

AD-A039 533

ARMY WAR COLL CARLISLE BARRACKS PA
MILITARY STUDIES PROGRAM, ACADEMIC YEARS 1974-1976. (U)
FEB 77

F/G 5/2

UNCLASSIFIED

NL

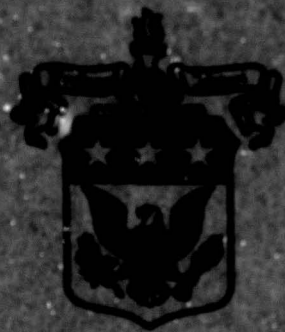
1 of 2

AD 39533



AD A O

STUDENT RESEARCH PAPERS



MILITARY STUDIES PROGRAM
ACADEMIC YEARS 1974-76

BY

IN ARMY WAR COLLEGE

D D
FORM

CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER (21)
4. TITLE (inc Subtitle) Military Studies Program Academic Years 1974-76		5. TYPE OF REPORT & PERIOD COVERED Research Abstracts of Student Papers
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) US Army War College		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS US Army War College Carlisle Barracks, Pennsylvania 17013		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS Same		12. REPORT DATE 16 Feb 77
		13. NUMBER OF PAGES 90
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES 403 565		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		



DEPARTMENT OF THE ARMY
 US ARMY WAR COLLEGE
 CARLISLE BARRACKS, PENNSYLVANIA 17013

IN REPLY REFER TO:

AWCA

16 February 1977

1. This document contains abstracts of selected student papers prepared by students in the Classes of 1974, 1975 and 1976 to fulfill the writing requirement of the Military Studies Program. There is an index of authors by year, abstracts of papers by year, and an index by subject 1974-76.

2. ^{Included} All the abstracts herein are unclassified, although some of the student papers are classified. None of the papers have been cleared for open publication; however, copies may be obtained from the Defense Documentation Center (DDC), Cameron Station, Alexandria, Virginia, 22314. In submitting a request, include reference to the Defense Documentation Center control number listed below the bottom right-hand corner of the abstract.

FOR THE COMMANDANT:

William F. Schless
 WILLIAM F. SCHLESS
 Colonel, Infantry
 Secretary

DDC
 RECEIVED
 MAY 18 1977
 B

ACCESSION for	
DTIC	White Section <input checked="" type="checkbox"/>
DDC	Defi Section <input type="checkbox"/>
UNANNOUNCED	<input type="checkbox"/>
JUSTIFICATION	
BY	
DISTRIBUTION/AVAILABILITY CODES	
Dist.	AVAIL and/or SPECIAL
A	

Approved for public release;
 distribution unlimited.

A

TABLE OF CONTENTS

	<u>Page</u>
INDEX BY AUTHOR	
Academic Year 1974	i
Academic Year 1975	xi
Academic Year 1976	xxi
SECTION I. Abstracts of USAWC Class of 1974	1
II. Abstracts of USAWC Class of 1975	21
III. Abstracts of USAWC Class of 1976	47
SUBJECT INDEX.	57

INDEX BY AUTHOR

ACADEMIC YEAR 1974

<u>Author</u>	<u>Title</u>	<u>Page</u>
Adams, Robert B.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Adams, Robert B.	Command and Control Systems' Evolution and Management in DOD.	1
Adsit, Charles C.	Decisionmaking at DA/DOD Level (U).	2
Arnold, Harvey L., Jr.	The Role of Nuclear Power in Achieving US Energy Self-Sufficiency.	2
Bakarich, Michael N.	Soviet Bloc Influence on the Latin American Military (U).	3
Barrens, Clarence G.	National Security Issues in the Mid-Range Period, 1976-85.	3
Bassham, Archie F.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Baxter, George M.	NATO's Southern Flank: A Strategic Assessment.	4
Bear, Howard J.	Graduate Education within the Armed Forces.	5
Bennett, Willard M., Jr.	Army Families.	5
Berry, William W.	Decisionmaking at DA/DOD Level (U).	2
Biggar, William	NATO's Southern Flank: A Strategic Assessment.	4
Bigney, Russell E.	Exploration of the Nature of Future Warfare.	6
Blalock, Charlie L.	NATO's Southern Flank: A Strategic Assessment.	4

<u>Author</u>	<u>Title</u>	<u>Page</u>
Blasingame, Josiah, Jr.	Decisionmaking at DA/DOD Level (U).	2
Blum, Robert W.	Decisionmaking at DA/DOD Level (U).	2
Bussey, Charles D.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Cannon, Sammy J.	Army Test and Evaluation Revisited: An Appraisal of the Present System.	6
Cantrell, Jack R.	The Military Strategies of the American Civil War.	7
Chambers, Andrew P.	A National Military Strategy for 1990-1995: The Problems of Power Projection.	7
Chandler, Edwin W.	Graduate Education within the Armed Forces.	5
Chandler, Hubert T.	Army Families.	5
Chandler, James D.	United States--United Europe--1980s.	8
Coleman, Edward R.	The Career Management and Utilization of Reserve Component USAWC Graduates.	8
Connolly, Michael F.	A National Military Strategy for 1990-1995: The Problems of Power Projection.	7
Crancer, John W.	Exploration of the Nature of Future Warfare.	6
Crittenden, Robert N.	Army Test and Evaluation Revisited: An Appraisal of the Present System.	6
Crowe, Thomas G.	An Overview of Combat Air Defense Require- ments for the Future (U).	9
Curl, Richard L.	The Classical Strategist in the Nuclear Age: Hero or Has Been?	9
Curtis, Kent F.	The Career Management and Utilization of Reserve Component USAWC Graduates.	8

<u>Author</u>	<u>Title</u>	<u>Page</u>
Davis, Allen C.	National Security Issues in the Mid-Range Period, 1976-85.	3
Davis, Jimmy W.	Should the Code of Conduct be Revised or Eliminated?	10
Davis, Sidney	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions	1
Dawson, Charles H.	Civil-Military Relations in Nigeria, Zaire and Ethiopia and Their Impact on US National Security Interests.	10
Delandro, Donald J.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
DeWitt, William W.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Dickerson, Verna J.	The Role of Women in the Defense Force of Israel.	11
Doctor, Henry, Jr.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Donohue, John E.	National Security Issues in the Mid-Range Period, 1976-85.	3
Dozier, James L.	Seamobile Air Cavalry.	11
Drudik, Robert L.	An Analysis of Behavioral/Structural Conflict Experienced by Systems Staff Officers in Army Materiel Management and Decisionmaking.	12
Druit, Clifford A.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Duffy, James P., Jr.	Army Families.	5
Dunaway, Roy S., Jr.	Decisionmaking at DA/DOD Level (U).	2
Farris, Jack B., Jr.	The Sino-Soviet Issue: War by 1990?	12
Feeley, Robert F.	Command and Control Systems' Evolution and Management in DOD.	1

<u>Author</u>	<u>Title</u>	<u>Page</u>
Fountain, Charles D.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Frederick, William R.	Soviet Bloc Influence on the Latin American Military (U).	3
Fust, John W., Jr.	The Career Management and Utilization of Reserve Component USAWC Graduates.	8
Galloway, Gerald E.	Civil Works in the Army?	13
Galloway, Gerald E.	The Decision Process of the Civil Works Function of the US Army Corps of Engineers.	13
Garvey, Charles J.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Gheen, John W.	Seamobile Air Cavalry.	11
Gibson, Mack L., Jr.	The Organization of African Unity and Peacekeeping.	14
Giles, George R.	The Organization of African Unity and Peacekeeping.	14
Gray, Alfred M., Jr.	A National Military Strategy for 1990-1995: The Problems of Power Projection.	7
Gregory, Theodore O.	Soviet Bloc Influence on the Latin American Military (U).	3
Gruver, Neill R.	Soviet Politico-Military Strategy for Europe, 1977-1984: Implications for the United States and NATO.	14
Hamlin, Thomas M.	Exploration of the Nature of Future Warfare.	6
Hance, Carl W.	NATO's Southern Flank: A Strategic Assessment.	4
Hannon, Clarence W.	Graduate Education within the Armed Forces.	5

<u>Author</u>	<u>Title</u>	<u>Page</u>
Harrison, Hugh B.	The Organization of African Unity and Peacekeeping.	14
Harrison, William H.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Heiss, John L. III	A National Military Strategy for 1990-1995: The Problems of Power Projection.	7
Hetrick, Bradley W.	Exploration of the Nature of Future Warfare.	6
Hickman, Jere L.	Army Families.	5
Hix, Preston D.	Command and Control Systems' Evolution and Management in DOD.	1
Horst, Thomas G.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
House, Joseph W.	An Overview of Combat Air Defense Requirements for the Future (U).	9
Hunt, Wallace G.	Soviet Politico-Military Strategy for Europe, 1977-1984: Implications for the United States and NATO.	14
Hunter, Joseph L.	An Overview of Combat Air Defense Requirements for the Future (U).	9
Jenkins, William M., Jr.	Federal Income Tax and the Military Family.	15
Johnson, Charles R.	Army Families.	5
Jones, Francis E., Jr.	The Career Management and Utilization of Reserve Component USAWC Graduates.	8
Jorgenson, Bruce E.	The Career Management and Utilization of Reserve Component USAWC Graduates.	8
Joseph, Robert E., Jr.	The Impact of Thai Political Trends on US Foreign Policy in Southeast Asia.	15

<u>Author</u>	<u>Title</u>	<u>Page</u>
Lally, Michael J., Jr.	Army Families.	5
Lee, Ray H.	Command and Control Systems' Evolution and Management in DOD.	1
Lenahan, Robert P.	Command and Control Systems' Evolution and Management in DOD.	1
Long, John E.	The Organization of African Unity and Peacekeeping.	14
Longmore, Myron J.	Improving Research and Development Decisionmaking for the User.	16
Lowrey, Patrick R.	Military Confinement: Needless Luxury or Viable Necessity?	16
Lynn, Charles T., Jr.	Graduate Education within the Armed Forces.	5
Madigan, John J. III	The Organization of African Unity and Peacekeeping.	14
Mahlberg, Donald S.	The Military and the Media: A Problem of Perception.	17
Manning, Thomas J.	Soviet Politico-Military Strategy for Europe, 1977-1984: Implications for the United States and NATO.	14
McCrea, J. Hollis V., Jr.	An Overview of Combat Air Defense Requirements for the Future (U).	9
McCurdy, Jasper M.	National Security Issues in the Mid-Range Period, 1976-85.	3
McGraw, Russell M.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
McNealy, Richard K.	Should the Code of Conduct be Revised or Eliminated?	10
Mills, Robert W.	Graduate Education within the Armed Forces.	5
Mitchell, Frederick H.	Executive Appraisal (Confidence in the Officer Evaluation System).	4

<u>Author</u>	<u>Title</u>	<u>Page</u>
Molinelli, Robert F.	The Air Cavalry Brigade in a Precision Guided Munitions Environment (U).	17
Moore, Patrick J.	The Organization of African Unity and Peacekeeping.	14
Morelli, Donald R.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Morgan, Ernest R.	Decisionmaking at DA/DOD Level (U).	2
Motsko, Myron M.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Mullin, James J.	The Evolution of US Naval Strategy 1945-1975.	18
Munger, Murl D.	Exploration of the Nature of Future Warfare.	6
Nastasia, Michael J.	Decisionmaking at DA/DOD Level (U).	2
Nicholson, Allison L.	Army Families.	5
Norbo, Gary J.	Army Families.	5
Omps, Avon R.	Army Families.	5
Ordway, Roderic E.	NATO's Southern Flank: A Strategic Assessment.	4
Owel, William R.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Paige, Emmett, Jr.	Command and Control Systems' Evolution and Management in DOD.	1
Pappajohn, Carroll	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Parker, Russell W.	An Overview of Combat Air Defense Requirements for the Future (U).	9

<u>Author</u>	<u>Title</u>	<u>Page</u>
Passmore, Edwin E.	Seamobile Air Cavalry.	11
Peek, Kenneth L., Jr.	United States--United Europe--1980s.	8
Penny, Hubert F.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Pergerson, Bernard S., Jr.	Modern Volunteer Army: The 25th Infantry Division Experience.	18
Porter, Bobby B.	Tips for ETV Program Planning.	19
Pospisil, Vladimir A.	Army Families.	5
Priore, Fortunato R.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Purcell, Benjamin H.	Should the Code of Conduct be Revised or Eliminated?	10
Reid, Robert L.	Should the Code of Conduct be Revised or Eliminated?	10
Remus, Melvyn D.	Soviet Bloc Influence on the Latin American Military (U).	3
Rossi, Lorraine A.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Sanders, Mac D.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Sands, Thomas A.	Executive Appraisal (Confidence in the Officer Evaluation System).	4
Schleusing, Fredrick C.	Geopolitics: Key to Future World Power Policies.	19
Seeberg, Richard S.	Army Families.	5
Setzer, Howard L., Jr.	Command and Control Systems' Evolution and Management in DOD.	1

<u>Author</u>	<u>Title</u>	<u>Page</u>
Shalikhvili, Othar J.	Decisionmaking at DA/DOD Level (U).	2
Skelton, Charles B.	NATO's Southern Flank: A Strategic Assessment.	4
Slack, Paul D.	National Security Issues in the Mid-Range Period, 1976-85.	3
Smiley, Philip	The Organization of African Unity and Peacemaking.	14
Smith, Issac D.	Should the Code of Conduct be Revised or Eliminated?	10
Springstead, Bertin W.	The Sino-Soviet Issue: War by 1990?	12
Spry, Alfred E.	National Security Issues in the Mid-Range Period, 1976-85.	3
Stallings, David W.	Decisionmaking at DA/DOD Level (U).	2
Stephens, Edward L.	The Sino-Soviet Issue: War by 1990?	12
Stevens, Ronald J.	The Career Management and Utilization of Reserve Component USAWC Graduates.	8
Stokes, William M. III	A National Military Strategy for 1990-1995: The Problems of Power Projection.	7
Stotser, Don M.	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Street, Clover B., Jr.	National Security Issues in the Mid-Range Period, 1976-85.	3
Sullivan, William K.	Seamobile Air Cavalry.	11
Teal, James A., Jr.	Soviet Bloc Influence on the Latin American Military (U).	3
Thompson, Bill T.	FORECAST 90.	20

<u>Author</u>	<u>Title</u>	<u>Page</u>
Trowbridge, Clarence A.	Soviet Politico-Military Strategy for Europe, 1977-1984: Implications for the United States and NATO.	14
Turner, Gary L.	NATO's Southern Flank: A Strategic Assessment.	4
Van Straten, James G.	Graduate Education within the Armed Forces.	5
Villa, Joseph A.	Graduate Education within the Armed Forces.	5
Walker, Paul L.	Command and Control Systems' Evolution and Management in DOD.	1
Walsh, J. Lloyd	Selected Approaches for Maximizing Combat Arms Nonprior Service Accessions.	1
Wells, Norman S.	Management of the Defense Attache System (DAS) (U).	20
Whittaker, Howard C.	A National Military Strategy for 1990-1995: The Problems of Power Projection.	7
Wilkinson, Thomas C.	Should the Code of Conduct be Revised or Eliminated?	10
Williams, Randall L.	Soviet Politico-Military Strategy for Europe, 1977-1984: Implications for the United States and NATO.	14
Wilmes, John J.	Seamobile Air Cavalry.	11
Wise, Robert C.	Seamobile Air Cavalry.	11
Wishart, Leonard P. III	Seamobile Air Cavalry.	11
Woods, Arthur R.	Army Test and Evaluation Revisited: An Appraisal of the Present System.	6
Wubbena, William L., Jr.	Army Families.	5

INDEX BY AUTHOR
ACADEMIC YEAR 1975

<u>Author</u>	<u>Title</u>	<u>Page</u>
Adams, William A.	Proactive Forward Deployments: A Concept for US Military Power Projection in the 1980s.	21
Adsit, John M.	Engineer Support, Europe, D-Day - D+90 (U).	21
Albright, Anthony F.	Processing and Display of Information in the National Military Command Center (NMCC).	22
Andrews, Donald A.	Intrastate Conflict Within the Circum- Caribbean Area.	22
Barker, Llyle J., Jr.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
Batts, John H.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23
Bay, Charles H.	Reserve Component Officers and the US Army War College.	24
Beaumont, Charles D.	The Role of Security Assistance in the Arab-Israeli Conflict.	24
Benn, Clark H.	Engineer Support, Europe, D-Day - D+90 (U).	21
Borneman, Frederick H.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Bramlett, James T.	The Role of Security Assistance in the Arab-Israeli Conflict.	24
Brannen, Barney L., Jr.	The Staff Judge Advocate: Duties and Responsibilities.	25
Brinton, John R.	The Army Stock Fund--Friend or Foe.	26

<u>Author</u>	<u>Title</u>	<u>Page</u>
Brown, Charles D.	Women in the Reserve Components: What are the Real Limits?	26
Brown, Charles W.	The American Volunteer Soldier: Will He Fight? (A Provisional Attitudinal Analysis).	27
Brown, William W.	Brazil '85.	27
Burr, Richard A.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23
Cambell, Chester F.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
Cathcart, James E.	World Wide Military Command Control System (WWMCCS) - The Need for Senior Officer Orientation.	28
Christy, Bobby G.	U. S. Indian Ocean Policy.	28
Churchill, Ralph T.	Psychological Needs and Perceived Presses--USAWC Class 1975.	29
Clarke, Edward F.	US-Thai Security Cooperation in a Changing Security Environment.	29
Cole, William A.	Improving the Army Operations Center as a Crisis Management Facility.	30
Comfort, Clayton L.	Proactive Forward Deployments: A Concept for US Military Power Projection in the 1980s.	21
Compton, James M.	Development of the Heavy-Light Corps.	30
Corkhill, Thomas M.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Crosmun, Clifford A.	Taiwan's Future: Independence or Subsumption.	31

<u>Author</u>	<u>Title</u>	<u>Page</u>
Cuthbertson, Robert J.	Army Research and Development - A New Money Game.	31
Davis, James M., Jr.	An Examination of the Utility of the First Use of Tactical Nuclear Weapons in the Defense of Western Europe.	32
Debro, Julius	Return of Civilian Control: An After- math of Coup D'Etat in Sub-Sahara Africa.	32
Demchuk, Sergi L.	Proactive Forward Deployments: A Concept for US Military Power Projection in the 1980s.	21
Denman, Jerry L.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Dilger, Robert G.	Combat Analysis--Tool for Weapon Decisions (U).	33
Dillard, William H.	The Role of the Army Manager in the Congressional Process.	33
Dillon, William F., Jr.	Strategic Logistics.	34
Dixon, Herbert M.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
Donahue, Robert J.	The Implications of a Consolidation of Management, Control and Operation of the Defense Communications System.	34
Drummond, James E.	The Role of the Army Manager in the Congressional Process.	33
Duffy, John J., Jr.	Nuclear "Parity" or Nuclear "Sufficiency": The US-Soviet Strategic Competition.	35
Fend, Clarence E., Jr.	Iran - A New Persian Empire? (U)	35
Finkbiner, Glenn G.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23

<u>Author</u>	<u>Title</u>	<u>Page</u>
Fioritto, Benny H.	Iran - A New Persian Empire? (U)	35
Fischer, Richard F.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23
Forrell, William J.	Proactive Forward Deployments: A Concept for US Military Power Projection in the 1980s.	21
Gabbert, Howard M., II	Brazil '85.	27
Gatzka, Charles A.	Press Coverage of Secretary Kissinger's Remarks on Military Action in the Middle East.	36
Geesey, Edwin P.	The Role of the Army Manager in the Congressional Process.	33
Glenn, Charles A.	Peacetime Management of Regular Army Divisions Stationed in the Continental United States (CONUS).	36
Godwin, Ralph L.	Iran - A New Persian Empire ? (U)	35
Grant, Walter E.	Brazil '85.	27
Griffith, Gerald S.	The Foreign Area Officer Program: The Efficacy of Combining the Foreign Area Specialist and the Military Assistance Officer Programs.	37
Grimes, John G.	World Wide Military Command Control System (WWMCCS) - The Need for Senior Officer Orientation.	28
Gunter, Gurnie C.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
Hall, James R., Jr.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23

<u>Author</u>	<u>Title</u>	<u>Page</u>
Harris, William I.	A Survey and Analysis of Servicemen's Unions.	37
Hefner, Hal U.	Women in the Reserve Components: What are the Real Limits?	26
Heiter, James A.	US-Thai Security Cooperation in a Changing Security Environment.	29
Herb, Charles D.	World Wide Military Command Control System (WWMCCS) - The Need for Senior Officer Orientation.	28
Hightower, Loyal G.	The Role of the Army Manager in the Congressional Process.	33
Hock, Neil S.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
Huhn, John N.	World Wide Military Command Control System (WWMCCS) - The Need for Senior Officer Orientation.	28
Hutton, Cuthbert P.	An Examination of the Utility of the First Use of Tactical Nuclear Weapons in the Defense of Western Europe.	32
Jarvis, Camie L.	Women in the Reserve Components: What are the Real Limits?	26
Johnson, George M.	U. S. Indian Ocean Policy.	28
Jorns, Russell L.	Engineer Support, Europe, D-Day - D+90 (U).	21
Keener, Eugene F.	Intrastate Conflict Within the Circum- Caribbean Area.	22
Keutmann, John A.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
Kelley, Horace S., Jr.	Taiwan's Future: Independence or Subsummation.	31

<u>Author</u>	<u>Title</u>	<u>Page</u>
Kirk, John M.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Klugh, James R.	Reserve Component Officers and the US Army War College.	24
Kozlowski, Stanley G.	Taiwan's Future: Independence or Subsummation.	31
Kraak, Charles F.	Family Efforts on Behalf of United States Prisoners of War and Missing in Action in Southeast Asia.	38
Kriete, Charles F.	Patterns in General Officer Weekly Schedules and the Organizational Implications of General Officer Use of Time.	38
Kunze, Melton H.	Peacetime Management of Regular Army Divisions Stationed in the Continental United States (CONUS).	36
LaBarrie, John H.	Freedom of Information--Impact on the Federal Bureaucracy.	39
Lockerd, John A.	The Role of Security Assistance in the Arab-Israeli Conflict.	24
Lott, James S.	Taiwan's Future: Independence or Subsummation.	31
Louder, Joseph J.	The Role of Security Assistance in the Arab-Israeli Conflict.	24
Maccini, Francis L.	MBO--A Management Technique for Army Management Doctrine.	39
Maddox, Bobby J.	Taiwan's Future: Independence or Subsummation.	31
Mahan, Gary C.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23
Marko, George F.	Brazil '85.	27

<u>Author</u>	<u>Title</u>	<u>Page</u>
Mason, Elijah F.	Strategic Logistics.	34
Maupin, Joe S.	The Role of the Army Manager in the Congressional Process.	33
May, James L.	Brazil '85.	27
McClellan, Parker W.	Word Processing and RDT&E, Navy Justification Documents Within the Navy.	40
McCormick, Richard L.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
McKnight, Don A.	Professional Development of the Military Executive (Under the Officer Personnel Management System).	23
Merritt, Allen S.	Nuclear "Parity" or Nuclear "Sufficiency": The US-Soviet Strategic Competition.	35
Mikle, Franklin O.	US-Thai Security Cooperation in a Changing Security Environment.	29
Murray, Charles M.	Reserve Component Officers and the US Army War College.	24
Ono, Allen K.	Reserve Component Officers and the US Army War College.	24
Paganelli, John E.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23
Page, George W.	Intrastate Conflict Within the Circum- Caribbean Area.	22
Pales, Bill G.	How Can the Army Improve Its Use of Threat and Intelligence in the Materiel Acqui- sition Process?	40
Pate, Robert I.	US Army Reserve Components-Peacetime Assessment and Management to Meet Mobilization Requirements.	41

<u>Author</u>	<u>Title</u>	<u>Page</u>
Pickens, Homer C., Jr.	A Descriptive Survey of Selected Library Services of the Military Senior Service College Libraries and Report of Library Usage at the US Army War College.	41
Pinkston, William R.	Strategic Logistics.	34
Randels, Dale K.	Real Property Maintenance Activities-- In-House or Contract?	42
Reeves, Donald W.	A Critical Assessment of Engineer Computer Modeling.	42
Richardson, Fred D., Jr.	World Wide Military Command Control System (WWMCCS) - The Need for Senior Officer Orientation.	28
Rickards, Donald A., Jr.	Taiwan's Future: Independence or Subsummation.	31
Robinson, Henry A., Jr.	Tri-Service Physician's Assistants Programs.	43
Rose, Myron W.	Leadership and Persuasion.	43
Rosenberg, Theodore R.	Brazil '85.	27
Roth, Bernard J.	Strategic Logistics.	34
Roth, Morton F.	Iran - A New Persian Empire? (U)	35
Ruane, Eugene J.	Is An Independent European Nuclear Deterrent a Real Possibility?	44
Savoy, Ernest R.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Scales, David E.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23

<u>Author</u>	<u>Title</u>	<u>Page</u>
Shannon, John W.	The Role of the Army Manager in the Congressional Process.	33
Skinner, Gary N., Sr.	Improved Management at Department of the Army Level.	44
Smith, Vernon C.	U. S. Indian Ocean Policy.	28
Steverson, James R.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Taylor, Arthur E., Jr.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23
Taylor, Jeremy D.	The Articulation and Justification of Military Needs in Congressional Testimony.	45
Thompson, Helmer W.	Tri-Service Physician's Assistants Programs.	43
Tolfa, Edward, Jr.	Strategic Logistics.	34
Tolleson, Frederic L.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Torsani, Joseph A., Jr.	Iran - A New Persian Empire? (U)	35
Tucker, Jesse E.	Strategic Logisitcs.	34
Underwood, David B.	The Development, Promulgation and Implementation of Doctrine for Joint Operations (U).	25
Ushijima, Ronald R.	The Role of Security Assistance in the Arab-Israeli Conflict.	24
Vincent, Joseph F.	An Examination of the Utility of the First Use of Tactical Nuclear Weapons in the Defense of Western Europe.	32

