by DLI. The FY 1969 through 1972 RDT&E Work Programs are an integral part of the plan. The FY 1971 RDT&E Work Program (7 work units) was submitted to ARO on 16 November 1970 for approval and obligation authority which is expected to amount to \$500,000. The Systems Development Agency (DLISDA) of DLI will be responsible for providing Contracting Officers' Technical Representatives (COTR) for contract-out work units dealing with foreign language training while contract-out work for English language training will be conducted by the DLI English Language

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
			Branch. A number of work units dealing with R&D efforts in course materials, tests, and learning systems are being undertaken as in-house tasks by DLISDA and DLIELB. ECD: Continuing action.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Remd 47. That the intelligence orientation and career (advanced) courses presently conducted at the Army Intelligence and Army Security Agency Schools be combined and taught as single courses at the Army Intelligence School.	APPROVED. Approve combining the courses and conducting as single courses at the Intelligence School effective FY 68. Approve the eventual merger of the two schools at some future date. Underlined portion of above remark was rescinded 26 Sep 66 by VCSA for CSA.	1. Ltr directing CONARC to execute required action. 2. Ltr directing ASA to execute required action. ECD: 19 August 66 <u>Final Action</u> Required: FY 68 Estimated: 1st Qtr, FY 68 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT 44.	The 36 week AIS Officer Advanced Course replacing the current AIS and ASA career courses will be conducted in consecutive 9 month course. Class No. 1 started 3 Jul 67 ended 29 Mar 68. Class No. 2 started 5 Apr 68 ends 20 Dec 68.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Remd 49. That the Army Primary Helicopter School, Fort Wolters, Texas, be placed under the operational control of the Commanding General, Army Aviation Center, Fort Rucker, Alabama.	APPROVED. Would like CONARC to establish a formal technical supervision by the CG, Aviation Center over the Primary Helicopter School. Perhaps current instructions are adequate.	1. Ltr to CONARC directing action to be taken. ECD: 19 August 66 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 2nd Qtr, FY 67	On 1 July 1965, the Commandant, US Army Aviation School was designated USCONARC Executive Agent for Aviation Training Requirements. The Commanding General, US Army Aviation Center, functions in a dual capacity of CG/Commandant of the Aviation Center and Aviation School. The executive agency authority includes planning to meet current and projected Department of the Army training requirements with due consideration for revision and establishment of flight and academic curricula by course and appropriate apportionment between the US Army Aviation and US Army Primary Helicopter Schools. The executive agency authority is satisfactory and desirable and is considered to adequately fulfill the requirements for formal technical supervision by the Commanding General, US Army Aviation Center over the US Army Primary Helicopter School. Current instructions deemed adequate.
		ACTION: DCSPER-DIT w/ACSFOR	

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STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 50. That instructor pilots be school-trained and designated in cruise published exclusively by the US Army Aviation School.	APPROVED for a long term goal. Impractical in the current time frame.	1. Ltr directing CONARC to execute required action. ECD: 19 August 66 <u>Final Action</u> Required: N/A Estimated: N/A	Approved by CSA as a long term goal.
		ACTION: DCSPER-DIT	46.

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STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 52. That a progressive career pattern for warrant officer aviators be established, to include, between their sixth and tenth years of service attendance at a branch-immateral orientation course of about six weeks' duration, conducted by a combat arms school and covering tactical operations and battalion staff functions.	Disapproved. Disapproval is without disagreement as to validity. DCSPER has a separate and specific study underway now.	No action is required as recommendation has been disapproved.	Intent of this recommendation included in decisions announced in CMS 67-92 relative to Army Warrant Officer Career Program report. DCSPER is developing a career program. ACSFOR is developing career courses.
		ACTION: DCSPER. w/ACSFOR 47.	

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STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 53. That the Army establish an objective for 100% of its Regular officers to have a baccalaureate degree; and that, except in unusual circumstances, no officer be accepted into the Regular Army without such a degree.	APPROVED. Making a college degree an objective for Regular Army officers but not as a basis for acceptance into the Regular Army. The Army will educate the leaders/ commanders who warrant it.	Approval of funds to be requested in FY 69 budget. Completed: 3rd Qtr FY 67	1. College degree is an objective for all RA officers; however, highly motivated officers are accepted who do not have a degree. 2. The Army has many programs to increase the educational level of officers, e.g., degree completion plan, off-duty tuition assistance, VA assistance and officer specialist program. 3. On 4 Feb 67 CofS approved a plan to afford Distinguished Graduates of OCS and deserving RA officers to obtain a baccalaureate degree. a. Funds have been included in the FY 68 budget for this program. b. Program will begin during 1st Qtr FY 68. c. Six months after initiation of this program DCSPER will study the programs effectiveness and its impact upon performance and retention. 4. Current DA policy satisfies this requirement. On 4 Feb 67 CofSA approved plan to enable selected graduates of OCS and deserving RA officer to obtain degrees.
		ACTION: DCSPER-DMFP	
		48.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 54. That the Deputy Chief of Staff for Personnel develop more precise measurement factors and standards to assist commanders and staff agencies in determining advanced civilian degree requirements, and the Army Educational Requirements Board (AERB) in its review and validation of these requirements.	Disapproved. Requirements need to be established. DCSPER should develop a specific proposal. The action should consider the consultant board referred to by the CofSA under recommendation 37. Agree with the Haines Board judgment that a thorough review is required.	A study to determine total requirements for advanced degrees to be undertaken in accordance with Conclusion 19-31. <u>Final Action</u> Required: No suspense set. Estimated: 1st Qtr FY 68 Completed: 3rd Qtr, FY 67 ACTION: DCSPER-DMEP 49.	The AERB does in fact thoroughly review advanced degree requirements and that a study would duplicate the work accomplished by field commands and the board.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 55. That the composition of the Army Educational Requirements Board be revised to include a general officer president and broader staff representation. Supplemented by advisors as required, in specialized areas.	Approved. Modify to add: "representation from the consultant board on specialty programs will be included." See remarks under recommendation 37. Agree with DCSPER's proposal that the general officer be Deputy Director of Officer Personnel, OPO. Effective FY 67.	Orders appointing the board will provide for general officer as president and will include representation from consultant board. <u>Final Action</u> Required: End 1st Qtr FY 67 Estimated: End 1st Qtr FY 67 Completed: 2nd Qtr, FY 67	Board order provided for general officer president and representation from Consultant Boards Atomic Energy & Research & Development Automatic Data Processing - CRD - Sp Asst AIDS - DCSOPS - COA - ACSI - CINFO - ACSI - DCSLOG Civil Affairs Comptrollership Foreign Area Information Intelligence Subspecialist Logistics Operations Research/Systems Analysis Procurement - ACSFOR - ASA(1&L) Dir Proc Current Army policy.
		ACTION: DCSPER-DMPP	
		50.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 56. That advanced degree requirements in each discipline be structured with sufficient initial utilization positions in the grades of captain and major in Table of Organization and Equipment as well as Table of Distribution organizations to support validated re-utilization positions in the higher grades.	APPROVED.	1. A study to be undertaken to determine total requirements for advanced degrees in accordance with Conclusion 19-31. 2. The AERB for 1966 was directed to consider carefully the need to structure initial and reutilization positions in the annual review and validation. Completed: 3rd Qtr FY 67	1. The 1966 AERB reported that the ratio of initial utilization to re-utilization positions has been improved. This will be a continuing requirement for the AERB. 2. This is a part of Conclusion 19-31 (Thorough study of advanced degrees). AERB procedures are now accomplishing the requirement stated in this recommendation.
		ACTION: DCSPER-DMEP 51.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Remd 57. That a program be established for selected enlisted men to complete undergraduate schooling in disciplines particularly required by the Army, followed by attendance at Officer Candidate School.	APPROVED.	1. Develop trial program for undergraduate schooling and OCS for about 50 participants. <u>Final Action</u> Required: 1st Qtr FY 68 Estimated: 1st Qtr FY 68 2. Undertake program <u>Final Action</u> Required: FY 68 Estimated: 1st Qtr FY 68 3. Evaluate Program <u>Final Action</u> Required: 2d half FY 70 Estimated: 2d half FY 70 Completed: 4th Qtr, FY 67 ACTION: DCSPER-DMPF 52.	On 12 June 1967, the Chief of Staff approved a proposed "Baccalaureate Degree - Officer Candidate School Commissioning Program for Enlisted Personnel." The details of the program are announced in AR 350-201, dated 27 Jun 67.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 64. That the tours of key members of the staffs of branch and specialist schools be stabilized to the maximum consistent with overall Army requirements; that more officers with advanced degrees be assigned throughout the school system; and that additional civilian instructors be used in non-military subjects.	APPROVED. Modify to change the portion pertaining to civilian instructors to state "and that the use of additional civilian instructors on a contract or guest speaker be encouraged."	1. Ltr directing AMC to execute required action. 2. Ltr directing CONARC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing JAG to execute required action. 5. Ltr directing ASA to execute required action. 6. Ltr directing AMC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: N/A Completed: 1st Qtr, FY 67 ACTION: DGSPEP-DLT 53.	Civilian and military guest lecturers are used at the USAMC, in conjunction with the faculty, to make presentations to the class during the academic year. All USCONARC schools have been encouraged to use civilians on a contract or guest speaker basis. The Medical Field Service School is planning to use additional civilian instructors in conjunction with the elective program. Preliminary contacts have been made to permit selection of the best qualified individuals for the positions. Hiring of civilian instructors on a contract basis at the JAG School is not generally possible as civilian attorneys and law professors do not specialize in military legal subjects. The subjects now taught in the basic and advanced courses are of a legal post graduate nature and do not have a civilian law school counterpart. AMC is operating within the framework of this Recommendation as 2 of its 3 schools have completely civilian faculties and the other has a combined military civilian faculty. Additional civilian instructors are being employed.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 65. That a career program be established for Educational Advisors under which they are provided sabbatical leave to engage in graduate study and rotated within the Army school system.	APPROVED.	1. Education Advisors are included in the Army's Civilian Career Program for Education and Training. This program provides a framework within which Educational Advisors can be provided opportunities for long-term training to engage in graduate study. The United States Civil Service Commission and Army regulations provide management with a basis for long-term training and rotation of Educational Advisors within the Army school system. 2. Schools and colleges will be directed to provide Educational Advisors with long-term training and rotational opportunities. Completed: 1st Qtr, FY 67 ACTION: DCSER-DOP	1. Schools and colleges have been directed to take action to provide Education Advisors with more long-term training opportunities and to rotate them within the Army school system. They have been directed to provide this Headquarters with a report on their progress in this area. 2. The Functional Chief of the Education and Training Career Program has been requested to initiate and monitor actions necessary to carry out this recommendation concerning sabbatical leave and rotation of Educational Advisors. 3. A representative of the functional chief is in contact with each school and college to provide guidance and assistance. 4. Program established. HQ DA will receive progress report.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 66. That the Directors of Instruction and Educational Advisors of the Army schools and colleges be convened annually, with distinguished educators as participants, to review and study education in the military school system and the academic world.	APPROVED. None.	1. Ltr directing CONARC to execute required action. ECD: 19 August 66 <u>Final Action</u> Required: FY 68 Estimated: 3rd Qtr, FY 67 Completed: 2nd Qtr, FY 67	CONARC School Commandants' Conferences (in 2 Phases) are now being held annually with School Commandants, Directors of Instruction and Educational Advisors. In the future, consideration will be given to inviting distinguished educators to these conferences. Ongoing-1st meeting has been held; second meeting scheduled for mid-1968.
		ACTION: DCSFER-DIT 55.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 67. That the present methods of rating students in numerical order or in thirds of the class be discontinued and that all Army schools establish a Commandant's List, similar to the Dean's List in civilian colleges, containing names of the upper 10 to 20% of the class; and that Distinguished Graduates and Honor Graduates be designated from this list.	Withheld. Pending further discussion with DCSPER.	Submit Summary Sheet to CofSA clarifying DCSPER recommendation. <u>Final Action</u> 27 August 1967 Completed: 1st Qtr, FY 68	On 27 Aug 67, the Chief of Staff approved a Summary Sheet which modified this recommendation to read: "That the present methods of rating students in numerical order or in thirds of the class be discontinued and that all Army Schools, except the Army War College, establish a Commandant's List, containing names in the upper twenty percent of the class; and that a Distinguished Graduate and four Honor Graduates be designated from this list effective with classes beginning after 15 Aug 67." This decision was announced by DA Letter, dated 22 Sep 67.
ACTION: DCSPER-DMPD 56.			

