

CONTENTS

	<u>PAGE</u>
FOREWORD	ii
ORGANIZATION	iv
MANAGEMENT AND BUDGET	1
LOGISTICS	4
OFFICE OF THE SECRETARY	5
INSTITUTE BRIGADE	6
CIVIL AFFAIRS AND SECURITY ASSISTANCE SCHOOL	8
PSYCHOLOGICAL OPERATIONS SCHOOL	20
SPECIAL FORCES SCHOOL	21
DEPUTY COMMANDANT FOR TRAINING AND EDUCATION	26
DEPUTY COMMANDANT FOR COMBAT AND TRAINING DEVELOPMENTS	33

FOREWORD

This supplement is published to record and recognize the activities and accomplishments of the United States Army Institute for Military Assistance.

1973 was highlighted by a major reorganization of the Institute for Military Assistance. This reorganization was undertaken as part of the overall reorganization of US Army CONUS, which entailed the deactivation of Continental Army Command (CONARC) and Combat Developments Command (CDC) and created two new major commands: Training and Doctrine Command (TRADOC) and Forces Command (FORSCOM).

This reorganization had a major impact on the US Army Institute for Military Assistance. With the deactivation of Combat Developments Command, the CDC element that had been collocated with the Institute (Special Operations Agency), became an integral part of USAIMA. Under the reorganization of US Army CONUS - Operation STEADFAST - several "school models" were developed and studied to permit service schools to perform their new missions.

The model finally adopted created a new agency to perform the CDC function. What had been the Special Operations Agency (SOA) emerged as the Deputy Commandant for Combat and Training Developments (DC/C&TD). On 1 March 1973, this new agency became an organic element of the Institute, with the Deputy Commandant C&TD reporting through the Assistant Commandant.

The incorporation of the combat developments function as an important aspect of the Institute's mission has yielded important dividends. More importantly, the former organizational barrier that existed between service schools and agencies responsible for combat developments was eliminated.

On 1 July 1973, Headquarters Continental Army Command was deactivated, and the US Army Institute for Military Assistance was assigned to US Army Training and Doctrine Command, Fort Monroe, Virginia.

In addition to the changes which resulted from the STEADFAST reorganization, other structural modifications were implemented during the year. During September 1973, the Institute Brigade was provisionally reorganized, and the 1st and 2d Battalions were deactivated.

On 1 October 1973, the Civil Affairs School and the Military Advisor School were merged. Colonel Harry H. Jackson became the first Director of the new Civil Affairs and Security Assistance School.

In addition to the organizational changes implemented during 1973, the year also saw major changes in the physical appearance of the Institute. The movement of staff and faculty elements into a new high-rise office

building was memorialized and officially designated Bryant Hall. The building was named in honor of SFC William M. Bryant who was killed in action in the Republic of Vietnam and posthumously awarded the Medal of Honor.

During 1973 the Institute Library was completely remodeled and expanded. On 14 December 1973, this facility was memorialized as the Marquat Memorial Library in honor of Major General William F. Marquat. MG Marquat was the Chief of Civil Affairs and Military Government Division, Headquarters, Department of the Army, from 1952 through 1955.

Major General Henry E. Emerson served as the Commandant, US Army Institute for Military Assistance until 13 April 1973, when he departed to assume command of the 2d Infantry Division. On 1 May 1973, Brigadier General Michael D. Healy became the Commandant, a position he retained throughout the remainder of 1973.

Major changes in the academic curriculum during the year included the creation of the Security Assistance Management Orientation Seminar (SAMOS). This two-week course was developed to provide senior officers being assigned to MAAGs and MILGPs with an overview of the US Army's Security Assistance program, and information on their country of assignment.

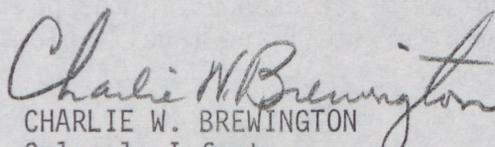
The American Council on Education evaluated USAIMA instruction during the month of May, 1973. The Commission which conducted this evaluation recommended that several USAIMA courses be accredited as graduate and undergraduate-level courses.

During 1973, USAIMA played a major role in developing US Army tactics, techniques, organization and training for conventional and unconventional units. Over 180 commanders and senior staff officers from reserve and regular Army civil affairs units attended the Second and Third Annual Civil Affairs Workshops hosted by the Civil Affairs School of IMA. Both workshops resulted in a free exchange of ideas and experience in the search for solutions to common civil affairs problems. A Psychological Operations Conference, the first of its kind, was conducted to discuss Psyop activities.

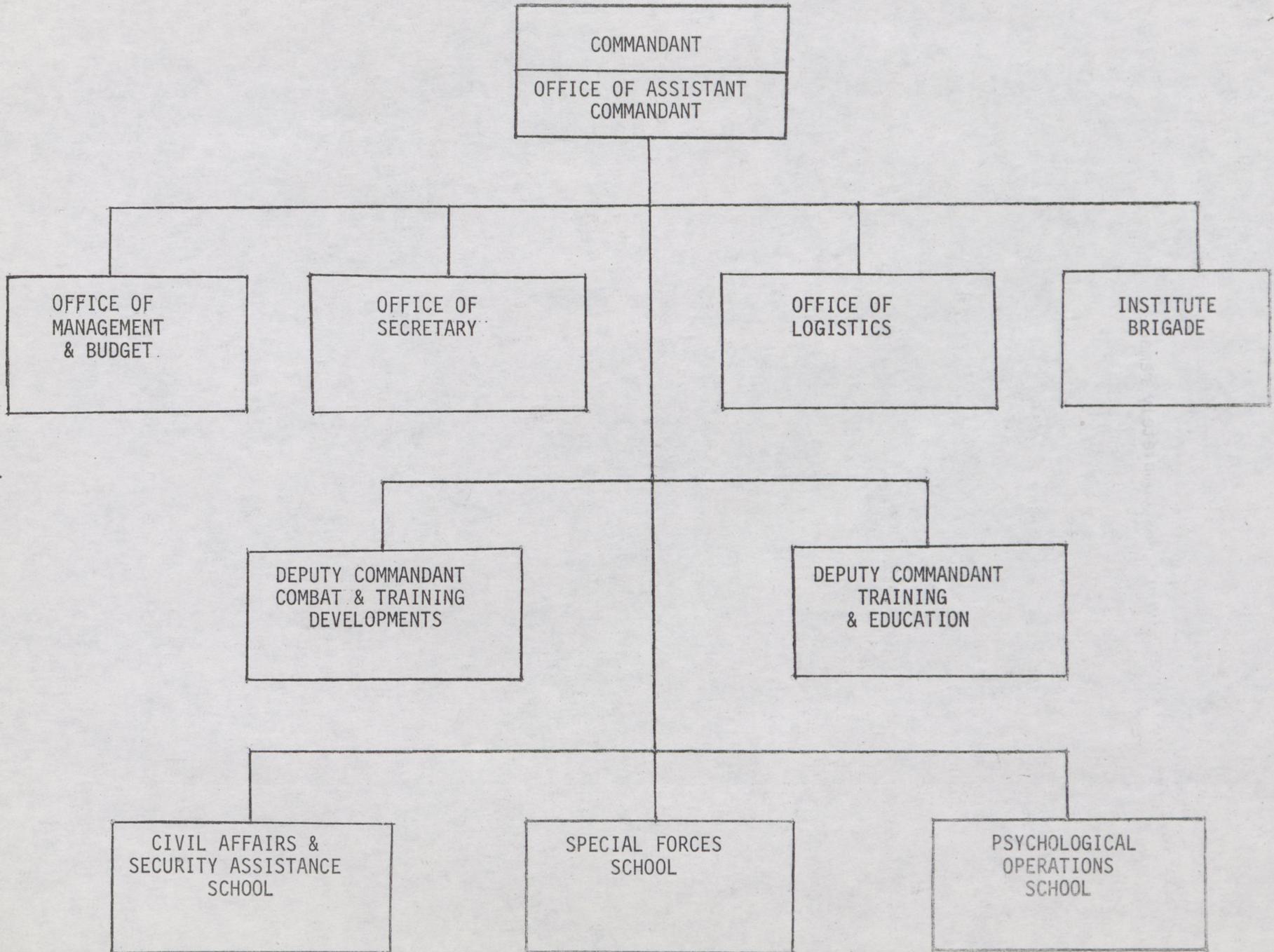
The component schools of the Institute participated in four Field Training Exercises (GOBBLER WOODS), while the Institute saw the last military advisors class trained for Vietnam graduated.

