

**War Studies Advanced Program, Summer 2015**  
**THE TRANSFORMATION OF THE U.S. ARMY**  
**Instructors: Fred Kagan, Kim Kagan, Gen. John Allen (Ret.), LTG. Jim**  
**Dubik (Ret.)**  
**Washington, D.C.**

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**Friday, July 17, 2015, 9:00 am to 6:00 PM**

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***The Destruction of an Army and Changing the Army in the Face of Defeat***

Readings:

- Richard A. Gabriel and Paul Savage, *Crisis in Command: Mismanagement in the Army* (New York: Hill and Wang, 1978), pp. 3-96 and 117-143.
- Robert Scales, *Certain Victory: The US Army in the Gulf War (Fort Leavenworth, Kansas: US Army command and General Staff College Press, 1994)*, pp. 1-36.
- James Kitfield, *Prodigal Soldiers: How the Generation of Officers Born of Vietnam Revolutionized the American Style of War* (Washington, D.C.: Brassey's, 1995), pp. 125-231.
- Suzanne Nielsen, *An Army Transformed: The U.S. Army's Post-Vietnam Recovery and the Dynamics of Change in Military Organizations*, pp. 1-49  
(<http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB1020.pdf>)

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**Saturday, July 18, 2015, 9:00 am to 6:00 PM**

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***Doctrine:*** The Role of Doctrine and the Road to Air Land Battle; ***Organization:*** The Creation of TRADOC; ***Training:*** From personality and time-based training to performance-oriented training; and ***Material:*** The "Big 5:" The Abrams tank, the Bradley Fighting Vehicle, the Apache and Blackhawk helicopters, and the Patriot Air Defense Missile System

Readings:

- COL Robert Doughty, *The Evolution of U.S. Tactical Doctrine, 1946-1976*, pp. 1-50.  
(<http://carl.army.mil/download/csipubs/doughty.pdf>)
- John Romjue, *The Evolution of AirLand Battle Doctrine*, pp. 25-234.  
([www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA241774](http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA241774))
- FM 100-5 1976 and 1982 versions  
1976:  
(<http://cgsc.cdmhost.com/utills/getdownloaditem/collection/p4013coll9/id/39/filename/40.pdf/mapsto/pdf/type/compoundobject/cpdtype/monograph/show/39>)  
1982:  
(<http://cgsc.cdmhost.com/utills/getdownloaditem/collection/p4013coll9/id/44/filename/45.pdf/mapsto/pdf/type/compoundobject/cpdtype/monograph/show/44>)

- Anne W. Chapman, *The Origins and Development of the National Training Center 1976-1984*, Chapter 1. ([http://www.history.army.mil/html/books/069/69-3/CMH\\_Pub\\_69-3.pdf](http://www.history.army.mil/html/books/069/69-3/CMH_Pub_69-3.pdf))
- Department of the Army, "Training the Force" FM 25-100, Chapter 1, Training Overview, and Section 1 (METL Development Process) of Chapter 2, Mission Essential Task List (METL) Development. <http://www.globalsecurity.org/military/library/policy/army/fm/25-100/index.html>

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## Sunday, July 19, 2015, 9:00 am to 6:00 PM

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**Leadership:** The Professional Military Education System (officer and NCO) and central command selection policy and Soldiers: Building an All Volunteer Army: Benefits and Risks

Readings:

- View the PBS documentary "The Draft," <http://www.pbs.org/veterans/stories-of-service/stream-tv/a-to-z/draft/>
- Beth Bailey, *America's Army: Making the All-volunteer Force* (Cambridge, Massachusetts: The Belknap Press of Harvard University Press, 2009), Chapters 2-4.
- Thomas Ricks, "It's time to toss the all-volunteer military" ([http://www.washingtonpost.com/opinions/its-time-to-toss-the-all-volunteer-military/2012/04/19/gIQAwFV3TT\\_story.html](http://www.washingtonpost.com/opinions/its-time-to-toss-the-all-volunteer-military/2012/04/19/gIQAwFV3TT_story.html))
- COL Paul Darling, "The Future of America's All-Volunteer Force," (<http://ciceromagazine.com/opinion/the-future-of-americas-all-volunteer-force/>)
- Karl Eikenberry, "Reassessing the All-Volunteer Force," ([http://csis.org/files/publication/TWQ\\_13Winter\\_Eikenberry.pdf](http://csis.org/files/publication/TWQ_13Winter_Eikenberry.pdf))

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## Monday, July 20, 2015, 9:00 am to 6:00 PM

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**Aftermath of the First Gulf War:** Changing the Army in the Face of Victory and The Problem Today

Readings:

- Gordon Sullivan and Michael Harper, *Hope is Not a Method* (New York: Random House, 1996), pp. 3-21, 39-56, 95-166, and 211-241.