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 68. That the narrative statement of the Academic Report be completed for graduates of the Army War College, and, at the discretion of the Commandant, for the graduates of other schools.	Withheld. Pending further discussion with DCSPER.	Submit Summary Sheet to CofSA clarifying DCSPER recommendation. <u>Final Action</u> 27 August 1967 Completed: 1st Qtr, FY 68	Chief of Staff approved this recommendation as written by Summary Sheet of 27 Aug 67. This decision was announced by DA Letter ACAM-P(H) (6 Sep 67) DCSPER-CAD, dated 22 Sep 67.
		ACTION: DCSPER-DHFP 57.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 69. That an educational innovations seminar be conducted biennially commencing in FY 67 for selected faculty members of Army schools, civilian educators, educational research and development specialists, and technical representatives of educational equipment manufacturers.	APPROVED.	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 3rd Qtr, FY 67 Completed: 1st Qtr, FY 67 (Next Seminar will be held in FY 69)	An educational survey conference was held by USCONARC at the US Army Infantry School, Fort Benning, Georgia, on 15-19 August 1966. CG, USCONARC advises that the detailed conference report has been published and is being studied in USCONARC looking toward the effectiveness of the experimental educational survey conference as a prototype for the biennial seminars directed by Recommendation 69. Preliminary study indicates that this effect is reflected in the report, a copy of which has been transmitted to ODCSPER.
		58.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 70. That the Army Library establish a central records facility for effective dissemination and interchange of information relative to educational material among Army schools and colleges.	APPROVED. DCSPER study resource implications and submit to CofSA by 30 Sep 66.	1. Directive to the Army Library to determine resource implication. ECD: 19 August 66 <u>Final Action</u> Required: 30 Sep 66 Estimates: 30 Sep 66 2. Directive to the Army Library to execute required action. ECD: 25 Nov 66 Completed: 2nd Qtr, FY 67	Summary Sheet submitted to CSA 12 October 1966. On 25 October 1966, CofSA approved, that the Army Registry of Special Educational Materials, as an activity of the Army Library, be established. DF to TAG directing execution of revised recommendation dispatched 23 November 1966. AR 350-10, Army Registry of Special Educational Materials, published on 9 August 1967.
		ACTION: DCSPER-DIT 59.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 71. That all Military Assistance Advisory Groups, Missions and military attaches be directed to stress the language training program now existing in their respective countries to improve the English comprehension of prospective foreign students before they come to the United States.	APPROVED. Effective FY 67.	1. DF directing DCSOPS FMI to execute required action.	This is a continuing action. DCSOPS has initiated more than 100 actions related to improving in-country language training. These include methods training at Lackland AFB for indigenous language instructors, increasing teaching facilities overseas and adoption of a standard English test (ATC) and cutoff scores to determine objectively English proficiency of students selected for U.S. training.
		ACTION: DCSOPS-DIT 60.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required.	Status
Rcmd 72. That the Army improve the content of foreign student orientation material and arrange, through Military Assistance Advisory Groups, Missions, and attaches for its distribution to the foreign student prior to his departure from his home country.	APPROVED. Effective FY 67.	1. Ltr directing COMARC to execute required action. 2. Ltr directing DCSOPS EMT to execute required action. 3. Ltr directing DLI to execute required action. 4. Ltr directing AMC to execute required action. 5. Ltr directing TSG to execute required action. 6. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action:</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSOPR-DIT 61.	DOD ISA let a contract for revision of "Guidebook for Visiting Military Students." Published in July 1967. 30,000 copies distributed.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Recmd 73. That foreign students be provided a suitable Identification Booklet in English on arrival at a US Army school and be presented with a special pocket emblem upon graduation.	APPROVED. Effective FY 67.	Action Completed: 2nd Qtr, FY 70	At a meeting with the VCofS on 1 June 1968, he directed that a check be made to insure that the identification booklet is being issued, and that a study be conducted to determine the appropriate special pocket emblem. Responsible agencies were surveyed to determine if the identification booklet was being issued. A memorandum was forwarded to the VCofS on 23 July 1968 giving results of the survey. Schools not issuing identification booklets have been directed to comply with the requirement. The Institute of Heraldry (TIOH) conducted the study for the appropriate pocket emblem and forwarded the results and recommended emblem to DA. On 26 November 1968, a DCSPER Summary Sheet was forwarded to the CofS recommending that TIOH develop an emblem with authorization certificate for all schools except CGSC, which would incorporate the distinctive insignia for each school on a common background. The Vice Chief of Staff approved the recommendation on 6 December 1968. TIOH has been tasked to develop the emblem.
		ACTION: DCSPER-DIT	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Rcmd 74. That the proposed revision of AR 350-5 which follows be approved.	APPROVED. The draft AR 350-5 will be modified in conformity with decisions on the other recommendations of the Board and will be published by 30 September 1966.	1. Update of changes and internal DA Staffing. ECD: 1 August 1966 <u>Final Action</u> Required: 30 Sep 66 Estimated: 30 Sep 66 Completed: 2nd Qtr, FY 68 ACTION: DCSPER 63.	AR 350-5 published 26 October 1966. Change 1 published 6 October 1967.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Conc. 1-44. The Army should prepare and furnish to colleges with ROTC programs an attractive and effective brochure, comparable in quality to the best developed by industry, presenting a career in the Army.	APPROVED. 21 March 1968	<u>Final Action:</u> Action completed: Sep 68	Vice Chief of Staff approved draft brochure on 21 March 1968. The brochure is now in the process of being distributed.
		ACTION: DCSPER-RUO 64.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 1-45. Professors of Military Science should enlist the assistance of officers participating in Army civil schooling programs at their respective colleges to sell the ROTC program and the Army as a career through informal student-to-student contacts.	APPROVED. Effective FY 67.	1. DF to OPO 2. Letter to CG, USCONARC <u>Final Action:</u> Required: FY 67 Estimated: 3rd Qtr, FY 67 Completed 1st Qtr, FY 68	OPO Information Sheet to civil schools students has been revised to include assistance to FMS by officers.
		ACTION: DCSPER-RUO 65.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action	Status
Concl 1-50. The Army should initiate legislation which would extend the loan forgiveness feature of the National Defense Education Act to ROTC graduates who stay on active duty beyond their obligated period.	APPROVED. None At the time Concl 1-50 was made the Financial Assistance Program under the ROTC Vitalization Act of 1964 was not in effect. This program offers a total of 5,500 scholarships to ROTC students. While not the same as what is proposed in DOD 90-35, it could well affect the same student. The student can apply for an ROTC scholarship rather than an NDEA loan.	Final Action: Completed: 1st Qtr, FY 69	Draft legislation, proposed to DOD and concurred in by the Navy and Air Forces was submitted to BOB in February 1967. (Proposal identified as DOD 90-35.) On 22 May 1968 DOD 90-35 was suspended from the DOD Legislative Program due to opposition coming from the Departments; Treasury, Health, Education and Welfare and Bureau of the Budget. Basic argument used by Treasury, HEW and BOB is that it would be an Army recruiting device. If Army wants to retain young men who must repay student loans, then Army must raise its pay or through other emoluments provide enough money so that the young man will stay in the Army while repaying the student loan.
		ACTION: DCSPER-DIT	
		66.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 1-51. Additional supervisory emphasis should be given to branch school basic courses, at the expense of career (advanced) courses if necessary, in order to develop greater professionalism and motivation among newly commissioned officers.	APPROVED. Effective FY 67.	1. Ltr directing COMARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing JAG to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: Effective FY 67 Estimated: 2nd Qtr, FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER 67.	Action has been taken by appropriate commands to insure compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 1-52. Greater intellectual challenge in officer career schooling and more and earlier opportunities for graduate civil schooling would increase the professionalism and competence of the officer corps and result in improved career satisfaction and retention.	APPROVED. Nons.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSC to execute required action. 3. Ltr directing TJAG to execute required action. 4. Ltr directing ASA to execute required action. 5. Ltr directing AWC to execute required action. 6. Ltr directing OPO to execute required action. <u>Final Action</u> Required: N/A Estimated: N/A Completed: 2nd Qtr, FY 67 ACTION: DCSPER 68.	School Commandants have been advised.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 2-37. Military training at the United States Military Academy and in the Reserve Officer Training Corps program is not designed to prepare graduates to assume immediately the functions and duties of newly commissioned officers.	APPROVED.	Completed: 3rd Qtr FY 67	No change in policy.
		ACTION: DCSPER	
		69.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 2-44. A specially designed orientation course, two weeks in length, should be held for groups of officers who are branch transferees, RA officers joining their assigned branch after combat arms detail, or OC graduates assigned to a branch other than that of the school they attend.	APPROVED. Modify to add: "Courses will be scheduled quarterly or semi-annually. Course length will be as required by specific branches but will not be so long that it becomes a specialist course. The course should be designed to give students only enough instruction to get them through to their career course."	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. 5. Directive to OPO to program input. ECD: 19 August 1966 Final Action: Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER	Instructions were dispatched by USCONARC to all Branch schools directing this action be accomplished. Programming of instruction will be prepared by each branch school to support an Orientation Course, and submitted to that Headquarters for approval.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 2-46. Greater control of assignments of newly commission officers would improve their utilization and decrease the amount of time spent in initial entry training. A feasibility study should be made of directed personnel assignments, and there should be a corollary structuring of certain basic courses in two parts: the first to provide general branch indoctrination and the second job-oriented training.	Withheld. Assignment and courses should be separated. The CofSA will entertain a specific proposal on this conclusion. Submit by 30 Sep 66.	A feasibility study of directed personnel assignments will be made to determine if such action would provide better control of assignments and utilization to decrease the amount of time spent in initial entry training. Completed: 2nd Qtr, FY 67	CSA approved termination of action on this conclusion.
		ACTION: DCSPER 71.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 3-27. Career course curricula should be revised to provide for increased emphasis on: a. Stability operations, except at the Infantry school. b. Psychological operations and civil affairs. c. Operations research/systems analysis. d. Automatic data procession at most schools. e. Maintenance management, as opposed to maintenance training. f. Staff writing and oral presentation.	APPROVED. Modify to add: "g. Integrated contingency, base development, and buildup planning."	1. Ltr directing COMARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing TJAG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action:</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER	Action is being accomplished by COMARC in conjunction with Recommendation 7. At the JAG School, each of the subjects identified in this conclusion requiring increased emphasis has been examined and changes are being made to the POI's where appropriate. POI's for AY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 3-30. The overlap in course content between the basic and career courses, common to all schools but most pronounced in the Artillery, should be eliminated through deletion of certain blocks for some or all students and use of electives.	APPROVED. Complete by end of FY 67.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing TJAG to execute required action. ECD: 19 August 1966 Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER	Action is being accomplished by CONARC in conjunction with Recommendation 7. AMEDS Advanced Course programs of instruction reviewed to insure compliance with the provision of this conclusion. There is no overlap in course content between JAG basic and career courses. While some course title (general areas of instruction) are the same, there is no overlap in substantive legal material covered. Continued attention will be given to this matter to assure overlap does not develop. POIs for AY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 3-33. Inter-branch schooling at the career course level should be continued with selected Infantry and Armor officers attending the school of the other branch, and selected Artillery officers attending the Infantry and Armor Schools.	APPROVED.	Implementation of the conclusion by the career branches concerned. Completed: 2nd Qtr, FY 67 ACTION: DCSPER 74.	Career branches concerned are complying with the provisions of the conclusion. Current OPD policy. Spaces for inter-branch schooling have been increased. Action completed on 22 November 1966.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 3-34. Instruction in the branch career courses should be focused on the Army in the field, leaving instruction in the wholesales or producer logistics area primarily to Army Materiel Command Schools.	APPROVED. Approval partially withheld. Weight of emphasis should be to the Army in the field, but due attention is required to wholesales/producer logistics as necessary for each branch.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing TJAG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER 75.	Action is being accomplished by CONARC in conjunction with Recommendation 7. AMEDS Advanced Course programs of instruction reviewed to insure compliance with the provision of this conclusion. The thrust of the instruction in the JAG Advanced (Career) Course is to prepare the career judge advocate for duty as a division or comparable level staff judge advocate (O-5, TOE, or TD position). The School does not instruct in the wholesales or producer logistics area, except to the extent that such matters relate incidentally to instruction in procurement law. POIs for FY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 4-42. Consistent with a broadened course objective, the curriculum should be revised to increase emphasis on stability operations, command responsibilities and functions, resource utilization, operations research, maintenance management, counterinsurgency, automatic data processing, and intelligence. Logistics subject should be maintained in balance; writing requirements should be increased and varied; and pure division level instruction should be decreased.	APPROVED. Modify phrase pertaining to logistics subjects to read: "Logistics subjects should be maintained in balance with emphasis on integrated contingency, base development, and buildup planning; complete revision by end of FY 67."	1. Ltr directing COMARC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68	The C&GSC course curriculum was evaluated with a view towards realigning those areas of instruction affected by the expanded course objective. A revised program of instruction to support changes in subject coverage reviewed by HQ USCOMARC. FOIs for AY 68 reflect compliance.
		ACTION: DCSPER	76.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 4-45. The US Army Combat Development Command should be assigned mentorship of Army instruction at the command and staff colleges. Army officers on the Army advisory groups at the Naval War College and the Air University and the Army representative at the Marine Corps Educational Center should be assigned to the US Army Combat Development Command instead of the US Continental Army Command; the senior Army officer at each location should be designated as the US Army Combat Development Command liaison officer.	Withheld. Pending further study of the implications.	1. Reply to CSA. ECD: 15 Dec 66 Completed: 3rd Qtr, FY 67	SS submitted to CofSA on 31 January 1967. CofSA disapproved this conclusion as result of study. COMARC, CDC, and AWC informed of decision.
		ACTION: DCSPER-DIT 77.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 4-47. Upon graduation from the Armed Forces Staff College, Army officers should be assigned to joint type duty to the maximum possible extent.	APPROVED. Where the Army needs them.	1. None required. 2. Currently provided for by OPD, OI No. 350-2 (1), para 2b (1) (c) Armed Forces Staff College: "Graduates will be assigned primarily to joint headquarters both in CONUS and Overseas areas." Completed: 2nd Qtr, FY 67 ACTION: DCSPER 78.	1. This conclusion is currently a policy within OPO. 2. Current policy meets the requirement of both the conclusion and C/S remarks.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 5-41. The US Army Combat Developments Command should be assigned mentorship of Army instruction at the three Service war colleges. Army officers on the Army advisory groups at the Naval War College and the Air University should be assigned to the US Army Combat Developments Command, and the senior officer of each group should serve as the US Army Combat Developments Command liaison officer.	WITHHELD. Pending further study of the implications.	1. Study of implication and reply to CofSA. ECD: 15 Dec 1966 Completed: 3rd Qtr, FY 67	Summary Sheet submitted to CofSA on 31 Jan 67. CofSA disapproved this conclusion as result of study. COMARC, CDC, and AWC informed of decision.
		ACTION: DCSPER 79.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 5-42. A-1 of the senior service colleges provide US Army students with a comparable level of professional military education and should continue to be considered as equivalent within the Army educational system.	Approved.	Directive will be sent to COFO, TSG, TJAG, and CofCH to announce this decision. <u>Final Action</u> Required: No suspense set. Estimated: 1 Sep 66 Completed: 1st Qtr, FY 67	Directive issued 8 August 1966.
		ACTION: DCSPER 80.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl. 5-45. The curriculum of the Army War College should continue to be military-oriented, with increased emphasis on the Army's role, strategic concepts, and doctrine. The individual research papers should be limited to military subjects of direct interest to the Army.	APPROVED. Effective 1967.	Ltr directing ANC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 1968 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68	1. The curriculum of USAWC is military oriented. As indicated in the report on Recommendation 13, last year's curriculum gave increased emphasis to the Army's role, strategic concepts and doctrine. This emphasis has been reinforced in the curriculum for the current academic year. 2. The present requirement in connection with the College's Individual Research Program is that the student's written paper must be on a military subject of importance to the Army. It is noteworthy that 88 percent of the subjects for research projects and initial essay papers are relatable directly to the Army Master Study Program.
		ACTION: DCSPER	
		81.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 5-46. The Army War College should employ the case study method on an expanded basis in the course curriculum, with particular reference to committee problems in which group decisions derive from its use.	APPROVED. Watch too many group decisions. Really teaches in-decision.	Ltr directing AWC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER	Increased use of case studies at the AWC is planned for the current academic year. While small group discussion is enhanced by the case study methodology, ultimate emphasis at the College is placed upon individual analysis and decision making after exposure to different views. The College capability for development of case studies for use in the conduct of the curriculum will be enhanced after fulfillment of the military augmentation of the faculty as provided by Recommendation 14.
		82.	