The Institute hosted over 1,400 official visitors and conducted over 24 Gabriel Demonstrations for visiting dignitaries and groups. The Institute graduated over 2,900 officers, enlisted men, US Government personnel, and foreign nationals, in various specialized courses of training during the year.

FOR THE COMMANDANT:


CHARLIE W. BREWINGTON
Colonel, Infantry
Secretary

ORGANIZATIONAL CHART



MANAGEMENT AND BUDGET

NON-RECURRING ACTIONS

Management and Budget Office played a major role in the STEADFAST reorganization of USAJFKCENMA/USAIMA. Using the TRADOC School Model as a guide, USAIMA absorbed the Combat Development Command Special Operations Agency (CDCSOA) and effectively reorganized without any lowering of instructional standards. Subsequent to STEADFAST, the four schools of USAIMA were reorganized into three schools. The MAS and CA School were merged, thereby providing better utilization of instructor personnel and contributing to the overall efficiency in operations.

RECURRING AND CONTINUING ACTIONS

Management and Budget Office assumed the responsibility for Manpower Control for USAIMA under the STEADFAST reorganization. During the current fiscal year this office has developed three TDAs with accompanying grade adjustments, identification of key positions to include those interchangeable with female personnel, and reductions of parachute duty positions. In addition, by means of the Training Base Review, RM/MB developed the USAIMA manpower requirements for FY 75. Resource Management/Management and Budget also exercised management control of the civilian manpower of USAIMA, to include utilization of man-years, average grade structure, and distribution of end strengths.

Management and Budget Office assumed the responsibility for administration of the validated degree program for USAIMA. This program identified and monitored those officer positions on the TDA that required graduate degrees as a prerequisite for assignment to the position. Requirements cover a wide range of academic disciplines at the master and doctorate level, which are continually reviewed and adjusted under an aggressive resource management program.

The Office of Management and Budget assumed the responsibility for monitoring the IMA Suggestion Program in January 1973. The program was boosted by the publishing of a letter outlining the program's importance. Additionally, USAIMA Circular No. 672-1, Army Suggestion Program, was published 19 January 1973. These efforts resulted in the program exceeding its goal of 231 suggestions at year's end.

On 1 July 1973, the Office of Management and Budget assumed the responsibility of the Cost Reduction Program. Savings were reported and validated by DA.

During the year, the Management and Budget Office coordinated the Position Management Officer to insure stability in the average grade of GS civilian positions. Due to delays in hiring replacements, the assigned strength remained below the level authorized.

A Quarterly Review and Analysis was prepared and presented to the Commandant of the Institute. Upon completion, the Review and Analysis report was published and copies furnished higher headquarters. This document has proved to be an

excellent management tool. Overall responsiveness within the Institute has been upgraded via the interactions of the R&A with Commandant's directives.

All recurring reports were reviewed semi-annually to assure that current requirements exist. Two report control registers (IMA Pamphlet 335-1) were published during the year. A continuing effort was made to maintain a close control over the number of internal reports required within USAIMA. The total number of reports was reduced from 51 to 42.

USAIMA initiated MAP-TDA training (formerly Work Simplification) throughout the command. Classroom instruction and training material were provided by XVIII Airborne Corps and Fort Bragg. Management of the program and scheduling of trainees are responsibilities of USAIMA. The program was implemented late in the year and 22 individuals received training prior to 31 December 1973.

USAIMA realized full utilization of FY 73 funds prior to 30 June 1973.

The FY 74 Funding Authorization Document (Contract) was approved effective 1 July 1973. A revised contract was established in January 1974. Currently the FY 74 USAIMA Program totals \$2,523,000.

Two new Program Budget actions were initiated this FY:

a. The TRADOC Program Review Memorandum (PRM) was prepared in January 1974. The PRM was concerned with FY 75 and FY 76 and addressed resource requirements in relationship to the programmed workload.

b. The TRADOC Three Year Program (TTYP) was prepared in November 1973. This programming document is used between TRADOC, various installations, and activities in an effort to improve overall resource management.

TRADOC Cost Analysis and Course Budgetry Requirements were submitted in September 1973. This report provided TRADOC with actual costs incurred during FY 73 and other data pertinent to courses taught at USAIMA. This information, coupled with detailed course costs (School Overhead, School Support Overhead, Academic Overhead, Direct Course Costs and Installation BASOPS support), was used by TRADOC to compute the "per Graduate" cost for USAIMA courses.

A more restrictive policy for TDY travel for USAIMA was directed by the Commandant at the beginning of FY 74. To date TDY travel expenditures for FY 74 have declined by 26% or approximately \$200,000 less than FY 73 expenditures. Via a weekly travel report, the Commandant has been kept informed of current travel/TDY status. During CY 73 the Travel Branch processed 555 travel orders for IMA, involving 960 personnel.

The USAIMA Information Systems Office (ISO) provided all system analysis, computer programming, and card punch support for USAIMA and USAJFKCENMA. The Installation Management Information Systems Office (MISO), XVIII Airborne Corps and Fort Bragg, provided computer operations support for USAIMA and USAJFKCENMA.