<u>Author</u>	<u>Title</u>	<u>Page</u>
Weaver, Calvin G.	Strategic Logistics.	34
Weiler, Harold E.	The Roles of Women in the Army and Their Impact on Military Operations and Organizations.	23
Wilmot, Richard W.	An Examination of the Utility of the First Use of Tactical Nuclear Weapons in the Defense of Western Europe.	32
Wilson, Gerald F.	Japan: Military Options for the 1980's.	45
Wright, Billy J.	Arms and the Campus in 1975: Army ROTC in Transition.	46
Young, James L.	Taiwan's Future: Independence or Subsummation.	31
Zischke, Douglas A.	Iran - A New Persian Empire? (U)	35

INDEX BY AUTHOR
ACADEMIC YEAR 1976

<u>Author</u>	<u>Title</u>	<u>Page</u>
Bax, Giles A.	Management of Reserve Component US Army War College Graduates: Selection and Utilization.	47
Briney, James R. III	Analytical Use of Computerized War Gaming (U).	47
Brudvig, Dale K.	The Brigade With or Without Organic Combat Support and Combat Service Support.	48
Caruso, John P.	Beyond the Nation State: Managing the Transnational Political, Social and Cultural Roles of the Multinationals.	48
Countryman, John R.	Iran in the View of the Persian Gulf Emirates.	49
Dawkins, Peter M.	Conventional Arms Transfers and Control: Producer Restraints.	49
Forburger, Thomas V.	US Army Officers' Attitudes and Perceptions of National and International Issues and Trends.	50
Graves, Gary P.	An Analysis of the Department of Defense Strategic Management Process.	50
Hoyt, John V.	Alaska: A Strategic Appraisal (U).	51
Hupe, Charles E.	Management of Reserve Component US Army War College Graduates: Selection and Utilization.	47
Ikeda, Moss M.	Management of Reserve Component US Army War College Graduates: Selection and Utilization.	47
Jefferds, William J.	Reserve Component Armor Crew Training: Israel, Federal Republic of Germany and the United States.	51

<u>Author</u>	<u>Title</u>	<u>Page</u>
Jefferds, William J.	Management of Reserve Component US Army War College Graduates: Selection and Utilization.	47
Johnson, Kermit D.	Factors Influencing Job Satisfaction Among Army Chaplains.	52
Kelly, Edward V.	Reserve Component Armor Crew Training: Israel, Federal Republic of Germany and the United States.	51
Kitterman, James H.	Alaska: A Strategic Appraisal (U).	51
Krull, Larry D.	NATO Without US Ground Troops: An Assessment.	52
Llewellyn, Marvin D.	Army Promotion Board Exercise Analysis.	53
Lunde, Henrik O.	North European Oil: Implications for NATO (U).	53
Macedonia, Raymond M.	Analytical Use of Computerized War Gaming (U).	47
McDonald, Thomas B. III	Management of Army Communications, Computer, and Electronic Systems Resources.	54
Olsen, Edmund J., Jr.	An Examination of the US Army Fish and Wildlife Management.	54
Schmidt, Charles E.	Beyond the Nation State: Managing the Transnational Political, Social and Cultural Roles of the Multinationals.	48
Staudenmaier, William O.	Vietnam: Mao vs. Clausewitz.	55
Stewart, John P.	Impact of the Congressional Budget Act of 1974 on the Department of Defense Budget.	55
Wagner, Theodore L.	Reserve Component Armor Crew Training: Israel, Federal Republic of Germany and the United States.	51

<u>Author</u>	<u>Title</u>	<u>Page</u>
Watson, Gerald G.	Satisfying the Need for an Offensive Chemical Warfare Capability (U).	56
Wong, Donald R.	Dynamics of the Sino-Soviet Dispute: Border Demarcation and Territorial Claims.	56

SECTION I

ABSTRACTS

USAWC CLASS OF 1974

AUTHOR(S): Robert Adams, LTC, FC; Sidney Davis, LTC, FA; William DeWitt, LTC, ADA; Charles Garvey, LTC, Inf; William H. Harrison, LTC, Inf; Donald Morelli, LTC, CE; Myron M. Motsko, LTC, SigC; William Owel, LTC, FA; Fortunato R. Priore, LTC, AGC; Don M. Stotser, LTC, Armor; and Mr. J. Lloyd Walsh, DIA.

TITLE: Selected Approaches For Maximizing Combat Arms Nonprior Service Accessions

FORMAT: Group Research Report

DATE: 28 May 1974 **PAGES:** 89 **CLASSIFICATION:** Unclassified

This report is an anthology of six separate and distinct approaches to maximizing combat arms accessions. Each approach stands by itself as an independent effort. The six approaches are: (1) Recruiting Advertising - an analysis of current practice and recommendations for future efforts; (2) The Challenge Pursuit Volunteer System - a program for providing attainable goals and incentives to attract and motivate enlistees throughout their enlistment; (3) Enlistment Options - an analysis of two proposed enlistment options; (4) Utilization of Women in the Combat Arms - an extensive and well documented analysis of the potential assets and liabilities associated with the use of women in the combat arms; (5) Social Science-Technology Approach to Recruiting - a detailed plan for a scientifically based program to increase the effectiveness of recruiting efforts; (6) The US Army Reserve Alternative - an analysis of Army Reserve recruiting.

AD 783 464

AUTHOR(S): Robert B. Adams, LTC, FC; Robert F. Feeley, LTC, SigC; Preston D. Hix, LTC, SigC; Ray H. Lee, LTC, SigC; Robert P. Lenahan, CAPT, USN; Emmett Paige, Jr., COL, SigC; Howard L. Setzer, Jr., LTC, SigC; Paul L. Walker, Mr., NSA; Frank E. Owens, LTC, SigC, Research Adviser

TITLE: Command and Control Systems' Evolution and Management in DOD

FORMAT: Group Research Project

DATE: 31 May 1974 **PAGES:** 114 **CLASSIFICATION:** Unclassified

This project studied the evolutionary development of command and control; assessed the complexity of the current World Wide Military Command and Control System (WWMCCS) and prepared ways to improve future management of the WWMCCS. Data was gathered from literature search and from personal interviews with representatives of the Secretary of Defense, the organization of the Joint Chiefs of Staff, Department of the Army, various Unified and Specified Commands and with civilian contract personnel. This study reviewed command and control experiences in World War II, Korea, and Vietnam, and examined our evolving national command philosophy. An analysis of the current WWMCCS and its future plans led to the following conclusions: a more effective organization for centralized management is required; the development and implementation of more detailed standard procedures and operator/user training is needed; further study to realign current organizational doctrine to the evolving National Command Authority Philosophy should be initiated; and, a DOD WWMCCS design agency should be established.

AD 785 488

AUTHOR(S): Charles C. Adsit, LTC, OrdC; William W. Berry, LTC(P), FA; Josiah Blasingame, Jr., LTC(P), SigC; Robert W. Blum, COL, FA, Research Leader; Roy S. Dunaway, Jr., LTC, Inf; Ernest R. Morgan, COL, ADA, Michael J. Nastasia, DSA; Othar J. Shalikhshvili, LTC, Inf; David W. Stallings, LTC, OrdC.

TITLE: Decisionmaking at DA/DOD Level (U)

FORMAT: A Group Research Project

DATE: 3 June 1974 **PAGES:** 162

CLASSIFICATION: SECRET

(U) The purpose of the research was to examine for rationality some recent decisions affecting the acquisition of major materiel systems for the Army. Two of the Army's BIG FIVE were selected for investigation; the XM1 Main Battle Tank and the Advance Attack Helicopter. Data were gathered using literature search and personal interviews with knowledgeable officials. A history of each program was reconstructed and a comparative analysis made. Essential to a clear understanding of the research goal is the requirement to understand rationality as a consistency among decisions to like problems decided on the basis of a single value system. The investigation revealed that the parallel Army decisions for the two programs were basically consistent and therefore basically rational. Two mutual inconsistencies that were discovered tend to substantiate the occasional emergence or irrational decisions from the process. These two irrationalities were determined to be human frailties rather than overall system acquisition failures. Overall, it was concluded that there exist at the highest levels of the Army a corporate body making consistent and therefore rational materiel acquisition decisions based on a describable value system.

AD 532 007L

AUTHOR(S): Harvey L. Arnold, Jr. COL, CE

TITLE: The Role of Nuclear Power in Achieving US Energy Self-Sufficiency

FORMAT: Individual Research Report

DATE: 28 May 1974 **PAGES:** 52

CLASSIFICATION: Unclassified

The extent to which the nuclear power industry should be expected and encouraged to contribute to US energy self-sufficiency is investigated by quantifying the current and projected shortfall in domestic energy resource production and examining the potentials of the nuclear industry and all feasible alternatives in eliminating the shortfall. Current data establishing the shortfall through the end of this century are presented, as are summaries of the current status and expected future contributions of alternative solutions. The nuclear alternative is discussed in greater detail. Analyses combining these data emphasize the period through 1985, the generally accepted date by which fuel imports could be eliminated. It is concluded that the US has sufficient resources for self-sufficiency, but that the problem requires strong coordinated action. All promising alternatives must be pursued, and the accelerated growth of the nuclear industry encouraged.

AUTHOR(S) Michael N. Bakarich, COL, FA; William R. Frederick, LTC, AR; Theodore O. Gregory, COL, FA; Melvyn D. Remus, LTC, EN; James A. Teal, Jr., COL, MI; Bernard Loeffke, LTC, INF, Research Adviser.

TITLE: Soviet Bloc Influence on the Latin American Military (U)

FORMAT: Modified Case Study

DATE: 3 June 1974 **PAGES:** 265 **CLASSIFICATION:** FOUO

(U) The study established the importance to the Soviets of winning, neutralizing, or at least influencing the Latin Military Forces so that Soviet international socialism can expand in the Western Hemisphere at the expense of the United States. It examines Soviet Bloc strategy and on-going activities to influence the Latin American military, using the countries of Brazil, Colombia and Peru as case studies. Data was gathered using a literature search, personal interviews with both civilian and governmental Latinologists, polling a large number of personnel, and visits to the above countries. It is concluded that: (1) there is negligible Soviet Bloc influence on the Brazilian government and military; (2) there is significant Soviet Bloc influence on the Peruvian government and military, but the likelihood of Peru espousing the Soviet brand of socialism is remote; and (3) there is no noticeable Soviet Bloc influence on the Colombian military. However, the Soviets have the capability through labor, guerrillas, students and its local Communist Party to create instability in that nation. To counter the Soviet Bloc challenge, the US should actively address its current Inter-American problems. The Military Assistance Program should be continued.

AD E003921L

AUTHOR(S): Clarence G. Barrens, COL, IN; Allen C. Davis, USFS; John E. Donohue, LTC, FA; Jasper M. McCurdy, COL, MI; Paul D. Slack, LTC, USMC; Alfred E. Spry, LTC, IN; Clover B. Street, Jr., LTC, IN; Kenneth H. White, Jr., COL, AR, Research Adviser

TITLE: National Security Issues in the Mid-Range Period, 1976-1985.

FORMAT: Group Research Project

DATE: 30 May 1974 **PAGES:** 193 **CLASSIFICATION:** Unclassified

The basic question is what will be the security issues of a significant and enduring nature in the mid-range period. Data was gathered representing the background readings, systematic discussions, consultations and individual views of the research committee. The following issues were selected by the committee as among the most important and a section of the paper devoted to each of these issues:

National Will; Domestic Issues: Will lack of confidence in government impact adversely on national security during the 1976-85 period? Is the expressed goal of energy self-sufficiency by 1980 realistic? To what extent will race relations influence national priorities in the mid-range period?

International Issues: Should the Atlantic Alliance remain the core element of US foreign policy? What policy should the US follow in the settlement of the Arab-Israeli conflict? What should be the future of the US-Japanese Alliance? What policy should the US follow in order to keep the benefits of extensive international economic intercourse free of crippling restrictions?

Force Issues: What are the implications of the "Total Force Policy" on our defense posture and our security assistance programs? How can we satisfy our total military manpower requirements under the All Volunteer Force Concept? Can we maintain an effective military force with the probable mid-range budgetary constraints?

AD 785 494

AUTHOR(S): A. F. Bassham, LTC, ADA; C. D. Bussey, LTC, INF; D. J. Delandro, LTC, AGC; H. Doctor, Jr., LTC, INF; C. A. Druit, LTC, MPC; C. D. Fountain, LTC, INF; T. G. Horst, LTC, CE; R. M. McGraw, LTC, ADA; F. H. Mitchell, LTC, INF; C. Pappajohn, COL, INF; H. F. Penney, LTC, QMC; L. A. Rossi, COL, WAC; M. D. Sanders, LTC, FA; T. A. Sands, LTC, CE.

TITLE: Executive Appraisal (Confidence in the Officer Evaluation System)

FORMAT: Group Research Project

DATE: 18 June 1974

PAGES: 217

CLASSIFICATION: Unclassified

This study investigates a unique and heretofore untapped aspect of the Army's officer efficiency reporting system, i.e., an investigation of the officer corps' confidence in the system. The study represents approximately 5,000 man hours of research, conducted by 14 personnel specialists who worked as a research team during the USAWC Military Research Program.

Data were collected by field survey techniques--a five part questionnaire and in-depth interview. The study provides detailed and specific explanation of why raters rate as they do, as well as specific reasons why officers have or do not have faith in the officer efficiency reporting system.

The primary recommendation is that the Army formulate a "confidence strategy" to build faith in the system. The recommendation includes a strategic concept as well as specific supporting objectives. Annexes include a wealth of supporting data on rating behavior and confidence as well as a clear and comprehensive annotated bibliography on recent and contemporary developments in executive appraisal.

AD 782 922

AUTHOR(S): George Baxter, LTC, INF; William Biggar, CDR, USN; Charlie Blalock, COL, ENGR; Carl Hance, LTC, QMC; Roderic Ordway, LTC, INF; Charles Skelton, LTC, USAF; Gary Turner, LTC, FA; Richard O. Gillick, COL, QMC, Research Adviser

TITLE: NATO's Southern Flank: A Strategic Assessment

FORMAT: Group Research Project

DATE: 28 May 1974

PAGES: 150

CLASSIFICATION: Unclassified

The purpose of this research was to conduct a critical evaluation of the Southern Flank members of NATO (Italy, Greece, and Turkey), to include the political, cultural, and economic stability of each, as well as the capability of their armed forces to contribute to the NATO mission, and within this context, to assess the NATO mid-range strategy for the "Southern Region." The study was influenced by the belief that, to be useful, strategy must have congruity with global and regional reality. For this reason, a brief assessment was also made of the entire Mediterranean littoral as well as other factors that might influence the mid-range strategy, e.g., the Arab-Israeli conflict, MBFR, etc. The study concludes that the current NATO military strategy, with some modifications to maximize strengths and minimize weaknesses, is sound, but that overall NATO strategy in the "Southern Region" is remiss in failing to aggressively pursue political, economic, and regional opportunities to improve NATO security and solidarity.

AD-A001438

AUTHOR(S): Howard J. Bear, LTC, USAF; Edwin W. Chandler, LTC, SigC; Clarence W. Hannon, COL, FA; Charles T. Lynn, LTC, FA; Robert W. Mills, LTC, AR; James G. Van Straten, LTC, MSC; Joseph A. Villa, LTC, INF; William A. Mauer, Prof, Research Leader

TITLE: Graduate Education within the Armed Forces

FORMAT: Group Research Project

DATE: 31 May 1974 **PAGES:** 183 **CLASSIFICATION:** Unclassified

In the view of Congress, there are fundamental questions concerning officer graduate level education programs of the Armed Forces. Forces and trends within society and the defense environment have placed increased reliance on graduate education during the past quarter century. Rising education and training costs within the military have spurred Congressional concern regarding the Service's graduate education needs, the magnitude of educational expenditures, and the management practices surrounding the utilization of officers holding graduate degrees. Sufficient progress has not been made since the critical GAO Report of 1970 to alleviate Congressional concerns with the DOD and the Service's graduate education programs. The basic philosophy of position validation appears inadequate for Service justification of graduate education in contemporary society. The Services, in general must critically review and modify existing justification for their fully funded programs; and, the Army in particular must properly interface the conceptual philosophies of the Army Education Requirements Board with the changes inherent in the new Officer Personnel Management System.

AD A001443

AUTHOR(S): W. M. Bennett, Jr., LTC, FA; H. T. Chandler, COL, DC; J. P. Duffy, Jr., COL, MPC; J. L. Hickman, LTC, FA; C. R. Johnson, LTC, Inf; M. J. Lally, Jr., LTC, Inf; A. L. Nicholson, LTC, TC; G. J. Norbo, LTC, QM; A. R. Omps, COL, ADA; V. A. Pospisil, LTC, FA; R. S. Seeberg, LTC, AGC; W. L. Wubben, Jr., COL, FA; D. R. Segal, Ph.D.; R. Holz, Ph.D.; M. W. Segal, Ph.D.; COL R. S. Nichols, MSC.

TITLE: Army Families

FORMAT: Group Research Project

DATE: 1 June 1974 **PAGES:** 148 **CLASSIFICATION:** Unclassified

This study examines Army families as related to the important areas of housing, health, income, education, and recreation. Additionally, social and psychological factors such as career advantages, privacy, sense of community, security, mobility, religion, and marital relations are investigated. Comparisons are drawn between Army families and civilian families in selected areas. The report attempts to identify the state of the art by listing all available data and research sources relating to Army families. The perceived quality of the Army family life and its impact on retention is investigated. The family is examined so as to better understand the hopes, aspirations, disappointments, and attitudes of family members toward the Army.

AD 785 490

AUTHOR(S): Russell E. Bigney, CDR, USN; John W. Crancer, LTC, IN, USA; Thomas M. Hamlin, LTC, USMC; Bradley W. Hetrick, LTC, USAF; Murl D. Munger, LTC, IN, USA; Robert M. Reuter, COL, AR, USA, Research Adviser

TITLE: Exploration of the Nature of Future Warfare

FORMAT: Group Research Project

DATE: 3 June 1974

PAGES: 103

CLASSIFICATION: Unclassified

The objective is to determine plausible forms of military action, violence, or coercion that will be used by nation-states to attain political or economic goals in the early years of the 21st Century. To accomplish this objective, a thorough exploration and examination of current micro-trends (and in some cases significant macro-trends) in the fields of Economics, Politics, and Technology was conducted. Also considered were the effects of anticipated psychosociological drives in various population segments. The focus within these broad research areas was narrowed to those specific trends which unmistakably would influence military strategy, planning, and employment in the years ahead. The trends were then projected and five plausible levels of conflict determined. These are: Terrorism, Insurgency, Minor War, Major War, and Total War. Parameters pertaining to each conflict level were established. The paper concludes with projections regarding the declining utility of formal warfare but stresses that warfare will continue to be a viable option for attaining national interests.

AD-A001439

AUTHOR(S): Sammy Cannon, COL, SigC, Robert Crittenden, LTC, Inf, Arthur Woods, GS15, DAC.

TITLE: Army Test and Evaluation Revisited: An Appraisal of the Present System

FORMAT: Group Research Report

DATE: 3 June 1974

PAGES: 137

CLASSIFICATION: Unclassified

Significant changes were made to the Army structure during 1972-1973 with the formation of TRADOC, FORSCOM, and OTEA. At the same time the Army instituted new basic policies for material acquisition. The impact of these changes on the test and evaluation process was examined to determine if the new organization improved the way the Army did its testing. Additionally, the current test system and organization was examined to identify areas where improvements could be made. FDTE was found to be very weak in structure and accomplishment. Further, the resources available for this type of testing were fragmented and not effectively utilized. Although OTEA was assigned the overall responsibility for operational testing, it was found that most nonmajor systems would be tested by TRADOC or some other command. Moreover, as a result of the 1974 Army Staff reorganization operational testing received no DA staff supervision. To resolve these major problems it is recommended that a Force Development Test and Evaluation Agency be formed at TRADOC with MASSTER and CDEC as subordinate elements; that the AMC test boards be assigned to OTEA to do all operational testing; and that on the Army Staff the DCSRDA be given staff responsibility for both development and operational testing and the DCSOPS be given responsibility for force development testing.

AUTHOR(S): Jack R. Cantrell, LTC, FA

TITLE: The Military Strategies of the American Civil War

FORMAT: Individual Research Project

DATE: 4 June 1974 **PAGES:** 102 **CLASSIFICATION:** Unclassified

This study identifies the major aspects of the military strategies of the Union and Confederacy in the American Civil War, to include the motivations of the principals who originated and implemented them, the applicable effects of national and international politics, and the influencing of social and geographic factors. Evolution of the strategies has been traced from the secessions and formation of the Confederate States of America through the Fort Sumter crisis and the subsequent war. Considerations have been given to changes in strategy made requisite by the actions of opposing forces and the ultimate effect of the opposing strategies on the length and outcome of the war. Primary and secondary source documents have been used, particularly from those available at the US Army Military History Research Collection. The study illuminated Clausewitz' thesis that: "War is the continuation of diplomacy by other means" and determined, conclusively, that the military strategies of the Union and the Confederacy were classic examples of employing the armed forces of a nation to secure the objectives of national policy by the application of force, in prewar political maneuvers, in the securing of undecided states during the build-up phase, and in the conduct of the war.

AD 785 487

AUTHOR(S): Andrew P. Chambers, LTC, INF; Michael F. Connolly, LTC, USAF; Alfred M. Gray, Jr., COL, USMC; John L. Heiss, III, COL, MI; William M. Stokes, III, LTC, ARMOR; Howard C. Whittaker, LTC, ORDC; Lewis S. Sorley, III, LTC, ARMOR (Research Leader)

TITLE: A National Military Strategy for 1990-1995: The Problems of Power Projection

FORMAT: Group Research Project

DATE: 6 June 1974 **PAGES:** 83 **CLASSIFICATION:** Unclassified

The report recommends a National Military Strategy for the period 1990-1995 and examines selected problems of power projection in that period. The study is driven by three precepts: the need for long-range planning, a total power concept, and a military strategy derived from both the traditional "threat" and the less often acknowledged "national policy." Elements of military strategy which are insensitive to future change as well as areas where predictable trends will occur are analyzed. A loose-bipolar world, a lessening of tension, and a greater accommodation between the US and the USSR is perceived. Resources will be critical and nations will compete for their availability. US technology will play a significant role in developing national power. A national strategy to protect and defend the United States, foster a world environment that will permit the nation to flourish, and provide a domestic environment which ensures equality, opportunity, justice, and a better way of life is selected. From it is derived a military strategy with strategic and tactical force packages to accomplish the roles of deterrence, warfighting, and leverage. These forces will be highly dependent upon future technology. The issues of no foreign bases, the future role of reserve forces, and capabilities and concepts for the 90s, are discussed and alternatives are presented.

AD 785 489

AUTHOR(S): James D. Chandler, LTC, CE and Kenneth L. Peek, Jr., COL, USAF

TITLE: United States -- United Europe -- 1980s

FORMAT: Individual Research Project

DATE: 28 May 1974 **PAGES:** 106 **CLASSIFICATION:** Unclassified

The question addressed in this study was whether the current NATO organization and strategy was suitable today. A tangential question was whether NATO could survive the 1970s without major changes. The study concludes with a resounding NO to both questions. The current NATO organization was conceived during the late 1940s when the United States possessed overwhelming economical and nuclear superiority. Although there has been one significant change to NATO strategy (the MC14/2 strategy was changed to the MC14/3) the current strategy retains the ultimate dependency on the US strategic nuclear force despite nuclear parity with the USSR. The "firebreak" incorporated in the MC14/3 strategy requires an adequate conventional capability in Europe. It is questionable whether the NATO conventional capability is adequate today; however, current spending trends which would require substantial reductions in the defense spending of NATO nations, detente euphoria, and increasing congressional support to reduce the American NATO presence, promise to further erode the existing conventional capability. It is thus concluded that the danger of the unraveling of NATO or the Finlandization of Western Europe is a distinct probability unless Western Europe forms a political union with their own independent and credible strategic nuclear deterrent.

AD-A011184

AUTHOR(S):

Edward R. Coleman, COL, FA

Kent F. Curtis, LTC, INF

John W. Fust, Jr., LTC, INF

Ralph J. Hippert, COL, QMC, Research Leader

Francis E. Jones, Jr., LTC, CE

Bruce E. Jorgenson, LTC, FA

Ronald J. Stevens, LTC, FA

TITLE: The Career Management and Utilization of Reserve Component USAWC Graduates

FORMAT: Group Research Report

DATE: 3 June 1974 **PAGES:** 64 **CLASSIFICATION:** Unclassified

A study of the Reserve Component officers attendance of the US Army War College Nonresident Course. The areas receiving primary attention are: prerequisites, selection procedures, curriculum, and subsequent utilization. The purpose is to evaluate the current system of achieving a USAWC education. The objective of the study is to propose recommendations designed to improve the current system.

AUTHOR(S): Thomas G. Crowe, COL, ADA; Joseph W. House, LTC, ADA; Joseph L. Hunter, LTC, ADA; J. Hollis V. McCrea, Jr., LTC, ADA; Russell W. Parker, LTC, ADA; Research Adviser: COL M. J. Herbert, ADA

TITLE: An Overview of Combat Air Defense Requirements for the Future (U)

FORMAT: Case Study

DATE: 31 May 1974

PAGES: 92

CLASSIFICATION: SECRET

(U) The basic question is whether or not the current air defense structure within the Corps and Division is adequate to provide the required protection for these forces. The threat facing NATO forces in Europe was reviewed; possible future force structures were developed; the need for individual air defense was addressed. The complexities of the airspace management problem were investigated. Data was gathered using a literature search, attendance at several briefings, and from personal interviews with senior analysts, senior commanders and staff officers in the US and in Europe. The threat to the combat air defense assets currently in the division and corps structure was investigated. A study of joint and combined doctrine for control of the airspace over the battlefield was made, and the requirements for individual air defense techniques was analyzed.