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Recommendation/Conclusion	G/S Decision and Remarks	Action Required	Status
Concl 5-49. The military faculty at the Army War College should include officers who are specialists in such areas as research and development, logistics, operations research/systems analysis, and project management.	APPROVED.	1. A review of current procedures will be made. 2. Procedure: OPO nominates AWC faculty assignments and provides fill for requirements to include skills, experience and specialties as stated by the Commandant, AWC. Completed: 2nd Qtr, FY 67 ACTION: DCSPER	1. OPD-OI No. 614-185(2) has been amplified to emphasize that officer specialists will be assigned to faculty positions in response to requirements stated in requisitions. 2. AWC was advised on 9 Sep 66 to express their desires for officer specialists by annotating their officer personnel requisitions in accordance with the applicable specialist regulations in the AR 614 series.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 5-50. The arrangement whereby the officer completing the Harvard Fellowship in International Affairs each year is assigned to the Army War College faculty should be continued.	APPROVED. Also consider for the AWC faculty the officer participating in the Council on Foreign Relations Fellowship at Columbia University.	1. DCSPER Memo, 14 Mar 64, provides for a minimum of one Harvard fellow to be assigned to the Army War College. 2. Current policy will be clarified to provide that the officer completing the Harvard Fellowship in International Affairs each year is assigned to the faculty of the AWC. Guidance will also be provided OPO to consider for assignment to AWC those officers participating in the council on Foreign Relations Fellowship at Columbia University. ECD: 30 Sep 66. <u>Final Action</u> Required: No suspense set. Estimated: 30 Sep 66 Completed 2nd Qtr, FY 67 ACTION: DCSPER-DEP 84.	1. Policy clarified and restated to include CofS modification. Chief, OPO was provided guidance by DCSPER Memo which reads in part as follows: "a. Officers completing the Harvard Fellowship in International Affairs will be assigned to the Army War College faculty. Exceptions to this policy will be cleared with Office of the Chief of Staff. b. Officers participating in the Council in Foreign Relations Fellowship at Columbia University will normally be assigned to the Army War College faculty. Exceptions to this policy will be cleared with the DCSPER. c. Upon completion of tour on the Army War College faculty, these officers will be considered for command assignments or such other selected assignments as Office of the Secretary of Defense, Office of the Joint Chief of Staff, Office of the Chief of Staff and Unified Commands." 2. No problem is anticipated in the assignment of these officers.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 5-52. Textbooks should be used by the Army War College to provide a solid base for the study of appropriate subject areas and to serve as a connecting link between presentations by guest speakers and faculty members.	WITHHELD: Standard texts tend to become static in a world in motion. Some subject areas might be suitable. Give the CofSA proposal on this by 30 Sep 66.	Proposal to CSA ECD: 30 Sep 66	Summary Sheet submitted to CSA 12 Oct 66
DCSPER Recommendation 12 Oct 66 - It is proposed that Conclusion 5-52 be revised as follows: "The necessity for and the selection of standard textbooks to support appropriate positions of the AWC curricula should be determined by the Commandant, USAWC."	APPROVED 25 Oct 66	Ltr directing Commandant, USAWC to execute required action. ECD: 25 Nov 66 <u>Final Action:</u> Required: 1st Qtr FY 68 Estimated: 4th Qtr FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER-DIT	Commandant USAWC advised of revised conclusion by ltr dated 22 Nov 66.
			85.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 6-59. Officers of technical branches who are already qualified in their respective areas of specialization should not attend courses in those areas intended for officers of other branches, i.e., Signal Corps officers should not attend the Communications Officer Course and Ordnance Corps officers should not attend the Organizational Maintenance Officers Course.	WITHHELD. The CofSA would like to discuss this conclusion.	1. OPO to study implications of this conclusion. 2. OPO recommendations prepared for DCSPER to discuss with CofSA. ECD: 14 Oct 66 Completed: 2nd Qtr, FY 67 ACTION: DCSPER 86.	Summary Sheet approved by CofS on 7 Oct 66.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 6-60. As specialist courses are training courses, a large percentage of the curricula should be devoted to practical exercises; action should be taken to correct current deficiencies in this area.	APPROVED. Complete by the end of FY 67.	1. Ltr directing COMARC to execute required action. 2. Ltr directing AMC to execute required action. 3. Ltr directing TSC to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSER	Action taken by appropriate commands as part of the review of specialist courses. POIs for AY 68 reflect compliance.
			87.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 6-63. The mission of the Air Defense School be made more specific, with particular attention to its responsibilities for guided missile training. The School (recently renamed the Missile and Munitions School) should be reworded to limit its responsibilities for guided missile training to support as opposed to operational areas.	APPROVED. Complete by 30 Sep 66.	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: 30 Sep 66 Estimated: 30 Sep 66 Completed: 1st Qtr FY 67 ACTION: DCSPER 88.	The mission statement of US Army Air Defense School and the mission statement of US Army Missile and Munitions Center and School have been revised in compliance with this conclusion.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 6-64. The Office of Personnel Operations should monitor graduates of the Guided Missile Systems Officer Course at the Air Defense School in the same manner as participants in the advanced civil schooling program; a utilization tour should be mandatory immediately upon graduation. Any additional education provided these graduates in civilian educational institutions should be of limited duration and confined to corresponding disciplines.	WITHHELD. Pending further study.	The COPO will be directed to make the necessary study. <u>Final Action</u> Required: No suspense set. Estimated: End 3d Qtr FY 67. Completed: 2nd Qtr, FY 67	Directive was issued to OPO 11 Aug 66. On 3 Nov 66, CofSA approved a SS which recommended continuing present procedure for managing graduates.
		ACTION: DCSPER	
		89.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 6.65. Quota allocation and scheduling of students for attendance at the Guided Missile and Special Weapons Staff Officer Course at the Ordnance Guided Missile School should be examined in connection with stated Army requirements with a view to limiting the frequency of the course.	APPROVED. Meet Army requirements with a small cushion.	None. Completed 1st Qtr, FY 67	This course of instruction which produced MOS 4513 (Guided Missile & Special Weapons Staff Officer) was discontinued with the graduation of class number 2 (FY 66) on 14 Jan 66. It was replaced with a course (MOS 4515, Ammunition & Missile Maintenance Officer) which provides a program of instruction much expanded in scope. The new course is designed to qualify officers in both conventional and special ammunition and missile maintenance. This provides a wider range of positions for assignments and provides depth for future assignments in other than MOS 4515 positions. Definitive requirements for MOS 4515 cannot be determined until all TOE and TDA are modified to convert MOS 4513 to 4515 and reorganization under COSTAR is completed. At that time exact requirements will be determined. Based on data provided by the Ordnance and Guided Missile School, total FY 68 requirements for MOS 4515 will approximate 290-300.
		ACTION: DCSPER-DFD	OPO has limited frequency of the course and is meeting requirements with a small cushion.
		90.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 7.33. Officers not on active duty should participate in the following career courses which are based on mobilization requirements, given as resident, or nonresident instruction, or as a combination of both: a. Officer Mobilization Basic Course. The mobilization version of the basic course should be identical in content with the nine-week basic course conducted for non-regular Active Army officers. Resident instruction of a practical "hands-on" nature is preferred.	APPROVED. Mobilization courses are to be conducted beginning in the summer of 1967.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSC to execute required action. 3. Ltr directing JAG to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: 1 June 1967 Estimated: 3rd Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	The CONARC letter of instruction for the Mobilization Basic Course was published on 13 September 1966. Service schools are in process of preparing POI's to support the course. AMEDS Mobilization Basic Course programs of instruction reviewed to insure compliance with the provision of this conclusion. This will be implemented in the JAG School by change in Annex F to POI (5F-8101). In view of the requirement of Recommendation 5, the current POI will be reduced to limit the Mobilization basic course to nine weeks. Mobilization courses were conducted during AY 68.
		91.1	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 7-33. Officers not on active duty should participate in the following career courses which are based on mobilization requirements, given as resident or non-resident instruction, or as a combination of both. b. <u>Officer Mobilization Advanced Course</u> The associate career (advanced) courses should be reduced to their mobilization content and designed to prepare officers of the Reserve Components not on active duty for branch command and staff duties at battalion through brigade or comparable levels in both divisional and non-divisional units.	APPROVED. Modify the statement regarding the Officer Mobilization Advanced Course to add: "A small amount of company level instruction will be retained to qualify Reserve Components officers for company duty." Mobilization courses are to be conducted beginning in the summer of FY 67.	1. Ltr directing COMARC to execute required action. 2. Ltr directing TSO to execute required action. 3. Ltr directing TJAG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966. <u>Final Action</u> Required: FY 66 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER 91.2	COMARC instructions to the service schools were published on 13 Sep 66. Programs of instruction will be developed to support an Officer Mobilization Career (Advanced) Course. The one exception to this requirement is the WAC School. The present mobilization WAC Officer Advanced Course will be retained. AMEDS Mobilization Advanced Course programs of instruction are under development. The JAG School does not have an associate advanced (Career) course. A POI for an Officer Mobilization Advanced Course with a combination of resident (ANACDUTRA) and nonresident instruction is being prepared for Reserve component officers not on active duty. Mobilization courses were conducted during AY 68.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 7-33. Officers not on active duty should participate in the following career courses which are based on mobilization requirements, given as resident or non-resident instruction, or as a combination of both: c. <u>Mobilization General Staff Officer Course</u>. The current Associate Command and General Staff Course should also be reduced to its mobilization content and designed to prepare officers of the Reserve Components not on active duty for duty as general staff officers, with primary emphasis on the Army in the field and participation in joint and combined operations.	APPROVED. Mobilization courses are to be conducted beginning in the summer of 1967.	Ltr directing CONARC to execute required action. 20D: 19 August 1966 <u>Final Action</u> Required: Jun 67 Estimated: 4th Qtr, FY67 Completed: 1st Qtr, FY 68	CONARC has tentatively approved a POI for an 8 week course to be conducted in 2 phases of 4 weeks each. Classes are scheduled for 18 June - 15 July for 1st phase and 16 July-12 August for 2nd phase. Mobilization courses were conducted during AY 68.
		ACTION: DCSPER-DIT	91.3

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 8-55. Waiver of CGSC attendance as a prerequisite for senior service college should be possible for all branches in special cases, particularly for those branches which receive a fixed quota each year.	APPROVED. Set a definite percentage of records of non-CGSC graduates to be considered by the selection board effective with selection made in FY 67.	Summary Sheet will be sent to CofSA with appropriate recommendations.	Summary Sheet was approved by CofSA, 2 August 1966. Waivers were submitted for selection of 1967 classes. Incorporated in Senior Service College Selection Procedures, 8 Jul 67 and announced in DA Circular 621-5, 1 Dec 67.
		Completed: 2nd Qtr FY 68	
		ACTION: DCSPER	
		92.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 8-56... Selections to branch career course, CGSC, and AFSC should continue to be by career branches.	APPROVED.	Directive will be issued by OPO.	Directive issued on 20 July 1965.
		Completed: 2nd Qtr, FY 68	OPO Operating Instructions 350-2(2), 10 Jan 67 as modified by CSofA approved SS 24 Nov 67.
		ACTION: DCSPER	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 8-57. Selection to senior service college should continue to be by board action, but with these modifications. a. Waiver of the C&GSC requirements should be recommended by career branches deserving officers are considered by the first (pre-selection) board. b. Career branches should be empowered to place a limited number of nominations before the second (final) board.	APPROVED. Effective with the selections made in FY 67.	Summary Sheet will be sent to CofSA with appropriate recommendations. <u>Final Action</u> Required: Prior to 1 Sep 66 Estimated: Prior to 1 Sep 66 Completed: 2nd Qtr, FY 68 ACTION: DCSPER 94.	Summary Sheet was approved by CofSA, 2 August 1966. Incorporated in Senior Service College Selection Procedures, 8 Jul 67 and announced in DA Circular 621-5, 1 December 1967.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 8. 58. The Army should seek to maintain a minimum stockage of approximately 15,000 C&GSC graduates.	WITHHELD. Pending development of requirements by DCSPER's ongoing study.	Recommendations of DCSPER study to be forwarded for approval and decision on minimum stockage required. <u>Final Action</u> Required: No suspense set. Estimated: 13 Oct 67 Completed: 2nd Qtr FY 68 ACTION: DCSPER	Recommendation was submitted 13 October 1967. This ties in with study required in Rec 25 & 26. On 24 Nov 67, CofSA approved SS which recommended use of General Analysis method of determining requirements which place Army requirements at 17,674 for an officer corps of 100,000.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Cencl 8-59. Present AFSC quotas should be maintained as a minimum. Any possible increase in the Army quota would be desirable, as current output provides only one AFS; graduate world-wide for each Army position in a joint or combined headquarters.	APPROVED. None	No action required.	
		Completed: 2nd Qtr FY 67	
		ACTION: DCSFER	
		96.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 8-60. No fixed stockage figure should be established for senior service college graduates. The current output should be maintained.	WITHHELD. Pending development of requirements by DCSPER's ongoing study.	1. Study to determine SSC requirements will be necessary. 2. Change to SSC selection procedures will be recommended, if appropriate, upon completion of study. <u>Final Action</u> Required: No suspense set. Estimated: 2d Qtr FY 68 Completed: 2nd Qtr FY 68 ACTION: DCSPER	On 30 Sep 67, the CofSA approved 23 October 1967 as the submission date for the study. SS dispatched to CcfSA, 30 Oct 67. On 14 Nov 67, CofSA approved a planning inventory objective of 2882 SSC graduates.