During CY 73 the ACofS, Resource Management/Director of Management and Budget briefed numerous dignitaries on all major aspects of resource management. Personnel briefed included the following:

General DePuy, Commander, TRADOC
Lieutenant General Flanagan, COA, DA
Lieutenant General Seitz, Commander, XVIII Airborne Corps and Fort Bragg
Lieutenant General Talbot, Deputy Commander, TRADOC
Major General Huffman, Chief of Staff, TRADOC
Brigadier General Vessey, Director of Operations, DCSOPS, DA

OFFICE OF LOGISTICS

The Office of Logistics continued to provide logistical support to USAIMA, conducting several planning studies, developing more efficient maintenance management procedures, increasing the self-help supply program, and streamlining central supply activities.

On 1 July 1973, the USAIMA Logistical Division was reorganized under TRADOC as the Office of Logistics. The organization and responsibilities of the subordinate branches were not significantly changed during this reorganization; however, a major effort was made to increase the effectiveness of these branches.

The following branches compose the Office of Logistics:

- Maintenance Division
- Parachute Rigger Platoon
- Weapons Division
- Communications Electronics Supply & Maintenance Division
- Property Storage & Issue Division
- Instructor Material Supply Division

OFFICE OF THE SECRETARY

SECURITY DIVISION

The major change of the year was the consolidation of the classified documents of USAIMA and the Deputy Commandant for Combat and Training Developments (CTD). After consolidation, documents were listed under the new Semi-automatic Technical Information Retrieval System (SATIRE). This system, which developed out of a suggestion made by an officer working in CTD, has greatly facilitated use of classified material for research and instructional purposes within USAIMA. Implementation of this system was accelerated through staff visits and briefings of all elements of IMA who utilize the Data Bank.

ALLIED LIAISON OFFICE

USAIMA graduated 76 foreign officers from 16 countries as follows:

<u>COUNTRY</u>	<u>SFOC</u>	<u>PSYOP</u>	<u>CA</u>	<u>CIV/AC</u>	<u>FREE FALL</u>	<u>TOTAL</u>
AFGHANISTAN	2	2		2		6
AUSTRALIA	1				1	2
CAMBODIA	2					2
CANADA	3					3
COLOMBIA		1				1
ETHIOPIA	4					4
GREECE	1					1
JORDAN	1	2		1		3
LAOS	3	1				5
NEPAL	2		1			3
PAKISTAN	4	2				6
SPAIN	1					1
THAILAND	3	10		5		18
TURKEY	4	1		1		6
UNITED KINGDOM		1				1
VIETNAM	2	12				14

INSTITUTE BRIGADE

The year began with the Institute Brigade under the command of Colonel William C. Carper, III. Lieutenant Colonel Donald E. Brock assumed command of the 2d Battalion, Institute Brigade on 1 February 1973. The former commander, Lieutenant Colonel Hazelett was assigned to the Joint Unconventional Warfare Task Force Atlantic.

On 1 June 1973, Colonel William C. Carper, III was reassigned as Director, Special Forces School. LTC Donald F. Petersen, Brigade DCO, assumed command until 12 July 1973 when Colonel Charlie W. Brewington was assigned as Brigade Commander.

During the month of August 1973, plans were approved for the provisional reorganization of the Brigade into a five-company battalion configuration, as part of the overall plan for reorganization of the Institute. In September, the Institute Brigade was reorganized and redesignated the Institute Battalion (Provisional) and the 1st and 2d Battalion Headquarters were deactivated. The five remaining companies were assigned the responsibility for the functions of command, administration, and logistics for the staff, faculty and students assigned/attached to the Institute as shown below.

<u>UNIT</u>	<u>RESPONSIBILITY</u>
Headquarters & Headquarters Company	Staff of the offices of the Assistant Commandant, Executive Officer, Deputy Commandant for Training and Education, Deputy Commandant for Combat and Training Developments, Secretary, Logistics, staff and faculty of the Civil Affairs and Security Assistance School, and Psychological Operations School, and the cadre of the Institute Brigade.
Special Forces School Detachment	Staff and faculty of the Special Forces School.
A Company	Enlisted students attending Phase II and III of the Special Forces Qualification Course (SFQC).
B Company	Officer students attending the following courses: Special Forces Officer, Foreign Area Officer, Security Assistance Management, Security Assistance Management Orientation Seminar, Civic Action, Civil Affairs Officer, and Civil Affairs Officer Advanced (Phases II, IV, and VI).
C Company	Officer and enlisted students attending the following courses: Phase I of the SFQC, Special Forces Underwater Operations, Special Forces Military Free Fall, Special Forces Military Free Fall Jumpmaster, Special Forces Jumpmaster, Psychological Operations Enlisted, Special Forces Base Communications, and Special Forces Operations and Intelligence.

In December 1973, the Inspector General, United States Army Training and Doctrine Command conducted a General Inspection of the Institute Brigade. The Brigade was found to be satisfactorily executing its mission.

Spending over \$2,500.00 in its sports program, the Institute Brigade established an IMA league in softball and football, while fielding teams in handball, golf, softball, football, basketball, and tennis which participated in John F. Kennedy Center for Military Assistance sports competition. The Institute Brigade engineered three "Learn to Swim" classes during the year and coordinated a boxing match with the 82d Airborne Division at Fort Bragg.

CIVIL AFFAIRS AND SECURITY ASSISTANCE SCHOOL

GENERAL

The Civil Affairs and Security Assistance School (CASAS) was established on 1 October 1973 as a consolidation of the former Civil Affairs School (CAS) and Military Assistance School (MAS). Initial authorized strength was 40 officers, 14 enlisted and 8 civilians for a total of 62 personnel. Colonel Harry H. Jackson, the former director of MAS, was designated as the Director of CASAS.

This consolidation did not affect the courses taught by CAS and MAS in regard to their presentation, but did cut down on duplication of instructional effort. During the year a total of 33 courses were presented to a total of 1,639 students, officers and enlisted men; 562 allied students from 50 countries attended courses either as part of their training with the International Police Academy or as members of the Civil Affairs courses.

Due to the withdrawal of military forces from Vietnam, the RVN Province Senior Advisor Course was discontinued on 14 March 1973.

On 14 May 1973, the Security Assistance Management Orientation Seminar (SAMOS) was presented for the first time. This two-week course is intended to provide Senior MAAG officers and DOD/DA staff officers with an overview of the Security Assistance program and specific information on their area of assignment. At the same time, the Military Assistance Officer (MAO) course and the Military Assistance Programmer/Advisor (MAPA) course were redesignated as the Foreign Area Officer (FAO) and Security Assistance Management (SAM) courses respectively. There was no change to the POI as a result of these changes.

The school hosted two symposiums on the subject of security assistance and civil military operations as the culminating exercise for the FAO courses in June and December. Leading personalities from academic and government institutions participated in the presentations and discussions.

Two Civil Affairs Workshops were held, one in April for 133 participants and one in December for 150 participants. These workshops are directed toward training key reserve Civil Affairs officers.