AD-C000995L

AUTHOR(S): Richard L. Curl, LTC, EN

TITLE: The Classical Strategist in the Nuclear Age: Hero or Has-Been?

FORMAT: Individual Research Project

DATE: 29 May 1974

PAGES: 43

CLASSIFICATION: Unclassified

With the advent of the Atomic Age, strategic thought underwent a radical transformation as the objective of the strategist shifted from "winning" wars to "detering" them. As Deterrent Theory evolved since 1945, the search for the initiative emerged as the most prominent evolutionary thread. This search has led to a gradual merging with classical concepts and a return to the traditional method of historical analysis as the basis for drawing strategic concepts. At present we are at a strategic crossroads and a 'new school' of strategic thought is about to emerge. The leadership of this 'new school' will be a man or group of men (think tank) drawn on the classical model: possessing a positive mind-set, well-versed in classical theory, knowledgeable in both the hard and the soft sciences, and trained in historical analysis and the integrative approach. This model is, essentially, the 'generalist' who was, until the 1950s, the aim of professional military education. The 'generalist' and the 'classical strategist', both the "has-beens" of the '50s and '60s, have an inside track to be the "heroes" of the '70s and '80s.

AUTHOR(S): Jimmy W. Davis, CDR, USN; Richard K. McNealy, COL, JAGC;
Benjamin H. Purcell, COL, INF; Robert L. Reid, COL, MC; Isaac
D. Smith, LTC, FA; Thomas C. Wilkinson, LTC, USAF; Nathaniel
C. Kenyon, COL, JAGC, Research Adviser

TITLE: Should the Code of Conduct be Revised or Eliminated?

FORMAT: Group Research Project

DATE: 3 June 1974 **PAGES:** 78(+ attach) **CLASSIFICATION:** Unclassified

This research paper addresses the question whether the Code of Conduct should be retained, revised or even eliminated. To help the Department of the Army in making this decision, the present study provides a close examination of the attitudes and opinions that prevail in the Army today with respect to the Code. Using a survey methodology, over 2100 individual responses were collected and analyzed with computer assistance. A cross-section of service personnel was queried, to include prisoners of war from Vietnam. Attitudes were measured that concerned basic familiarity with the Code, estimated ability to comply with its Articles and opinion with respect to future retention of such a document. Results indicate overwhelming support for the concept or idea of a Code. Most of those interviewed saw a real need for such guidance. There was also strong evidence that certain Articles caused understanding and compliance difficulties. There was also receptivity to change in the present Code if this would resolve these problems. Any such change, however, would have to be accomplished without impairing the present high levels of recognition and acceptance enjoyed by today's Code of Conduct.

AD-A009715

AUTHOR(S): Charles H. Dawson, Mr., USIA

TITLE: Civil-Military Relations in Nigeria, Zaire, and Ethiopia and
Their Impact on US National Security Interests

FORMAT: Individual Research Project

DATE: 30 May 1974 **PAGES:** 46 **CLASSIFICATION:** Unclassified

This paper examines civil-military interrelations in Nigeria, Zaire, and Ethiopia, and the impact these countries have on US national security interests. These three countries are the most important countries in Africa to the US, in the area of national security interests. In each of the three countries there is (1) an examination of the civil-military inter-mix since independence and (2) an assessment of the present political situation and outlook for the future. In each section there is a historical look at US relations in general with each country and then a closer examination of specific US involvements in economic, educational, military sales and assistance programs. The paper concludes with an evaluation of the positive and negative elements of US relations and the importance these countries have for US security.

AUTHOR(S): Verna J. Dickerson, COL, WAC

TITLE: The Role of Women in the Defense Force of Israel

FORMAT: Individual Research Project

DATE: 31 May 1974

PAGES: 76

CLASSIFICATION: Unclassified

The purpose is to examine the role of women in the Israeli military, with a view toward clarifying misconceptions as to their utilization and assignment, and toward developing an understanding of the reasons for the Israeli policies. The research material was obtained by personal interviews and visits to the sites described in Israel. There is conscription of women in Israel, but women are drafted only in numbers necessary to meet manpower shortages. In general, the tasks the women perform are administrative, technical, and service duties that require either no specialized training or very little training. The IDF feels that it is not a good investment to give costly training to women, because they are likely to become wives and mothers and leave the military. Women are neither trained for combat nor assigned to combat roles, but some serve with combat units. There is no type of ground unit to which they cannot be assigned as noncombat personnel; however, they do not serve on ships or fly aircraft. It is concluded that the US military, under pressure of manpower needs in a zero draft environment, as well as changing cultural attitudes, is venturing far ahead of the IDF in regard to equality of opportunities for women.

AD 782 923

AUTHOR(S): James L. Dozier, LTC, AR; John W. Gheen, LTC, INF; Edwin E. Passmore, LTC, INF; William K. Sullivan, CDR, USN; John J. Wilmes, LTC, TC; Robert C. Wise, LTC, USMC; Leonard P. Wishart III, LTC, INF; Richard J. Glikes, COL, AR, Research Leader.

TITLE: Seamobile Air Cavalry

FORMAT: Group Research Paper

DATE: 3 June 1974

PAGES: 194

CLASSIFICATION: Unclassified

Seamobile Air Cavalry is a concept which combines the tactical capabilities of air cavalry with the strategic advantages of a mobile seabase. This study examines the validity of the concept to provide a strategic force for the projection of US power. The world environment of 1980-85, and US interests therein, is first postulated. The utility of such a force is then considered, focusing on the strategic implications, deterrent value, and general operational conditions under which the force might be employed. Finally, organization, operational, and materiel concepts are proposed to implement the force. The study concludes that the concept is valid, highly desirable, capable of immediate implementation, and provides another option to national leadership for the protection of US interests. Recommendations for further study to determine optimum organizations and sea platforms are offered.

AD 785 486

AUTHOR(S): Robert L. Drudik, LTC, INF

TITLE: An Analysis of Behavioral/Structural Conflict Experienced by Systems Staff Officers in Army Materiel Management and Decisionmaking.

FORMAT: Individual Research Project

DATE: 22 August 1974

PAGES: 155

CLASSIFICATION: Unclassified

This study analyzes the conditions of conflict which existed between the behavior of individuals assigned as System Staff Officers and the structure (organization) in which they worked. While the functions performed by Systems Staff Officers in materiel management and decisionmaking are deemed to have been highly contributory, no other study is known to exist which analyzes the human cost and conditions of productivity attendant to this specific management function (System Staff Officer). This field study is an ex post facto scientific inquiry aimed at determining the interactions and relationships between psychological/sociological variables which were pervasive in the System Staff Officers' working environment.

Data were collected mainly by field survey techniques--a four part questionnaire and interviews. The study provides detailed proof that conditions of conflict did, in fact, exist as well as causes for such conditions. The primary recommendation is that the Army Staff improve its managerial climate in which System Staff Officers work in order to alleviate behavioral/structural conflict and improve productivity. Appendices include a wealth of supporting data displaying fully the magnitude of conflict and a comprehensive bibliography relative to such analysis.

AD 785 492

AUTHOR(S): Jack B. Farris, Jr., LTC, INF; Bertin W. Springstead, LTC, AR; Edward L. Stephens, DAC; Thomas G. Banks, COL, INF, Research Adviser

TITLE: The Sino-Soviet Issue: War by 1990?

FORMAT: Group Research Report

DATE: 31 May 1974

PAGES: 53

CLASSIFICATION: Unclassified

The question is as contained in the title: whether or not there is a reasonable probability that the Soviet Union and China will be at war between now and 1990--whether the current Sino-Soviet rift will deepen into conflict. After a brief historical overview, the national interests of each country are explored. They indicate a continued hostile relationship for the foreseeable future, barring major changes in the national interests. Four variables are introduced and considered in detail: the problem of succession, particularly in China after Mao's death; the increasing size of each country's nuclear arsenal; the border dispute, its background and significance; and the probable direction which the balance of power in the Asian area will take. Other variables, although important, were consciously omitted. Research was made of literature available on the Sino-Soviet conflict and interviews were held with 16 authorities in Washington and Philadelphia. The conclusion is that a Sino-Soviet war is unlikely, primarily because of the illogic of such a step, which would destroy much of what has been achieved in each country, particularly in China's case. The conclusion does not rule out the possibility of war by misstep or by the action of a madman in control; but it considers these possibilities as unlikely.

AD 783 798

AUTHOR(S): Gerald E. Galloway, Colonel, Corps of Engineers, US Army

TITLE: Civil Works in the Army?

FORMAT: Individual Research Report

DATE: 1 June 1974

PAGES: 116

CLASSIFICATION: Unclassified

For nearly a hundred years, various critics of the US Army Corps of Engineers have recommended that the civil works mission of the Corps be transferred to the Department of the Interior or some other non-military agency of the federal government. Each attempt to shift these functions is met by stiff opposition from the Congress and the Department of Defense.

The report examined all aspects of the rationale used by the Department of Defense to support retention within the Army of this civil mission. Information was gathered from a literature search, visits to Corps of Engineer activities and interviews with critics and proponents of the Corps' civil mission as well as a survey of retired senior engineer officers.

The report concluded that the advantages to the Defense Department of retention of the civil mission far outweigh the disadvantages. History and the views of the survey respondents support the utility to the defense establishment of a construction organization-in-being, of the training value of civil assignments and of the grass roots contacts of the Corps' civil efforts. Further, the advantages accruing to the nation from the competence and integrity of the Corps militate against any precipitate transfer of civil functions from the Army.

AD 783 891

AUTHOR(S): Gerald E. Galloway, COL, CE

TITLE: The Decision Process of the Civil Works Function of the US Army Corps of Engineers

FORMAT: Individual Research Project

DATE: 10 June 1974

PAGES: 248

CLASSIFICATION: Unclassified

Over the past quarter century considerable criticism has been directed at the Army Corps of Engineers by the media, educators, some members of Congress and environmentalists for allegedly excluding the public from its decision process. This, critics note, has resulted in Corps bias towards dams and structural solutions and a neglect of relevant social issue. All aspects of these criticisms were examined. Information was gathered from a literature search, visits to Corps of Engineer activities, interviews with critics and Corps personnel, and a survey of national opinion leaders. The report concluded that the majority of criticisms of the decision process of the Corps of Engineers are not valid or are overstated--that the Corps is effectively including the public in the decision process. It is noted, however, that there are significant differences in the performances of operating elements of the Corps. The nationwide survey indicated that the majority of the opinion leaders are somewhat satisfied with the Corps performance but perceive the Corps to be doing less well than the author concludes it is doing. The report recommends that the Corps of Engineers take action to bring all operating elements to the same level of performance and that the Corps undertake a vigorous program to further educate and involve the public in its activities.

AD 783 892

AUTHOR(S): Neill R. Gruver, LTC, USAF; Wallace G. Hunt, LTC, FA;
Thomas J. Manning, COL, ADA; Clarence A. Trowbridge, LTC, SigC;
Randall L. Williams, CAPT, USN; Barton M. Hayward, COL, FA,
Research Adviser

TITLE: Soviet-Politico-Military Strategy for Europe, 1977-1984:
Implications for the US and NATO

FORMAT: Group Research Project

DATE: 22 May 1974 **PAGES:** 67 **CLASSIFICATION:** Unclassified

The basic issue is to determine the likely USSR political objectives towards Western Europe over the next decade and the strategy the Soviets will employ to gain these objectives. Possible implications of this strategy on the US and NATO were examined. Data was gathered using a literature search and personal interviews with diplomatic and military officials, and with academicians, both foreign and domestic. In an era of peaceful coexistence, it is natural to question whether the Soviets desire for dominance has waned. To what extent would the Soviets use their military forces to expand its sphere of influence? It is concluded that the Soviet Union has indeed not renounced basic Lenin idealism--that of world revolution under the dominance of the USSR. Detente is perceived as an expedient to improve its economic, technological, and military capabilities, while undermining American influence in Europe. If this action proves successful, then NATO will no longer be a viable organization against Soviet expansionism. The Soviets believe they can achieve their objectives without their involvement in a major armed conflict. Confrontation, yes, but confrontation short of war. The United States and NATO should not be lulled into a false sense of security; thereby creating a political vacuum for the Soviets to expand their influence.

AD 783 797

AUTHOR(S): Hugh B. Harrison, COL, INF; Mack L. Gibson, LTC, FA; George R. Giles, LTC, ADA; John E. Long, LTC, QMC; John J. Madigan, III, LTC, INF; Patrick J. Moore, LTC, INF; Philip Smiley, LTC, TC.
Donald O. Clark, LTC, FA, Research Leader.

TITLE: The Organization of African Unity and Peacekeeping

FORMAT: Research Report

DATE: 31 May 1974 **PAGES:** 299 **CLASSIFICATION:** Unclassified

This paper evaluates the capabilities of the Organization of African Unity to function as a regional peacekeeping force and seeks to determine whether such a force is considered to be in the best interests of the United States. The analysis was performed following a detailed study of literature; visits to the Canadian Ministry of Defense, the United Nations, the International Peace Academy, the US State Department, OAU Headquarters in Ethiopia and New York City, and seven African nations; and, attendance at Canadian Peacekeeping Courses. The capability of the OAU to field such a force was examined from a military, political and economic standpoint. Although a strong feeling exists among the OAU members to solve African problems within an African framework, the conclusion was reached that from an overall standpoint, the organization and deployment of an OAU peacekeeping force is not feasible at the present time. Nevertheless, the OAU will, in all probability, continue to employ their mediation efforts to solve internal disputes. A final conclusion is reached that the use of such a force by the OAU does not appear to be in the best interest of the US. This is based on a possible conflict with our economic interests on the continent, and the probability of malutilization of such a force.

AUTHOR(S): William M. Jenkins, LTC, INF

TITLE: Federal Income Tax and the Military Family

FORMAT: Individual Research Project

DATE: 1 June 1974

PAGES: 143

CLASSIFICATION: Unclassified

This book was written specifically for the purpose of assisting the serviceman in the personal financial planning associated with preparing and filing Federal Income Tax returns. The author, long time expert and continuing student of Federal Income Taxation, builds the content around the questions most frequently asked by servicemen.

The book follows the general format of a commercially-published tax guide, but deals specifically with the tax situation of the serviceman. Most of the topics and procedures discussed are supported by comprehensive examples typically encountered in military service. The style is simple, clear, and military flavored.

AD-A001437

AUTHOR(S): Robert E. Joseph, Jr., LTC, INF

TITLE: The Impact of Thai Political Trends on
US Foreign Policy in Southeast Asia

FORMAT: Individual Research Report

DATE: 29 May 1974

PAGES: 45

CLASSIFICATION: Unclassified

What impact will recent Thai political changes have on the formulation of United States foreign policy in Southeast Asia? The special United States/Thailand relationship which evolved during the 1960's is discussed. The October 1973 uprising is examined to determine its causative factors and the reasons for the students' success. An analysis of several Thais expected to provide the country's future leadership is then made along with a discussion of current problem areas confronting the Thai leaders. Major power interests and activities which bear directly on US foreign policy in Southeast Asia are then analyzed. It is concluded that the US should strive for a stable, harmonious Southeast Asia which is politically non-aligned. It is also concluded that Thailand will continue to seek a closer relationship with the People's Republic of China. The US should take the following actions: Significantly reduce its military presence in Thailand especially in the northeast; encourage regionalism, not with the idea of containing the People's Republic of China, but to counterbalance her influence; and help Thailand in her efforts to lose the image of being a client state of the US.

AD 783 795

AUTHOR(S): Myron J. Longmore, COL, FA

TITLE: Improving Research and Development Decisionmaking for the User

FORMAT: Individual Research Report

DATE: 28 May 1974 **PAGES:** 59 **CLASSIFICATION:** Unclassified

The problem is to improve the research and development management and decisionmaking process of the user. The term user is considered synonymous with user representative and the Training and Doctrine Command (TRADOC). Based on the author's experiences, personal interviews and a survey, a determination was made that the management and decisionmaking process in TRADOC needs improvement in the areas of responsiveness and project stability. The primary causes of the unresponsiveness and project vacillation were attributed to rapid turnover of personnel and to the large number of staff organizations and suborganizations that each action must go through before a position was established. It was concluded that the management and decisionmaking process for the user required streamlining through the use of single source or project manager offices and that the personnel turnover must be reduced. The recommendations are that Department of the Army designate user project managers (PMs) from TRADOC assets for major material systems and that TRADOC use these PM's as their single source managers for non-major systems. Personnel would be stabilized in the PM office.

AD 783 801

AUTHOR(S): Patrick R. Lowrey, COL, MPC

TITLE: Military Confinement: Needless Luxury or Viable Necessity?

FORMAT: Individual Research Report

DATE: 30 May 1974 **PAGES:** 88 **CLASSIFICATION:** Unclassified

The intent of this investigative research effort was to assess the cost effectiveness of the military's corrections program (i.e., confinement and rehabilitation) in light of its stated purpose to restore the maximum number of prisoners to duty. Research disclosed that there are no comprehensive data on the numbers of custodial and headquarters staff members employed directly in the DOD confinement system. In examining the totality of the military justice system, the author reveals that the majority of commanders are not aware of the purpose of confinement and additionally, the spectrum of disciplinary measures available to commanders are comprehensive and entirely sufficient to enforce the Uniform Code of Military Justice and remotivate the minor offender of the military. The author discloses, through investigation, that the military has both an implied and assumed mandate for human development, social welfare and domestic action. The study concludes that rehabilitation efforts in confinement are generally unsuccessful and not cost-effective. He adds that if military offenders are in need of confinement or rehabilitation, the Army and other military services should yield to Federal agencies with those responsibilities.

AD 785 491

AUTHOR(S): Donald S. Mahlberg, LTC, FA

TITLE: The Military and the Media: A Problem of Perception

FORMAT: Individual Research Project

DATE: 30 May 1974

PAGES: 53

CLASSIFICATION: Unclassified

This generation of military officers displays considerable vocal hostility toward the mass communications media. This is especially unfortunate in today's situation when the military greatly needs public support in order to attain from Congress required manpower and budget authorizations and the only feasible route to public support is via mass media. Much of the problem lies in the average military officer's failure to properly perceive one of media's important roles in a democratic society: adversary to government. The military officer considers excessive criticism of government policy and programs to be irresponsible and blames the press for many government failures. This problem can be eliminated in large part if military officers were given more opportunity to relate to journalists through discourse and education. An awareness of American journalistic history and tradition would provide a basis for respect of press' role and ultimately lead to less hostility toward media. The preservation of American freedoms depends on free media as much as on a strong military. History shows the military and media have cooperated for the nation's good in the past. They can do so again, but first they must have mutual respect for each other. Education is the key to this condition.

AD 783 802

AUTHOR(S): Robert F. Molinelli, LTC, AR

TITLE: The Air Cavalry Brigade in a Precision Guided Munitions Environment (U)

FORMAT: Individual Research Project

DATE: 28 May 1974

PAGES: 86

CLASSIFICATION: CONFIDENTIAL

(U) Warfare is entering an era of precision weaponry and increased use of Army aviation in support of land combat. This paper develops organizational and operational concepts integrating the capabilities of the attack helicopter with the accurate firepower of precision guided munitions (PGM) for a combined force designed to function primarily in an armor defeating role. The evolution of the air cavalry is reviewed resulting in a force proposal. The implications of the wide use of precision guided munitions for the tactical environment is postulated and an operational concept which integrates PGM and the air cavalry brigade is presented. The paper suggests that the air cavalry brigade, equipped with PGM at a high level of integration, could play a decisive role in the defense of Europe and recommends the United States take the following actions: Organize, deploy, and demonstrate the credibility of an ACB equipped with PGM at a high level of integration; convert the separate air cavalry squadrons in Europe to PGM-capable air cavalry attack squadrons; conduct training to maximize the integration and application of PGM; study the doctrinal and force level implications of a precision weaponry environment.

AD 531 991L

AUTHOR(S): James J. Mullin, CAPT, USN

TITLE: The Evolution of US Naval Strategy 1945-1975

FORMAT: Individual Research Report

DATE: 29 May 1974 **PAGES:** 43 **CLASSIFICATION:** Unclassified

The absence of a naval threat to the security of the United States in 1945 caused US naval planners to shift from their traditional concern over defeating enemy navies to developing a naval force that could defeat enemy landpower. During the following decade the American Navy fashioned an air atomic attack capability to defeat the USSR centered around aircraft carriers. The Navy considered the mobility of these carriers as a unique asset that permitted the US to disperse its nuclear retaliatory forces over the oceans and insure their survivability. Developments in rocketry and nuclear propulsion enabled the Navy to marry the IRBM and the submarine in the 1960's to produce a superior "second strike capability" in the form of the Fleet Ballistic Missile submarine. In 1965 aircraft carriers were released from their nuclear retaliatory assignments.

Despite its early post World War II concentration on obtaining an air atomic strike capability, the US Navy retained its conventional capability to transport land forces across the oceans, mount amphibious assaults, conduct tactical airstrike operations and "Show the Flag" in foreign ports. By the mid 1960's responding to localized conflict situations throughout the Eurasian littoral had become the primary role of the Navy's surface fleet. The unprecedented naval expansion of the USSR in the late 1960's threatened the US Navy's mastery of the seas. As a result the Navy of the 1970's has reordered its priorities and its traditional concern for control of the seas has re-emerged.

AD-A003187

AUTHOR(S): Bernard S. Pergerson, Jr., LTC, INF

TITLE: Modern Volunteer Army: The 25th Infantry Division Experience

FORMAT: Individual Research Project

DATE: 29 May 1974 **PAGES:** 59 **CLASSIFICATION:** Unclassified

Following the establishment of an all-volunteer military force as a national objective by the President of the United States, the Secretary of Defense announced a target date of 1 July 1973 for achieving a zero draft. Accordingly, the Department of the Army made plans to achieve that goal and concurrently established the Office of Special Assistant for the Modern Volunteer Army (SAMVA). This office was to be the focal point for the Modern Volunteer Army. This paper discusses some of the MVA programs announced by the Department of the Army as well as local programs initiated in the 25th Infantry Division, Schofield Barracks, Hawaii from 1970 to May 1974. An initial overview of the conditions existing before the initiation of MVA actions is provided as well as a brief account of the development of the all-volunteer Army concept. The MVA programs are discussed in three chapters corresponding to the tenure of three different general officers who commanded from December 1969 to the present. It is concluded that MVA programs that eliminated undue harassment; improved living conditions and job satisfaction contributed to the success enjoyed by the 25th Infantry Division in the increased numbers of soldiers who elected to reenlist in the Army. It is also concluded that the emphasis placed on self-discipline in the 25th Infantry Division contributed significantly to the professionalism exhibited by the soldiers and units of that division.

AD 787 261

AUTHOR(S): Bobby B. Porter, COL, INF

TITLE: "Tips For ETV Program Planning"

FORMAT: Pamphlet

DATE: 3 May 1974

PAGES: 21

CLASSIFICATION: Unclassified

The pamphlet serves as a guide for planning educational television programs for production and distribution over the US Army War College closed-circuit television system. It provides information on the capabilities and resources available to the staff and faculty and examples of applications. It also gives the prospective ETV user detailed advice on program planning and procedures for evaluation of visual materials. Finally, it provides a framework for development of scripts.

Available through USAWC Library loan

AUTHOR(S): Fredrick C. Schleusing, COL, FA

TITLE: Geopolitics: Key to Future World Power Policies

FORMAT: Individual Research Report

DATE: 25 May 1974

PAGES: 75

CLASSIFICATION: Unclassified

The thesis of this study is that the concepts of geopolitics, as developed by the German geopoliticians prior to World War II, may well be the determining forces that drive the policies of all states, and therefore may be used as the key to determine world power policies of the future. Using literary sources, this study examines the development of geopolitics and its application to the attempts at world conquest by the Axis and Japan, as well as the apparent relation of these concepts to post 1945 events. The most recent manifestation of geopolitical forces was the 1973 oil embargo, when the pressures by the Arab states fully exposed the vulnerability of the industrialized nations to outside political influence based on economic considerations. Small states were suddenly able to challenge the industrial powers politically, and set unrealistically high prices for their commodities on the world market. Like Europe and Japan, the United States is now dependent upon imports of many critical raw materials, a fact that may seriously hamper the execution of national policy in the future. Until such time as all nations will work together to prevent conflicts that may arise out of geopolitical claims, the US must follow a policy that will insure a strong world power position as a military as well as economic power. This objective specifically includes self-sufficiency in resources during times of crisis from within the US and from dependable allies.

AUTHOR(S): Bill T. Thompson, LTC, Armor

TITLE: Forecast 90

FORMAT: Individual Research Project

DATE: 30 May 1974 **PAGES:** 50 **CLASSIFICATION:** Unclassified

This paper is an analysis of Forecast 90--a concept for developing forecasting methodologies that is directly applicable to long range planning. Data was gathered using a literature search, personal interviews with futurists and authors, and construction of an experimental methodology for forecasting. Methodology experiments consisted of adapting decision type networks to forecasting. Results of the research indicate that it is possible to project several possible and plausible trends into the future. Each projection travels a single path of casually connected changes through several orders of effect. Outcomes of each possible trend projection are stated in terms of the initial condition or trend being projected. This methodology provides a planner with a diagram, or map, to several possible outcomes. It shows him all the changes and events that must occur in order to reach each outcome. That networking techniques can be adapted to a forecasting methodology has not yet been sufficiently proven. Inasmuch as the actual development of the few individual subnetworks has proven to be quite time consuming and tedious there is a good deal of risk that the costs of development (time, money, and manpower) will not justify the effort. However, because of its vast potential if it proves out, development efforts (properly safeguarded through milestones and review procedures) should continue.