97.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 9-37. Instruction in the career courses of command-oriented branches should include practical exercises in the discharge of command responsibilities. Training in the career courses of other branches should be directed toward in understanding of command functions and branch responsibilities for command support.	WITHHELD. Is this practical? Review this and provide answer to CofSA by 30 Sep 66.	1. Review of conclusion and evaluation to CSA. ECD: 30 Sep 66.	Summary Sheet submitted to CSA 12 Oct 66 (see below, left)
DCSPER recommendation 12 Oct 66 it is recommended that Conclusion Number 3-37 be approved.	APPROVED, 25 Oct 66	1. Ltr directing COMARC to execute required action. 2. Ltr directing JAG to execute required action. 3. Ltr directing TSG to execute required action. ECD: 25 Nov 66 <u>Final Action:</u> Required: 1st Qtr FY 68 Estimated: 4th Qtr FY 67 Completed: 1st Qtr, FY68 ACTION: DCSPER	Appropriate action has been taken by COMARC, TJAG, and TSG to insure that Practical Exercises are included in the programs of instruction for command responsibility and support instruction. Practical exercises included in FOIs for AY 68.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 9-38. Throughout the Army school system, greater use should be made of the case method to drive home lessons in command.	APPROVED. None	1. Ltr directing COMARC to execute required action. 2. Ltr directing ISC to execute required action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. 5. Ltr directing AWC to execute required action. 6. Ltr directing AMC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: Effective FY 67 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY68 ACTION: DCSPER	Action has been initiated by COMARC to incorporate this conclusion into the policy guidance to be issued concerning Recommendation #7. AMEDS Advanced Course programs of instruction reviewed to insure compliance with the provision of this conclusion. The JAG School's principal instructional tool (as in all law schools) is the case method. The cases presently included in both the basic and advanced courses abound in lessons in command responsibilities and functions. The US Army Security Agency Training Center and School has been directed to review current courses of instruction to determine additional subject areas in which this method of instruction can be used. AMC Schools are operating within an acceptable tolerance of this conclusion. Included in POIs for AY 68.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Cncl 9-39. The high relationship of academic majors in psychology and sociology to leadership, and hence to primary needs of the combat arms, should be recognized on branch assignments of ROTC students.	APPROVED. Effective with input of FY 67 ROTC graduates.	Directive was provided TAG (proponent agency for AR 145-133) to give recognition to the high relationship of academic majors in psychology and sociology to potential leadership in Table I, AR 145-133. <u>Final Action</u> Revision of AR 145-133. <u>Action Completed:</u> 25 July 1968 ACTION: DCSER-DPD 100.	1. The directive to TAG giving instructions on assignment of ROTC graduates majoring in psychology and sociology to the combat arms was issued on 3 Aug 66. TAG subsequently directed USADATCOM to make assignments, effective with the FY 67 graduating class, to the combat arms those graduates whose academic major was psychology and sociology. The FY 67 and FY 68 ROTC branch assignments reflect this change. In FY 66 29% of these majors were assigned to the combat arms. In FY 67 this assignment percentage increased to 41% and in FY 68 to 79%. TAG has completed the updating of AR 145-133 to incorporate this assignment priority as well as other pertinent changes to ROTC branch assignments. 2. AR 145-133 "Branch Assignment of ROTC Cadets" published 25 Jul 68.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 9.40. Officer should be encouraged to develop a specialty in addition to branch competence. In the grade of Lieutenant Colonel and above, those who have developed an expertise in depth should be permitted to forego command for consecutive specialty assignments.	WITHHELD. Submit a more comprehensive proposal to the CofSA by 30 Sep 66.	This conclusion will be examined in detail in order to develop the required comprehensive proposal. <u>Final Action.</u> Required: 30 Nov 66 Estimated: 30 Nov 66 Completed: 2nd Qtr, FY 67 ACTION: DDCSPER fol.	1. On 30 Nov 66 the CofSA approved a summary sheet which: a. Modified that portion of the conclusion that reads: "In the grade of lieutenant colonel and above, those who have developed an expertise in depth should be permitted to forego command for consecutive specialty assignments." by adding the following: "Only when it is in the best interest of the Army." b. Directed: "That when an officer is directed to forego command or schooling the appropriate selection board be informed of the circumstances by a notation in the officer's official file." 2. When an officer is directed to forego command or schooling the appropriate selection board will be informed of the circumstances by a notation in the officer's official file. OPO has developed a procedure to accomplish this conclusion.

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Concl 10-31. Emphasis on management practices and techniques has resulted in a proliferation of courses and spiralling increases in student loads to meet demands for qualified personnel. Early identification and development of officers with potential managerial competence is needed to meet continuing requirements.	WITHHELD. Pending further study.	Directive issued to TSG and COFO to study the matter. Final Action Required: No suspense set. Estimated: 4th Qtr FY 67 Completed: 4th Qtr FY67 ACTION: DCSER 102.	Fact Sheet submitted to CofSA on 28 June 1967 outlined new policies and procedures to accomplish this conclusion.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 10-32. General management instruction, intertwined with command and leadership and varying in subject emphasis by branch, should be provided in officer career schooling. Management electives should be offered at career- (advanced) courses of certain branch schools and the Command and General Staff College.	WITHHELD. Give the CofSA a listing of "management electives" by 30 Sep 66.	1. Provide a listing and description of management electives. ECD: 30 Sep 66.	Summary Sheet submitted to CSA 12 October 1966. (see below, left)
DCSPER Recommendation 12 Oct 66 -- None.	CSA approved original Conclusion 25 October 1966.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing TJAG to execute required action. ECD: 25 Nov 66 <u>Final Action:</u> Required: 1st Qtr FY 68 Estimated: 4th Qtr FY 67 Completed: 1st Qtr FY 68 ACTION: DCSPER-DIT	CONARC - Program of instruction will be prepared to support changes in management instruction as well as offering management electives in the advanced officer courses and CGSC courses. TJAG - General management instruction with emphasis on legal aspects, has been given increased attention in the revised POI for the Advanced Course. An elective in this subject is not feasible at the JAG School if course content is to be kept in proper balance. TSG - The AMEDS Advanced Course POI reviewed by the office of TSG to insure compliance with the provisions of this conclusion. PUIs for AY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 1C-34. Branch schools should provide instruction in personnel management, to include enlisted personnel procedures, related specifically to organizational levels included in course objectives. Basic courses should provide a practical orientation in Army personnel management and cover principal personnel records. Career (advanced) courses should offer instruction on the commander's role, as applicable to various branches, in personnel management operations, and on the functions of personnel staff officers at battalion through division level.	APPROVED. None.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 66 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER 104-	Action on that portion of this conclusion pertaining to the Basic courses is being accomplished by CONARC in conjunction with the action taken on Recommendation Number 5. The portion of this conclusion pertaining to the advanced career course is being accomplished by CONARC in conjunction with Recommendation Number 7. AHEDS Advanced Course and Basic Course programs of instruction, reviewed to insure compliance with the provisions of this conclusion. The requirement is fully executed in the JAG School. Instruction in Military Justice and Military Affairs together encompass the aspects of personnel management contemplated by this conclusion. POIs for AY 68 reflect compliance.

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Recommendation/Conclusion	U/S Decision and Remarks	Action Required	Status
Concl 10-35. The Personnel Management Officer Course at the AG School may warrant reduced coverage of classification and assignment techniques and an increase in instruction on personnel staff functions. The Course should be reviewed to insure that it meets the requirements of the majority of students pursuing this specialist instruction.	APPROVED. Complete review by 31 Dec 66.	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: 31 Dec 66 Estimated: 1 Dec 66 Completed: 3rd Qtr, FY 67	The Personnel Management officer course POI has been reviewed by CONARC. A revised POI approved 30 Jan 67. Course retitled "Personnel Resources Management Course."
		ACTION: DCSPER	

105.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 10-36. Career schooling financial management instruction requires sharpened focus; particularly in courses offering less than ten hours. Subject coverage should provide officers with an understanding of financial management processes, including cost reduction and cost effectiveness and the impact of source data automation and automatic data processing financial management.	WITHHELD. Clarify and submit a more definitive proposal to the CofSA by 30 Sep 66. Substitute the word "activities" for "management".		
Concl 10-36. Revised Conclusion: To insure that all officers receive sufficient instruction to provide an understanding and appreciation of financial activities, a uniform scope of instruction should be included in all branch career courses except the Finance School and other schools which have mission requirements to provide a greater amount of instruction in this subject. Subject coverage should provide officers with an understanding and appreciation of the tasks involved in effective planning, programming and budgeting, and should describe the functions of supporting staff activities. The scope of instruction should be developed by the US Army Finance School which is the USCONARC designated proponent for financial management instruction.	APPROVED.	Completed: 3rd Qtr, FY 68	1. Uniform scope of instruction in financial management, resource management, and comptrollership have been incorporated into revised programs instruction of the USACGSC, branch service-schools and the Academic Year 1968 curriculum of the USAWC. 2. Guidance to school commandants for updating financial management, resource management, and comptrollership instruction has been incorporated in USCONARC regulations of the 350-series.
		ACTION: DCSPER-DIT	106

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 10-37. The curriculum of the Military Comptrollership Course at the Finance School should be reviewed in detail to determine whether a broader approach is warranted. The course objective should be stated more explicitly and attendance prerequisites enforced to provide for a more homogeneous student grouping. Finance officers who are graduates of their career (advanced) course should not attend.	APPROVED. No prohibition on attendance. Make a case by case determination measured by the Army's needs. Complete curriculum review by 31 Dec 66.	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966. <u>Final Action:</u> Required: 31 Dec 66 Estimated: 1 Dec 66 Completed: 2nd Qtr, FY 68	The Military Comptrollership Course (7D-F1) has been reviewed and a revised POI to support changes in subject coverage and course objectives has been prepared. Revised POI approved 15 Nov 67. Course length increased to 9 weeks, 4½ days.
		ACTION: DCSPER-DIT	
		107.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 10-39. Although instruction in installation level management has improved since publication of Project AIM, further emphasis should be accorded this area in officer career schooling. Elective options should be offered in career (advanced) courses of branches most closely associated with installations operations as well as at the Command and General Staff College.	WITHHELD. Provide the CofSA with a listing of elective options and what would be given up in the curricula. Submit by 30 Sep 1966.	1. Provide CSA list of elective options and what would be given up in the curricula. ECD: 30 Sep 66 Completed 3rd Qtr, FY 67	The Chief of Staff by Summary Sheet action on 25 October 1966 approved the designation of the Army Management School as the proponent for Installation Management in the Army School System. Subsequently, CGUSCONARC designated Installation Management as a common elective where instructional material developed by the proponent school would be made available to all schools, utilization being the prerogative of the individual school commanders.
		ACTION: DCSPER-DIT 108.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status															
Concl 10-42. The CONARC concept of designating proponent schools for common subjects should be extended throughout the Army school system. Pending establishment of the Army Resources Management Institute, the Department of the Army should designate the Army Management Engineering Training Agency as the proponent for general management and managerial analytical technique subjects, and the Army Management School for Installation Management.	WITHHELD. Review this and submit a specific proposal to CofSA by 30 Sep 66.	1. Proposal to CSA. ECD: 30 Sep 66 Completed: 2nd Qtr, FY 67	Summary Sheet submitted to CSA 12 October 1966. (see below, left)															
DCSPER Recommendation 12 October 1966. It is recommended that the CONARC concept of designating proponent schools for common subjects be extended throughout the Army school system on a selective basis and that the following proponents be designated:	APPROVED. 25 October 1966 Revise the Conclusion accordingly.	1. Ltr to CONARC to execute required action. 2. Ltr to AMC to execute required action. ECD: 25 Nov 66 <u>Final Action</u> Required: 1st Qtr FY 68 Estimated: 4th Qtr FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER-DIT	Letters to CONARC and AMC directing execution of required action dispatched 22 November 1966.															
<table><tr><th>SUBJECT</th><th>SCHOOL</th><th>EFFECTIVE DATE</th></tr><tr><td>Installation Management</td><td>Army Management School</td><td>1 Jul 67</td></tr><tr><td>Managerial Analytical Techniques</td><td>AMETA</td><td>1 Jul 67</td></tr><tr><td>Logistics Management</td><td>ALMC</td><td>1 Nov 66</td></tr><tr><td>Procurement Management</td><td>ALMC</td><td>1 Nov 56</td></tr></table>	SUBJECT	SCHOOL	EFFECTIVE DATE	Installation Management	Army Management School	1 Jul 67	Managerial Analytical Techniques	AMETA	1 Jul 67	Logistics Management	ALMC	1 Nov 66	Procurement Management	ALMC	1 Nov 56			
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			109.															