Several key personnel changes were experienced during 1973. Colonel Herbert G. Parker, Director of CAS, was reassigned in July and Colonel Robert A. Prehn was named as his replacement. Upon reorganization in October, Colonel Prehn became the Director of the Department of Environmental and Regional Studies (DEARS) and Colonel John W. Frye joined CASAS as the Director of the Department of Civil-Military Operations (DCMO). On 1 November, Colonel Jackson was assigned as the Assistant Commandant for IMA although he still retained the position of School Director. Colonel Prehn became the acting director of CASAS at this time.

GUEST SPEAKERS

CPT Rodion Cantacuzene, USN, Rep of Defense Security Assistance Agency, DOD
COL Angus Mundy, Bureau of Near Eastern and Asian Affairs, Dept of State
Dr. R. Brarbanti, Professor of Political Science, Duke University
BG Volney F. Warner, Asst Division Cdr, Operations, 82d Abn Div
Mr. Raymond F. Manari and COL James Dunn, USA Logistics Center
Lewis G. Fields, Legal Advisor, Dept of State
Mr. Harris Peel, USIA Advisor, JFK
Roland H. Windham, City Manager, Aiken, SC
Mayor Howard L. Lee, Mayor of Chapel Hill, NC
COL R. E. Whitelaw, XO for DC/CTD
Mr. James H. Michel, Deputy Assistant Legal Advisor, Dept of State
Dr. Charles T. Vetter, Faculty Advisor, Foreign Area Executive Seminar
Major James R. Coker, Instructor, JAG School
COL William H. Pietsch Jr., Military Advisor to Defense Civil Preparedness Agency, DOD
MSG Samuel V. Wilson, Dep Dir, Estimates, DIA
Mr. William Plante, CBS-TV, Chicago
LTC Arthur E. Dewey, ODCS, DCOPS/IA, DA
COL James C. Davis, Jr., Asst Dir for Operations and Trends, DOD
COL Trevor W. Swett, Chief, Security Div, DCSOPS/IA and LTC Verner Pike, DCSOPS/IA
Mr. George W. Ashworth, Consultant, Committee on Foreign Relations
Mrs. Jeanne Davis, Staff Secretary, National Security Council
Mr. Carl Gebhur, USIA
Mr. Robert G. Caldwell, Office of Director of Training, CIA
Dr. Jack J. Preiss, Department of Sociology, Duke University
Mr. Robert W. Smith, Bureau of Politico-Military Affairs, Dept of State
Mr. Owen Roberts, Dept of State
LTC German T. Domingo, Military Attache, Philippine Embassy
Mr. Brian Jenkins, Rand Corp
MG Laurence J. Fuller, Dep Dir, Attache Affairs, DIA
Mr. Arthur D. Hoffman, Chief, North Europe Staff Directorate, International
Logistics, ODCS Log, DA
Mr. Arthur M. Handley, Program and Policy Coordinator, USAID
Mr. Tom Coony, Office of Military Assistance and Sales, Dept of State
MG Wm B. Caldwell, Director, Security Assistance Plans Policy and Program
Formulation, OASD/ISA
Mr. Nelson G. Spoth, Vice President, International Group, TRN Equipment Co
Cleveland, Ohio
Professor Chandler Morris, Professor Emeritus, Economics, Cornell University
Dr. Roger Hilsman, Professor of Government, Columbia University
Dr. Abdul A. Said, Professor of Political Science, American University
Dr. Alfred C. Stepan, III, Associate Professor of Political Science, Yale University
LTC Alfred C. Hardy, Canadian National Defense Headquarters, Ottawa, Canada
Mr. Charles V. Green, Defense Language Institute, San Antonio, Texas
Dr. William H. Lewis, Special Assistant to Under Secretary for Security Assistance,
DOD
MG Ira A. Hunt, Jr. Deputy Chief of Staff, Training, TRADOC
COL Joseph L. Protrowski, ACofS, G5, XVIII Airborne Corps and Fort Bragg

Dr. Jerome Slater, Political Science Department, New York State University
Mr. Frank E. Ambruster, Professional Staff, Croton-on-Hudson, New York
COL Wm E. Grugin, Chief, Military Assistance Division, Directorate of
International and Civil Affairs ODCSOPS, DA
Mr. Alexander M. Rosie and Mr. Kyle Davis, Office of International Logistics,
DCS/Log, DA
COL Billy J. Dulin, Office of Military Assistance and Sales, HQ, USAF
Mr. Howard Kresge, Executive Director, Committee on Voluntary Foreign Aid, USAID
Mr. Robert Delaney, Forrest Sherman Professor of Public Diplomacy, National
War College
Mr. Willard A. DePree, Department of State
Dr. Guy G. Parker, Rand Corporation
Dr. Victor Li, Stanford Law School, Stanford University
Mr. Roger Darling, Title IX Program Manager, USAID
Dr. Walter D. Jacobs, Dept of Government and Politics, University of Maryland
Dr. Luigi R. Einaudi, Rand Corporation
Dr. Van Chi Hoang, USAID
Honorable Henry L. T. Koren, Deputy Undersecretary (International Affairs), DA

Guest Speakers - Third Annual Civil Affairs Workshop - Week of 10 Dec 73

10 Dec 73

0900-0915	BG Michael D. Healy Commander, JFKCENMA	Welcoming Remarks & Keynote Address
0915-0930	MG Robert L. Partridge MOBDES ODCS for Mil Ops	Welcoming Remarks
0915-0930	BG Lawrence B. Rohde Dep Dir Ops Div, DCSOPS	Welcoming Remarks
0930-0940	COL Harry H. Jackson Dir, CA and Scty Asst School	School Director's Welcome
1005-1055	Mr. James Megellas USAID Advisor, JFKCENMA	Conduct of CMO in Under- developed Countries
1300-1350	Mr. Louis G. Fields Legal Advisor, US Dept of State	Changing Concepts of Inter- national Law Affecting CMO (SECRET)
1450-1540	MAJ Gerald J. Hone and MAJ Gerald P. Alexander PSYOP School, USAIMA	PSYOP in Support of CA Activities
2100-2215	LTC Raymond Schrupp (USAR - Ret)	A Perspective on Vietnam

11 Dec 73

0800-0850	Colonel J. T. Hodes CO, 4th PSYOP Group	4th PSYOP Group Command Briefing
0940-1130	Mr. Robert L. Humphrey Deputy Dir, International Research Institute of the American Institute for Research	Human Relations in Civil Affairs

12 Dec 73

0800-0845	COL Joseph Z. Taylor, USMCR Commander, 4th Civil Affairs Group, USMCR, Philadelphia, PA	US Marine Corps Approach to CMO
0900-0945	LTC Delmar B. Spivey Directorate of Plans, HQ, USAF and LTC Joel S. Hetland, Directorate of Ops, HQ, USAF	US Air Force Role in Military Civic Action