AD 785 495

AUTHOR(S): Norman S. Wells, LTC, MI

TITLE: Management of the Defense Attache System (DAS) (U)

FORMAT: Individual Research Project

DATE: 28 May 1974 **PAGES:** 77 **CLASSIFICATION:** CONFIDENTIAL

(U) The basic problem is that the DAS has four separate missions, literally each with a different taskmaster. Only one of the missions belongs under the DIA, and even that is somewhat at variance with DIA's functions. Therefore, both the external and internal management of the DAS present problems of a unique character. Externally, there is not sufficient cogent justification to remove it from DIA. Internally, the management of the DAS has been cause for consternation on the part of the services and the attaches. The problem stems from designating one attache as the Defense Attache (DATT). This, in turn, causes a lowering of the service attaches' effectiveness and morale. Overly stringent prerequisites and restrictions imposed by DIA on the selection of DATTs and principal attaches severely reduce the number of available O6's from which the services may make their nominations to DIA. DOD management could improve the DAS by accrediting all principal attaches as DATTs, DATT (Air), DATT (Army), DATT (Navy), and the senior officer, regardless of service, as DOD station manager responsible for internal functioning of the office without final rating authority over the other attaches.

AD-C001885L

SECTION II

ABSTRACTS

USAWC CLASS OF 1975

AUTHOR(S): William A. Adams, COL, Armor Sergi L. Demchuk, LTC, USAF
Clayton L. Comfort, COL, USMC William J. Forrell, LTC, Inf

Robert W. Black, COL, Inf (Research Adviser)

TITLE: Proactive Forward Deployments: A Concept for US Military Power Projection in the 1980s

FORMAT: Group Research Project

DATE: 31 May 1975

PAGES: 70

CLASSIFICATION: Unclassified

Projection of national power abroad will continue to be a US objective in the 1980's and the military strategy to support that objective will include forward deployment of forces. The Research Group examined the current trends and prospective realities which could influence US power projection in the 1980's. An analysis of these trends and realities resulted in a consensus that there will be an increased US focus on political and economic issues both at home and abroad, and a corresponding intolerance of the status quo military deployment posture. The basic problem, then, was to develop a new forward deployment concept which would best support the collective national interest rather than disabling or complicating our political and economic affairs abroad. The Research Group proposed a Proactive Deployment Concept. The foundation of this new concept is the notion that the massing of smaller, more flexible forces in an area of interest or tension and withdrawing these forces when interests change or tensions ease should be perceived as routine US political and military options.

AD-A031523

AUTHOR(S): LTC John M. Adsit, CE
LTC Clark H. Benn, CE
COL Russell L. Jorns, CE
LTC Donald M. O'Shei, CE, Research Adviser

TITLE: Engineer Support, Europe, D-Dav - D+90 (U)

FORMAT: Group Research Project

DATE: 23 May 1975

PAGES: 84

CLASSIFICATION: SECRET

(U) The basic question is: Where do we stand in Central Europe with regard to engineer support for OPLAN 4102? The overall capability of engineer forces to cope with a determined Warsaw Pact attack is of utmost importance to personnel responsible for the continued operation of reception Air Force airfields, pipelines, barrier systems, and a host of other engineer combat and combat support functions. Data were gathered using a literature search, study group visits to Headquarters Department of the Army, the Concepts Analysis Agency, the US Army Corps of Engineers - Engineer Studies Group, USAREUR, FORSCOM, and TRADOC, as well as personal interviews with other concerned officials. The study identifies critical functional areas and time periods and develops recommendations for matching capabilities to engineer requirements.

AUTHOR(S): Anthony F. Albright, LTC, SigC

TITLE: Processing and Display of Information in the National
Military Command Center (NMCC)

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 27

CLASSIFICATION: Unclassified

The NMCC is the primary command center from which the command and control of United States military forces is exercised. Despite this responsibility the technology currently employed to support the information processing function within the NMCC is less than satisfactory. Most recently, the Defense Communications Agency (DCA) completed a Technical Analysis and Cost Estimate (TACE) for an NMCC Information and Display System (NIDS) whose objective would be to relieve current shortcomings.

This research paper provides: (1) a general description of the deficiencies of the current NMCC information processing capability; (2) a philosophy of the type Management Information System (MIS) required; (3) a description of the primary capabilities contained in NIDS and the likelihood of its implementation, and (4) a general appraisal of the strengths and weaknesses of the NIDS concept.

It is noted that the philosophy of the type MIS required, as described in Chapter II, represents solely the author's views and was uninfluenced by the NIDS TACE. Interestingly, the NIDS purports to accommodate a very high percentage of that espoused philosophy.

AD-A012614

AUTHOR(S): Donald A. Andrews, LTC, FA; Eugene F. Keener, LTC, MI;
George W. Page, LTC, CE; Frederick F. Woerner, LTC, IN
(Research Adviser).

TITLE: Intrastate Conflict Within the Circum-Caribbean Area

FORMAT: Group Research Project

DATE: 23 May 1975

PAGES: 196

CLASSIFICATION: Unclassified

Basic questions are: US interests, if any, in the Circum-Caribbean area (defined with exceptions as West Indies, Greater Antilles, Colombia, Venezuela, Guyana, Central America and Mexico); potential for intrastate conflict during 1975-1980; potential intrastate conflict impact on identified US interests; and US options for minimizing that impact. Emphasis is placed on conflict theory as a basis for developing a methodology for study of environmental factors and for subsequent analysis of potential for conflict. It was concluded there is moderate or higher, potential for armed conflict during 1975-1980 in 7 of 23 nations examined. Armed conflict in the form of insurgency is in progress in 3 of the 7. Potential for internal turmoil is moderate, or higher, in 19 of 23 nations. Significant conclusions regarding US interests are that only the cumulative nature of all US interests may be termed vital, that potential intrastate conflict could jeopardize US interest in no state (Panama comes closest), and simultaneous occurrence of intrastate conflicts throughout the area with resulting area hostility to the US is required to seriously jeopardize US interests. Data was gathered through literature search only.

AD-A017113

AUTHOR(S): Liyle Barker, LTC, FA; Chester Cambell, LTC, FA; Herbert Dixon, LTC, AD; Glenn Finkbiner, LTC, AR; Gurnie Gunter, LTC, CE; James Hall, LTC, INF; Neil Hock, LTC, MI; John Keutmann, LTC, INF; Richard McCormick, COL, MP; Don McKnight, COL, AR; Quay Snyder, COL, TC, Research Adviser.

TITLE: Professional Development of the Military Executive (Under the Officer Personnel Management System)

FORMAT: Group Research Project

DATE: 27 May 1975

PAGES: 192

CLASSIFICATION: Unclassified

The basic thrust of this project is to determine the attitudes and perceptions of the officer corps concerning OPMS and its objectives. By way of comparison, a cursory look was taken at the systems presently in force within the United States Air Force and United States Navy. Additionally, research was conducted on executive development within the industrial sector. While the officer corps generally agrees with the basic tenets of OPMS and feels that the quality of executives will gradually be improved, there is a strong tendency to "wait and see" if the Army will make the system work.

AD-A015877

AUTHOR(S): J. H. Batts, LTC, AGC; R. A. Burr, COL, FA; R. F. Fischer, COL, INF; G. C. Mahan, COL, ADA; J. E. Paganelli, CDR, USN; D. E. Scales, COL, FA; A. E. Taylor, Jr., COL, INF; H. E. Weiler, LTC, AGC; and R. S. Nichols, COL, MSC (Research Adviser).

TITLE: The Roles of Women in the Army and Their Impact on Military Operations and Organizations.

FORMAT: Group Research Project.

DATE: 23 May 1975

PAGES: 153

CLASSIFICATION: Unclassified

Problems inherent in the expanded utilization of female soldiers in the US Army are numerous. Some problems such as uniforms, billeting, assignments and training are obvious and with proper planning can and will be solved by commanders and staffs throughout the chain of command. Other problems, perhaps not so obvious, have not received sufficient attention and remain of concern: fraternization; attitudes of male and female soldiers; effects of the Equal Rights Amendment; deployability; and peculiar requirements unique to women such as pregnancy, abortion, child care, and assignment of military couples. Policies as expressed by the Secretary of Defense, Secretary of the Army, Chief of Staff of the Army, and major commanders are not disseminated in sufficient detail to insure that soldiers understand what policies are applicable to the utilization of female soldiers. Many soldiers, both male and female, are concerned that supervisors do not have sufficient training to cope with the sexually-mixed work environment, particularly as this environment deals with discipline, extra duties, and physical capabilities of the female soldier.

AUTHOR(S): Charles H. Bay, LTC, CM
James R. Klugh, COL, OD
Charles M. Murray, LTC, OD
Allen K. Ono, LTC, AG
Donald D. McClanahan, COL, AR, Research Adviser
TITLE: Reserve Component Officers and the US Army War College

FORMAT: Group Research Project

DATE: 19 June 1975 **PAGES:** 119

CLASSIFICATION: Unclassified

The basic problem upon which this research project focuses is that: existing procedures for selection of Reserve component officers to attend the US Army War College and their subsequent utilization and promotion are so different from those of the Active Army that (1) a significant variance in educational standards among Active Army and the Reserve components exists, and (2) less than optimal use is being made of the opportunities afforded by the US Army War College. Thorough analysis of the information gathered resulted in recommendations that: the Reserve components adopt a centralized selection procedure which assures that the most outstanding Reserve component officers attend both the resident and nonresident courses of the US Army War College; key high-level Reserve component positions, such as command, statutory tour, and mobilization designation positions at major commands and higher be designated for fill by graduates of the US Army War College; US Army War College completion be established as a prerequisite for consideration for promotion to general officer in the Reserve components; and implementation of these recommendations be time-phased. Several areas were also recommended for further study by the Department of the Army Staff and are specifically identified in Chapter VII of the study.

AD-A014183

AUTHOR(S): Charles D. Beaumont, LTC, INF; James T. Bramlett, COL, AR;
John A. Lockerd, Mr. DAC; Joseph J. Louder, LTC, USMC;
Ronald R. Ushijima, LTC, AD; William A. Fifer, COL, INF,
Research Adviser

TITLE: The Role of Security Assistance in the Arab-Israeli Conflict

FORMAT: Group Research Project

DATE: 23 May 1975 **PAGES:** 150

CLASSIFICATION: Unclassified

The questions are has security assistance affected the evolution of the Arab/Israeli conflict and is security assistance an effective foreign policy tool in achieving US national objectives in the Mid East. Ten significant events related to security assistance and the conflict during the period 1 July 1970 thru 30 June 1975 were selected, researched, and analyzed. It is concluded that security assistance has had a significant impact on the evolution of the conflict. The scope, intensity, duration, and degree of sophistication of the conflict has been drastically changed by security assistance. It is further concluded that security assistance has been effective as a foreign policy tool but not nearly as effective as it could be. It is suggested that security assistance be more closely and formally tied to US objectives in the region and that assistance be tied to concession by the parties to the conflict which led to a peaceful solution.

AD-B007500L

AUTHOR(S): Frederick H. Borneman, LTC, IN; Thomas M. Corkhill, CAPT, USN; Jerry L. Denman, LTC, IN; John M. Kirk, LTC, AR; Ernest R. Savoy, COL, USMC; James R. Steverson, COL, IN; Frederic L. Tolleson, LTC, USMC; David B. Underwood, LTC, USAF. Research Advisor: Dr. Charles S. Hall, DAC.

TITLE: The Development, Promulgation and Implementation of Doctrine for Joint Operations (U)

FORMAT: Group Research Project

DATE: 23 May 1975 **PAGES:** 219

CLASSIFICATION: FOUO

(U) The basic question is whether the US defense establishment has an adequate system to develop, promulgate and implement joint doctrine to effectively deploy and employ military forces to fight the "wars of tomorrow" --the "come-as-you-are" variety. The system for joint doctrine was examined from the national level (looking down) and from the lower operating level (looking up). An extensive review and analysis was conducted of literature having joint doctrinal implications. Data was gathered through visits and discussions with personnel of the OJCS, Military Departments, unified commands, subordinate service elements, and service/joint schools. An effective system and adequate procedures have been established for doctrine development, promulgation and implementation. The military services are carrying out their assigned responsibilities. The major conclusion of the study is that the central management of joint doctrine required for a successful doctrinal system is not being performed by the responsible agency--JCS/OJCS. Numerous perceptions of problems and/or questions involving joint doctrinal matters are recommended for further analysis and study.

AD-B007499L

AUTHOR(S): Barney L. Brannen, Jr., COL, JAGC

TITLE: The Staff Judge Advocate: Duties and Responsibilities

FORMAT: Individual Research Project

DATE: 20 May 1975 **PAGES:** 40

CLASSIFICATION: Unclassified

How well has the Judge Advocate General Corps done and is doing in the selection of Staff Judge Advocates? What do commanders expect of their SJA's? What do SJA's think their role is or should be in conducting the Army's legal matters? To gain some answers to these questions, the 55 general court martial convening authorities and the SJA's who are most actively engaged in exercising their authority were surveyed. Staff Judge Advocates have been well selected and are doing an outstanding job from the commanders' viewpoint. They are doing at least, if not more than is expected of them with many considered their commander's confidant. The SJA's for the most part view their role as all encompassing and not limited to offering advice on purely legal matters. All do not, however, fully subscribe to policies issued by the various Judge Advocate Generals in their role as technical supervisors. To rectify this failure, recommendations are submitted to incorporate the most salient policies in DA regulations.

AD-A012615

AUTHOR(S): John R. Brinton, COL, Ordnance

TITLE: The Army Stock Fund--Friend or Foe

FORMAT: Individual Research Project

DATE: 28 May 1975 **PAGES:** 11 **CLASSIFICATION:** Unclassified

The basic question is whether or not the current method of operating the Wholesale Stock Fund System at the National Inventory Control Points (NICP) impacts on the Army's operational readiness and stock availability. Data was gathered using a literature search, interviews with NICP and budget personnel, and personal experience gained as the Director of the Materiel Management Directorate (NICP) TACOM. The growing emphasis on unit readiness and the inability of the Wholesale Supply System to meet its goal of 85% stock availability indicates that a close evaluation of the system is required. Various independent studies as well as a GAO report to Congress indicate that the current method of operating the Wholesale Stock Fund does degrade our stock availability, creates poor management practices and impacts on unit readiness. A possible alternate method of operating the Wholesale Stock Fund System is discussed.

AD-A017048

AUTHOR(S): Charles D. Brown, LTC, USAF; Hal L. Hefner, COL, INF;
Camie L. Jarvis, LTC, MP; Donald D. McClanahan, COL,
AR, Research Adviser

TITLE: Women in the Reserve Components: What are the Real Limits?

FORMAT: Group Research Project

DATE: 19 June 1975 **PAGES:** 53 **CLASSIFICATION:** Unclassified

The basic question was whether or not women in the Reserve components are a mobilization asset in view of the vital role assigned to the Reserve components in the defense of the nation. An impact study was conducted to examine the present situation from a historical, legal, physiological, and a sociological perspective. A random sample mail survey of enlisted women from the total population of both the National Guard and the Army Reserve was used as well as field interviews with both Commanders, Enlisted Women, and Advisory Personnel. Because the Reserve components will no longer be afforded the luxury of time to prepare for combat after mobilization and because of the ever increasing number of women being recruited to meet the manpower needs of the Reserve components, the following recommendations are made relative to the use of women in the Reserve components: More positive controls be initiated to insure that marital and dependency waivers are granted only in truly exceptional cases; that all MOSs be reviewed and realistic physical requirements be stated and if an enlisted person met those qualifications that they be allowed to perform in that MOS regardless of sex; that the length of the WAC basic training be extended to comply with the requirements of Title 10, section 671 of the US Code.

AD-A030434

AUTHOR(S): Charles W. Brown, COL, SC

TITLE: The American Volunteer Soldier: Will He Fight? (A Provisional Attitudinal Analysis)

FORMAT: Individual Research Project

DATE: 2 June 1975

PAGES: 31

CLASSIFICATION: Unclassified

This article is devoted to the development of a profile of the volunteer American soldier, a characterization of some of his prevalent attitudes and a projection of those attitudes into combat behavior. The latter is virtually an impossible task, for combat behavior can only truly be measured in a combat environment. As a framework for determining the attitude of the volunteer soldier a conceptual model was developed which characterized the external variables most likely to influence the soldier's attitude and behavior. The variables used are leadership, training, discipline, group relationships, ideology and social influence. Data sources were literature research, current empirical data from several Department of the Army sources and a survey administered to 400 junior enlisted soldiers in four combat units; airborne infantry, infantry, ranger and tank battalions. Assessment of the data indicates that the volunteer soldier will fight as well as or better than the draftee; however, just how much better is difficult to project. Not being complacent with this hypothesis, variables were sought wherein the attitude of the volunteer soldier could be improved. These were in the areas of leadership, training and unit cohesiveness. These are not necessarily weak areas in themselves, but the volunteers perception of them can be improved.

AD-A017047

AUTHOR(S): William W. Brown, LTC, USA; Howard M. Gabbert, COL, USA; Walter E. Grant, Civ, DIA; James L. May, CDR, USN; George F. Marko, LTC (P), USA; Theodore R. Rosenberg, LTC, USA
Research Adviser: Kenneth H. White, Jr., COL, USA

TITLE: Brazil '85

FORMAT: Group Research Project

DATE: 1 June 1975

PAGES: 207

CLASSIFICATION: Unclassified

The research centers around Brazil's capacity to be a military power by the end of the mid-range period in 1985. To accomplish this aim, the following elements of Brazil's national power were studied and forecasted:

- a. The Brazilian Army
- b. Brazil's Political Structure
- c. Economics
- d. Transportation
- e. Maritime Potential
- f. Science and Technology.

The foregoing elements were selected by the authors as having the potential to provide a useful overview when placed jointly in context. The individual qualifications of the researchers were also a factor in selection. The research concludes that by most standards of measurement, Brazil is already capable of being classed as a world power; however, serious shortcomings in energy, long range education, and high level technology tend to attenuate her power projection and development. Militarily, Brazil has great manpower assets and is capable of defending herself against any likely aggressor; however, her military orientation is inward and primarily ordained to the task of internal security. The impact of the 1964 revolution will continue to be felt politically and economically through the mid-range period.

AD-A015579

AUTHOR(S): James E. Cathcart, LTC, FA. Charles D. Herb, LTC, SigC;
John W. Huhn, LTC, ADA; John G. Grimes, GS-15, DAC; Fred D. Richardson,
CDR, USN; Farrell G. Patrick, LTC, SigC, Research Adviser

TITLE: World Wide Military Command Control System (WWMCCS) - The Need
for Senior Officer Orientation

FORMAT: Group Research Project

DATE: 30 May 1975 **PAGES:** 15 **CLASSIFICATION:** Unclassified

The research group focuses on the requirement for a World Wide Military Command Control System (WWMCCS) orientation to be included in the USAWC core curriculum. WWMCCS is a major decisionmaking tool of DOD officials upon leaving the USAWC. In addition to this paper, the results of this research effort is documented by a video tape (TW) which is on file in the USAWC AVIT Library.

AD-A012667

AUTHOR(S): Bobby G. Christy, LTC, INF; George M. Johnson, CAPT, USN;
Vernon C. Smith, CDR, USN; William K. Sullivan, CDR, USN, Research
Adviser.

TITLE: U.S. Indian Ocean Policy

FORMAT: Group Research Project

DATE: 9 June 1975 **PAGES:** 89 **CLASSIFICATION:** Unclassified

The United States has national interests in the Indian Ocean region, and this paper recommends a US Government policy and a mid-range military strategy to support these interests. The interests of the littoral and major non-littoral nations were identified and examined. Alternative US policies and strategies were developed and evaluated. It was concluded that the primary interests of the United States in the region are to insure that the United States and its allies have access to Mideast oil, that the concept of "Freedom of the Seas" is maintained, and that no unfriendly nation be allowed to become dominant in the region. The paper recommends that the United States place primary emphasis on diplomacy, and on economic and technical assistance to achieve US objectives. The United States should support the concept of "Freedom of the Seas" for the ships of all nations. The United States should maintain a low military profile throughout the region and should not become involved in an arms race with any other major power. The military strategy should be based on an off-shore strategy, with primary reliance on naval and air power. A capability should be developed to rapidly build up and support larger military forces during crises or wartime.

AD-A016997

AUTHOR(S): Edward F. Clarke, LTC, CE; James A. Heiter, COL, IN; Franklin O. Mickle, COL, CE; Dr. Donald E. Weatherbee, Research Adviser

TITLE: US-Thai Security Cooperation in a Changing Security Environment

FORMAT: Group Research Project

DATE: 5 Sep 1975

PAGES: 80

CLASSIFICATION: Unclassified

In the context of the changed political and international security environment in Southeast Asia the Thai security elite have been forced to reevaluate their international stance with respect to the PRC, DRV, and the US. The quarter-century Thai-American security link no longer seems viable as a basis for planning responses to the domestic and international challenges facing Thailand in the wake of collapse of non-Communist governments in Indochina. Even before the democratic coup of October 1973, and the Paris Peace accords of 1972, the Thai elite were beginning to adjust their policy to new perceptions of the regional balance-of-power. It does not appear that there has been any discontinuity in Thai-American relations, but rather in the Spring of 1975, an acceleration of a process of mutual political/military disengagement that began in 1968-1969. As the US reduces its presence in Thailand to levels commensurate with major interests as opposed to vital, it will be important to secure some residual level of US military assistance to Thailand in order for the Thais to maintain what capabilities they have to combat domestic insurgency and act independently in foreign policy.

AD-A016996

AUTHOR(S): Ralph T. Churchill, COL, AGC

TITLE: Psychological Needs and Perceived Presses--USAWC Class 1975

FORMAT: Individual Research Project

DATE: 23 May 1975

PAGES: 48

CLASSIFICATION: Unclassified

This paper documents research which measured the psychological needs and personality profiles of students who attended the USAWC during Academic Year 1975 and their perceptions of the College environment.

The instruments used to conduct the research were the Stern Activities Index, which measures psychological needs, and the Organizational Climate Index, which measures perceived organizational press. Both instruments are 300 item questionnaires which were developed and tested by Dr. George G. Stern, Syracuse University. Of the 228 students assigned to the class 139 voluntarily and anonymously participated in the project.

Data collected during the research is summarized in six tables. Analysis of data revealed that students had a relatively strong need for objectivity, dominance, practicalness and achievement and perceived a relatively strong environmental press towards affiliation, conjunctivity, narcissism, and objectivity. Comparisons of needs-press data revealed an unstable needs-press relationship in affiliation, dominance, exhibitionism, fantasied achievement, narcissism, and reflection.

AD-A017046

AUTHOR(S): William A. Cole, COL, FA

TITLE: Improving the Army Operations Center as a Crisis Management Facility

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 88 **CLASSIFICATION:** Unclassified

The problem is to improve the responsiveness of the Army Operations Center (AOC) to the demands of the Army Staff during a crisis situation. Based on the author's experiences, personnel interviews and analysis of past AOC organizations and crisis management situations a determination was made that the AOC crisis management procedure requires improvement in the area of responsiveness and command emphasis. The primary causes of the unresponsiveness and lack of command emphasis were attributed to poor organization, an ineffective augmentation procedure and nonparticipation by principal Army decisionmakers. It was concluded that the AOC must be assigned to a Division within the Operations Directorate of the Office of the Deputy Chief of Staff for Plans and Operations (ODCSOPS) and staffed on a full time basis with personnel who will be the principal crisis management operators. The recommendations are that this reorganization be accomplished, that new augmentation procedures be developed and that Army Principals use the AOC as their command center during crisis situations.

AD-A017108

AUTHOR(S): James M. Compton, COL, FA

TITLE: Development of the Heavy-Light Corps

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 49 **CLASSIFICATION:** Unclassified

Beginning with the withdrawal of forces from South Vietnam in 1969, the size of the active Army dropped by almost 50% from close to 1.6 million men in 1969 to less than 800 thousand by 1974. The accelerated withdrawal schedule of 1970-72, coupled with the uncertainties of maintaining adequate forces without the draft and the requirements of other services for increased funds, pointed to further reductions of the active Army. In 1973, the Chief of Staff of the Army told Congress that the Army proposed by the President in the FY 74 budget would be capable of deploying a corps anywhere in the world without mobilization. Actions taken by the Army to develop and evaluate the corps size force are examined as well as the guidance provided by the Secretary of Defense. The current status of the force is discussed and future actions are recommended in the area of readiness, training, combat service support, force structure, and management. The paper is UNCLASSIFIED to facilitate its use as a reference for students but includes an annotated bibliography of all classified and unclassified documents pertaining to the development of the heavy-light corps concept.

AD-A014179

AUTHOR(S): Clifford A. Crosmun, COL, INF; Horace S. Kelley, Jr., LTC, MI; Stanley G. Kozlowski, COL, MI; James S. Lott, LTC, USAF; Bobby J. Maddox, LTC, AR; Donald A. Rickards, COL, INF; James L. Young, COL, SC; Anthony J. Deskis, COL, INF, Research Adviser

TITLE: Taiwan's Future: Independence or Subsumation

FORMAT: Group Research Project

DATE: 15 May 1975 **PAGES:** 110

CLASSIFICATION: Unclassified

The basic question is whether the Republic of China will continue as a political entity considering the Shanghai Communique, its ouster from the United Nations, and the atmosphere of detente between the People's Republic of China and the United States. The cultural, political, military and economic history of Taiwan indicates that, although the Taiwanese cultural inheritance from the mainland is strong, the Japanese occupation from 1895 to 1945, the arrival of the Nationalist Government in 1949, and heavy American aid from 1950 to 1965 have created a divergent economic and political life on Taiwan as compared with mainland China. The spectacular economic development of Taiwan, if continued, will result in the emergence of Taiwan as an industrialized economy by the beginning of the next decade, far ahead of mainland China. It is concluded that, despite some flux in big-power relationships in Southeast Asia, the Nationalist Government of Taiwan feels no immediate pressure for abrupt change in economic, political, or military arrangements now in effect. The status quo will obtain for the foreseeable future with changes in present relationships seen as evolutionary, not revolutionary in character.