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 11-32. Two levels of OR/SA officer training and education should be established: specialist and executive level.	APPROVED. None	Summary Sheet to the Chief of Staff, Army on or before 31 Oct 1967. <u>Final Action:</u> Required: FY 1968 Estimated: 2d Qtr FY 68 Completed: 2nd Qtr, FY 68	1. DCSPER Summary Sheet approved by CSA 15 Dec 66 established only two levels of OR/SA - specialist executive level. New AR 614-139, establishing OR/SA officer specialist program, was published 6 March 1967. 2. On 12 May 67, DCSPER transmitted, by Summary Sheet to CSA, a concept for the establishment of an OR/SA Executive Level Training Course, to be established at the U.S. Army Management School, Fort Belvoir, Virginia, under the cognizance of CGUSCONARC. This proposal was tentative, for the consideration of CSA, looking toward his decision as to whether the proposed training should be conducted "in-house" at an Army facility, or by a civilian educational institute. 3. The VCSA, on 15 May 67, approved this concept for planning purposes, and provided additional guidance in connection with the plan. Accordingly, CG, USCONARC, in cooperation with CG, USAMC, was requested to prepare a final plan incorporating the guidance of VCSA, for consideration of CSA. 4. DCSPER established OR/SA Executive course at USAMS, approved by CSA. First class to meet 8 January 1968.
		ACTION: DCSPER	
		110.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 11-38. The C&GSC should be the proponent agency for OR/SA instruction in Army schools.	APPROVED. Designate C&GSC as the proponent agency by 30 Sep 66.	1. Ltr directing COMARC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: 30 Sep 66 Estimated: 19 Aug 66 Completed: 1st Qtr, FY 67	The Command and General Staff College was assigned as proponent agency for Operations Research/Systems Analysis instruction in Army schools on 8 September 1966.
		ACTION: DCSPER	
		III.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 12-23. ADP specialist courses should be modified to eliminate unnecessary duplication, overlap and ambiguity and structured to qualify students for logical progression in appropriate ADP MOS's. ADP training requirements should be developed and students inputs programmed sufficiently in advance to provide supervision and operating personnel for known future ADP systems applications.	APPROVED. Complete by end of FY 67	Action: Publication of automated "Blue Book" for officer training requirements. EOD: 2d Qtr FY 69 Completed: 3rd Qtr, FY 68	a. Revised programs of instruction for ADP specialist courses incorporate the criteria cited in this conclusion. b. Positions requiring officers trained in ADP have been identified. This information is being computerized. Pending complete automation, an interim document has been provided to the service branches
		ACTION: DCSPER-DIT	
		112.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Cencl 12-24. Senior officer ADP orientation courses are required until ADP trained graduates of the Army school system permeate the senior grades.	APPROVED. None.	No action required. Complete: 2nd Qtr, FY 67	Current policy.
		ACTION: DCSPER.	113.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 12-25. The Army should: reduce dependency on non-military sources by incorporating pertinent ADP subjects into Army in-house courses. When used, external courses should be periodically evaluated and attendance limited to those meeting Army requirements.	APPROVED. None.	1. Ltr directing COMARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing ASA to execute required action. 4. Ltr directing AMC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 1 Oct 67 ACTION: DCSPER-DIT	Non-military sources are used as an expedient only until in-house capabilities are established. However, ADP equipment presents a unique situation whereby many commercial models are procured; and manufacturer training is often the most efficient method. However, as rapidly as it becomes economically prudent, such courses are absorbed in-house.
		114.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 12-26. ADP advanced civil schooling should be related more closely to Army requirements and concentrated at a limited number of selected universities. Student should be given closer guidance and appraised earlier concerning utilization assignments.	APPROVED.	Determine the nature of the Army's ADP requirements and recommend the number of both Business and Engineering Schools to be used to train as-sets in the disciplines of ADPS-Business and ADPS - Engineering re-spectively. Determine how much guidance can normally be given. Completed: 3rd Qtr, FY 67	1. A study outlining steps to carry out the essential provisions of this conclusion was approved by the Director of Officer Personnel on 19 Dec 66. The major findings of the study were: a. Based on requirements, the optimum number of universities would be 4 Business and 2 Engineering. b. Detailed guidance will be given to each student upon his selection concerning what subjects he should take and what is expected of him. Moreover, each student will be encouraged to join the ADP Officers Special Career Program after graduation. 2. Civil Schools Branch, OPD will work with AIDS to select 4 Business and 2 Engineering schools and will closely monitor the actions of the career branches on a continuing basis. ADP schooling is currently limited to 4 ADP (Bus) and 2 ADP (Engr). OPC Operating Instructions 350-200(1), 16 February 1967.
		ACTION: DCSFER	
		115.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 12-27. An overall integrated policy for the installation and use of electronic computers throughout the Army school system should be developed. Appropriate ADE supporting equipment should be obtained and promptly for hands-on use in instruction at ADE specialist courses.	APPROVED. Complete development of policy and of ADE equipment requirements by end FY 67.	1. Review ADE resource requirements when submitted to DA.	A study "ADP Equipment Requirements for USCOMARC Service Schools" was completed 2d Qtr, FY 68. The study was forwarded to school commandants requesting review and comment be furnished COMARC. Reports furnished as requested. This is a long range program. Expansion of ADE equipment to support service school training will be requested by COMARC when school mission justifies need for such equipment. Requirements will be submitted to DA for approval as they are developed. Equipment for expansion will be subject to availability of funds.
		Completed: 4th Qtr FY 68 ACTION: DCSPER-DIT 116.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 13-32. In keeping with the principle that basic courses are oriented toward platoon/company level and career courses toward battalion/brigade and general staff levels, branch schools should insure that maintenance training in basic courses is focused on practical techniques and hands-on instruction and in career courses on management techniques and command responsibilities.	APPROVED. Complete required curricula revision by end of FY 67.	1. Ltr directing COMARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing JAG to execute required action. 4. Ltr directing ASA to execute required action. ECD: 19 August 1966. <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER-DIT	Basic and advanced programs of instruction are under review by appropriate commands and agencies to insure compliance with this conclusion. These reviews are in conjunction with the action required by Recommendations 5 and 7.
			FOIs for AY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 13-33. While it is appropriate that newly commissioned officers of the technical services be initially assigned maintenance and supply duties in direct and general support units, their preparation therefor should be accomplished through specialist training following basic course instruction.	APPROVED.	Directive will be issued to OPO. Completed: 1st Qtr, FY 67 ACTION: DCSPER 118.	Directive issued on 20 July 1966.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 13-34. Graduates of troop-oriented branch career (advanced courses should be capable of serving as battalion/brigade S-4's and as assistant division S-4's. Graduates of the Ordnance career (advanced) course should be capable of commanding direct and general support; functionalized maintenance battalion; and graduates of the Quartermaster and Transportation career (advanced) courses should be capable of commanding composite supply and transportation battalions.	APPROVED. None.	1. Ltr directing COMARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER 119.	Action being accomplished in conjunction with Recommendation Number 7. FCIs for AY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Council 11-35. The hours devoted to logistics instruction in the Command and General Staff College regular course are barely adequate under the current course objectives. The expanded course objective proposed elsewhere by the Board for resource utilization and producer logistics instruction will require additional hours.	WITHHELD. Provide CofSA with information as to what is given up to accommodate the increase. Submit to CofSA by 30 Sep 66.	1. Provide CSA with information as to what will be given up to accommodate increase. ECD: 30 Sep 66 2. After CGSC has developed POI provide CSA with information on increase in Logistical Instruction. ECD: 30 Mar 67 Completed: 3rd Qtr, FY 67	CSA received a briefing on this subject by CGSC on 16 Dec 66. Additionally CSA was informed by DCSPER memorandum 30 March 1967 that logistics instruction will be increased from 200 hours in the 66/67 class to 240 hours for the 67/68 class at CGSC. CSA noted this memo on 31 March 67.
		ACTION: DCSPER	
		120.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 13-37. Specialist training for officers in both consumer and producer logistics is required in addition to Army career schooling. In general, specialist courses in military schools can meet this requirement.	APPROVED. None.	No action required. Completed: 2nd Qtr, FY 67	Current policy.
		ACTION: DCSPER	
		121.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 13-40. An initial utilization base of company grade officers and majors with master's or doctor's degrees in disciplines required for logistics duties should be used at a later date as the prime source of officers to fill positions requiring higher ranks and the graduate degree.	WITHHELD. Pending further study.	This to be considered in the overall study of advanced degree requirements directed by CofSA in Conclusion 19-31. <u>Final Action</u> Required: No suspense set. Estimated: 1st Qtr FY 68 Completed: 4th Qtr FY 67 ACTION: DCSPER 122.	In approving a Summary Sheet "Army Requirements for Officers with Advanced Degrees" on 15 April 1967, the CofS indicated satisfaction with current Army Educational Requirements Board's (AERB) identification initial utilization positions. OFO assignment policies provide for reutilization of officers with advanced degrees, particularly, members of the Officer Special Career Programs.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 13-41. Positions requiring the degree of Master of Science in Logistics Management, as presented at the Air Force School of Systems and Logistics, should be determined by the Army Materiel Command and submitted to the Deputy Chief of Staff, Personnel, for validation.	WAFB ELD. A thorough analysis is required of Army needs in various disciplines across the board.	This to be considered in the overall study of advanced degree requirements directed by CofSA in Conclusion 19-31. <u>Final Action</u> Required: No suspense set, Estimated: 1st Qtr FY 68 Completed: 4th Qtr FY 67 ACTION: DCSPER	As a result of the CofS's approval on 15 April 1967 of a Summary Sheet concerning the proceedings of the 1965-1966 Army Educational Requirements Board, AMC has instructed its agencies to identify and submit requirements for positions with this training to the 1967 Army Educational Requirements Board for consideration. AMC submitted requirements for 8 positions with this training to AERB

123.

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Conclusion	C/S Decision and Remarks	Action Required	Status
2. The baccalaureate degree discipline useful in logistics should be made a prerequisite for entry into the Logistics Officers' Program. Graduate degrees should be included as "desirable."	WITHHELD. Pending overall review of degree requirements.	This to be considered in the overall study of advanced degree requirements directed by CofSA in Conclusion 19-31. <u>Final Action</u> Required: No suspense set. Estimated: 1st Qtr FY 68 Completed: 2nd Qtr FY 67	1. Graduate degree requirements for logistics positions are considered by the Army Educational Requirements Board. 2. AR 614-132 was amended in October 1966 to require a baccalaureate degree as a prerequisite for logistics officer program membership. The specific degree is considered during the processing of membership applications. However, the AR permits the approving authority to waive this prerequisite in justifiable cases. It is the consensus of opinion that holding firm to a policy which requires a specific undergraduate degree, e.g., business administration, will tend to unduly restrict otherwise qualified applicants from joining the program. 3. Logistics positions requiring specific disciplines at the graduate level are identified.
		ACTION: DCSPER	124