1005-1050	CPT R. L. Stewart Navy Civic Action Coordinator	US Navy Approach to CMO
1300-1345	COL William E. Mastoris, Jr. Commander, 95th CA Group	Present and Planned Activities of the 95th CA Gp
1400-1445	LTC Standly Olchovik Deputy Commander, 1st Special Forces Group, APO San Francisco	Present and Planned Activities of the 1st CA Battalion
1505-1550	COL Ernest W. Morre Commander, 3d CA Group, APO New York	Present and Planned Activities of the 3d CA Gp
1640-1710	LTC William Jordan Chief, CA Branch, Deputy Commandant for Combat and Training Development, USAIMA	Trends and Developments in Civil Affairs Doctrine
13 Dec 73		
0800-0830	LTC Edward G. Aubin 404th CA Co, Trenton NJ	Meaningful Unit Training for CA Reserve Units
0830-0920	MAJ Michael F. Flannery 450th CA Company, Riverdale MD and Mr. R. Hal Silvers, Civil Defense and Emergency Preparedness Agency, Prince Georges County, MD	County Government Counter- part Training
0940-1110	MAJ Hugh M. Lupold and CPT Joseph C. Hurteau, 360th Area B, Columbia, SC	AT 73 Disaster Preparedness
14 Dec 73		
1030-1120	LTC Fred L. Friedman Directorate for Military Support, DA	Military Support to Civil Authority
1120-1150	LTC Leo A. Morris 352d Area A	Civil Affairs in Civil Disaster
1210-1225	COL Eli Nobleman Chairman, Executive Board Civil Affairs Association	Memorialization of Library

THE FIFTH SECURITY ASSISTANCE SYMPOSIUM

THE FOREIGN AREA OFFICER COURSE 1-74

<u>Date</u>	<u>Schedule Activity</u>	<u>Location</u>
<u>Monday</u> <u>10 Dec 73</u>	Participants arrive. FAO Course students meet in workshop groups for preliminary organization. Early arrivals are invited to join student workshops from 1300-1700 hours.	Various
<u>Tuesday</u> <u>11 Dec 73</u>		
0800-0830	Registration	Lobby, JFK Hall
0830-0900	Opening Remarks: Brigadier General Michael D. Healy, Commandant, US Army Institute for Military Assistance	Classroom #1 JFK Hall
0900-1000	First Workshop Session. Opening comments made by guest participants, as appropriate. Internal structuring of workshop finalized	Rooms 404, 412, 413, 414 and 415, Bryant Hall
1000-1030	Coffee Call	Audit, JFK Hall
1030-1230	First Plenary Session "Role of the Military in National Development" Speaker: Mr. Max Lerner New York Post Discussants: Dr. William T. LeVine Professor of Political Science University of North Carolina Chapel Hill, NC Dr. Edward Bernard Glick Professor of Political Science Temple University Philadelphia, PA	Classroom #1 JFK Hall
1230-1400	Luncheon	Various

<u>Date</u>	<u>Schedule Activity</u>	<u>Location</u>
1400-1700	Second Workshop Session	Rooms 404, 412, 413, 414 and 415, Bryant Hall
1700-1900	Open Time	
1900-2000	Reception	Sink Room, Fort Bragg Officers' Open Mess
2000-2200	Buffet and Evening Plenary Session "Role of the US Army In International Affairs"	Hodge Room, Fort Bragg Officers' Open Mess
	Speaker: Honorable Henry L. T. Koren Deputy Undersecretary of the Army	
<u>Wednesday</u> <u>12 Dec 73</u>		
0800-1000	Final Workshop Sessions	Rooms 404, 412, 413, 414 and 415, Bryant Hall
1000-1015	Break	
1015-1200	Workshop Reports by Chairmen/ Chairwoman	Classroom #1, JFK Hall
1200-1230	Closing Remarks. Brigadier General Michael D. Healy, Commandant, US Army Institute for Military Assistance	Classroom #1 JFK Hall
1230	Luncheon and Departure	

WORKSHOP #1

SUCCESS PREDICTABILITY OF GOVERNMENTAL
RESPONSE TO INSURGENCY

Scope: Feasibility and factorial considerations of the potential for success of governmental measures to counter insurgency in various host country environments. Workshop group will research conclusions with respect to factors considered.

CHAIRWOMAN

Mrs. Doris Condit

Senior Research Scientist
American Institutes for Research
Kennington, MD 20795

PARTICIPANTS

Dr. Robert W. McCall
Department of Georgraphy
University of Kansas
Lawrence, KS 66044

Mr. Jay Mallin
Author and Researcher
Institute for the Study of Change
Coral Gables, FL 33146

Mr. Brian M. Jenkins
The Rand Corporation
Santa Monica, CA 90406

Colonel Kenneth J. Trinkler
Foreign Area Officer Course

MAJ Edward J. McLaughlin
Department of Civil-Military
Operations

Major Sam A. Gray
Foreign Area Officer Course

Colonel Paul B. Snyder
Foreign Area Officer Course

Major Gary G. Loban
Foreign Area Officer Course

Major Richard F. Ward
Foreign Area Officer Course

Captain James W. Corcoran
Foreign Area Officer Course

Major James W. Keys
Foreign Area Officer Course

WORKSHOP #2

ALTERNATIVE NATIONAL SECURITY STRUCTURES

Scope: The nature, viability and evolutionary consequence of the "Total Territorial Defense" concept in national security which utilizes a part time militia in lieu of, or in addition to, regular armed forces.

CHAIRMAN

Dr. Horst Mendershausen
Senior Staff Member
Rand Corporation
Santa Monica, CA 90406

PARTICIPANTS

Mr. John A. Weiss
Executive Officer
Office of Public Safety
US Agency for International
Development
Washington, DC 20523

Mr. Aldo D'Allesandro
The Assistant to the Director
Voice of America
US Information Agency
Washington, DC 20547

LTC Robert C. Jarvis
Foreign Area Officer Course

LTC Robert M. Pugmire, Jr.
Foreign Area Officer Course

LTC Harold L. Solseth
Foreign Area Officer Course

Mr. Jon L. Lellenberg
Stanford Research
Strategic Studies Center
1611 North Kent Street
Arlington, VA 22209

LTC Donald E. Sawyer
Department of Civil-Military Operations

LTC Thomas G. Nicholson
Foreign Area Officer Course

LTC Humphrey J. Martin
Foreign Area Officer Course

Major John H. Page
Foreign Area Officer Course

Captain Michael E. Ryan
Foreign Area Officer Course

WORKSHOP #3

THE IMPACT OF MULTINATIONAL CORPORATIONS ON US FOREIGN POLICY

Scope: Multinational business has caused basic changes in the political, social, economic, and military behavior patterns of all nation-states. This workshop will address the interrelations between multinational corporations and changes in the national/foreign policy values of both the US and foreign countries.