AD-A014180

AUTHOR(S): Robert J. Cuthbertson, LTC, QMC

TITLE: Army Research and Development - A New Money Game

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 91

CLASSIFICATION: Unclassified

This paper examines the impacts that the Congressional Budget and Impoundment Act of 1974 may have on the Army's Research and Development Appropriation. The information presented is based on Congressional documents, Department of Defense documents, interviews with many of the principals involved, and learned publications on the subject. The history behind the Act, an explanation of the Act, an explanation of the Army's Research and Development Appropriation process, the impacts that the Act may have on that process, and finally conclusions and recommendations on the subject are provided. The paper recommends that the Deputy Chief of Staff for Research, Development, and Acquisition consider implementing a series of studies, examination, or investigations concerning: informational support of, and liaison with, the Congressional committees, their staffs, and supporting agencies; and possible changes in procedures supporting the budget formulation and justification process of the Army's Research and Development Appropriation.

AD-A015580

AUTHOR(S): James M. Davis, Jr., LTC, INF; Cuthbert P. Hutton, LTC, AR; Joseph F. Vincent, LTC, FA; Richard W. Wilmot, COL, MI; Lewis S. Sorley III, COL, AR, Research Adviser

TITLE: An Examination of the Utility of the First Use of Tactical Nuclear Weapons in the Defense of Western Europe

FORMAT: Group Research Project

DATE: 6 June 1975 **PAGES:** 54 **CLASSIFICATION:** Unclassified

The project reexamined the utility of NATO's first use of tactical nuclear weapons in view of changing political and military alliances; the nuclear dilemmas associated with deterrence, forward defense, and linkage to strategic weapons; and increased Soviet capabilities. NATO doctrine concerning nuclear weapons is being reevaluated within the individual member countries, the academic community, military institutions, and NATO itself. The differing points of view were researched from printed materials and through personal interviews in an effort to arrive at an independent conclusion regarding the utility of a first use policy, and the most feasible course for NATO's nuclear doctrine over the next decade. Political factors were considered to govern, with other factors such as military, economic, and technology playing major roles. It was concluded that there is utility in a first use policy, but that a more comprehensive NATO doctrine is needed which would provide a wider spectrum of options and better integrated force capabilities. These would include first use nuclear options, punitive strategy options, and an integration of conventional forces, new technology weapons, and nuclear capabilities, and would include the first use of nuclear weapons if necessary.

AD-A014177

AUTHOR(S): Julius Debro, LTC, MI

TITLE: Return of Civilian Control: An Aftermath of Coup D'Etat in Sub-Saharan Africa

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 25 **CLASSIFICATION:** Unclassified

This is an exploratory paper which addresses the problem of Coup D'Etat in Sub-Saharan Africa specifically focusing upon military takeover and the return of power to civilian control. Many studies have been written about the successful military Coup D'Etat but few scholars have addressed the subject of how the military returns the government to civilian control. This study examines three African States (Ghana, Nigeria, Sierra Leone) in which military rule has been voluntarily or is about to be voluntarily returned to civilian control. The return of political power to a governing body after a Coup is a very difficult task and this study has indicated that countries under military rule are reluctant to relinquish that power and return to the barracks because of their own vested interest. This is especially true in developing countries where there are major problems in the area of economic, cultural, and political development. The study indicated that military coup will continue in the African countries and that the military will in most cases be a willing participant and will not return to the barracks unless firm guarantees are forthcoming in the areas of military support, economic progress, and cultural change.

AD-A017114

AUTHOR(S): Robert G. Dilger, COL, USAF

TITLE: Combat Analysis - Tool for Weapon Decisions (U)

FORMAT: Individual Research Project

DATE: 28 May 1975 **PAGES:** 99 **CLASSIFICATION:** SECRET N/F

(U) An examination of combat data was performed to gain insights into those features of a weapon system which tended to make it successful or to degrade its performance. Combat data was analyzed in an attempt to determine the percentage of kills that were made from a visual sighting. Also analyzed was the front aspect capability of the radar missile and its ability to score kills in the low altitude region of air combat. The radar missile was evaluated as to its value during visual engagements and during night operations. A similar capability assessment is made of the IR missile. The internal gun was then compared to missile performance. Southeast Asia experience versus Middle East is the most recent yardstick used to judge gun performance.

AD-C007504L

AUTHOR(S): William H. Dillard, COL, Inf; James E. Drummond, LTC, FA; Edwin P. Geesey, COL, CE; Loyal G. Hightower, LTC, FA; Joe S. Maupin, LTC, FA; John W. Shannon, LTC, Inf, Raymond L. Cook, COL, MPC.

TITLE: The Role of the Army Manager in the Congressional Process

FORMAT: Group Research Project

DATE: 27 May 1975 **PAGES:** **CLASSIFICATION:** Unclassified

The basic aim of this research effort was the improvement of the Army's performance within the congressional authorization/appropriation budgetary process. Data was gathered on the knowledge, attitudes and perceptions of middle and senior level Army managers toward the process using questionnaire and personal interviews. Areas of deficiencies were identified and recommendations for improvement were solicited through interviews with senior Army management and with members of Congress and professional congressional committee staff members. Analysis of data collection efforts resulted in a number of recommendations for improving Army management performance to include a suggested course outline for an elective at the USAWC.

AD-A017109

AUTHOR(S): William F. Dillon, Jr., LTC, QM; Elijah F. Mason, LTC, TC;
William R. Pinkston, LTC, QM; Bernard J. Roth, LTC, EN;
Edward Tolf, Jr., LTC, IN; GS-14 Jease E. Tucker, DSA;
Calvin G. Weaver, COL, TC; Edward P. Lukert, Jr., COL, IN,
Research Adviser

TITLE: Strategic Logistics

FORMAT: Group Research Project

DATE: 9 June 1975 **PAGES:** 81

CLASSIFICATION: Unclassified

The basic problem is to identify why United States military strategy is developed without regard to logistics considerations. Data was gathered by a literature search, attendance at the April 1975 JCS Worldwide Logistics Conference, and an interview with Rear Admiral Henry E. Eccles, USN (Ret.), a noted authority on logistics and strategy. Imprecise and misleading definitions, which contribute to the problem, required redefinition of the term "logistics" and development of a definition of "strategic logistics." The decisionmaking and planning processes of the National Security Council, Department of Defense, and the Joint Chiefs of Staff were examined, and it is concluded that decisionmaking and planning at the highest levels of the Government do not provide the machinery for the integration of strategic logistics factors in the formulation of US strategic objectives. To provide this essential integration, the authors recommend a reorientation of the NSC, which could be accomplished most effectively by designating the Chairman of the President's Council of Economic Advisors as the Assistant for National Logistics Affairs, and by making him a permanent member of the NSC and Chairman of the NSC's Defense Program Review Committee.

AD-A012612

AUTHOR(S): Robert J. Donahue, COL, SigC

TITLE: The Implications of a Consolidation of Management, Control and Operation of the Defense Communications System

FORMAT: Individual Research Project

DATE: 25 May 1975

PAGES: 105

CLASSIFICATION: Unclassified

The study addresses the implications to the Department of Defense in 1) the assignment of Defense Communications System (DCS) operation and maintenance responsibilities to a single military department or 2) the establishment of a Defense Communications Command. The parallel organization of the military departments and the Defense Communications Agency (DCA) indicated that significant improvements in organization structure, managerial functions and resource allocation would be achieved by either of the two alternatives. Elements of the analysis support the establishment of a Communications Command while other more powerful factors mitigate against a change from the existing system. The primary factor weighing heavily against the transition is the residual military department non-DCS/nontactical telecommunication functions. Regardless of the organization structure and relationships involved, telecommunication functions significant in both scope and purpose remain outside the DCS and must be accomplished. The negative aspects of personnel management are sufficiently intense to outweigh the sum of the advantages gained by the operation and maintenance of the DCS by a single military department. These negative aspects include the competition for resources within one service to man the DCS, and the eventual drying up of competent tri-service communicators required to man DCA.

AUTHOR(S): John J. Duffy, Jr., LTC(P), USAF and Allen S. Merritt, COL, ADA

TITLE: Nuclear "Parity" or Nuclear "Sufficiency": The US-Soviet Strategic Competition

FORMAT: Research Project

DATE: 28 May 1975

PAGES: 52

CLASSIFICATION: Unclassified

With the possible exception of the recent conflict in Vietnam, no subject has been so hotly or thoroughly debated during the past two decades as the strategic nuclear balance between the United States and the USSR. Previous discussions have been encumbered by slogans, such as "superiority," "parity," and "essential equivalence," and virtually meaningless direct comparisons of launchers, warheads, etc. The basic "yardstick of sufficiency" should be whether or not the size and character of the US strategic force is such that it can effectively carry out its assigned missions. The current and programed inventory was examined and compared to the total target spectrum to determine if the central systems could cover all of the spectrum (using accepted targeting methodology) under all levels of execution and under the employment policy directed by the Secretary of Defense. It was concluded that the United States should use a force-versus-targets criterion as a guide in future strategic weapons systems decisionmaking and support expositions which insure that all recognize the sufficiency of the American strategic power.

AD-A012613

AUTHOR(S): Clarence E. Fend, Jr., CDR, USN Morton F. Roth, LTC, CE
Benny H. Fioritto, COL, USAF Joseph A. Torsani, Jr., COL, TC
Ralph L. Godwin, COL, ADA Douglas A. Zischke, Mr., USIA
COL Lloyd A. Corkan, MI, Research Adviser

TITLE: Iran - A New Persian Empire? (U)

FORMAT: A Group Research Project

DATE: 23 May 1975

PAGES: 80

CLASSIFICATION: SECRET

(U) The tremendous Iranian purchases of arms, equipment, and technology financed by petrodollars in recent years raises the logical question as to the purpose of such expenditures. This paper examines the internal and external constraints/threats perceived by the Shah and the problems facing Iran in its leap into the 20th century. Information was gathered from literature and personal interviews with military and diplomatic officials in Washington and Iran. The conclusions are that the Shah heads a virtual dictatorship, albeit generally benevolent, with no effective political constraints on his power. He is attempting to overcome the handicaps of a traditional society by importing foreign technicians and advisers. Convinced that peace and stability are prerequisite to development, he has entered into a huge arms procurement program to insure Persian Gulf security. The external threats are Soviet subversion through Arab surrogates and traditional Iraqi hostility. The internal constraints are intellectual dissatisfaction with authoritarian rule and religious opposition to the rapid change of traditional ways. The findings of the study are that the Shah, while forcing great strides toward modernization, will fall short of his midrange goals; that arms procurement is excessive to the needs and ability to handle that Iran will remain aligned with the West as long as the Shah perceives it to be advantageous.

AUTHOR(S): Charles A. Gatzka, COL, ADA

TITLE: Press Coverage of Secretary Kissinger's Remarks on Military Action in the Middle East

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 65 **CLASSIFICATION:** Unclassified

In an interview with Business Week magazine, Secretary of State Kissinger said he would not rule out completely the use of military force in the Middle East in the face of "strangulation" of the industrialized world. His remarks about military force stirred worldwide controversy. The use of military force against Middle East oil producers had been a subject in the press as far back as the 1973 oil embargo, but the question had not been addressed by anyone directly responsible for US foreign policy prior to Secretary Kissinger's remarks. The press responded with wide coverage of the interview in news stories, opinion columns, and editorials. After examining the press coverage in the United States in January 1975, it was concluded that while the press did overreact in playing up the remarks by overshadowing the rest of the interview, the news stories were nevertheless objective. More of the newspaper columnists and editorials supported rather than opposed the remarks. Of the editorials opposed, about half were relatively mild in their opposition. The remarks were further explained by members of the Executive Branch in response to questions posed during January 1975 by members of the press.

AD-A017115

AUTHOR(S): Charles A. Glenn, LTC, FA; Melton H. Kunze, COL, INF; Gustav G. Gillert, Jr., COL, INF

TITLE: Peacetime Management of Regular Army Divisions Stationed in the Continental United States (CONUS)

FORMAT: Group Research Project

DATE: May 1975 **PAGES:** 133 **CLASSIFICATION:** Unclassified

The first part of this paper presents the scope of peacetime personnel related programs, assesses their impact on overall readiness, and comments on the effectiveness and appropriateness of the procedures through which these programs are implemented. The last part of the paper documents the manning requirement and suggests an organizational approach which will provide CONUS divisions the potential to successfully accomplish the twin peacetime requirements of unit readiness and installation support. The study concludes that the great majority of the present programs are essential and should be continued. Further, while there is an apparent division of opinion as to the long range effectiveness of the procedures being applied, there presently are insufficient grounds to recommend the institution of immediate or sweeping changes. The study also concludes that a "peacetime strength augmentation" averaging 5.6% of the CONUS divisions presently authorized MTOE is required to provide the capability to respond to installation support, and concurrently, to maintain a level of training proficiency which would allow the division to deploy at full readiness within two weeks of alert. The study recommends that the present divisional structure and authorized number of spaces remain unchanged.

AD-A012665

AUTHOR(S): Gerald S. Griffith, LTC, FA

TITLE: The Foreign Area Officer Program: The Efficacy of Combining the Foreign Area Specialist and the Military Assistance Officer Programs

FORMAT: Individual Research Project

DATE: 23 May 1975

PAGES: 58

CLASSIFICATION: Unclassified

The basic question is whether the Foreign Area Officer Program, developed as a result of the amalgamation of the Foreign Area Specialist and the Military Assistance Officer Programs, can produce the trained, capable officer to function in the politico-military environment of the 1970's and 80's. Research data were gathered from available military libraries and through personal interviews with officers currently involved in operating the program at the Department of the Army level. A review is conducted of each contributing program from inception to amalgamation and problems existent in each are highlighted. The basic differences rest in the specialist versus generalist orientation between the FASP and the MAOP. The FAOP appears to be capable of pulling together the divergent parts, and is capable of producing the officer required, with some modifications to the existing FAOP in the areas of intra-program specialization and in a revised education/training program in light of existing and anticipated funding constraints.

AD-A017107

AUTHOR(S): William I. Harris, LTC, INF

TITLE: A Survey and Analysis of Servicemen's Unions

FORMAT: Individual Research Project

DATE: 28 May 1975

PAGES: 71

CLASSIFICATION: Unclassified

Active servicemen's unions have been established in a number of West European countries. The purpose of this individual research effort is to assemble data, identify the literature and determine conditions and trends relevant to the military union movement, and to provide a foundation upon which to build when the inevitable question of military unionization in the US is seriously addressed. The American labor movement has succeeded in organizing private industry and federal, state and local government employees in spite of active resistance and strong misgivings by management. The major remaining candidate is the armed forces. Like their erstwhile counterparts in industry and government, traditional thinking military leaders tend to take a strongly negative view of servicemen's unions. This paper reviews opinions held by military management, union management and union members or potential members. It then identifies and evaluates the major advantages and disadvantages of a US servicemen's union.

AD-A012616

AUTHOR(S): Charles F. Kraak, LTC, MPC

TITLE: Family Efforts on Behalf of United States Prisoners of War
and Missing in Action in Southeast Asia

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 74 **CLASSIFICATION:** Unclassified

The basic problem examined in this paper is the refusal by North Vietnam and its Communist allies to abide fully with the humanitarian principles of the Geneva Convention relative to the treatment of prisoners of war and their refusal to properly account for the missing in action and dead. A descriptive chronology is developed to highlight the significant efforts put forth by family members of Americans who were either held captive and subsequently released or who remain unaccounted for in Southeast Asia. The period 1964 to present is examined and family initiatives are described as they occurred. The initiatives took many forms, including: meetings with high level government officials; numerous appearances before the Congress; letter writing campaigns; use of the mass media; dedication ceremonies; and travel abroad. No attempt is made to draw conclusions or make recommendations with respect to family success or failure during their involvement in the PW/MIA issue.

AD-A014184

AUTHOR(S): Charles F. Kriete, COL, Chaplain

TITLE: Patterns in General Officer Weekly Schedules and the
Organizational Implications of General Officer Use of Time

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 25 **CLASSIFICATION:** Unclassified

Is General Officer leadership behavior influenced more by the type of position the general holds, or by his individual leadership style? An analysis of the daily schedules of 21 General Officers for a 28 day period discloses seven different and significant patterns in the way that generals use their time, dependent on whether they had positions as Commanders, Deputies, or Staff Officers. The results imply that general officer leadership, unlike that of civilian officers of comparable rank, is more influenced by position and mission requirements than by personal style. Analysis further implies that the stereotypical patterns disclosed by their schedules require the exercise of significantly differing skills in discharging their respective leadership obligations.

AUTHOR(S): John H. La Barrie, COL, Inf

TITLE: Freedom of Information--Impact on the Federal Bureaucracy

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 82

CLASSIFICATION: Unclassified

If government is to be truly of, by, and for the people, the people must know in detail the activities of government. Nothing so diminishes democracy as secrecy. The maximum participation of the citizenry in affairs of state, is meaningful only with an informed public. How can we govern ourselves if we know not how we govern? Never was it more important than in our times of mass society, when government affects each individual in so many ways, that the right of people to know the actions of their government.

Public Law 89-487 is the product of prolonged deliberation. It reflects the balancing of competing principles within our democratic order. It is not a mere recodification of existing practices in records management and in providing individual access to government documents. Nor is it a mere statement of objectives or an expression of intent.

Rather this statute imposes on the Executive Branch an affirmative obligation to adopt new standards and practices for publication and availability of information. It leaves no doubt that disclosure is a transcendent goal, yielding only to such compelling considerations as those provided for in the exemptions of the act.

AD A017111

AUTHOR(S): Francis L. Maccini, LTC, FA

TITLE: MBO--A Management Technique for Army Management Doctrine

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 99

CLASSIFICATION: Unclassified

The problem stressed is to determine if management by objectives (MBO) is a feasible technique to be used in Army management, and if so, at what levels of command should it be applied, and through what process. Background information was gathered through an extensive library search on the subject of managing by objectives and in particular as it applied to the public sector. A telephone survey was conducted to determine where some military applications of MBO were being used. Personal and telephone interviews were conducted with personnel involved in MBO at various levels of military organizations. Generally speaking, the meaning of management by objectives varies with the individual. Most officers in the Army do not understand MBO as conceived by Peter F. Drucker. This paper suggests a process for implementation and cautions the Army reader that to implement the MBO process takes time and understanding. MBO is a feasible technique to be used at all levels of command; however, the pitfalls and problems experienced by private organizations and public organizations should be realized and plans prepared to avoid the common traps of MBO. MBO is a technique that demands the active participation of the top man at the level it is used. To implement MBO throughout the Army, it will require an education process starting at the top and it will take five to eight years to have it fully implemented throughout the entire Army.

AUTHOR(S): Parker W. McClellan, CDR, USN

TITLE: Word Processing and RDT&E, N Justification Documents within the Navy

FORMAT: Individual Research Project

DATE: 23 May 1975

PAGES: 43

CLASSIFICATION: Unclassified

The question is asked what are the alternative methods of production (transcribing) for the Congressional Supporting Data Books, the Master Information Papers (MINI-MIPS) and the Senate Appropriations Committee (SAC) Fact Sheets within the Department of the Navy. The CY1975 documents are studied for content, volume and data block size. It is concluded that a word processing system should be installed within the Office of the Director, Research, Development, Test and Evaluation (OP-098). It is recommended that installation be in a two phase process. Phase I would be Stand Alone CRT Text Editors, with a feasibility study conducted prior to Phase II implementation of a Shared Logic word processing system.

AD-A012611

AUTHOR(S): Bill G. Pales, Mr., DAC

TITLE: How Can The Army Improve Its Use of Threat And Intelligence In The Materiel Acquisition Process?

FORMAT: Individual Research Project

DATE: 19 May 1975

PAGES: 87

CLASSIFICATION: Unclassified

The basic problem is the provision of the threat and intelligence data needed at the proper time and in the proper format. In order for this to happen, there must be a program for the systematic identification of intelligence requirements, production of documentation to satisfy those requirements, the distribution of the documents to the requestor and finally, responsible use of the data. The program must include all those commands and staffs involved in the materiel acquisition process. Such an Army-wide program does not exist. AMC has a systematic threat and intelligence support system. Its concept is sound and it has been proven workable for several years. The lessons learned and the experience gained in this area could be used throughout the materiel acquisition community. The ACSI should provide leadership and staff supervision in the development of improved threat and intelligence support and DCSOPS and DCSRDA should provide command emphasis relative to the use of those data. Recommendations are made relative to some specific points of improvement in the interface of threat and intelligence and the materiel acquisition process.

AD-A012668

AUTHOR(S): Robert I. Pate, LTC, INF

TITLE: US Army Reserve Components-Peacetime Assessment and Management to Meet Mobilization Requirements

FORMAT: Individual Research Project

DATE: 22 May 1975

PAGES: 97

CLASSIFICATION: Unclassified

Incorporation of the Total Force Policy within US national military strategy requires a more comprehensive assessment of existing RC unit combat capability status, with a view toward two objectives: first, to identify those units that have achieved and can sustain a degree of capability such that achievement of minimum deployment standards should be reached within prescribed mobilization time requirements; and second, within those units failing to achieve and sustain such a degree of capability, isolate those inhibiting factors precluding such achievement with the view of instituting corrective action through effective management and control. Inasmuch as the present unit readiness reporting system is incapable of either accurately assessing RC unit combat capabilities or accounting for the Army's capability to improve thereupon under emergency conditions, a systematic methodology to meet this need is proposed in detail. The proposed system weighs capability in terms of elapsed post-mobilization time, and would produce the ancillary benefits of portraying incremental gains in capability (a critical factor with respect to Congressional relations) and providing a means of exercising effective control and management of RC peacetime capability. Recommendations are included with regard to the proposed system's design, function, operations; and use of data output.

AD-A014181

AUTHOR(S): Homer C. Pickens, Jr., LTC, MI

TITLE: A Descriptive Survey of Selected Library Services of the Military Senior Service College Libraries and Report of Library Usage at the US Army War College

FORMAT: Individual Research Project

DATE: 23 May 1975

PAGES: 182

CLASSIFICATION: Unclassified

No comprehensive survey has been made of the operations of the senior service college libraries since 1955; likewise, relatively little scientific research has been conducted in the field of librarianship in the institutions of higher military education. This study is in two parts and deals with both matters. Part one presents a descriptive survey of the five senior service college libraries and includes a comparative analysis of selected characteristics. The libraries' staffs, organizations, missions, and functions are reviewed as well as holdings, budgetary data, use of library committees, and special features. The second part of the study is a report of a scientific experiment which tests the hypothesis that a relationship exists between course requirements and library usage at the Army War College. Emphasis is on a detailed methodology with a study design and precise scientific treatment of data that consists of identification of the independent and dependent variables, random sampling, and analysis of variance to accept or reject a null hypothesis. The data supports the hypothetical prediction of the existence of a probable relationship.

AD-A017110

AUTHOR(S): Dale K. Randels, COL, CE

TITLE: Real Property Maintenance Activities--In-House or Contract?

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 98 **CLASSIFICATION:** Unclassified

The basic question addressed is whether or not real property maintenance activities (facilities engineering) should be performed by in-house employees or by contract with private firms. Recognizing that the final answer to this question is a subjective one that must be answered by the policymaker, the main thrust of the paper is to identify and discuss the more important factors to be considered when making the in-house vs. contract decision concerning real property maintenance activities in the Army. Some of the factors examined are: relative costs and the difficulty associated with accurately estimating and determining what these costs are; contractor performance; labor and contractor availability and continuity; supplies and equipment for the contract; changeover turbulence; type and methods of contracting; impact of special government policies and programs (i.e., personnel ceilings, bias toward private industry, small business set-asides, etc.); risk of strikes or other labor unrest; and relative flexibility. Several recent or on-going contracts are considered in the paper. These include the comprehensive base services contract at Vance AFB, Oklahoma; base maintenance contracts at Air Force bases in Europe; Army facilities engineering contracts in Korea; the base operational support contract at the Safeguard complex in ND; the family housing maintenance contract at Dugway Proving Grounds, Utah; and others.

AD-A014182

AUTHOR(S): Donald W. Reeves, LTC, CE

TITLE: A Critical Assessment of Engineer Computer Modeling

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 79 **CLASSIFICATION:** Unclassified

The use of computer simulated warfare is widespread throughout the Army planning process. Engineer forces should play a small but important role in these war gaming exercises. Due to the complex and technical nature of programming and interpreting computer results, planners are usually not qualified to determine the full extent of engineer play or its significance in the printed output. Nevertheless, decisions are being made relative to force structuring and operations which are at least partially derived from this source. This paper allows planners to become more familiar with the engineer strengths and weaknesses of the predominant force structuring computer models. Four such models are addressed in this research paper: ATLAS, CEM, FASTALS, and CASTLE. From this review, it appears that engineer activities can be adequately reflected in existing war gaming results if the models are used properly and in iteration. Planners, however, need to be aware that engineer actions are frequently negated through simplification of the input data. In addition, only certain characteristics of engineer activity can be portrayed in each model. Operator preoccupation with combat outcome usually overshadows the impact of engineer shortfall.

AUTHOR(S): Henry A. Robinson, Jr., COL, MC; Helmer Thompson, COL, MSC

TITLE: Tri-Service Physician's Assistants Programs

FORMAT: Individual Research Project

DATE: 23 May 1975

PAGES: 91

CLASSIFICATION: Unclassified

Because of the shortage of the primary health care physicians, the three military services have embarked upon an intensive educational program to train large numbers of generalist Physician's Assistants. To date there are 285 graduates with an expected goal of 1155. The programs were launched before very many attitudinal studies could be conducted, therefore this study includes Surveys of graduate Military Physician's Assistants, Physician Supervisors and in the case of the Army, their line Commanders. The faculty and student body of the US Army War College were also queried as to their knowledge and acceptance of the P.A. concept. It is concluded that Physicians favor the concept with rare exceptions, and that the perception of the Physicians and the P.A.s of patient acceptance is equally favorable. Present, future and past line Commanders reflect an overwhelming acceptance. The single most significant weakness in the Military P.A. programs is the disparity of the rank structure.