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 14-38. As US involvement in stability operations almost certainly will continue and probably increase during the next decade, the orientation of the Army toward this type mission should increase. Steps should be taken by the Commanding General, US Continental Army Command (CONARC) to accord instruction in counterinsurgency operations in career schooling at the branch schools and the Command and General Staff College, the emphasis present and anticipated US Army commitments demand.	WITHHELD. Must be more definitive. Submit a proposed revision of this conclusion to the CofSA by 30 Sep 66.	1. Provide CSA with more definitive proposal. ECD: 30 Sep 66.	(see below, left)
DCSPER Recommendation 12 Oct 66 - It is recommended that Conclusion Number 14-38 be revised as follows: As stability operations in time of nominal third principal mission of the Army, going hand-in-hand with nuclear and conventional warfare, counter-insurgency training in the career development courses should be treated in the same perspective as training for nuclear and conventional warfare.	APPROVED. 25 Oct 66.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing TJAG to execute required action. 4. Ltr directing AWC to execute required action. ECD: 25 Nov 66. Final Action Required: 1st Qtr FY 68 Estimated: 4th Qtr FY 67 Completed: 1st Qtr FY 68 ACTION: DCSPER-DIT	POIs for AY 68 reflect compliance.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 14-39. Career (advanced) course instruction in counterinsurgency should identify and stress practical operational problems and their solutions as related to the branch against a background of national policy in overseas effort of several agencies of the Federal Government. <u>DCSPER Recommendation 12 Oct 66 -</u> It is recommended that Conclusion Number 14-39 be revised as follows: Career (advanced) course instruction in counterinsurgency should stress practical work in the application of branch functions and techniques in the environment of stability operations.	WITHHELD. Must be more definitive. Submit a proposed revision of this conclusion to the CofA by 30 Sep 66. APPROVED 25 October 1966	1. Provide CSA with more definitive proposal. ECD: 30 Sep 66. 1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing TJAG to execute required action. ECD: 25 Nov 66 <u>Final Action</u> Required: 1st Qtr FY 68 Estimated: 4th Qtr FY 67 Completed: 1st Qtr FY 68 ACTION: DCSPER-DIT	Summary Sheet submitted to CSA 12 Oct 66. (see below, left) Action on revised conclusion has been accomplished in conjunction with conclusion 14-38. POIs for AY 68 reflect compliance.
		126.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 14-40. The Office of Personnel Operations should assign officers returning from emerging nations who were involved in overseas internal defense operations to the staffs and faculties of Schools.	APPROVED AS FOLLOWS: The Office of Personnel Operations should, within established priorities, assign officers returning from emerging nations, who were involved in MAAG, Mission, Mobile Training Team and internal defense operations, to CONUS activities where their recent experience can be best exploited. Preference will be given to Army Service Schools after due consideration of level of experience, type and manner of performance of duties and CONUS officer requirements.	1. Amend current operating instructions to recognize the need for assignment of officers returning from duty in an emerging nation to CONUS activities where their recent experience can be best exploited and with preference to Army Service Schools. 2. Prepare appropriate correspondence to USCOMARC and other interested CONUS activities indicating this objective with regard to returnees from emerging nations and request they annotate requisitions to specifically request an officer with recent experience in a particular field, if appropriate, or in a particular country, if appropriate. Completed: 2nd Qtr FY67 ACTION: DCSPER 127.	1. Operating instructions 614-100 (16) published 20 December 1966. 2. Letters prepared and forwarded to all major CONUS commanders on 10 Nov 66.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 14-41. There is a continuing need for training specialists and advisors in activities which form a part of counterinsurgency/stability operations such as civil affairs, civic action, languages, psychological operations and military assistance activities. <u>DCSPER Recommendation 12 Oct 66 -</u> It is recommended that Conclusion 14-41 be revised as follows: To comply with the provisions of national policy and to meet specific requirements of the Army, specialized training in such activities as civil affairs, civil action, languages, psychological operations and military assistance activities will be required for officers who are scheduled for relevant assignment to underdeveloped countries or to headquarters or instructor positions requiring such qualifications.	WITHHELD. Must be more definitive. Submit a proposed revision of this conclusion to the CofSA by 30 Sep 66. APPROVED. 25 Oct 66	1. Provide CSA with more definitive proposal. ECD: 30 Sep 66 1. DF directing OPO to execute required action. ECD: 25 Nov 66 <u>Final Action</u> Required: 1st Qtr, FY 68 Estimated: 4th Qtr, FY 67 Completed: 4th Qtr FY 67 ACTION: DCSPER	Summary Sheet submitted to CSA 12 Oct 66. (see below, left) Career branches are complying with the provisions of this conclusion.
		128.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 14-42. The Senior Officers' Orientation Course in Counterinsurgency and Special Warfare and the Counterinsurgency Operations Course should be eliminated when career-type courses reflect adequate and progressive counterinsurgency training. Specifically, it should be possible to eliminate the Counterinsurgency Operations Course at the Special Warfare School during FY 67. DCSPER recommendation 12 Oct 66 - It is recommended that the Counterinsurgency Operations Course be eliminated at the end of FY 1967.	WITHHELD. Review the proposal to eliminate the Counterinsurgency Operations Course during FY 67 and give the CofSA a recommendation by 30 Sep 66. APPROVED. 25 Oct 1966 Modify original Conclusion to read "At the end of FY 67" in place of "During FY 67."	1. Provide recommendation to CSA. ECD: 30 Sep 66 <u>Final Action</u> Required: 1st Qtr, FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER	Summary Sheet Submitted to CSA 12 Oct 66 (see below, left) Action is being taken in conjunction with Conclusion Number 14-38, whereby an increase in counterinsurgency instruction will be accomplished with the advanced courses effective in FY 68. Instructions to phase out the Counterinsurgency Operations Course by the end of FY 67 are being prepared by USCONARC for dispatch to the Special Warfare School. The course has been eliminated.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 14-43. Courses of the Military Assistance Training Advisor type will be needed for the foreseeable future as a surge tank to accommodate a large flow of students assigned to advisory positions in specific geographical areas toward which the US counterinsurgency effort is oriented.	APPROVED. None.	No action required.	Current policy.
		Completed: 2nd Qtr, FY 67	
		ACTION: DCSFER	
		130.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 11-24. Common subject CBR and nuclear weapons employment education and training, in basic and career (advanced) courses at branch schools should include at least the number of hours recommended by the respective proponent agencies (see Figures D15-1 and 2); integrated instruction should be stressed.	APPROVED. None.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 68 Completed: 1st Qtr, FY 68 ACTION: DCSPER	The portion of this conclusion pertaining to the CONARC basic courses is contained in instructions to the schools. Programs of instruction to support the basic course include the coverage of CBR and nuclear weapons employment as contained in the Haines Board. The portion of this conclusion pertaining to the CONARC career (advanced) courses is included in instructions to the schools. POIs to support the advanced course reflect the coverage of CBR and nuclear weapons employment as contained in the Haines Board Report. AMEDS Advanced Course and Basic Course programs of instruction are currently under review to insure compliance with the provisions of this conclusion. The present number of hours devoted to CBR and nuclear weapons at the JAG School is consistent with the general guidance of keeping the course content in balance.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 4.5-25. Instruction currently offered in CBR and nuclear operations at the Command and General Staff College courses is well organized and meets stated course objectives. Although some reorientation of this instruction will be required under the expanded objective and changes in course emphasis proposed elsewhere for the regular course, no reduction in hours devoted to CBR and nuclear operations appears warranted.	APPROVED. None.	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966 <u>Final Action:</u> Required: FY 68 Estimated: 4th Qtr FY 67 Completed: 1st Qtr FY 68	Action on this conclusion is being accomplished by CONARC in conjunction with action on Recommendation Number 10. POIs for AY 68 reflect compliance.
		ACTION: DCSPER-DIT	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 15-26. The Army War College curriculum should give consideration to the potential of CBR and nuclear weapons in the formulation of strategic concepts and basic undertakings for employment of military forces in high, middle, and low intensity conflict. The present CBR and nuclear instruction meets both the current and proposed course objectives.	APPROVED. None.	No action required.	Current policy.
		Completed: 2nd Qtr, FY 67	
		ACTION: DCSPER	
		133.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 15-27. Actions to reduce 2-prefix-5 training; d. Senl officers of other branches who require prefix-5 qualification to one of the four schools presenting the course. e. Adjust quotas of officers of all branches taking prefix-5 training in the future to maintain not more than a 3:1 ratio of assets to requirements.	APPROVED. Modify d. to provide that "Officers of branches which do not conduct prefix-5 training will attend prefix-5 training at the proponent school as required." WITHHELD. Action on e. withheld pending separate study by ACSFOR.	1. Ltr directing CONARC to execute required action. 2. Ltr directing OPO to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER	d. The US Army Artillery and Missile School, Fort Sill, Oklahoma, the proponent school, will conduct the required training for such officers, effective by the beginning of FY 68. Input agencies have been advised and provided this information for appropriate action.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 15-29. CBR and nuclear specialist courses should be job-oriented and include in course objectives the grade, position, and organizational level of individuals for whom the courses are designed.	APPROVED. This should not be applied in too restrictive a sense. Sufficient flexibility is needed to provide for a modest growth in the field.	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68	Necessary action completed.
		ACTION: DCSPER	
		135.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Conci 14-23. Better identification of linguists is required, including the identification of pre-service language training and experience.	APPROVED.	1. Preparation of new language proficiency tests better suited to evaluate pre-service language training and experience. 2. Periodic updating of master language qualification tape file to reflect changes in qualification. ACTION: DCSPER 136.1	Components of six new language tests (referred to as Series I in previous reports) are being distributed to users in the field by U.S. Army Publications Center, Baltimore, as test components arrive at the Center from the printers. These tests are Arabic-Egyptian, Arabic-Syrian, Portuguese-Brazilian, Spanish-Castilian, Swahili, and Vietnamese-Saigon. The first of 9 language proficiency tests (Spanish-Latin American) of Series II has been received from DLI for printing and distribution to users. The remaining 8 language proficiency tests of Series II are currently being evaluated by DLI. The next language proficiency test of Series II to be released by DLI for printing and distribution will be Vietnam-Saigon. Resources are not available to DLI to develop the Series III proficiency tests. A Program Change Request (PCR) submitted by DLI for the additional resources was approved by the Secretary of the Army 30 Sep 67. Approval of this PCR by DOD will provide the funds and personnel spaces required. Language proficiency tests for this purpose are still under development. Availability estimated in 3d and 4th Qtr FY 68.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 16-23. Better identification of linguists is required, including the identification of pre-service language trainin; and experience.	APPROVED.	3. Identification and reporting of personnel receiving foreign language training under the General Educational Development Program (AR 621-5)	Procedure for evaluating the foreign language proficiency of these personnel was published in Change 3, AR 621-5, 17 July 1967.
		Completed: 1st Qtr, FY 68	
		ACTION: DCSPER	
		136.2	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 16-24. Reutilization tours should be increased for officers receiving long term language schooling.	APPROVED.	Incorporate this policy in Officer Personnel Directorate Operating Instructions 611-02(1) "Selection of Personnel for Language Training (Requirements, Selection, Quotas and Mentorship)"	1. Revised Operating Instruction dated 11 Dec 66 has been published and distributed to all career branches. Each branch will insure maximum utilization of officers already trained. 2. Policy incorporated in OFO Operating Instruction 611-82 (1), 13 Nov 67.
		Completed: 2nd Qtr, FY 67	
		ACTION: DCSFER	
		137.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 16-25. A percentage of instructor positions at USMA in the Department of Foreign Languages should be formally identified as FASIP positions.	WITHHELD. Coordinate with USMA and give CofSA a specific proposal by 30 Sep 66.	OPO will be directed to coordinate a specific proposal with USMA for submission to CofSA <u>Final Action</u> Required: 30 September 1966 Estimated: 30 September 1966 Completed: 2nd Qtr, FY 67 ACTION: DCSPER	OPO in coordination with USMA has developed the following requirements for FASTP position at USMA: 5 Russians 4 Spanish 1 Portuguese 1 Chinese Positions approved by C/S on 5 October 1966. Validated by 1966 and 1967 AERB.
		138.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 16-26. A modest number of FASTP specialists should be maintained for the countries of Eastern Europe and possibly for the NATO countries.	APPROVED. Complete required change to AR by 30 Sep 66.	Prepare, staff, and publish change to AR. Completed: 2nd Qtr, FY 67	1. Applicants are being programmed into Northern Slavic Europe and Southeast Europe for FY 68. 2. AR 350-23 will be superseded by AR 614-142 which was sent to Publication Division TAGO on 28 Dec 66. Validated by 1966 and 1967 AERB.
		ACTION: DCSPER	
		139.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 16-27. Provision should be made in special cases to relax the requirements for formal schooling as part of the FAST Program.	APPROVED. Modify to read: "Provisions should be made in special cases to accept officers into the FAST Program who, by their background, experience or former training, meet all of the requirements now demanded of FAST Program participants. In cases where an officer meets a portion of the requirements, such as fluency in the language, he may be accepted into the program to complete that portion of the training program which requires additional study.	Revision of AR 350-23 to incorporate provisions set forth by the Cofs. Completed: 2nd Qtr, FY 67 ACTION: DCSPER	AR 614-142 provides for this conclusion.
		140.	

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REPORT OF THE DA BOARD TO REVIEW ARMED OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 17-36. The problem of security clearances, considered as a possible impediment to the development of common courses should be resolved to provide for complete interchangeability of officers between the various intelligence areas.	APPROVED.	None. <u>Final Action:</u> Required: None	1. The ODCSPER Study, subject: AIS Branch Progress, February 1967, recommended that OACSI, in coordination with ODCSPER, establish the policy whereby SI officer input to AIS Branch with exceptions, when required, for those intelligence officers following the excepted career program. 2. This recommendation approved by OACSI and ODCSPER. The policy will minimize the problem of the development of common courses and provide for maximum interchangeability of officers between various intelligence areas. 3. CSM 67-199 approved the study recommendation as modified: "Amended to provide for partial clearance for partial indoctrination where such partial indoctrination will not compromise the total indoctrination process in the case of an unclearable individual." 4. Continued study of the amendment by the Chief of Staff is to be reported on the semi-annual report as directed by CSM 67-199.
		Completed: 4th Qtr, FY 67 ACTION: ODCSPER	
		141.	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 17-33. The training of intelligence officers in the combat arms and services should be the responsibility of the arm or service concerned, and increased emphasis should be given to pure intelligence training in the career (advanced) courses at the branch schools. Minimum training provided should vary from 10 to 30 hours depending on the degree of intelligence responsibility of the branch concerned, and the Army Intelligence School should continue to be the proponent for combat intelligence training.	APPROVED. Approval is with the proviso that course content is livered up. The CofSA does not want mechanical courses taught in order to fill up hours. The Army is not training technicians but intelligence generalists. Complete curricula review and revision as required by end of FY 67.	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. 3. Ltr directing ASA to execute required action.	Action on this conclusion is being accomplished by CONARC in conjunction with actions taken on Recommendation Number 7 regarding the career advanced course. AMEDS Advanced Course programs of instruction reviewed to insure compliance with the provisions of this conclusion. FOIs for AY 68 reflect compliance.
		ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSPER	
		142.	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 18-24. To maintain standardization in aviation procedures throughout the Army, updated aviation technical and procedural publications should be distributed by responsible commands and agencies, direct to all aviation units.	WITHHELD. Submit by 30 September 1966 a proposal to Chief of Staff Army which pins down responsibility. Be specific on the deficiency and who should be charged with corrective action.	To review system for periodic review and revision of technical and procedural aviation publications and examine procedures for their expeditionary distribution. Determine specific deficiencies and to recommend corrective action.	Specific proposal approved by CofSA October 1966.
		Completed: 2nd Qtr, FY 67 ACTION: DCSPER 143.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 18-25. Attendance at the ten week Army Aviation Safety Course and the one-week Commanders and Staff Officers Aviation Orientation Course should be expanded during FY 66.	DISAPPROVED. Requirements govern. The CofSA does not want to establish a quota system that usually is filled by the wrong people.	None.	Approval has been given by CofSA for an increase in attendance at the ten week course from 100 to 150 aviators and at the one week course from 50 to 100 aviators.
		Completed: 2nd Qtr, FY 67	
		ACTION: DCSPER	
		144.	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 18-26. Commissioned officer aviators assigned to aviation units primarily associated with a specific branch should generally be members of that branch. Branch related functions in Army Aviation should be covered appropriately in the Branch Career (Advanced) Course.	WITHHELD. This may be unduly limiting on the one hand and may on the other hand get too much aviation technical material into career courses. Need to be more specific. Submit proposed revision to CofSA by 30 September 1966.	Determine feasibility of assigning branch qualified officer aviators to aviation units primarily associated with that specific branch. Determine which specialized subjects should be included in Career Course POI in addition to or in lieu of generalized aviation subjects now included.	Conclusion is under study. Suspense date has been changed to 1 November 1966. CofSA approved SS 2 December 1966.
		Completed: 2nd Qtr FY 67	
		ACTION: DCSPER	
		14-5.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	U/S Decision and Remarks	Action Required	Status
Concl 18-28. The Army Aviation Command and Staff course instruction should be transferred to the career (advanced) course curricula of branches participating in the aviation program; part of the course should be integrated into the core curriculum, and part offered as an elective. When the transfer has been accomplished and the student output meets the Army's requirement, the course should be eliminated from the US Army Aviation School syllabus.	APPROVED. Modify to add after the first sentence: "The aviation peculiar subjects would be mandatory for rated personnel; branches with small percentages of aviators need not incorporate the instruction in the advanced course."	1. Ltr directing CONARC to execute required action. 2. Ltr directing TSG to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 1st Qtr, FY 68 ACTION: DCSER-DIT 146	Branch service schools are required to include aviation subjects in the advanced course. In addition, an aviation elective will be offered at those schools which participate in the Aviation Program.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 1a-30. Reports to the Department of the Army from the field, under AR 611-103, of the qualification as instructor, pilots and gunnery specialists should be expedited.	APPROVED.	1. Submission on one-time report from each aviator giving qualification data. 2. DATACOM was requested to expand Officer's Master Tape Record to include all of the aviator data considered essential. 3. Submission of a change to AR 611-103 expediting the reporting of qualification date to OPO. <u>Final Action</u> Required: No suspense set. Estimated: 31 December 1966 Completed: 3rd Qtr, FY 67 ACTION: DCSPER	1. Updating of Officer's Master Tape record to include qualification date, received in one-time report from the field, was completed on 10 December 1966. 2. Revised AR 611-103 which included requirement for unit personnel officer to submit changes in qualification within 10 days of change underwent final staffing during Jan - Feb 1967. 3. Expected date of submission to the printers is 30 April 1967.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 15-31. To strengthen the advanced degree requirements program, the Army Educational Requirements Board should assure that the initial utilization positions requested are designated on a uniform basis; the career branches should be assigned responsibility for filling reutilization positions commensurate with numbers and types of assigned initial utilization positions.	WITHHELD. The Army needs a thorough study of total requirements for advanced degrees. DCSER submit study proposal to CofSA by 30 Sep 66.	Appropriate recommendations to be prepared for submission to CofSA. <u>Final Action</u> Required: As soon as possible. Estimated: 1st Qtr FY 68	On 15 April 1967 the CofSA approved a Summary Sheet which recommended that the existing results and procedures of the Army Educational Requirements Board coupled with the assignment and control procedures developed by OOPQ meet the requirement of this conclusion. AERB satisfied the requirement DCSER SS submitted on 17 April 1967.
		Completed: 4th Qtr, FY 67	
		ACTION: DCSER	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 19-35. All active duty officers should be required to furnish an academic transcript for their DA 201 files for use in determining and selecting the best qualified candidates for advanced schooling.	WITHHELD. DCSPER study implications of proposal and submit to CofSA by 31 Dec 66. On 14 Mar 67 CofSA approved UPO proposal to amend regulations to require all officers to furnish college transcripts when entering active duty, only those who by years of service are still eligible for the Civil Schools Program will be required to furnish them retroactively.	1. Amend AR 135-215 and 350-50. 2. DATCOM to prepare roster of college graduates who are eligible for the Civil Schools Program. 3. 201 files will be screened using the machine roster to determine presence of needed transcripts, first by career branches and then by TAGO.	1. In accordance with CofSA approval on 14 Mar 67, AR 135-21 and 350-50 are being changed to require all officers to furnish college transcripts when entering active duty. 2. Screening of records to determine officer files which do not contain transcripts commenced on 1 May 67 and will be completed by 30 June 68. Concurrently, where required, officers are being requested to furnish transcripts for their DA 201. OPO branches are executing this decision.
		Completed: 4th Qtr, FY 68	
		ACTION: DCSPER	
		149.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 1'-36. Officers selected for advanced schooling should be given specific guidance, by the organizations to which they will be assigned for an initial utilization tour, concerning courses to include in their programs of study and recommended subject areas for their research papers. If this guidance cannot be provided by correspondence or telephone, the officer should be permitted a TDY period for a visit to his future organization.	APPROVED. A desirable goal but will be difficult to accomplish.	Amendment of applicable operating instructions, procedures, and regulations to implement CofS decision as soon as practicable.	1. On 5 June 67, OPO issued instructions to career branches to carry out the spirit and intent of this conclusion whenever assignment conditions permit. 2. OPD Operating Instruction 350-200 (1) 16 Feb 67.
		Completed: 4th Qtr, FY 67	
		ACTION: DCSPER	
		150.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 19-57. Unprogramed short course training; may be used to satisfy unforeseen requirement; however, all DA agencies and commands should be required to program in advance the majority of their short course training requirements.	APPROVED. None.	1. Ltr directing OPO to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: N/A Completed: 4th Qtr, FY 67 ACTION: DCSPER	Action is being taken by OPO to accomplish this approved conclusion.
		151.	