CHAIRMAN

Dr. Daniel Cheever

Chairman, Department of International Affairs
University of Pittsburgh
Graduate School of Public and International Affairs
Pittsburgh, PA 15213

PARTICIPANTS

Mr. Nelson T. Joyner
Visiting Associate Professor
International Business
Georgetown University
School of Foreign Service
Washington, DC 20307

Mr. Moorhead Kennedy
Director, Office of Investment Affairs
Bureau of Economic and Business Affairs
US Department of State
Washington, DC 20520

LTC Jean R. Emery
Director, Department of
Security Assistance

Mr. Harris Peel
Senior US Information Agency
Representative
US Army John F. Kennedy Center
for Military Assistance
Fort Bragg, NC 28307

Major William Bailey
US Army Command and General
Staff College

ILT Larry Leibrock
Department of Environmental
Analysis/Regional Studies

LTC James B. Walling
Foreign Area Officer Course

LTC Albert L. Fournier
Foreign Area Officer Course

Major Rudy M. Conway
Foreign Area Officer Course

Major Donald M. Currie
Foreign Area Officer Course

Major John C. Ellerson
Foreign Area Officer Course

Major Richard C. Skaggs
Foreign Area Officer Course

Major Louis E. Skender
Department of Security
Assistance

Captain William S. Devine
Foreign Area Officer Course

WORKSHOP #4

THE ROLE OF SECURITY ASSISTANCE IN MAINTAINING STRATEGIC ACCESS
TO OIL RESOURCES

Scope: An examination of the interrelationship between security assistance and the general foreign policy of the United States to maintain equal access to oil resources in various parts of the world. The current energy crisis gives additional impetus to legitimate American objectives.

CHAIRMAN

Dr. Joseph J. Malone
President
Regional Council for International Organization
University of Pittsburgh
Pittsburgh, PA 15213

PARTICIPANTS

Mr. Thomas Barger
2685 Calle Del Oro
LaJolla, CA 92037

Mr. James Megellas
US Agency for International
Development Advisor
US Army John F. Kennedy Center
for Military Assistance
Fort Bragg, NC 28307

Major Richard H. Barratt
Department of Environmental
Analysis/Regional Studies

Colonel William A. Hudson
Foreign Area Officer Course

Major Robert W. Shohan
Foreign Area Officer Course

Major John D. Wakelin
Foreign Area Officer Course

LTC Carl R. Froede
Foreign Area Officer Course

Major James R. Carlson
Foreign Area Officer Course

Major Gene L. Meder
Foreign Area Officer Course

Major Malcolm D. Otis
Foreign Area Officer Course

Major John C. Roberts
Foreign Area Officer Course

WORKSHOP #5

TERRORISM AS A TRANSNATIONAL PHENOMENA AND ITS IMPACT UPON
SECURITY ASSISTANCE PROGRAMS

Scope: An examination of the growing problem of terrorism as it impacts upon security assistance programs. An analysis of the international law and foreign policy implications of this problem and the steps which the international community can take and is taking to deal with it.

CHAIRMAN

Dr. Cesar Sereseres
Department of Political Science
University of California
Irvine, California 92664

PARTICIPANTS

Dr. Paul Blackstock
Department of Political Science
University of South Carolina
Columbia, SC 29208

Dr. Kenneth F. Johnson
Department of Political Science
University of Missouri
St. Louis, MO 63121

Major John H. McFadden
Department of Environmental
Analysis/Regional Studies

Major James H. Herrick
Foreign Area Officer Course

LTC William H. Tausch
Foreign Area Officer Course

Major James W. Kao
Foreign Area Officer Course

LTC Ancil L. Denzler
Foreign Area Officer Course

Major Harry G. Rennagel
Foreign Area Officer Course

LTC Charles B. Stone
Foreign Area Officer Course

Major Clarence L. Gilbertson
Foreign Area Officer Course

Major George A. Hooker
Foreign Area Officer Course

PSYCHOLOGICAL OPERATIONS SCHOOL

The mission of presenting resident instruction in US Army PSYOP continues as the primary function of the PSYOP School.

During the year the School increased the number of resident officer MOS-producing courses from two to three and graduated 50 students. In addition to presenting its two regular resident PSYOP Courses, the School conducted a two-week resident PSYOP Course for reserve component members. Eighty-seven officer and enlisted students attended. The POI which was presented was that which had been staffed with reserve units during the fall of '72.

The number of instructors authorized the POS was significantly reduced from 28 to 14. At the same time, the work load for the School increased from 10,000 platform manhours to 18,000. The combination of these two factors resulted in sharply higher tempo of activity throughout the School.

The PSYOP Officer POI, which was implemented in 1973, was evaluated by a Committee of the American Council on Education. The Committee recommended that the course be given nine undergraduate credits. It is felt that the absence of a research requirement in the course was significant in not recommending graduate credit. A study was undertaken to determine if the inclusion of a student research paper could materially improve the course objectives while at the same time enhancing its educational value.

Faculty members presented guest lectures at such places as the US Military Academy, the Canadian Armed Forces Staff College, and the Joint Warfare Establishment in England. Systems engineering efforts of all courses and classes continued.

The prerequisites of both the PSYOP Officer and Enlisted Courses were modified in order to bring them into line with other changes in doctrine and to expand the possible student input.

SPECIAL FORCES SCHOOL

MISSION

To train and qualify selected officer and enlisted students in Special Forces operations and related subjects; to develop Special Forces operational procedures; and to assist in the development of Special Forces doctrine. Prepare non-resident instructional material for which the department is proponent. Direct and exercise supervision over all elements and activities of the department.

ORGANIZATION

The Special Forces School is organized with a school director and necessary staff, administrative, training (curriculum/POI) and Operations/Supply to support instructional divisions. Divisions within Special Forces School with supporting internal branches have been organized to present specific courses or blocks of instruction.

The seven courses of instruction presented/conducted by the Special Forces School are:

- Special Forces Qualification Course 16 Weeks
- Special Forces Officers Course 13 Weeks
- Special Forces Operations and Intelligence Course 15 Weeks/2 Days
- Special Forces Underwater Operations Course 5 Weeks/3 Days
- Special Forces Military Free Fall Parachutist/
Jumpmaster Course 7 Weeks
- Special Forces Base Communications Systems Course 6 Weeks
- Special Forces Static Line Jumpmaster Course 1 Week

During the calendar year 1973, the total student production was 1514 from an input of 1888.

	<u>STARTED</u>	<u>GRADUATED</u>
SF Qualification Course	953	674
SF Officers Course	311	300
SF Operations & Intel Course	89	85
SF Underwater Operations Course	142	113
SF MFF Parachutist/Jumpmaster Course	155	127
SF Base Communications Systems Course	58	57
SF Static Line Jumpmaster Course	180	158
TOTALS	1888	1514

COMMAND CHANGES

1 June 1973, Colonel William C. Carper III assumed the duties of Director of the Special Forces School.

MILITARY FREE FALL DIVISION

The year 1973 was quite productive for the Military Free Fall Division with one major revision of the POI, numerous demonstrations, and an out-of-country training requirement for two instructors. The Specialized Airborne Training Division, previously subordinate to the Advanced Training Department, was redesignated the Military Free Fall Division in April 1973. Twelve MFF courses were conducted during calendar year '73.