AD-A015394

AUTHOR(S): Myron W. Rose, COL, ADA

TITLE: Leadership and Persuasion

FORMAT: Individual Research Project

DATE: 23 May 1975

PAGES: 46

CLASSIFICATION: Unclassified

The basic question is how should a leader select an appropriate leadership style, and use the power of persuasion to influence the actions of subordinates. Possible leadership styles, based on behavioral science findings are first examined. The styles differ based upon the amount of subordinate participation allowed in decisionmaking. Selection of a style should, in the opinion of the author, vary in accord with the situation. The situation is described as quality and acceptance variables plus time available. A model is then offered for resolving in a logical, normative manner, leadership style selection. Persuasion is presented as a realistic tool for the leader in gaining the willing cooperation of subordinates. The persuasion models presented provide the leader alternatives to the use of authority or pressure. The basis for the persuasion models is behavioral science findings with primary focus on learning theory.

AUTHOR(S): Eugene J. Ruane, CIA

TITLE: Is an Independent European Nuclear Deterrent a Real Possibility?

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 41 **CLASSIFICATION:** Unclassified

European security appears to be at a crossroads in terms of the direction that the major states of Europe will take during the next decade to insure their continued freedom, growth, and prosperity. Should they trust in the continuance of the spirit of detente and reduce their defense structure or should they strengthen their forces and undertake some form of integrated nuclear defense to offset the possible reduction of US forces and possible loss of the American nuclear umbrella believed by many to be coming. Although concern over the credibility of the American commitment and resolve to defend Western Europe, over the impact on European security of military agreements between the United States and the Soviet Union, over the possibility of future nuclear proliferation, and over the future world role of Western Europe all have a positive influence on the formation of an independent European nuclear deterrent it is concluded that such will not occur within the next decade. Rather under detente the major states of Europe will continue to foster expanded political and economic contacts with the Soviet Union while at the same time reducing their overall defense posture. The possibility of the states of Western Europe moving toward a nonaligned "Big Sweden" status within the next decade is quite distinct.

AD-A014175

AUTHOR(S): Gary N. Skinner Sr., LTC, FA

TITLE: Improved Management at Department of the Army Level

FORMAT: Individual Research Project

DATE: 19 May 1975 **PAGES:** 50 **CLASSIFICATION:** Unclassified

The basic question is how to improve management at Department of the Army Level. The present Planning, Programming, and Budgeting System (PPBS) was examined to determine if the system is adequate to provide the Army with the resources necessary to maintain Army fightability. Adequacy of the system was verified; however, some inadequacies regarding staffing of input data for the system were identified. As a whole, DA action officers are crisis management oriented and do not understand the importance of the PPBS. There is a need for each DA agency to examine the interrelationship of agency tasks, functions, and goals to the PPBS. Each agency should conduct this examination expeditiously, utilizing the management devices/techniques set forth in this paper.

AUTHOR(S): Jeremy D. Taylor, CDR, USN

TITLE: The Articulation and Justification of Military Needs in
Congressional Testimony

FORMAT: Individual Research Project

DATE: 28 May 1975 **PAGES:** 107

CLASSIFICATION: Unclassified

Secretary of the Army Howard Calloway placed improved Congressional relations among the "top five" Army objectives for FY 76. He cited a need to "improve our explanations/justifications for Army needs/requirements" as a means to attain the objective. Twenty-four members of Congress, professional Staffers, and legislative aides were interviewed in the course of this project to identify strengths and weaknesses in the past and current military interface with Congress. The results of this interview program have been summarized and used in conjunction with witness preparation material gathered from a variety of other sources to draft "A Handbook for Navy Witnesses Appearing Before Congressional Committees." The handbook is a comprehensive compilation of advice from both the military and Congress on the selection and preparation of witnesses. "The Legislative Process," "Guidelines for Witnesses," "Congressional Advice," and "The Budget" are among the ten chapters of the handbook, which the author suggests will be useful to all military witnesses and in course lead to the improved articulation and justification of military needs and requirements that Secretary Calloway has made a top priority.

AD-A012666

AUTHOR(S): Gerald F. Wilson, COL, IN

TITLE: Japan: Military Options for the 1980's

FORMAT: Individual Research Project

DATE: 23 May 1975 **PAGES:** 47

CLASSIFICATION: Unclassified

With the gradual reduction of the US presence in Asia, future US policy in that area centers more and more on Japan. The foundation of the US policy must be based on an accurate assessment of the current and future direction of Japanese security policy. In spite of repeated assurances on the part of the US that it intends to honor its commitments to the security of Japan under the 1960 Security Treaty, events of the recent year have caused Japan to seek reaffirmation of US intentions to include the nuclear shield. This perception of questioning US intentions and resolve has served as the catalyst for a call for a fundamental reevaluation of Japanese security policy. The basic question is to identify the spectrum of security options that are open to Japan and assess the probability of which will be adopted. While the range of alternatives runs from neutralization to nuclear rearmament, it is concluded that Japan will find it in her best interests to maintain her security arrangement with the US and continue her gradual qualitative upgrading of the Self Defense Force.

AD-A015876

AUTHOR(S): Billy J. Wright, LTC, Armor

TITLE: Arms and the Campus in 1975: Army ROTC in Transition

FORMAT: Individual Research Project

DATE: 25 May 1975

PAGES: 63

CLASSIFICATION: Unclassified

The basic problem confronting ROTC is mission accomplishment--obtaining officers in sufficient numbers to meet Army requirements. Problems bearing on mission accomplishment are generally a reflection of the society as a whole. Although, for the first time in several years, this year's enrollment exceeds that of the previous year, ROTC is far from trouble-free. This paper reviews the history and background of ROTC, discusses past and present problem areas, and assesses the program in light of the current national and international situation. The research is based on a literary search at the US Army War College Library, visits to two colleges, a review of current surveys, the results of 823 questionnaires received from 90 colleges, and information obtained from Department of the Army and Training and Doctrine Command. Army ROTC has made significant changes over the years. If enrollment increases are to be expected to continue, the ROTC story must be effectively publicized now--while the economic situation makes ROTC particularly attractive.

AD-A016995

SECTION III

ABSTRACTS

USAWC CLASS OF 1976

AUTHOR(S): Giles A. Bax, LTC, AD
Charles E. Hupe, COL, IN
Moss M. Ikeda, LTC, IN
William J. Jefferds, COL, IN
Donald D. McClanahan, COL, AR, Study Adviser
TITLE: Management of Reserve Component US Army War College Graduates:
Selection and Utilization
FORMAT: Group Research Project
DATE: 21 May 1976 **PAGES:** 89 **CLASSIFICATION:** Unclassified

This research project proposes a new Army Regulation (AR) for the Army National Guard (ARNG) and Army Reserve (USAR) regarding the selection of Reserve component (RC) officers for participation in US Army War College (USAWC) studies and their subsequent utilization upon graduation. The study incorporates the recommendations of two previous USAWC projects completed in 1974 and 1975. These previous projects investigated the same general topic of selection of RC officers for participation in USAWC studies and their subsequent utilization. The focus of the study and proposed AR is to develop an improved selection system, closely paralleling the Active Army selection process, utilizing an order of merit list and an early identification and notification process. The major features contained in the AR are each developed with background and rationale for changes in the selection and utilization process. Also included in the study are the results and an analysis of key items on an extensive survey questionnaire which was sent to over 1,000 RC officers who are potential participants in USAWC studies. The population surveyed included over 500 colonels, lieutenant colonels and majors from each RC. Additionally, the study recommends a list of potential assignments for RC graduates of USAWC. The annexes to the study include the proposed AR 135- () in final format and the complete results of the survey.

AD-A028262

AUTHOR(S): James R. Briney III, LTC, MI; Raymond M. Macedonia, LTC, AG;
Robert T. Reed, COL, AR, Study Adviser

TITLE: Analytical Use of Computerized War Gaming (U)
FORMAT: Group Study Project
DATE: 7 May 1976 **PAGES:** 122 **CLASSIFICATION:** SECRET

(U) This study utilized an existing theater level computerized combat simulation (IDAGAM-1) in providing quantitative insights into the effects of varying movement rates of Warsaw Pact forces on the outcomes of a simulation of a postulated military conflict between NATO and the Warsaw Pact in the Central Regions of Europe.

AUTHOR(S): Dale K. Brudvig, LTC, AR

TITLE: The Brigade With or Without Organic Combat Support and Combat Service Support

FORMAT: Individual Study Project

DATE: May 1976

PAGES: 158

CLASSIFICATION: Unclassified

There are six chapters to this study. In Chapter I the background and reason for the study is given. In Chapter II a proposed brigade with organic combat support and combat service support is postulated. Possible changes in the division are also proposed. Chapter III is the operational environment for the brigade. Chapter IV looks at our allies and potential enemy. Chapter V is an analysis, while Chapter VI is the conclusions of the study project.

The current division, brigade and battalion are the result of organizational development that was reached in 1944 in the WW II "light" armored division. This study concludes that the brigade should immediately be provided with organic combat service support and that organic combat support should be provided after further study and justification.

AD-A030433

AUTHOR(S): John P. Caruso, COL, FA; Charles E. Schmidt, COL, MI

TITLE: Beyond the Nation State: Managing the Transnational Political, Social and Cultural Roles of the Multinationals

FORMAT: Group Study Project

DATE: 7 June 1976

PAGES: 239

CLASSIFICATION: Unclassified

The basic question is to determine what extra-economic functions multinational corporations are performing. Following identification they are classified into the major categories of political, social and cultural, then analyzed and evaluated. Additional questions proceeding from the basic one address a future political role for the MNCs in the international system and the implications posed by the multinationals for management and the nation-states. Data was gathered using a literature search, the development of an interview guide, and personal interviews with key officials of US and foreign-based MNCs and subsidiaries and the US mission to the United Nations. The proliferation of the MNCs on the one hand and the nation states on the other gives rise to serious dilemmas when MNC and host-nation goals are in conflict. The extra-economic functions performed by MNCs in developed, developing and under-developed nation-states (basket cases) have serious and far-reaching implications for MNC management and governments. It is concluded that the extra-economic functions warrant serious attention from political scientists and sociologists to determine appropriate roles and responsibilities for both actors. MNC management and nation-state leadership must each become more aware of the other and learn to deal with the very real problems and dilemmas in a non-adversary environment.

AUTHOR(S): John R. Countryman, FSO-3, USFS

TITLE: Iran in the View of the Persian Gulf Emirates

FORMAT: Individual Study Project

DATE: 7 May 1976

PAGES: 55

CLASSIFICATION: Unclassified

The Persian Gulf has recently enjoyed political stability due to Iran's emergence as a regional power and Arab-Iranian cooperation. But perceptions of the four small Arab states of the lower Gulf (Bahrain, Qatar, the UAE, and Oman), of how Iran is managing its leading role, are crucial to the continuation of Gulf cooperation. Historically there has been an even process of ebb and flow of Arab and Iranian control over the Gulf. Thus neither Arabs nor Iranians can legitimately regard the Gulf as "theirs," nor should they now raise irredentist claims against each other. Five major issues in Arab-Iranian relations have roused certain Arab sensitivities, but the net result of interaction in these areas has been to improve Arab-Iranian relations. From the perspective of the four Arab states of the lower Gulf the following are potential problem areas in their relations with Iran: conflicting nationalisms; outside influences; Israel; the Gulf Arabs' image of Iran; Iranian minorities in the Gulf; and the Iranian military buildup. There are two possible models for future political relations in the Gulf. One involves an aggressive, domineering Iran; the other, an Iran continuing its current moderate course. The latter is the only policy capable of eliciting cooperation from the smaller Arab states of the Gulf, and thus of insuring the area's continued stability.

AD-A028292

AUTHOR(S): Peter M. Dawkins, COL, INF

TITLE: Conventional Arms Transfers and Control: Producer Restraints

FORMAT: Individual Study Project

DATE: 7 May 1976

PAGES: 73

CLASSIFICATION: Unclassified

The transfer of conventional military arms is not necessarily undesirable. At the same time, there is sufficient concern about the possible liabilities of sustained large-scale arms transfers that the procedure for control is worthy of careful study. The basic question addressed in this paper is how to go about restraining arms transfers from the producer side of the equation. The issue was researched both through the literature and by interviews with experts in the arms transfers field. Five categories of factors which motivate producer countries to export arms are identified and analyzed. To the extent that they exist, factors which incline countries to refrain from exporting arms are similarly identified and analyzed. A policy proposal is offered suggesting initiatives in four areas. The establishment of a North Atlantic common defense market is the first initiative recommended, in order to create a condominium of western producers within which the regulation of external arms transfers might be achievable. Second, it is suggested that producer restraint arrangements be structured on a regional rather than a global basis. Third, it is recommended that the US and the Soviet Union jointly undertake to restrict the export of arms embodying nuclear threshold technologies and miniature, precision munitions. Fourth, it is suggested that the producers employ measures to restrain the retransfer of arms by the original recipients, particularly by means of regulating second-hand sales.

AD-A028291

AUTHOR(S): Thomas V. Forburger, LTC, ADA

TITLE: US Army Officers' Attitudes and Perceptions of National and International Issues and Trends

FORMAT: Individual Study Project

DATE: 26 April 1976

PAGES: 36

CLASSIFICATION: Unclassified

A representative sample of the officer corps was surveyed to ascertain their attitudes and perceptions of past, present, and future national and international issues and trends. The results of the 410 responses were analyzed and compared with the results of a similar survey conducted in 1972. While the 1972 survey, taken during the Vietnam era, showed a vast divergence of views between the younger and older officers regarding dangers to the US, the 1976 survey indicated general agreement among all length-of-service groups. The People's Republic of China (PRC) decreased significantly as a likely US opponent in a major war, and the USSR increased considerably as a likely opponent. The Middle East and communism as a whole continue to concern the officer corps; Africa appeared in the 1976 survey as a likely area of minor conflict.

AD-A028261

AUTHOR(S): Gary P. Graves, LTC, Armor

TITLE: An Analysis of the Department of Defense Strategic Management Process

FORMAT: Individual Study Project

DATE:

PAGES: 113

CLASSIFICATION: Unclassified

This study examines the factors which impact on the top level management processes within the Department of Defense. The information presented is based on readings, studies, interviews, questionnaires, and lectures. A review of relevant management theory, an outline of the formal Defense management process, and a presentation and analysis of data regarding the actual process make up the body of the paper. Due to the broad scope of the subject, the conclusions take the form of working hypotheses. The study then recommends specific areas for further study. Among the primary hypotheses are a lack of effective long-range and contingency planning, an absence of an articulated and perceived code of value standards, and an adversary relationship between key participants which short-circuits rational decision-making. Recommendations for further study include creating a specific staff function for planning, eliminating the Service Secretariates, revising the Joint Strategic Planning System, an immediate direct role by the top executives to streamline and sanitize the organization, and establishment of a firm set of value standards.

AUTHOR(S): John V. Hoyt, LTC, AR
James H. Kitterman, LTC, IN

TITLE: Alaska: A Strategic Appraisal (U)

FORMAT: Group Study Project

DATE: 7 May 1976 **PAGES:** 65 **CLASSIFICATION:** CONFIDENTIAL

(U) The purpose of this paper is to demonstrate the increasing strategic value of Alaska and why this nation must increase its ground defense force capability there. By virtue of its vast natural resources and location, Alaska is becoming more strategically important to the United States, and it is essential that we maintain a strong military presence there. Yet, while this strategic importance grows and its defense becomes complicated by oil fields, pipelines and terminal facilities, the military forces stationed there have declined. The methodology employed includes a strategic appraisal, a brief threat analysis, and an analysis of defense plans and forces. Data was gathered using a literature search, a trip to Alaska to interview civilian and military leaders, by contact with congressional delegations and other governmental agencies, and from personal experience of the authors' many years of combined Alaskan experience. The study concludes that Alaska's strategic importance is increasing, the threat is increasing, and defense capabilities have decreased. A recommendation for stronger defense forces is made.

AD-C007354L

AUTHOR(S): William J. Jefferds, COL, IN; Edward V. Kelly, LTC, AR;
Theodore L. Wagner, COL, EN
Donald D. McClanahan, COL, AR, Study Adviser

TITLE: Reserve Component Armor Crew Training: Israel, Federal Republic of Germany and the United States

FORMAT: Group Study Project

DATE: 26 May 1976 **PAGES:** 33 **CLASSIFICATION:** Unclassified

This study is the result of increasing interest in reserve components and their training programs. The study team focused on armor crew training in the reserve components. Data for the publication article was gathered through visits in the United States to the Pentagon, Armor Center at Ft. Knox, KY, MASSTER at Ft. Hood, TX, and three reserve component armor battalions in Texas, New Jersey and Pennsylvania. The comparative data was developed on a visit to Israel and The Israeli Defense Force (IDF), the Federal Republic of Germany and the Bundeswehr. The study team visited active and reserve component headquarters, training bases and training units in both of these countries. Based upon the data developed by observation, discussion and a survey of US Reserve Component armor crews along with the visit to Israel and Germany the team proposed recommendations for improving armor training in the US Army National Guard and the US Army Reserve.

AUTHOR(S): Kermit D. Johnson, Chaplain (COL)

TITLE: Factors Influencing Job Satisfaction Among Army Chaplains

FORMAT: Individual Study Project

DATE: 20 May 1976

PAGES: 102

CLASSIFICATION: Unclassified

This research on job satisfaction among US Army chaplains is based on a mail survey response of 998 chaplains out of 1411 in the Army chaplaincy. Factors which influence job satisfaction were explored by means of a three-fold model: (1) How chaplains see themselves; (2) How chaplains view their work; and (3) How chaplains view the organization. These perspectives of self-image, job content, and organization were found to be mutually reinforcing in describing a very high level of job satisfaction among Army chaplains. Chaplains were found to differ most on certain organizational policies and practices. However, they basically have a positive view toward "the organization"--their denomination, the Army chaplaincy, and command. Certain professional irritants were singled out. By means of demographic information, comparisons were made as to how chaplains feel about their work and role as chaplains. For example, the level of present job satisfaction was compared for each component, rank, marital state, and major denominational grouping. The research discussion ends with an examination of data pointing to the possibilities and problems involved in chaplain collegial relationships. Final conclusions are made with respect to role and assignment, career considerations and compensations, organization, and education. The research is of interest to all chaplains and to those charged with personnel and programming responsibilities.

AD-A028257

AUTHOR(S): Larry D. Krull, LTC, USAF

TITLE: NATO Without US Ground Troops: An Assessment

FORMAT: Individual Study Project

DATE: 7 May 1976

PAGES: 44

CLASSIFICATION: Unclassified

Three roles that are played by US ground troops in NATO are examined and discussed; contribution to the conventional balance, the evidence of commitment to Western European defense, and the unifying and stabilizing factor. The implications for NATO that emerge from a US ground troop withdrawal are examined in the framework of those roles as well as some alternatives to the contribution of US ground troops to those roles. The potential for return of France to the integrated command structure, possible participation by Spain, increased influence of the Federal Republic of Germany, the question of NATO leadership, and possible revision to NATO strategy are all addressed. The study is based on a search of unclassified literature. The conclusion is offered that NATO without US ground troops would emerge with weakened leadership, altered strategy, and reduced confidence in its ability to deal with Eastern initiatives.

AUTHOR(S): Marvin D. Llewellyn, LTC, INF

TITLE: Army Promotion Board Exercise Analysis

FORMAT: Individual Study Project

DATE: 1 June 1976 **PAGES:** 20 **CLASSIFICATION:** Unclassified

Simulated 06 promotion boards were convened under three separate formats: (1) single panel configuration, (2) two panel configuration, and (3) three panel configuration. The three formats were compared in terms of consistency of file selections among boards under each format. The basic finding was that inter-board consistency was highest under the three panel format followed by boards organized under a two panel format and boards under a single panel format. Based on these and other analyses several recommendations were made concerning DA promotion and selection board policy and practice.

AD-A028260

AUTHOR(S): Henrik O. Lunde, LTC, INF

TITLE: North European Oil - Implications for NATO. (U)

FORMAT: Individual Study Project

DATE: 7 May 1976 **PAGES:** 112 **CLASSIFICATION:** CONFIDENTIAL

(U) The basic issues are the importance of North European oil in the next decade and implications for NATO. Data was gathered by literature search and personal interviews with government and industry officials in Europe. North European oil can provide over 40 percent of Western Europe's requirements in 1985, and practically eliminate the possibility of effective Arab blackmail. Oil has given individual countries domestic problems and NATO complicated security issues. The strategic importance of NATO's northern flank has increased while the power relationship has swung significantly in favor of the USSR. NATO should: take steps to frustrate Soviet goal of neutralizing Norway, establish credible policy for defense of oil installations north of 62° north parallel, support Norwegians in negotiations with USSR over delineation of oil rich Barents Sea, counter Soviet pressure on Norway for a change in the status of Spitsbergen, and encourage United Kingdom and Norway to adopt oil development policies which are compatible with regional cooperation in Western Europe.

AD-C007355L

AUTHOR(S): Thomas B. McDonald III, LTC, SigC

TITLE: Management of Army Communications, Computer, and Electronic Systems Resources

FORMAT: Individual Study Project

DATE: 21 May 1976

PAGES: 155

CLASSIFICATION: Unclassified

The Army's failure to integrate management of communications, computers and electronics systems resources has resulted in our not yet fielding a command-and-control information system (CCIS) to serve commanders and staff directors at all levels, in peace or war, on and off the battlefield. There is little question about that need being a crucial element for success on the next major sophisticated battlefield.

This paper explores the whys of this problem and settles upon the seemingly radical though essential solution of reorganization at HQDA and in two MACOMs, with a clarification of policy concerning user requirements documentation and processing. It points up the need for a restructured PPBS to accommodate the new management structure. It recommends the immediate formation of an innovative education/training program in OPMS, EPMS and Civil Service to insure qualified technical managers, engineers, operators and maintenance technicians for a CCIS through the year 2000+.

The paper paints the problem in somber tones, suggests a new approach and warns of the potential for damage by the myopia of politics and inertia. It closes with the hope that the senior Army leadership will take an intense interest in seeing that the beginnings of this new enterprise achieve their heady promise quickly.

AD-A028263

AUTHOR(S): Edmund J. Olsen, Jr., COL, OrdC

TITLE: An Examination of US Army Fish and Wildlife Management

FORMAT: Individual Study Project

DATE: 12 May 1976

PAGES: 123

CLASSIFICATION: Unclassified

In recognition of ever increasing public pressure to hunt and fish on Army Installations, it was determined that a study of Army fish and wildlife management practices would be timely. Specific study objectives were to examine current Army management concepts, policies, and practices in the preservation and propagation of fish and wildlife on Army Installations. Through research of applicable publications and detailed survey of five different installations, the study sought to identify program strengths and weaknesses, assess program potential and recommend change if deemed appropriate. Conclusions were that the Army fish and wildlife program is poorly managed and requires major overhaul if it is to meet the demands of the future. Potential for Army embarrassment and possible legal sanctions exist. Recommendations include further study, appointment of program manager and immediate remedial measures to correct current resource reporting and financial accounting procedures.

AUTHOR(S): William O. Staudenmaier, LTC, AD

TITLE: Vietnam: Mao vs. Clausewitz

FORMAT: Individual Study Project

DATE: 7 May 1976

PAGES: 144

CLASSIFICATION: Unclassified

The basic question explored by this research paper is as follows: Did the application of the Clausewitzian military strategy by the United States during the Vietnam War to combat a Maoist guerrilla war contribute to the American defeat? The nature of guerrilla warfare is examined using four historical examples. The evolution of modern guerrilla warfare by Mao and Giap is described. The Clausewitzian philosophy of war is examined and its impact on US Army doctrine is developed. Counterinsurgent theory and doctrine is explored and finally the Vietnam War strategy is examined from the perspective of both Generals Giap and Westmoreland. The conclusion is that Clausewitzian doctrine did not contribute to the American defeat but that the misapplication of it did. The concluding observation is that Americans, particularly military men, must study the war to determine its lessons and must not turn their backs on the war or consider it an aberration.

AD-A028265

AUTHOR(S): John P. Stewart, COL, FA

TITLE: The Impact of the Congressional Budget Act of 1974 on the
Department of Defense Budget

FORMAT: Individual Study Project

DATE: 28 May 1976

PAGES: 192

CLASSIFICATION: Unclassified

The Congressional Budget Act of 1974 established a "Committee on the Budget" in both the House and the Senate. The Act also created the Congressional Budget Office to serve both houses of Congress. This study examined the FY 1976 trial budget year and the FY 1977 first budget year procedures under the new Congressional process. The Department of Defense budget process was primarily evaluated by looking at the formal and informal interface between the Department of the Army and the Congress during the annual budget cycle. The study concentrated on and documented the step-by-step process used by the Budget Committees in setting the FY 76 defense ceilings and the FY 77 defense targets. The study found that the new process requires more hearings and more support to the new staffers. Responsibility for setting the ceilings on defense expenditures is now clearly vested in the Budget Committees. To date, little progress has been made in setting national priorities. In the FY 78 budget process, it is expected that the Budget Committees will shift from overview hearings on the next FY to in-depth hearings on the long range defense issues such as threat, strategic forces, general purpose forces, etc.

AD-A028264

AUTHOR(S): Gerald G. Watson, COL, CM

TITLE: Satisfying the Need for an Offensive Chemical Warfare Capability (U)

FORMAT: Individual Study Project

DATE: 7 May 1976

PAGES: 119

CLASSIFICATION: TOP SECRET

(U) The basic problem addressed by this study is that of how to best satisfy the need for an offensive Chemical Warfare capability. The overall requirement for chemical weapons evolves from national policy with respect to Chemical Warfare which indicates that such a capability will be maintained as a deterrent to the initiation of chemical warfare against the United States and its allies. The specific need involves determining how to best upgrade/modernize present capabilities or to obtain additional capabilities. The alternatives available to satisfy the need are: (1) procure additional bulk filled munitions using agents downloaded from storage containers and agents recovered from obsolescent weapons systems, (2) procure a binary replacement system; and (3) procure a capability from an allied nation in Europe either through a co-production agreement or as an outright procurement action. After careful analysis it is concluded that implementation of both alternatives 1 and 2 are required before the overall need can be totally satisfied. The study recommends the immediate procurement of binary munitions and that a project manager be appointed under the Department of Defense to manage the development and procurement of the needed capability and to reexamine the methodology upon which the requirements were based and the production facilities selected.