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 21-52. The Continental Army Command School system should be oriented toward the Army in the field and should not include Defense schools or courses.	DISAPPROVED. (Partial). Disapprove the part that pertains to Defense schools or courses. The Army will have to provide courses for others.	1. Ltr directing CONARC to execute required action. ECD: 19 August 1966 Completed: 2nd Qtr, FY 67 ACTION: DCSPER 152.	CONARC has been instructed.

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REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 21-57. All agencies of the Combat Developments Command should be collocated with related schools.	APPROVED. Modify to read "Agencies of the CDC normally should be collocated with related schools."	None.	1. All agencies of DCD are collocated with related schools except the Chaplain agency which is located at Fort Lee, Va.. with the Combat Service Support Group. 2. There are no plans within CDC to displace any of the agencies. 3. Movement of the Chaplain agency to the Chaplain School at Fort Slocum, NY, would serve no useful purpose and would remove the Chaplain from the operating elements with which he works on a daily basis.
		Completed: 2nd Qtr, FY 67	
		ATTN: DCSPER	
		153.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 22-42. Because of their lack of any practical Army experience, graduates of branch basic classes should not be retained at the school as instructors.	APPROVED. Approved as an objective but not as a policy. The Army must use what it has available.	1. OPO will be advised to incorporate conclusion in current OI 614-100 (13) as an objective only. 2. Requirements are such that in certain cases the Army must use graduates of basic courses to meet instructor requirements. Although lacking in practical Army experience many graduates have acquired technical knowledge, such as Data Processing and have the aptitude to instruct. ECD: 1 Jun 68 <u>Final Action:</u> Required: Revision of OI 614-100 (13) with a publication date of 19 June 1968. Completed: 4th Qtr FY 68 ACTION: DCSPER-DPD 154.	1. In view of C/S approval as an objective, OPO was advised by DCSPER Memo of 26 Aug 66 to incorporate this conclusion as an objective only, in current assignment policy. 2. OI 614-100 (13) was staffed within OPO. The Operating Instructions (OI) were published 19 Jun 68.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
STATUS OF DECISION EXECUTION

Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 22-43. Unless a student at the Army War College has a specific expertise developed during his prior Army service and particularly needed at the College, he should not be considered for retention on the faculty.	APPROVED. Approved as an objective but not as a policy. The Army must use what it has available.	OPO will be provided guidance to use conclusion as an objective only. If Commandant, Army War College desires a student because of particular expertise, the officer should be assigned consistent with the needs of the service. ECD: 15 August 1966. <u>Final Action</u> Required: None. Estimated: 15 August 1966 Completed: 1st Qtr, FY 67 ACTION: DCSPER 155.	1. OPO was advised by DCSPER Memo of 26 August 1966 to include this conclusion as an objective only and assignment of officer should be in accordance with the needs of the service. 2. No problem is anticipated in using this conclusion as an objective only.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 22-44. A review of staff and faculty authorizations by grade in the various Army schools, to include their categorization into instructor, supervisory, and support positions, should be made.	APPROVED. Complete by end of FY 67. (Completion date modified by CSM 67-277).	1. Develop a proposed plan. 2. CSM 67-277 assigned responsibilities as follows: a. DCSPER revise standards of grade authorizations in AR 611-101 to make them more applicable to officer staff and faculty positions in Army schools. Revision will be in conjunction with studies of officer grade authorization factors currently being conducted. b. ACFOR, pending above action, develop and publish in the DA Staffing Guide for Army Schools interim grade criteria and guidance reflecting appropriate grade patterns for officer staff and faculty positions. The development of interim guidance will be completed by end of 1st Qtr, FY 68. 156.1	On 26 June 67 ACFOR submitted proposed plan. Cofs's decisions were announced in CSM 67-277. a. C25, AR 611-101, 10 Sep 70, "Grade Authorizations for Commissioned Officer Positions," contains revised factor narratives. b. DA Pam 616-558, 20 Dec 67, "Staffing Guide For US Army Service Schools," with Ci, 23 Mar 70, provided interim guidance. DA Pam 616-558 being updated for tentative publication in March 1971.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
		<u>Final Action:</u> Publication of C25, AR 611-101. Action Completed: 10 Sep 70. ACTION: ACSFOR and DCSPER	
		156.2	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 21-45. A training program for supervisors as well as instructors should be established in all schools below the War College level in the Army school system.	APPROVED. Establish by start of FY 68.	1. Ltr directing CONARC to execute required action. 2. Ltr directing AMC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing JAG to execute required action. 5. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action:</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER	Letter to all schools has been published by CONARC and dispatched requesting development of a training program for supervisors. The provisions of this conclusion are currently in effect in AMEDS Courses. Because of the small size of the JAG School's faculty (and correspondingly few supervisors) it does not appear feasible to establish a formal training program for supervisors. Each of the five academic division chiefs and the Director of the Academic Department are engaged in supervising instruction. Action has been initiated on this conclusion by ASA. The Commanding Officer, US Army Security Agency Training Center and School has been tasked with its execution. Supervisor training programs are in existence or have been initiated in all AMC Schools.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 20-50. All Schools and colleges should obtain a well qualified Educational Advisor, and the Commandant should clearly define the duties and responsibilities of the position.	APPROVED. Complete by end of FY 67.	1. Individual schools must establish Educational Advisor positions and recruit a well qualified advisor. <u>Final Action:</u> Required: End of FY 67 Estimated: 31 Dec 67 Completed: 1st Qtr, FY 68	1. The Veterinary School, The Judge Advocate General School and the Army Materiel Command Schools have been exempted from establishing full-time Educational Advisor positions. Modified instructions were provided to these schools and the schools have either complied with these instructions or initiated action to achieve the directed objectives. 2. An Educational Advisor position at the U.S. Army Security Agency Training Center and School has been redesignated as the Director of Instruction and the incumbent reassigned. Action to recruit and fill an Educational Advisor position has been initiated. 3. A number of Army schools have established Educational Advisor positions. Active recruiting is being conducted for seven positions; not yet filled:
		ACTION: DCSPER	
		158.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl :2-52. Educational Advisors should attend various educational conferences.	APPROVED. Complete by the end of FY 67.	Civilian Personnel Regulation 950-16, Army. Civilian Career Program for Education and Training provides a framework for the complete training and development of Educational Advisors. It specifically recognizes careerists needs for development and growth through participation in seminars, conferences and in the activities of professional societies. In addition, it also provides for contract training of employees with industrial concerns, associations, and technical and professional societies. Completed: 2nd Qtr, FY 67 ACTION: DCSPER	1. The Civilian Career Management Program for Education and Training recognizes the need for Educational Advisors to attend various educational conferences, encourages and provides for such activity. This program is fully operational.

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 22-54. The current restriction on employing non-Regular officers, re-quirin; a six-month period between separation and employment of the Department of the Army, should be waived insofar as Army schools and colleges are concerned.	The SA, or his designated representative, now has waiver authority. Publicize this to the Army schools and colleges.	Issue appropriate item in DA Civilian Personnel Circular. Completed: 2nd Qtr, FY 67	Publication has been forwarded to TAG. Appropriate publicity has been accomplished.
		ACTION: DCSPER	
		160.	

REPORT OF THE DA BOARD TO REVIEW ARMY OFFICER SCHOOLS
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 23-17. Written examinations are not appropriate in the Army War College resident course. Students should be evaluated on the basis of individual research papers, committee and seminar participation, oral presentation, and frequent faculty observation.	APPROVED. Approved as advisory to AWC.	Ltr directing AWC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 19 August 1966	Approved as advisory to AWC.
		Completed: 2nd Qtr, FY 67	
		ACTION: DCSPER	
		161.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 23-18. Test and examination methods employed at various Army schools require continuing analysis and refinement to insure their suitability, validity, and proper proportional use. Examinations should be subjected to rigorous review by an evaluation group or agency with a high order of professional and educational competence.	APPROVED. None.	1. Ltr directing CONARC to execute required action. 2. Ltr directing AMC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing TJAG to execute required action. 5. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 3rd Qtr, FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER 162.	Action required by this conclusion is being accomplished by appropriate commands and agencies.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 11-19. Instructor evaluations, faculty/advisor ratings, and peer system placements are tools in the evaluating process which must be used with care and complete objectivity if employed to supplement examination results.	APPROVED. Approved as advisory to School Commandants.	1. Ltr directing CONARC to execute required action. 2. Ltr directing AMC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing TJAG to execute required action. 5. Ltr directing ASA to execute required action. ECD: 19 August 66 <u>Final Action</u> Required: FY 68 Estimated: 3rd Qtr, FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER	Approved as advisory to School Commandants.
		163.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 23-24. Commandants should be constantly alert to the need to eliminate students considered to be of doubtful value to the Army.	APPROVED. Approved as advisory to School Commandants.	1. Ltr directing CONARC to execute required action. 2. Ltr directing AMC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing TJAG to execute required action. 5. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 3rd Qtr, FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER 164.	Approved as advisory to School Commandants.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 24-25. While the Army has long been a leader in educational and instructional innovation, continued support of a strong research and development program in this field is required to maintain this leadership.	Agree fully.	No action required.	
		Completed: 2nd Qtr, FY 67	
		ACTION: DCSFER	
		115.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl :A-26. Directors of Instruction. and instructors at Army Schools (both military and civilian) should study methods and equipment discussed in paragraphs 11-22 as well as other methods. testing procedures, personnel management and counseling procedures by which education can be accomplished more efficiently.	APPROVED. As advisory to school Commandants.	1. Ltr directing AWC to execute required action. 2. Ltr directing COMARC to execute required action. 3. Ltr directing AMC to execute required action. 4. Ltr directing JAG to execute required action. 5. Ltr directing TSG to execute required action. 6. Ltr directing ASA to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: N/A Completed: 2nd Qtr, FY 67 ACTION: DCSPER-DIT	Approved as advisory to School Commandants.
		166.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 24-27. The Army schools should maintain continuing liaison with the Department of Health, Education and Welfare as a source of information on innovation in the field of education.	WITHHELD. Would appear to be too many contacts with HEW. Perhaps CONARC should do this. Submit a proposed modification to the CofSA by 30 Sep 66.	1. Submit proposed modification to CSA. ECD: 30 Sep 66	Summary Sheet submitted to CSA 12 Oct 1966. (See below, left)
DCSPER Recommendation 12 Oct 66 - That Concl 24-27 of the Haines Board Report be revised to read: USCONARC should maintain continuing liaison with the Department of Health, Education and Welfare as a source of information on innovation in the field of education.	APPROVED 25 Oct 66 Modify Conclusion to read - "DCSPER and CONARC will maintain-----education."	1. Ltr directing CONARC to execute required action. ECD: 25 Nov 66 <u>Final Action</u> Required: 1st Qtr FY 68 Estimated: 4th Qtr FY 67 Completed: 2nd Qtr, FY 67 ACTION: DCSPER	DCSPER and CONARC will maintain liaison with the Department of Health, Education, and Welfare regarding educational innovations for possible adoption in the Army school system. CSA modified conclusion so that CONARC will maintain liaison for CONARC schools and DCSPER for schools directly under DCSPER.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Conc! 24-28. Headquarters, Department of the Army, should authorize the adoption of 8mm sound color film cartridges for use in Army service schools. DCSPER recommendation 12 Oct 66 - It is recommended that no further action be taken on this conclusion since current regulations are adequate to provide for the adoption of the equipment by service schools.	WITHHELD. Provide CofSA with background on why this requires Hq, DA authorization and why the schools cannot go ahead individually. Submit by 30 Sep 66. <u>APPROVED.</u> 25 October 1966	Provide answer to CSA. ECD: 30 Sep 66. No further action required. Completed: 2nd Qtr FY 67 ACTION: DCSPER 168.	Summary Sheet submitted to CSA 12 Oct 1966 (see below, left). Commandants authorized to accomplish actions.