The major POI change resulted in revising the 2-week Static Line Jumpmaster Course (SFJM) to a 1-week course, effective with SLJM Course 2-74 conducted during the week of 26 Nov 1973. During calendar year 1973, 24 Special Forces Gabriel demonstrations were conducted for visiting dignitaries, foreign personnel, and heads of state. In addition, the MFF division conducted Armed Forces Day activities at Ft Eustis, VA; Ft Dix, NJ; Ft Jackson, SC; and Ft Bragg, NC. Four "Gobbler Woods" exercises were also supported. Selected instructor personnel supported an MTT to Arkansas to train reserve personnel in the techniques of static line jumpmaster training. The highlight for the year was the acceptance of two division instructors to attend and observe the Military Free Fall Training School in England during the month of June and July 1973.

SPECIAL FORCES FIELD TRAINING DIVISION

The Special Forces Field Training Division provided the facilities and supervision of the support operations center (SOC) in support of Gobbler Woods Field Training Exercise; provided the facilities for a mission support site for all activities assigned to USAIMA and USAJFKCENMA as required; and provided instructional support for active and reserve forces personnel and units, and ROTC classes.

Accomplishments for Calendar Year 1973:

1. Phase I Courses:
 - a. 3-73, 25 Jan 73 - 22 Feb 73
 - b. 4-73, 09 Mar 73 - 03 Apr 73
 - c. 5-73, 19 Apr 73 - 14 May 73
 - d. 6-73, 30 May 73 - 26 Jun 73
 - e. 1-74, 11 Jul 73 - 07 Aug 73
 - f. 2-74, 21 Aug 73 - 19 Sep 73
 - g. 3-74, 04 Oct 73 - 01 Nov 73
 - h. 4-74, 19 Nov 73 - 19 Dec 73
2. Special Forces Officer Courses: 1-74, 01 Sep 73 - 05 Dec 73

3. Reserve/ROTC Training: ROTC - 07 Apr 73; Reserve Unit Rappelling Training - 15 Aug 73.

4. Gobbler Woods Exercise (SOC): 09 Apr 73 - 27 Apr 73; 06 Nov 73 - 15 Nov 73.

5. Reconnaissance Course: 4-73 Recon 30 Apr 73 - 06 Jun 73.

6. Others: Demonstration for Trinidad Police Chief: 23, 24, and 25 Oct 73; provided Rappelling Tower for numerous 82d Division units throughout the year.

WATERBORNE OPERATIONS DIVISION

Redesignated from the previous Underwater Operation Division, the Waterborne Operation Division conducted four classes in CY 73. The POI was revised and updated and a selected POI was formulated to provide refresher training for participating Special Forces Groups. Personnel assigned were instrumental in several acts of life-saving during the past year, involving civilian SCUBA divers.

TACTICAL OPERATIONS AND TECHNIQUES DIVISION

The Tactical Operations and Techniques Division was organized from the assets of the former Advanced Training and Basic Training Departments. It consists of five instructional branches, i.e., Demolitions, Weapons, Operations and Intelligence, Resistance and Techniques. The TOT Division was responsible for upgrading and enhancing the Special Forces Officer Course POI, and designing a new POI for training of Special Forces operational detachments in Direct Action Training. Implementation of this POI involved personnel from all five branches.

DEMOLITION BRANCH

During calendar year 1973, the Demolition Branch taught four classes (SFQC Phase II) of a 6-week duration. The last class graduated in December 1973.

In June 1973, this branch also conducted a 2-week course in Demolition Techniques for a group of allied NCOs. This project was dubbed "Orbit Tropic."

During the summer months, the Demolition Branch constructed two 20' by 44' classrooms at Coleman Demolition Range. These buildings serve a dual purpose as classrooms and billets during extended field training. The branch also provided two engineers to assist in the layout and construction of a new PT facility (circuit-internal training course) for the Special Forces School.

During the period September thru December 1973, the branch prepared and conducted a 3-week modified POI for the 5th SFGA as a refresher/cross-training program. The SFQC 6-week POI was revised into an 8-week program scheduled for implementation in January 1974. The branch has been involved in Systems Engineering this new POI and updating all training literature. Also, during this period, two representatives of this branch observed and participated in several large bridge demolition projects at West Point, Georgia, and two instructors attended a 1-week EOD course at Indian Head, Maryland.

Outside instruction/commitments included engineer/demolition instruction to the SFOC and AEC students and support of numerous Gabriel Demonstrations.

WEAPONS BRANCH

The Weapons Branch trained selected enlisted volunteers in the tactics and techniques of weapons employment as related to Special Forces operations (which qualifies them for additional skills in MOS 11B/11C). During the past year, 128 students completed this training and were awarded the "S" skill Qualification identifier on MOS 11B/11C. During the year, there have been five 6-week courses culminated by a Weapons Employment Exercise where classroom instruction was applied under field conditions. The training consisted of instruction in 37 light weapons, 15 machine guns, 3 mortars, 10 anti-tank weapons, and the 105mm howitzer. The Weapons Branch also provided instruction for the Special Forces Officers Course and the Special Forces Operations and Intelligence Course, supported "Gabriel" Demonstrations, and participated in unit training for the 5th Special Forces Group.

OPERATIONS AND INTELLIGENCE BRANCH

During CY 1973, the Operations and Intelligence Branch began operating as a separate instructional branch of the Tactical Operations and Techniques Division. Concurrently with the change of organization, came the mission of proponentcy for a totally revised two-phase O&I course which evolved from the former SFNCO Course. As a proponent for the new course, branch members totally revised the POI with coordinated input from the United States Army Intelligence School at Fort Huachuca. This new Operations and Intelligence (O&I) Course was first implemented in April 1973, with each class attending seven weeks of intelligence training (Phase I) at Fort Huachuca and eight weeks of SF Operations Training (Phase II) at Fort Bragg. By December 1973, the third class had graduated from the new course.

Additionally, during CY 1973, members of the O&I Branch presented operations and intelligence subjects to various other SFS and USAIMA courses, and also developed O&I related material for Army wide training support.

SPECIAL FORCES TECHNIQUES BRANCH

Five enlisted course FTXs were conducted during the year. These FTXs are similar to the SFOC Robin Sage FTX in that they are conducted off-post, involve the civilian populace, and test the student's knowledge in the same operational skills as noted for SFOC Robin Sage FTXs. The isolation phase of the FTX is handled the same as for the Officer's Class. The realism of having individual DA Form 20 checks, obtaining ID tags and a roster check for wills and powers of attorney, which was introduced in 1972, continued to be a portion of the isolation phase. Supporting personnel for the FTXs included guerrilla forces from the 5th and 7th Special Forces Groups and other units from within the Center for Military Assistance. Aggressor forces were provided from elements of the 82d Airborne Division. The Special Forces Techniques Branch was also tasked to conduct direct action training and unit evaluation of B Company, 2d Battalion, 5th Special Forces Group, and its subordinate "A" detachments. The initial training was a review of basic infantry tactics followed by a series of field exercises which consisted of squad, platoon, and company-size missions.