Can be obtained through USAWC Library loan only

AUTHOR(S): Donald R. Wong, COL, SigC

TITLE: Dynamics of the Sino-Soviet Dispute: Border Demarcation and Territorial Claims.

FORMAT: Individual Study Project

DATE: 31 May 1976

PAGES: 153

CLASSIFICATION: Unclassified

An outgrowth of the Sino-Soviet dispute is the enigmatic border issue which has taken on a hostile and potentially explosive life of its own. The PRC is surrounded by a dozen states and a vast ocean; its northern border with the USSR is the longest and geographically the most diverse boundary in the world. This study relates an historical narrative of the border's evolution through a series of Chinese-Russian treaties, outlines the technical problems involved in the border demarcation issue, evaluates the PRC's territorial claims resulting from "unequal treaties," and reviews the prospect for settlement of the border dispute by the two powers. Specifically, the Manchurian-Far Eastern segment of the border is examined with emphasis on the disputed riverine islands and the imprecisely demarcated boundary. In summary, although the border problem could be solved through serious negotiations, it would require major concessions from both sides. The broader question of territorial claims, however, is a more complex issue which, under the generally accepted principles of international law, appear to favor the Soviet Union.

SUBJECT INDEX

ADVANCED ATTACK HELICOPTER - COSTS

Adsit, C. C., 2
Berry, W. W., 2
Blasingame, J. Jr., 2
Blum, R. W., 2
Dunaway, R. S., 2
Morgan, E. R., 2
Nastasia, M. J., 2
Shalikashvili, O. J., 2
Stallings, D. W., 2

ADVANCED ATTACK HELICOPTER - DESIGN AND CONSTRUCTION

Adsit, C. C., 2
Berry, W. W., 2
Blasingame, J. Jr., 2
Blum, R. W., 2
Dunaway, R. S., 2
Morgan, E. R., 2
Nastasia, M. J., 2
Shalikashvili, O. J., 2
Stallings, D. W., 2

AFRICA, SUB-SAHARAN - ARMED FORCES - POLITICAL ACTIVITY

Debro, J., 32

AFRICA, SUB-SAHARAN - POLITICS

Debro, J., 32

AFRICA, SUB-SAHARAN - RELATIONS (MILITARY) WITH UNITED STATES

Dawson, C. H., 10

ALASKA - DEFENSES

Hoyt, J. V., 51
Kitterman, J. H., 51

ARMED FORCES - RESERVES - MOBILIZATION

Bax, G. A., 47
Hupe, C. E., 47
Ikeda, M. M., 47
Jefferds, W. J., 47

ARMED FORCES - RESERVES - RECRUITING, ENLISTMENT, ETC.

Brown, C. D., 26
Hefner, H. L., 26
Jarvis, C. L., 26

ARMS AND ARMOR (INTERNATIONAL LAW)

Dawkins, P. M., 49

ARMY MATERIAL ACQUISITION REVIEW COMMITTEE

Glenn, C. A., 36

Kunze, M. H., 36

ARMY OPERATIONS CENTER

Cole, W. A., 30

ASIA, SOUTHEASTERN, FOREIGN RELATIONS - UNITED STATES

Joseph, R. E., Jr., 15

ATOMIC ENERGY INDUSTRIES - UNITED STATES

Arnold, H. L., Jr., 2

ATOMIC POWER INDUSTRY - UNITED STATES

Arnold, H. L., Jr., 2

ATOMIC WEAPONS - NORTH ATLANTIC TREATY ORGANIZATION

Davis, J. M., Jr., 32

Hutton, C. P., 32

Vincent, J. F., 32

Wilmot, R. W., 32

ATTACHES, MILITARY

Wells, N. S., 20

AUTARCHY

Schleusing, F. C., 19

BEHAVIOR

Kriete, C. F., 38

BRAZIL - ARMED FORCES

Brown, W. W., 27

Gabbert, H. M., 27

Grant, W. E., 27

Marko, G. F., 27

May, J. L., 27

Rosenberg, T. R., 27

BRAZIL - ECONOMIC CONDITIONS

Brown, W. W., 27

Gabbert, H. M., 27

Grant, W. E., 27

Marko, G. F., 27

May, J. L., 27

Rosenberg, T. R., 27

BRAZIL - RELATIONS (MILITARY) WITH RUSSIA

Bakarich, M. N., 3
Frederick, W. R., 3
Gregory, T. O., 3
Remus, M. D., 3
Teal, J. A., Jr., 3

BUDGET - UNITED STATES

Stewart, J. P., 55

CAREER MANAGEMENT

Parker, L. J., Jr., 23
Cambell, C. F., 23
Dixon, H. M., 23
Finkbiner, G. G., 23
Gunter, G. C., 23
Hall, J. R., Jr., 23
Hock, N. S., 23
Keutmann, J. A., 23
McCormick, R. L., 23
McKnight, D. A., 23

CARIBBEAN AREA - FOREIGN RELATIONS - UNITED STATES

Andrews, D. A., 22
Keener, E. F., 22
Page, G. W., 22

CARIBBEAN AREA - VUNERABILITY

Andrews, D. A., 22
Keener, E. F., 22
Page, G. W., 22

CASE STUDIES - STRATEGY - UNITED STATES

Cantrell, J. R., 7

CENTRAL EUROPE - DEFENSES

Adsit, J. M., 21
Benn, C. H., 21
Jorns, R. L., 21

CHAPLAINS, MILITARY

Johnson, K. D., 52

CHEMICAL WARFARE

Watson, G. G., 56

CHEMICAL WARFARE AGENTS

Watson, G. G., 56

CHINA (PEOPLE'S REPUBLIC OF CHINA, 1949 -) - BOUNDARIES -
RUSSIA

Wong, D. R., 56

CHINA (PEOPLE'S REPUBLIC OF CHINA, 1949 -) - FOREIGN
RELATIONS - RUSSIA

Farris, J. B., Jr., 12
Springstead, B. W., 12
Stephens, E. L., 12

CHINA (PEOPLE'S REPUBLIC OF CHINA, 1949 -) - FOREIGN
RELATIONS - THAILAND

Joseph, R. E., Jr., 15

CIVIL - MILITARY RELATIONS - ETHIOPIA

Dawson, C. H., 10

CIVIL - MILITARY RELATIONS - NIGERIA

Dawson, C. H., 10

CIVIL - MILITARY RELATIONS - UNITED STATES

Adams, W. A., 21
Comfort, C. L., 21
Demchuk, S. L., 21
Forrell, W. J., 21
Galloway, G. E., 13
Mahlberg, D. S., 17

CIVIL - MILITARY RELATIONS - ZAIRE

Dawson, C. H., 10

COLOMBIA - RELATIONS (MILITARY) WITH RUSSIA

Bakarich, M. N., 3
Frederick, W. R., 3
Gregory, T. O., 3
Remus, M. D., 3
Teal, J. A., Jr., 3

COMBAT DEVELOPMENTS

Dilger, R. G., 33

COMBAT READINESS

Compton, J. M., 30
Jefferds, W. J., 51
Kelly, E. V., 51
Wagner, T. L., 51

COMBAT UNITS - UNITED STATES

Brudvig, D. K., 48

COMMAND

Longmore, M. J., 16
Rose, M. W., 43

COMMAND AND CONTROL SYSTEMS

Adams, R. B., 1
Albright, A. F., 22
Cathcart, J. E., 28
Feeley, R. F., 1
Glenn, C. A., 36
Grimes, J. G., 28
Herb, C. D., 28
Hix, P. D., 1
Huhn, J. N., 28
Kriete, C. F., 38
Kunze, M. H., 36
Lee, R. H., 1
Lenahan, R. P., 1
Paige, E., Jr., 1
Richardson, F. D., 28
Rcse, M. W., 43
Setzer, H. L., Jr., 1
Walker, P. L., 1

CONSERVATION OF NATURAL RESOURCES

Olsen, E. J., Jr., 54

CORPORATIONS, INTERNATIONAL

Caruso, J. P., 48
Schmidt, C. E., 48

COUPS D'ETAT

Debro, J., 32

DECISIONMAKING

Adsit, C. C., 2
Berry, W. W., 2
Blasingame, J., Jr., 2
Blum, R. W., 2
Dunaway, R. S., Jr., 2
Drudik, R. L., 12
Longmore, M. J., 16
Morgan, E. R., 2
Nastasia, M. J., 2
Rose, M. W., 43
Shalikasvili, O. J., 2
Stallings, D. W., 2

DETERRENCE

Curl, R. L., 9
Davis, J. M., Jr., 32
Duffy, J. J., Jr., 35
Hutton, C. P., 32
Merritt, A. S., 35
Ruane, E. J., 44
Vincent, J. F., 32
Wilmot, R. W., 32

DETERRENCE - RESEARCH

Hoyt, J. V., 51
Kitterman, J. H., 51

DISARMAMENT

Dawkins, P. M., 49

DOCTRINE

Borneman, F. H., 25
Corkhill, T. M., 25
Denman, J. L., 25
Kirk, J. M., 25
Savoy, E. R., 25
Steverson, J. R., 25
Tolleson, F. L., 25
Underwood, D. B., 25

ELECTRONIC DATA PROCESSING - COMMUNICATIONS, MILITARY

McDonald, T. B. III, 54

ELECTRONIC DATA PROCESSING - MANAGEMENT

Krull, L. D., 52

ELECTRONIC DATA PROCESSING - MILITARY RESEARCH

McClellan, P. W., 40

ELECTRONIC DATA PROCESSING - WAR GAMES

Reeves, D. W., 42

ENERGY CRISIS - UNITED STATES

Arnold, H. L., Jr., 2

EUROPE - DEFENSES

Chandler, J. D., 8
Peek, K. L., Jr., 8

EUROPE - FOREIGN RELATIONS - RUSSIA

Gruver, N. R., 14
Hunt, W. G., 14
Manning, T. J., 14
Trowbridge, C. A., 14
Williams, R. L., 14

EXECUTIVE PRIVILEGE (GOVERNMENT INFORMATION) - UNITED STATES

LaBarrie, J. H., 39

EXECUTIVES, TRAINING OF

Barker, L. J., Jr., 23

Cambell, C. F., 23

Dixon, H. M., 23

Finkbiner, G. G., 23

Gunter, G. C., 23

Hall, J. R., Jr., 23

Hock, N. S., 23

Keutmann, J. A., 23

McCormick, R. L., 23

McKnight, D. A., 23

FEDERAL GOVERNMENT - UNITED STATES

LaBarrie, J. H., 39

FORECASTING - METHODOLOGY

Thompson, B. T., 20

FOREIGN AREA OFFICER PROGRAM

Griffith, G. S., 37

FORMOSA - ECONOMIC CONDITIONS

Crosmun, C. A., 31

Kelley, H. S., Jr., 31

Kozlowski, S. G., 31

Lott, J. S., 31

Maddox, B. J., 31

Rickards, D. A., 31

Young, J. L., 31

FORMOSA - FOREIGN RELATIONS

Crosmun, C. A., 31

Kelley, H. S., Jr., 31

Kozlowski, S. G., 31

Lott, J. S., 31

Maddox, B. J., 31

Rickards, D. A., 31

Young, J. L., 31

FORMOSA - INTERNATIONAL STATUS

Crosmun, C. A., 31

Kelley, H. S., Jr., 31

Kozlowski, S. G., 31

Lott, J. S., 31

Maddox, B. J., 31

Rickards, D. A., 31

Young, J. L., 31

FREEDOM OF INFORMATION - UNITED STATES

LaBarrie, J. H., 39

FUTURISM

Bigney, R. E., 6
Crancer, J. W., 6
Hamlin, T. M., 6
Hetrick, B. W., 6
Munger, M. D., 6
Thompson, B. T., 20

GAME HARVEST PROGRAM

Olsen, E. J., Jr., 54

GEOPOLITICS

Schleusing, F. C., 19

GERMANY, FEDERAL REPUBLIC OF - ARMY - RESERVES

Jefferds, W. J., 51
Kelly, E. V., 51
Wagner, T. L., 51

GOVERNMENT AND THE PRESS

Mahlberg, D. S., 17

GUERRILLA WARFARE - VIETNAM

Staudenmaier, W. O., 55

INCOME TAX - UNITED STATES

Jenkins, W. M., Jr., 15

INDIAN OCEAN REGION - DEFENSES

Christy, B. G., 28
Johnson, G. M., 28
Smith, V. C., 28

INDIAN OCEAN REGION - FOREIGN RELATIONS - UNITED STATES

Christy, B. G., 28
Johnson, G. M., 28
Smith, V. C., 28

INFORMATION STORAGE AND RETRIEVAL SYSTEMS

McDonald, T. B. III, 54

INTERNATIONAL BUSINESS ENTERPRISES

Caruso, J. P., 48
Schmidt, C. E., 48

INTERNATIONAL RELATIONS, SEE ALSO ALLIANCES; CULTURAL RELATIONS;
WORLD POLITICS; PROTRACTED CONFLICT

Forburger, T. V., 50

INTERNATIONAL RELATIONS - STUDY AND TEACHING - UNITED STATES

Griffith, G. S., 37

IRAN - ARMED FORCES - PROCUREMENT

Fend, C. E., Jr., 35

Fioritto, B. H., 35

Godwin, R. L., 35

Roth, M. F., 35

Torsani, J. A., Jr., 35

Zischke, D. A., 35

IRAN - ARMED FORCES - STRENGTH

Fend, C. E., Jr., 35

Fioritto, B. H., 35

Godwin, R. L., 35

Roth, M. F., 35

Torsani, J. A., Jr., 35

Zischke, D. A., 35

IRAN - FOREIGN RELATIONS

Fend, C. E., Jr., 35

Fioritto, B. H., 35

Godwin, R. L., 35

Roth, M. F., 35

Torsani, J. A., Jr., 35

Zischke, D. A., 35

IRAN - FOREIGN RELATIONS - PERSIAN GULF STATES

Countryman, J. R., 49

IRAN - POLITICS AND GOVERNMENT - 1960-

Fend, C. E., Jr., 35

Fioritto, B. H., 35

Godwin, R. L., 35

Roth, M. F., 35

Torsani, J. A., Jr., 35

Zischke, D. A., 35

ISRAEL - ARAB WAR, 1973 - PEACE

Beaumont, C. D., 24

Bramlett, J. T., 24

Lockerd, J. A., 24

Louder, J. J., 24

Ushijima, R. R., 24

ISRAEL - ARMED FORCES - WOMEN

Dickerson, V. J., 11

ISRAEL, ARMY - RESERVES

Jefferts, W. J., 51

Kelly, E. V., 51

Wagner, T. L., 51

ISRAEL - DEFENSES

Dickerson, V. J., 11

JAPAN - DEFENSES

Wilson, G. F., 45

JAPAN, MARITIME SELF DEFENSE FORCE

Wilson, G. F., 45

JAPAN - MILITARY POLICY

Wilson, G. F., 45

JOB SATISFACTION

Johnson, K. D., 52

JOINT OPERATIONS

Borneman, F. H., 25

Corkhill, T. M., 25

Denman, J. L., 25

Kirk, J. M., 25

Savoy, E. R., 25

Steverson, J. R., 25

Tolleson, F. L., 25

Underwood, D. B., 25

KISSINGER, HENRY ALFRED, 1923 --

Gatzka, C. A., 36

LATIN AMERICA - RELATIONS (MILITARY) WITH RUSSIA

Bakarich, M. N., 3

Frederick, W. R., 3

Gregory, T. O., 3

Remus, M. D., 3

Teal, J. A., Jr., 3

LIBRARIES

Pickens, H. C., Jr., 41

LIBRARY ADMINISTRATION - CASE STUDIES

Pickens, H. C., Jr., 41

LOBBYING - LAW AND LEGISLATION - UNITED STATES

Taylor, J. D., 45

AD-A039 533

ARMY WAR COLL CARLISLE BARRACKS PA
MILITARY STUDIES PROGRAM, ACADEMIC YEARS 1974-1976. (U)
FEB 77

F/G 5/2

UNCLASSIFIED

NL

2 OF 2

AD
A039533



END
DATE
FILMED
6-77

LOBBYING - UNITED STATES

Dillard, W. H., 33
Drummond, J. E., 33
Geesey, E. P., 33
Hightower, L. G., 33
Maupin, J. S., 33
Shannon, J. W., 33
Taylor, J. D., 45

LOBBYISTS

Dillard, W. H., 33
Drummond, J. E., 33
Geesey, E. P., 33
Hightower, L. G., 33
Maupin, J. S., 33
Shannon, J. W., 33
Taylor, J. D., 45

LOGISTICS

Dillon, W. F., Jr., 34
Mason, E. F., 34
Pinkston, W. R., 34
Roth, B. J., 34
Tolfa, E., Jr., 34
Tucker, J. E., 34
Weaver, C. G., 34

LOGISTICS - THEATER

Briney, J. R. III, 47
Macedonia, R. M., 47

MANAGEMENT, SEE ALSO US ARMY - MANAGEMENT; PERSONNEL MANAGEMENT

Skinner, G. N., Sr., 44

MANAGEMENT BY OBJECTIVES

Maccini, F. L., 39

MANAGEMENT - METHODOLOGY

Skinner, G. N., Sr., 44

MEDICINE, MILITARY

Robinson, H. A., Jr., 43
Thompson, H. W., 43

MIDDLE EAST - FOREIGN OPINION, AMERICAN

Gatzka, C. A., 36

MILITARY ADMINISTRATION

Longmore, M. J., 16

MILITARY AND THE PRESS

Mahlberg, M. J., 17

MILITARY ART AND SCIENCE - STUDY AND TEACHING

Porter, B. B., 19

**MILITARY ASSISTANCE, AMERICAN, SEE ALSO MUTUAL SECURITY PROGRAM;
MUTUAL WEAPONS DEVELOPMENT PROGRAM**

Wells, N. S., 20

MILITARY ASSISTANCE, AMERICAN - CARIBBEAN AREA

Andrews, D. A., 22

Keener, E. F., 22

Page, G. W., 22

MILITARY ASSISTANCE, AMERICAN - ISRAEL

Beaumont, C. D., 24

Bramlett, J. T., 24

Lockerd, J. A., 24

Louder, J. J., 24

Ushijima, R. R., 24

MILITARY ASSISTANCE, AMERICAN - JAPAN

Wilson, G. F., 45

MILITARY ASSISTANCE, AMERICAN - THAILAND

Clarke, E. F., 29

Heiter, J. A., 29

Mikle, F. O., 29

MILITARY BASES, AMERICAN - ALASKA

Hoyt, J. V., 51

Kitterman, J. H., 51

MILITARY DISCIPLINE

Davis, J. W., 10

Lowrey, P. R., 16

McNealy, R. K., 10

Purcell, B. H., 10

Reid, R. L., 10

Smith, I. D., 10

Wilkinson, T. C., 10

MILITARY EDUCATION - PROGRAMMED INSTRUCTION

Porter, B. B., 19

MILITARY ETHICS

Davis, J. W., 10

McNealy, R. K., 10

Purcell, B. H., 10

Reid, R. L., 10

Smith, I. D., 10

Wilkinson, T. C., 10

MILITARY FORECASTING

Thompson, B. T., 20

MILITARY LAW - UNITED STATES

Brannen, B. L., Jr., 25

MILITARY OFFENSES, SEE ALSO ABSENCE WITHOUT LEAVE OR DESERTION

Davis, J. W., 10
McNealy, R. K., 10
Purcell, B. H., 10
Reid, R. L., 10
Smith, I. D., 10
Wilkinson, T. C., 10

MILITARY LIBRARIES

Pickens, H. C., Jr., 41

MILITARY PERSONNEL - ATTITUDES

Churchill, R. T., 29
Wells, N. S., 20

MILITARY PERSONNEL - DEPENDENTS

Bennett, W. M., Jr., 5
Chandler, H. T., 5
Duffy, J. P., Jr., 5
Hickman, J. L., 5
Johnson, C. R., 5
Lally, M. J., Jr., 5
Nicholson, A. L., 5
Norbo, G. J., 5
Omps, A. R., 5
Pospisil, V. A., 5
Seeberg, R. S., 5
Wubbena, W. L., Jr., 5

MILITARY PERSONNEL - EDUCATION, NON-MILITARY

Bear, H. J., 5
Chandler, E. W., 5
Hannon, C. W., 5
Lynn, C. T., Jr., 5
Mills, R. W., 5
Villa, J. A., 5
VanStraten, J. G., 5

MILITARY PERSONNEL - EFFICIENCY RATING

Bassham, A. F., 4
Bussey, C. D., 4
Delandro, D. J., 4
Doctor, H., Jr., 4
Druit, C. A., 4

MILITARY PERSONNEL - EFFICIENCY RATING (Continued)

Fountain, C. D., 4
Horst, T. G., 4
McGraw, R. M., 4
Mitchell, F. H., 4
Pappajohn, C., 4
Penny, H. F., 4
Rossi, L. A., 4
Sanders, M. D., 4
Sands, T. A., 4

MILITARY PERSONNEL - US TAXATION

Jenkins, W. M., Jr., 15

MILITARY RESEARCH - UNITED STATES

Cuthbertson, R. J., 31
Forburger, T. V., 50

MILITARY RESEARCH - US MANAGEMENT

Longmore, M. J., 16

MILITARY SERVICE - COMPULSORY - UNITED STATES

Adams, R. B., 1
Davis, S., 1
DeWitt, W. W., 1
Garvey, C. J., 1
Harrison, W. H., 1
Morelli, D. R., 1
Motsko, M. M., 1
Owel, W. R., 1
Priore, F. R., 1
Stotser, D. M., 1
Walsh, J. L., 1

MILITARY SERVICE - VOLUNTARY - UNITED STATES

Adams, R. B., 1
Brown, C. W., 27
Compton, C. L., 30
Davis, S., 1
DeWitt, W. W., 1
Garvey, C. J., 1
Harrison, W. H., 1
Morelli, D. R., 1
Motsko, M. M., 1
Owel, W. R., 1
Pergerson, B. S., Jr., 18
Priore, F. R., 1
Stotser, D. M., 1
Walsh, J. L., 1

MILITARY UNIONS

Harris, W. I., 37

MOBILE SEA BASES

Dozier, J. L., 11
Gheen, J. W., 11
Passmore, E. E., 11
Sullivan, W. K., 11
Wilmes, J. J., 11
Wise, R. C., 11
Wishart, L. P. III, 11

MULTILATERAL FORCE

Ruane, E. J., 44

**MUTUAL BALANCED FORCE REDUCTIONS (NATO - WARSAW PACT), SEE ALSO
NORTH ATLANTIC TREATY ORGANIZATION - ARMED FORCES - STRENGTH;
WARSAW PACT ORGANIZATION - ARMED FORCES - STRENGTH**

Baxter, G. M., 4
Biggar, W., 4
Blalock, C. L., 4
Hance, C. W., 4
Ordway, R. E., 4
Skelton, C. B., 4
Turner, G. L., 4

NATIONAL POWER

Schleusing, F. C., 19

**NATURAL RESOURCES MANAGEMENT AND HARVESTING OF FISH AND
WILDLIFE**

Olsen, E. J., Jr., 54

NATURAL RESOURCES - RESEARCH

Olsen, E. J., Jr., 54

NAVAL RESEARCH - UNITED STATES

McClellan, P. W., 40

NAVAL STRATEGY - RUSSIA

Mullin, J., 18

NAVAL STRATEGY - UNITED STATES

Mullin, J., 18

NORTH ATLANTIC TREATY ORGANIZATION

Lunde, H. O., 53

**NORTH ATLANTIC TREATY ORGANIZATION - ARMED FORCES, SEE ALSO
MULTILATERAL FORCE**

Ruane, E. J., 44

NORTH ATLANTIC TREATY ORGANIZATION - ARMED FORCES - SOUTHERN EUROPE

Baxter, G. M., 4
Biggar, W., 4
Blalock, C. L., 4
Hance, C. W., 4
Ordway, R. E., 4
Skelton, C. B., 4
Turner, G. L., 4

NORTH ATLANTIC TREATY ORGANIZATION - DEFENSES

Adsit, J. M., 21
Benn, C. H., 21
Chandler, J. D., 8
Jorns, R. L., 21
Peek, K. L., Jr., 8

NORTH ATLANTIC TREATY ORGANIZATION - MILITARY POLICY

Krull, L. D., 52

NORTH ATLANTIC TREATY ORGANIZATION - SOUTHERN EUROPE

Baxter, G. M., 4
Biggar, W., 4
Blalock, C. L., 4
Hance, C. W., 4
Ordway, R. E., 4
Skelton, C. B., 4
Turner, G. L., 4

NORTH ATLANTIC TREATY ORGANIZATION - UNITED STATES

Gruver, N. R., 14
Hunt, G. W., 14
Manning, T. J., 14
Trowbridge, C. A., 14
Williams, R. L., 14

OIL FIELDS - NORTH SEA

Lunde, H. O., 53

ORGANIZATION OF AFRICAN UNITY

Gibson, M. L., Jr., 14
Giles, G. R., 14
Harrison, H. B., 14
Long, J. E., 14
Madigan, J. J. III, 14
Moore, P. J., 14
Smiley, P., 14

ORGANIZATION OF AFRICAN UNITY - UNITED STATES

Gibson, M. L., Jr., 14
Giles, G. R., 14
Harrison, H. B., 14
Long, J. E., 14
Madigan, J. J. III, 14
Moore, P. J., 14
Smiley, P., 14

PEACEKEEPING

Gibson, M. L., Jr., 14
Giles, G. R., 14
Harrison, H. B., 14
Long, J. E., 14
Madigan, J. J. III, 14
Moore, P. J., 14
Smiley, P., 14