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Recommendation/Conclusion	C/S Decision and Remarks	A	Required	Status
Concl 25-30. The location of the school library, the space available to it, the content of its collection, and the competence of its staff should be matter of continuing concern to school authorities.	APPROVED as advisory to school Commandants.		1. Ltr directing AMC to execute required action. 2. Ltr directing CONARC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing JAG to execute required action. 5. Ltr directing ASA to execute required action. 6. Ltr directing AMC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: N/A Completed: 2nd Qtr, FY 67 ACTION: DCSPER	Approved as advisory to School Commandants.
			169.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-31. A school library should include not only books, periodicals, and documents but tapes of all types, films, language records, maps and other audio-visual aids, in a broad field of pertinent interest to the school. A school library should contain a minimum of 8,000 to 10,000 titles in its original collection.	WITHHELD. Pending further study.	1. Ltr directing CONARC to execute required action. 2. Study implications and submit to CSA. ECD: 1. 19 August 1966 2. 31 December 1967 <u>Final Action</u> Required: FY 68 Estimated: 2d Qtr, FY 68 Completed: 2nd Qtr FY 68 ACTION: DCSPER-DIT 170.	The study previously directed by DCSPER considering the implications of this recommendation has been accomplished by each college and school. USCONARC has forwarded the study with comments to DCSPER. A Summary Sheet reflecting this position is currently being staffed. On 2 November 1967, CofSA approved action proposed by CG, USCONARC for the accomplishment of the objectives sought by this conclusion.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-32. In acquisition of material, librarians should give greater emphasis to the Contemporary Reading List published by the Department of the Army, as well as make a vigorous attempt to obtain pertinent research publications from other schools. Funds should be made available to permit student theses at Army colleges to be reproduced and made available as required throughout the Army school system.	WITHHELD. Pending further study.	1. Ltr directing CONARC to execute required action. 2. Study implications and submit to CSA. ECD: 1. 19 August 1966 2. 31 December 1967 <u>Final Action</u> Required: FY 68 Estimated: 2d Qtr, FY 68 Completed: 2nd Qtr, FY 68 ACTION: DCSPER-DIT	On 2 November 1967, CofSA approved action proposed by CG, USCMARC for the accomplishment of the objectives sought by this conclusion.
		171.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-33. Librarians should eliminate books and documents of no further value to the school, on a carefully planned program on an annual basis.	APPROVED. None.	1. Ltr directing AWC to execute required action. 2. Ltr directing COMARC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing JAG to execute required action. 5. Ltr directing ASA to execute required action. 6. Ltr directing AMC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: N/A Completed: 2nd Qtr, FY 67 ACTION: DCSPER	All schools have been directed to initiate action on this conclusion.
		172.	

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-34. The minimum budget for a school library should be established at approximately \$7,500 each year. The exact budget level in each instance should be based upon the size of the library, the mission of the school, and the role the library must play in supporting, not only instruction but such research activities as may result from the curriculum.	WITHHELD. Pending further study.	1. Ltr directing CONARC to execute required action. 2. Study-implication and submit to CSA. ECD: 1. 19 August 1966 2. 31 December 67	On 2 November 1967, CofSA approved action proposed by CG, USCONARC for the accomplishment of the objectives sought by this conclusion.
		<u>Final Action</u> Required: FY 68 Estimated: 2d Qtr FY 68 Completed: 2nd Qtr, FY 68	
		ACTION: DCSPER-DIT	
			173.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-35. Library staffs throughout the Army school system reflect wide variations in size and grades. In general, they should be augmented to provide a greater degree of professional services in support of the schools. Grades should be reviewed and more nearly equalized throughout the school system.	WITHHELD. Pending Further study.	1. Ltr directing CONARC to execute required action. 2. Study implications and submit to CSA. ECD: 1. 19 August 1966 2. 31 December 1967 <u>Final Action</u> Required: FY 68 Estimated: 2d Qtr FY 68 Completed: 2nd Qtr, FY 68 ACTION: DCSER-DIT	On 2 November 1967, CofSA approved action proposed by CG, USCONARC for the accomplishment of the objectives sought by this conclusion.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-36. The librarian should have faculty status so as to be in a position to anticipate library requirements. A library committee should assist him in the administration of the library, and provide for working coordination between the library and the teaching departments of the school.	WITHHELD. Pending further study.	1. Ltr directing CONARC to execute required action. 2. Study implications and submit to CSA. ECD: 1. 19 August 1966 2. 31 December 1967 <u>Final Action</u> Required: FY 68 Estimated: 2d Qtr, FY 68 Completed: 2nd Qtr, FY 68 ACTION: DCSPER-DIT 175.	On 2 November 1967, CofSA approved action proposed by CG, USCONARC for the accomplishment of the objectives sought by this conclusion.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 15-37. That a career development program for librarians should be vigorously supported and librarians rotated throughout the school system. All librarians should have degrees in Library Science and should be afforded the opportunity to pursue graduate studies in this area on sabbatical leave.	WITHHELD. Develop costs involved and submit to CofSA by 31 December 1966.	1. A civilian career management program for librarians was established in February 1966. Negligible costs were involved since it was integrated into the overall Army program which was in operation. 2. The program emphasized the need for employee mobility and broad experience. In addition, the program is designed to attract college trained librarians and formal education is a prerequisite for promotional and developmental opportunities. The program is vigorously supported by the Adjutant General under the guidance and direction of the Deputy Chief of Staff for Personnel. 3. Present Civil Service regulations provide for the granting of leave for careerists to engage in graduate studies. ACTION: DCSPER 176.	1. The Civilian Career Program for Librarians promulgates the concepts contained in the recommendation and the program is operational. 2. Program operational. Completed: 2nd Qtr, FY 67

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-38. Librarians should be identified with professional library associations and attend conferences and workshops on a periodic basis in a TDY status.	Approved.	1. Civilian Personnel Regulation 950-21, Army Civilian Career Program for Librarians, 10 Feb 1966, governs the Army-wide program for the intake and career management of civilian employees in the occupational field primarily concerned with library administration, materials, and services. The training and development portion of this career document provides uniform and systematic means for the development of those skills and specializations needed by all librarians to increase their competence in the career field. Included are a wide variety of formal and informal courses, special assignments, participation in activities of professional organizations and independent study. ACTION: DCSPER 177.	Completed. 2d Qtr FY 67

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-39. School libraries should be open to students during other than duty hours and students fully oriented on the library and the variety of its service	APPROVED. None.	1. Ltr directing AWC to execute required action. 2. Ltr directing CONARC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing JAG to execute required action. 5. Ltr directing ASA to execute required action. 6. Ltr directing AMC to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: N/A Completed: 2nd Qtr, FY 67 ACTION: DCSPER-DIT 178.	All schools have been directed to initiate action on this conclusion.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 25-40. The Army should keep abreast of developments in the field of automation and the application of advanced techniques toward more effective operation of school libraries.	WITHHELD. Pending further study.	1. Ltr directing CONARC to execute required action. 2. Study implications and submit to CSA. ECD: 1. 19 August 1966 2. 31 December 1967 <u>Final Action</u> Required: FY 68 Estimated: 2d Qtr, FY 68 Completed: 2nd Qtr, FY 68 ACTION: DCSEPER-DIT 179.	On 2 November 1967, CofSA approved action proposed by CG, USCONARC for the accomplishment of the objectives sought by this conclusion.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 26-25. A pilot model of a progressively elective in Communicative Arts should be established in the career (advanced) courses for academic year 1967-68; at the Command and General Staff College for 1970-71; and at the Army War College for 1972-73.	WITHHELD. Pending further study.	None pending CofSA decision on Summary Sheet.	VofCSA, by DCSPER Summary Sheet action on 5 July 1967, revised the original conclusion to read: "A common elective in Communicative Arts (or separate electives in Effective Writing and Oral Presentation) will be established in the branch advanced courses commencing in academic year 1967-68; more advanced electives in this area geared to specific school requirements, will be established at the Command and General Staff College and the Army War College beginning in the same academic year."
		Completed: 1st Qtr, FY 68	Newly approved conclusion was forwarded to USCONARC, JAG, 7SG, and USAWC on 12 July 1967 for execution.
		DCSPER-DIT	
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 26-26. To create time for electives initially, students should receive constructive credit for designated blocks of instruction, based on qualifying examinations. Electives should be given primarily as an integral part of the curriculum, although selected students should be permitted to pursue additional electives on an extra-curricular basis.	WITHHELD. Submit a definitive proposal to the CofSA by 30 Sep 66.	Submit proposal to CSA. EOD: 30 Sep 66	Summary Sheet submitted to CSA 12 Oct 66. (see below, left)
DCSPER recommendation 12 Oct 66 - It is recommended that the conclusion be revised to read as follows: Selectee students, based on qualifying examinations, counselling and records review, may be exempted from certain blocks of instruction and be permitted to pursue additional electives.	APPROVED 25 Oct 66	1. Ltr directing CONARC to execute required action. 2. Ltr directing AWC to execute required action. 3. Ltr directing TSG to execute required action. 4. Ltr directing TJAG to execute required action. EOD: 25 Nov 66 <u>Final Action</u> Required: 1st Qtr FY 68 Estimated: 4th Qtr FY67 Completed: 2nd Qtr, FY67 ACTION: DCSPER	This action is being executed by appropriate commands and agencies except at the AWC which considers the option for individual students to pursue electives not in the Core Curriculum inappropriate.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 27-33. Schools should adopt a vigorous approach in encouraging foreign students to participate in the non-resident instruction program.	APPROVED: Political implication must be carefully considered.	1. DF requesting DCSOPS to execute required action. ECD: 19 August 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 2nd Qtr, FY 68 ACTION: DCSPER-DIT	Revised AR 551-50 published 27 Nov 67.
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
C. ncl 27-34. Programs of instruction should be carefully reviewed to insure that effective use is made of non-academic hours and hours devoted to classified and other subjects in appropriate to foreign students. They should be encouraged to participate in the elective program and to take subjects oriented toward the specific military needs of their respective countries.	<u>APPROVED.</u> None.	Ltr directing CONARC, TSG, AMC, ASA, and JAG to execute required action. ECD: 19 August 1966 <u>Final Action:</u> Required: FY 68 <u>Action Completed:</u> 29 August 1968 ACTION: DCSPER-DIT	At a meeting with the VCofS on 1 June 1968, he directed that USCONARC conduct a review to insure the conclusion has been complied with. USCONARC conducted the review and forwarded the results to DA. A memorandum was forwarded to the VCofS on 29 August 1968 giving results of the review. The review revealed that schools are successfully satisfying the Haines Board requirements to make the most effective use of foreign students' time.

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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 27-35. The Mobilization Courses proposed elsewhere by the Board have not been designed with the foreign student in mind and hence may be of limited value to him. If the proposed Mobilization Courses are adopted in place of Associate Courses, increased quota for Regular Courses should be offered to foreign students. As an exception, no increase in the current quota of 80 foreign officers at the Command and General Staff College Regular Course should be allocated.	WITHHELD. This will be considered as a separate action.	Consider with action to be taken on Recommendation 7 and 9.	Increased quotas have been offered to foreign students in the branch school regular courses. Approved Summary Sheet dated 16 Nov 66 limited the number of foreign officer quotas at USACSC Regular Course to 96. As a result, on 17 Jan 67, the CSA approved a Summary Sheet action to allow foreign officers to attend the USACSC Mobilization Courses provided they successfully complete required sub-courses and the preparatory course.
		Completed: 3rd Qtr. FY 67	
		ACTION: DCSER	
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Recommendation/Conclusion	C/S Decision and Remarks	Action Required	Status
Concl 27-37. A record of other than military activities should be maintained for each officer and forwarded to the MAAG, Mission or attache in his native country upon the graduation of the officer.	APPROVED. The record will provide a brief report of the foreign officer participation in extra-curricular and community affairs; it will give the officer recognition for his contributions and give the MAAG useful feedback. Establish by end of FY 67.	1. DF requesting DCSOPS to execute required action. ECD: 19 August 1966 2. Revision of AR 551-50 by DCSOPS ECD: 1 December 1966 <u>Final Action</u> Required: FY 68 Estimated: 4th Qtr, FY 67 Completed: 3rd Qtr, FY 67 ACTION: DCSER-DIT	Revised AR 551-50 published 27 Nov '67.