PERSIAN GULF STATES - FOREIGN RELATIONS - IRAN

Countryman, J. R., 49

PERSUASION (PSYCHOLOGY)

Rose, M. W., 43

PERU - RELATIONS (MILITARY) WITH RUSSIA

Bakarich, M. N., 3
Frederick, W. R., 3
Gregory, T. O., 3
Remus, M. D., 3
Teal, J. A., Jr., 3

PETROLEUM IN SUBMERGED LANDS - NORTH SEA

Lunde, H. O., 53

PETROLEUM INDUSTRY AND TRADE - EUROPE

Lunde, H. O., 53

PETROLEUM INDUSTRY AND TRADE - MIDDLE EAST

Gatzka, C. A., 36

PETROLEUM INDUSTRY AND TRADE - NORWAY

Lunde, H. O., 53

PHYSICIANS ASSISTANTS

Robinson, H. A., Jr., 43
Thompson, H. W., 43

POWER RESOURCES - UNITED STATES, SEE ALSO GEOTHERMAL RESOURCES - UNITED STATES: PROJECTIONS - POWER RESOURCES - UNITED STATES

Arnold, H. L., Jr., 2

PRECISION GUIDED MUNITIONS, SEE ALSO GUIDED MISSILE SYSTEMS:
GUIDED MISSILES: WEAPONS SYSTEMS
Molinelli, R. F., 17

PRESS AND PROPAGANDA, AMERICAN - MIDDLE EAST
Gatzka, C. A., 36

PRISONERS OF WAR, AMERICAN - VIETNAM
Kraak, C. F., 38

PROJECTIONS - BRAZIL
Brown, W. W., 27
Gabbert, H. M., 27
Grant, W. E., 27
Marko, G. F., 27
May, J. L., 27
Rosenberg, T. R., 27

PROJECTIONS - IRAN
Fend, C. E., Jr., 35
Fioritto, B. H., 35
Godwin, R. L., 35
Roth, M. F., 35
Torsani, J. A., Jr., 35
Zischke, D. A., 35

PROJECTIONS - JAPAN
Wilson, G. F., 45

PROJECTIONS - MILITARY POLICY
Bigney, R. E., 6
Crancer, J. W., 6
Hamlin, T. M., 6
Hetrick, B. W., 6
Munger, M. D., 6

PROJECTIONS - NATIONAL POWER
Adams, W. A., 21
Comfort, C. L., 21
Demchuk, S. L., 21
Forrell, W. J., 21
Thompson, B. T., 20

PROJECTIONS - NORTH ATLANTIC TREATY ORGANIZATION
Baxter, G. M., 4
Biggar, W., 4
Blalock, C. L., 4
Hance, C. W., 4
Ordway, R. E., 4
Skelton, C. B., 4
Turner, G. L., 4

PROJECTIONS - STRATEGY

Bigney, R. E., 6
Crancer, J. W., 6
Hamlin, T. M., 6
Hetrick, B. W., 6
Munger, M. D., 6

PROJECTIONS - STRATEGY - UNITED STATES

Chambers, A. P., 7
Connolly, M. F., 7
Dozier, J. L., 11
Gheen, J. W., 11
Gray, A. M., Jr., 7
Heiss, J. L. III, 7
Passmore, E. E., 11
Stokes, W. M. III, 7
Sullivan, W. K., 11
Whittaker, H. C., 7
Wilmes, J. J., 11
Wise, R. C., 11
Wishart, L. P. III, 11

PROJECTIONS - UNITED STATES -- AIR DEFENSES

Barrens, C. G., 3
Crowe, T. G., 9
Davis, A. C., 3
Donohue, J. E., 3
House, J. W., 9
Hunter, J. L., 9
McCrea, J. H. V., Jr., 9
McCurdy, J. M., 3
Parker, R. W., 9
Slack, P. D., 3
Spry, A. E., 3
Street, C. B., Jr., 3

PROJECTIONS - UNITED STATES ARMY - OFFICERS

Forburger, T. V., 50

PROJECTIONS - WAR PLANS

Bigney, R. E., 6
Crancer, J. W., 6
Hamlin, T. M., 6
Hetrick, B. W., 6
Munger, M. D., 6

PROJECTIONS - WORLD POLITICS

Forburger, T. V., 50

PSYCHOLOGICAL RESEARCH

Churchill, R. T., 29

PSYCHOLOGY, MILITARY, SEE ALSO MILITARY PERSONNEL - ATTITUDES

Churchill, R. T., 29

REAL PROPERTY

Randels, D. K., 42

REHABILITATION OF MILITARY OFFENDERS

Lowrey, P. R., 16

RESEARCH AND DEVELOPMENT CONTRACTS - UNITED STATES

Cuthbertson, R. J., 31

RUSSIA - BOUNDARIES - CHINA (PEOPLE'S REPUBLIC OF CHINA 1949 -)

Wong, D. R., 56

RUSSIA - FOREIGN RELATIONS - CHINA (PEOPLE'S REPUBLIC OF CHINA 1949 -)

Farris, J. B., Jr., 12

Springstead, B. W., 12

Stephens, E. L., 12

RUSSIA - FOREIGN RELATIONS - EUROPE

Gruver, N. R., 14

Hunt, W. G., 14

Manning, T. J., 14

Trowbridge, C. A., 14

Williams, R. L., 14

RUSSIA - RELATIONS (MILITARY) WITH BRAZIL

Bakarich, M. N., 3

Frederick, W. R., 3

Gregory, T. O., 3

Remus, M. D., 3

Teal, J. A., Jr., 3

RUSSIA - RELATIONS (MILITARY) WITH COLOMBIA

Bakarich, M. N., 3

Frederick, W. R., 3

Gregory, T. O., 3

Remus, M. D., 3

Teal, J. A., Jr., 3

RUSSIA - RELATIONS (MILITARY) WITH LATIN AMERICA

Bakarich, M. N., 3

Frederick, W. R., 3

Gregory, T. O., 3

Remus, M. D., 3

Teal, J. A., Jr., 3

RUSSIA - RELATIONS (MILITARY) WITH PERU

Bakarich, M. N., 3
Frederick, W. R., 3
Gregory, T. O., 3
Remus, M. D., 3
Teal, J. A., Jr., 3

SOCIAL PRESSURES - UNITED STATES

Churchill, R. T., 29

STRATEGY, SEE ALSO DETERRENCE; ESCALATION; FLEXIBLE RESPONSE

Curl, R. L., 9

STRATEGY - CHINA (PEOPLE'S REPUBLIC OF CHINA, 1949 -)

Farris, J. B., Jr., 12
Springstead, B. W., 12
Stephens, E. L., 12

STRATEGY - INDIAN OCEAN REGION

Christy, B. G., 28
Johnson, G. M., 28
Smith, V. C., 28

STRATEGY - NORTH ATLANTIC TREATY ORGANIZATION

Baxter, G. M., 4
Biggar, W., 4
Blalock, C. L., 4
Chandler, J. D., 8
Davis, J. M., Jr., 32
Hance, C. W., 4
Hutton, C. P., 32
Ordway, R. E., 4
Peek, K. L., Jr., 8
Skelton, C. B., 4
Turner, G. L., 4
Vincent, J. F., 32
Wilmot, R. W., 32

STRATEGY - RUSSIA, SEE ALSO COMMUNIST STRATEGY

Duffy, J. J., Jr., 35
Farris, J. B., Jr., 12
Gruver, N. R., 14
Hunt, W. G., 14
Manning, T. J., 14
Merritt, A. S., 35
Springstead, B. W., 12
Stephens, E. L., 12
Trowbridge, C. A., 14
Williams, R. L., 14

STRATEGY - UNITED STATES

Chambers, A. P., 7
Connolly, M. F., 7
Curl, R. L., 9
Dillon, W. F., 34
Duffy, J. J., Jr., 35
Farris, J. B., Jr., 12
Gray, A. M., 7
Heiss, J. L., 7
Mason, E. F., 34
Merritt, A. S., 35
Pinkston, W. R., 34
Roth, B. J., 34
Springstead, B. W., 12
Stephens, E. L., 12
Stokes, W. M., 7
Tolfa, E., Jr., 34
Tucker, J. E., 34
Weaver, C. G., 34
Whittaker, H. C., 7

SUPPLY MANAGEMENT

Adsit, C. C., 2
Berry, W. W., 2
Blasingame, J. J., 2
Blum, R. W., 2
Dunaway, R. S., 2
Morgan, E. R., 2
Nastasia, M. J., 2
Shalikashvili, O. J., 2
Stallings, D. W., 2

SUPPORT UNITS - UNITED STATES

Brudvig, D. K., 48

TACTICAL OPERATIONS CENTERS

Cole, W. A., 30

TACTICAL SUPPORT CENTERS

Cole, W. A., 30

TACTICS - PROGRAMMED INSTRUCTION

McDonald, T. B. III, 54

TELECOMMUNICATIONS - LAW AND LEGISLATION - UNITED STATES

Donahue, R. J., 34

TELEVISION IN EDUCATION

Porter, B. B., 19

TELEVISION IN MILITARY EDUCATION

Porter, B. B., 19

THAILAND - FOREIGN RELATIONS - CHINA (PEOPLE'S REPUBLIC OF CHINA,
1949 -)

Joseph, R. E., Jr., 15

THAILAND - FOREIGN RELATIONS - UNITED STATES

Clarke, E. F., 29

Heiter, J. A., 29

Joseph, R. E., Jr., 15

Mikle, F. O., 29

UNIFIED COMMAND

Borneman, F. H., 25

Corkhill, T. M., 25

Denman, J. L., 25

Kirk, J. M., 25

Savoy, E. R., 25

Steverson, J. R., 25

Tolleson, F. L., 25

Underwood, D. B., 25

UNIFORM CODE OF MILITARY JUSTICE

Lowrey, P. R., 16

US - AIR DEFENSES - ORGANIZATION

Crowe, T. G., 9

House, J. W., 9

Hunter, J. L., 9

McCrea, J. H. V., Jr., 9

Parker, R. W., 9

US - AIR DEFENSES - PLANS

Crowe, T. G., 9

House, J. W., 9

Hunter, J. L., 9

McCrea, J. H. V., Jr., 9

Parker, R. W., 9

US - ARMED FORCES - COMMAND AND CONTROL SYSTEMS

Adams, R. B., 1

Feeley, R. F., 1

Hix, P. D., 1

Lee, R. H., 1

Lenahan, R. P., 1

Paige, E., Jr., 1

Setzer, H. L., 1

Walker, P. L., 1

US - ARMED FORCES - COMMUNICATION SYSTEMS
Donahue, R. J., 34

US - ARMED FORCES - DEPLOYMENT
Adams, W. A., 21
Comfort, C. L., 21
Demchuk, S. L., 21
Forrell, W. J., 21

US - ARMED FORCES - EUROPE - FOREIGN OPINION
Krull, L. D., 52

US - ARMED FORCES - FOREIGN COUNTRIES
Griffith, G. S., 37

US - ARMED FORCES - MEDICAL CARE
Robinson, H. A., Jr., 43
Thompson, H. W., 43

US - ARMED FORCES - OFFICERS - EDUCATION
Bear, H. J., 5
Chandler, E. W., 5
Hannon, C. W., 5
Lynn, C. T., 5
Mills, R. W., 5
Villa, J. A., 5
VanStraten, J. G., 5

US - ARMED FORCES - PAY ALLOWANCES
Jenkins, W. M., Jr., 15

US - ARMED FORCES - TAXATION
Jenkins, W. M., Jr., 15

US ARMY - AIR CAVALRY BRIGADE, SEE ALSO US ARMY -
SKY CAVALRY COMPANIES
Molinelli, R. F., 17

US ARMY - COMBAT GROUPS - ORGANIZATION
Brudvig, D. K., 48

US ARMY - COMMAND AND CONTROL SYSTEMS
Brudvig, D. K., 48
Cole, W. A., 30
McDonald, T. B. III, 54

US ARMY, CORPS OF ENGINEERS
Reeves, D. W., 42

US ARMY, CORPS OF ENGINEERS - CIVIL FUNCTIONS
Galloway, G. E., 13

US ARMY, CORPS OF ENGINEERS - PROGRAM MANAGEMENT
Galloway, G. E., 13

US ARMY, 25th DIVISION
Pergerson, B. S., Jr., 18

US ARMY - DIVISIONS, SEAMOBILE (PROPOSED)
Dozier, J. L., 11
Gheen, J. W., 11
Passmore, E. E., 11
Sullivan, W. K., 11
Wilmes, J. J., 11
Wise, R. C., 11
Wishart, L. P., 11

US ARMY, EUROPE
Adsit, J. M., 21
Benn, C. H., 21
Jorns, R. L., 21

US ARMY, EUROPE, OFFICE OF ENGINEERS - PLANNING
Adsit, J. M., 21
Benn, C. H., 21
Jorns, R. L., 21

US ARMY, FORCES COMMAND
Cannon, S. J., 6
Crittenden, R. N., 6
Woods, A. R., 6

US ARMY - MANAGEMENT, SEE ALSO ARMY COMMAND MANAGEMENT SYSTEM
Compton, J. M., 30
Dillard, W. H., 33
Drudik, R. L., 12
Drummond, J. E., 33
Geesey, E. P., 33
Glenn, C. A., 36
Hightower, L. G., 33
Kunze, M. H., 36
Maccini, F. L., 39
Maupin, J. S., 33
Shannon, J. W., 33

US ARMY - MILITARY LIFE

Bennett, W. M., 5
Chandler, H. T., 5
Duffy, J. P., 5
Hickman, J. L., 5
Johnson, C. R., 5
Lally, M. J., 5
Nicholson, A. L., 5
Norbo, G. J., 5
Omps, A. R., 5
Pospisil, V. A., 5
Seeberg, R. S., 5
Wubbena, W. L., 5

US ARMY - MISSION

Glenn, C. A., 36
Kunze, M. H., 36

US ARMY - OFFICERS

Kriete, C. F., 38

US ARMY - OFFICERS - EDUCATION

Barker, L. J., Jr., 23
Cambell, C. F., 23
Dixon, H. M., 23
Finkbiner, G. G., 23
Gunter, G. C., 23
Hall, J. R., Jr., 23
Hock, N. S., 23
Keutmann, J. A., 23
McCormick, R. L., 23
McKnight, D. A., 23

US ARMY - OFFICERS - EFFICIENCY RATING

Bassham, A. F., 4
Bussey, C. D., 4
Delandro, D. J., 4
Doctor, H., Jr., 4
Drudik, R. L., 12
Druit, C. A., 4
Fountain, C. D., 4
Horst, T. G., 4
McGraw, R. M., 4
Mitchell, F. H., 4
Pappajohn, C., 4
Penney, H. F., 4
Rossi, L. A., 4
Sanders, M. D., 4
Sands, T. A., 4

US ARMY - OFFICERS - SELECTIONS

Llewellyn, M. D., 53

US ARMY - OFFICERS - SYSTEM STAFF OFFICERS

Drudik, R. L., 12

US ARMY OPERATIONAL TEST AND EVALUATION AGENCY

Cannon, S. J., 6

Crittenden, R. N., 6

Woods, A. R., 6

US ARMY - ORGANIZATION

Batts, J. H., 23

Burr, R. A., 23

Cannon, S. J., 6

Crittenden, R. N., 6

Fischer, R. F., 23

Mahan, G. C., 23

Paganelli, J. E., 23

Scales, D. E., 23

Taylor, A. E., Jr., 23

Weiler, H. E., 23

Woods, A. R., 6

US ARMY - PROCUREMENT

Pales, B. G., 40

US ARMY - PROCUREMENT - SECURITY MEASURES

Pales, B. G., 40

US ARMY - PROMOTIONS

Llewellyn, M. D., 53

US ARMY - PROPERTY MANAGEMENT

Randels, D. K., 42

US ARMY - RECRUITING, ENLISTMENT, ETC.

Adams, R. B., 1

Compton, J. M., 30

Davis, S., 1

DeWitt, W. W., 1

Garvey, C. J., 1

Harrison, W. H., 1

Morelli, D. R., 1

Motsko, M. M., 1

Owel, W. R., 1

Priore, F. R., 1

Stotser, D. M., 1

Walsh, J. L., 1

US ARMY - RESERVE OFFICER TRAINING CORPS

Wright, B. J., 46

US ARMY - RESERVES

Bax, G. A., 47
Hupe, C. E., 47
Ikeda, M. M., 47
Jefferds, W. J., 47

US ARMY - RESERVES - MANAGEMENT

Bax, G. A., 47
Hupe, C. E., 47
Ikeda, M. M., 47
Jefferds, W. J., 47
Pate, R. I., 41

US ARMY - RESERVES - MISSION

Pate, R. I., 41
Wright, B. J., 46

US ARMY - RESERVES - MOBILIZATION

Pate, R. I., 41

US ARMY - RESERVES - OFFICERS

Bax, G. A., 47
Bay, C. H., 24
Hupe, C. E., 47
Ikeda, M. M., 47
Jefferds, W. J., 47
Klugh, J. R., 24
Murray, C. M., 24
Ono, A. K., 24

US ARMY - RESERVES - OFFICERS - EDUCATION

Bax, C. H., 47
Bay, C. H., 24
Coleman, E. R., 8
Curtis, K. F., 8
Fust, J. W., Jr., 8
Hupe, C. E., 47
Ikeda, M. M., 47
Jefferds, W. J., 47
Jones, F. E., Jr., 8
Jorgenson, B. E., 8
Klugh, J. R., 24
Murray, C. M., 24
Ono, A. K., 24
Stevens, R. J., 8

US ARMY - RESERVES - ORGANIZATION

Pate, R. I., 41

US ARMY - RESERVES - RECRUITING, ENLISTMENT, ETC.

Adams, R. B., 1
Davis, S., 1
DeWitt, W. W., 1
Garvey, C. J., 1
Harrison, W. H., 1
Morelli, D. R., 1
Motsko, M. M., 1
Owel, W. R., 1
Priore, F. R., 1
Stotser, D. M., 1
Walsh, J. L., 1

US ARMY - SKY CAVALRY COMPANIES, SEE ALSO US ARMY AIR CAVALRY
BRIGADE

Molinelli, R. F., 17

US ARMY STOCK FUND

Brinton, J. R., 26

US ARMY - SUPPLIES AND STORES

Brinton, J. R., 26

US ARMY, TRAINING AND DOCTRINE COMMAND

Cannon, S. J., 6
Crittenden, R. N., 6
Woods, A. R., 6

US ARMY WAR COLLEGE - ALUMNI

Coleman, E. R., 8
Curtis, K. F., 8
Fust, J. W., 8
Jones, F. E., Jr., 8
Jorgenson, B. E., 8
Stevens, R. J., 8

US ARMY WAR COLLEGE - CURRICULUM

Coleman, E. R., 8
Curtis, K. F., 8
Fust, J. W., 8
Jones, F. E., Jr., 8
Jorgenson, B. E., 8
Stevens, R. J., 8

US ARMY, WOMEN'S ARMY CORPS

Adams, R. B., 1
Batts, J. H., 23
Burr, R. A., 23
Davis, S., 1
DeWitt, W. W., 1

US ARMY, WOMEN'S ARMY CORPS (Continued)

Fischer, R. F., 23
Garvey, C. J., 1
Harrison, W. H., 1
Mahan, G. C., 23
Morelli, D. R., 1
Motsko, M. M., 1
Owel, W. R., 1
Paganelli, J. E., 23
Priore, F. R., 1
Scales, D. E., 23
Stotser, D. M., 1
Taylor, A. E., Jr., 23
Walsh, J. L., 1
Weiler, H. E., 23

US - COMMERCE

Schleusing, F. C., 19

US CONGRESS

Dillard, W. H., 33
Drummond, J. E., 33
Geesey, E. P., 33
Hightower, L. G., 33
Maupin, J. S., 33
Shannon, J. W., 33

US DEFENSE COMMUNICATIONS AGENCY

Donahue, R. J., 34

US DEFENSE INTELLIGENCE AGENCY

Wells, N. S., 20

US DEPARTMENT OF DEFENSE

Cathcart, J. E., 28
Graves, G. P., 50
Grimes, J. G., 28
Herb, C. D., 28
Huhn, J. W., 28
Richardson, F. D., 28

US DEPARTMENT OF DEFENSE - APPROPRIATIONS AND EXPENDITURES

Stewart, J. P., 55

US DEPARTMENT OF DEFENSE - FINANCE

Stewart, J. P., 55

US DEPARTMENT OF DEFENSE - MANAGEMENT

Adams, R. B., 1
Feeley, R. F., 1
Hix, P. D., 1
Lee, R. H., 1
Lenahan, R. P., 1
Paige, E., Jr., 1
Setzer, H. L., Jr., 1
Walker, P. L., 1

US DEPARTMENT OF DEFENSE - PROGRAM MANAGEMENT

Graves, G. P., 50

US DEPARTMENT OF THE ARMY - MANAGEMENT

Skinner, G. N., Sr., 44

US DEPARTMENT OF THE ARMY - ORGANIZATION

Cannon, S. J., 6
Crittenden, R. N., 6
Woods, A. R., 6

US - FOREIGN RELATIONS

Barrens, C. G., 3
Chambers, A. P., 7
Connolly, M. F., 7
Davis, A. C., 3
Donohue, J. E., 3
Gray, A. M., 7
Heiss, J. L. III, 7
McCurdy, J. M., 3
Slack, P. D., 3
Spry, A. E., 3
Stokes, W. M. III, 7
Street, C. B., Jr., 3
Whittaker, H. C., 7

US - FOREIGN RELATIONS - ADMINISTRATION

Griffith, G. S., 37

US - FOREIGN RELATIONS - ASIA, SOUTHEASTERN

Joseph, R. E., Jr., 15

US - FOREIGN RELATIONS - CARIBBEAN AREA

Andrews, D. A., 22
Keener, E. F., 22
Page, G. W., 22

US - FOREIGN RELATIONS - INDIAN OCEAN REGION

Christy, B. G., 28
Johnson, G. M., 28
Smith, V. C., 28

US - FOREIGN RELATIONS - THAILAND

Clarke, E. F., 29
Heiter, J. A., 29
Joseph, R. E., Jr., 15
Mikle, F. O., 29

US - HISTORY - CIVIL WAR - CAMPAIGNS AND BATTLES

Cantrell, J. R., 7

US - HISTORY - CIVIL WAR - STRATEGY

Cantrell, J. R., 7

US JUDGE ADVOCATE GENERAL'S DEPARTMENT (ARMY)

Brannen, B. L., Jr., 25

US - MILITARY POLICY

Chambers, A. P., 7
Connolly, M. F., 7
Gray, A. M., Jr., 7
Heiss, J. L. III, 7
Hoyt, J. V., 51
Kitterman, J. H., 51
Stokes, W. M., 7
Whittaker, H. C., 7

US NATIONAL MILITARY COMMAND SYSTEM

Albright, A. F., 22

US - NATIONAL POLICY

Barrens, C. G., 3
Davis, A. C., 3
Donohue, J. E., 3
McCurdy, J. M., 3
Slack, P. D., 3
Spry, A. E., 3
Street, C. B., Jr., 3

US - NATIONAL POWER

Barrens, C. G., 3
Davis, A. C., 3
Donohue, J. E., 3
McCurdy, J. M., 3
Slack, P. D., 3
Spry, A. E., 3
Street, C. B., Jr., 3

US - NATIONAL PURPOSE

Barrens, C. G., 3
Davis, A. C., 3
Donohue, J. E., 3
McCurdy, J. M., 3
Slack, P. D., 3
Spry, A. E., 3
Street, C. B., Jr., 3

US NAVY - MISSION

Mullin, J., 18

US NAVY - MOBILIZATION

Mullin, J., 18

US NAVY - PLANNING

Mullin, J., 18

US - RELATIONS (MILITARY) WITH AFRICA, SUB-SAHARAN

Dawson, C. H., 10

US WORLDWIDE MILITARY COMMAND CONTROL SYSTEM

Adams, R. B., 1
Cathcart, J. E., 28
Feeley, R. F., 1
Grimes, J. G., 28
Herb, C. D., 28
Hix, P. D., 1
Huhn, J. W., 28
Lee, R. H., 1
Lenahan, R. P., 1
Paige, E., Jr., 1
Richardson, F. D., 28
Setzer, H. L., Jr., 1
Walker, P. L., 1

VIETNAMESE WAR, 1954-1973 - STRATEGY

Staudenmaier, W. O., 55

VIETNAMESE WAR, 1954-1973 - UNITED STATES

Staudenmaier, W. O., 55

WAR GAMES - MATHEMATICAL MODELS

Briney, J. R. III, 47
Macedonia, R. M., 47
Reeves, D. W., 42

WAR - PSYCHOLOGICAL ASPECTS

Bigney, R. E., 6
Crancer, J. W., 6
Hamlin, T. M., 6
Hetrick, B. W., 6
Munger, M. D., 6

WARSAW PACT ORGANIZATION

Gruver, N. R., 14
Hunt, W. G., 14
Manning, T. J., 14
Trowbridge, C. A., 14
Williams, R. L., 14

WEAPONS INDUSTRY AND TRADE - UNITED STATES

Watson, G. G., 56

WEAPONS SYSTEMS, SEE ALSO PRECISION GUIDED MUNITIONS

Cuthbertson, R. J., 31
Dilger, R. G., 33

WEAPONS SYSTEMS - NORTH ATLANTIC TREATY ORGANIZATION - DEPLOYMENT

Davis, J. M., Jr., 32
Hutton, C. P., 32
Vincent, J. F., 32
Wilmot, R. W., 32

WOMEN IN THE ARMED FORCES

Batts, J. H., 23
Brown, C. D., 26
Burr, R. A., 23
Fischer, R. F., 23
Hefner, H. L., 26
Jarvis, C. L., 26
Mahan, G. C., 23
Paganelli, J. E., 23
Scales, D. E., 23
Taylor, A. E., Jr., 23
Weiler, H. E., 23

WORD PROCESSING (OFFICE PRACTICE)

McClellan, P. W., 40

WORLD POLITICS

Dawkins, P. M., 49