RESISTANCE BRANCH

Resistance Branch reorganized during CY 1973 into two sections, Field Op and Op Tech Section, with an authorized strength of 5 officers and 36 enlisted men. Personnel of the Resistance Branch presented instruction in the following courses:

- Special Forces Officer Course
- Special Forces Qualification Course, Phase III
- Special Forces Operations and Intelligence Course, Phase II
- Psychological Operations Officer Course
- Allied Officer Pre-Course Orientation Course

Resistance Branch presented cold weather pre-deployment and Direct Action Training to the Special Forces Groups, Fort Bragg, North Carolina.

During CY 1973, the total student production for SFOC was 311 officers enrolled and 300 students graduated.

Special Forces Officer Course (SFOC), 2E-F8-POI, was revised to include a new Physical Training Program, the Circuit Interval Training Course. This course is the scientific arrangement of known and proven exercises designed to elicit maximum overall training effectiveness. This training has three characteristics: It improves both muscles and circular-respiratory fitness. It applies the principle of progressive resistance. It enables large numbers of performers to train at the same time, each according to his individual capacity and acquiring a maximum workout in a relatively short period of time.

The Resistance Branch conducted three SFOC Gobbler Woods Field Training Exercises. Exercise Gobbler Woods is one of a series of United States Army Institute for Military Assistance Exercises conducted in the North Carolina counties of Anson, Moore, Randolph, Richmond, and Montgomery. The exercise area covers 1 1/2 million acres, and is designated the mythical country of "Pineland." Gobbler Woods is conducted during the final three weeks of the Special Forces Officer Course and the Psychological Operations Course. The exercise provides an opportunity for the student to practice field application of previous classroom instruction. The FTX play included Special Forces Operational Detachment (SFOD) infiltration into their respective UWOAs by parachute and establishment of initial rapport with guerrilla forces. Assessment of the area, psychological operations, aerial resupply operations; developing, organizing, training, equipping and directing operations of indigenous forces; collecting and using intelligence information; communications utilizing AN/GRC-109 radios; interdiction of enemy lines of communication; planning and directing evasion and escape operations, and demobilization of guerrilla forces and SFOD exfiltration. The isolation phase of the FTX included issuance of an Operations Order (OPORD) by the Special Forces Operational Base (SFOB) commander and his staff. Area background study and intelligence estimates, mission planning, packing of A-11 containers for aerial delivery for automatic resupply, preparation of personnel and equipment for air infiltration, and mission briefbacks. Support personnel for FTXs were provided by the 82d Airborne Division and Local Special Forces and Psychological Operations Groups.

MEDICAL BRANCH

The year 1973 was one of stability for the Medical Branch. No dramatic changes of the POI were instituted and there was no external pressure from the higher echelon to move the course to Fort Sam Houston, as there was the previous year. Minor technical improvements were made. Changes in surgical and sterile techniques were taught to help insure better wound healing and fewer infections. Finally, the mass casualty portion of the instruction was given more emphasis. Not only were extremity wounds studied, but wounds of the chest and abdomen were covered as well. Instructors believe that these changes give the students the confidence and ability they need in order to perform as outstanding Special Forces medics. The Medical Branch completed System Engineering through Step 6.

The Medical Branch conducted 7 classes during this period, graduating 91 students with a zero attrition rate.

COMMUNICATIONS BRANCH

Calendar year 1973 saw the COMMEL Branch authorized strength increase from 2 officers and 32 enlisted instructors to 1 officer and 40 enlisted. During this period, present-for-duty strength remained relatively constant at around 28, while the assigned strength varied from 30 to 35. The branch experienced a personnel turbulence of approximately 50 percent with 5 personnel retiring and 12 personnel receiving PCS orders. Additionally, the branch maintained a moderately ambitious NCO education program by sending personnel to various US Army schools as follows: 5 to NCO Academy; 5 to 31Z School; and 3 NCOES. Operationally, the branch maintained proponency for Phase II SFQC (COMMEL) and the Special Forces Base Communications System Course. Scheduled supporting instructional activities included the SF Officers Course, SF Operations and Intelligence Course, and SF Qualification Course, Phase III. The branch presented a total of 4482 hours of scheduled instruction. Unscheduled instruction also constituted a major portion of the workload, with 2095 hours presented. Representative of this type requirement was an 80-hour course on SF communications techniques and equipment presented in Portuguese language to Brazilian SF personnel during July and August. Other unscheduled instruction included daily IMC training for Fort Bragg units; a 3-week, 240-hour course presented to the 7th SF Signal Company at the 7th SFG Mott Lake Base Radio Station, and numerous 1 to 8-hour periods on such diverse subjects as "Communications in a Cold Weather Environment", "Cut Numbers", "CALYPSO", "Communications Support of the SF Group", "Directional Antennas", etc. Noninstructional activities included operation and maintenance of the Special Forces School "portamobile" radio system and equipment; construction, publication, and distribution of SFS CEOI's; **maintenance** of the IMA Crypto account; system account; systems engineering of all material presented; participation in developing the SF Group Signal Company TOE; research and preparation of a Field Manual on SF Communications; providing communications personnel and equipment in support of FTXs for the SF Qualification Course Phase III, the SF Officers Course and Direct Action Training; and finally, general CE staff responsibilities for IMA.

OFFICE OF DEPUTY COMMANDANT, TRAINING AND EDUCATION

At the beginning of 1973 the Office of the Director of Instruction included: Curriculum Division, Educational TV Division; and Evaluation and Instructional Methods Division

On 1 July, the Office of the Director of Instruction (DOI) was reorganized as the Deputy Commandant for Training and Education (DC/T&E). Subordinate Divisions became the Resident Training Management Division, consisting of the Curriculum Branch and the Operations and Scheduling Branch; the Instructional Technology Division, consisting of the Educational Television Branch, the Library, the Individual Learning Center, the Faculty Development Branch, and the Training Aids Coordinator; and the Army Wide Training Support Division, consisting of the Support Branch, the Supply Branch, and the Course Development Branch. The Educational Advisor came under the operational control of the DC/T&E for the purpose of supervising the Human Relations training conducted by USAIMA. The Training Aids Coordinator was relocated into an office next to the Educational TV Branch.

The above described reorganization brought the DC/T&E office into compliance with the STEADFAST reorganization of the Army.

INSTRUCTIONAL TECHNOLOGY DIVISION

Faculty Development Branch

Eight instructor training classes (ITC) during the year resulted in ninety-four graduates. At year end, 85 percent of CASAS instructors, 75 percent of PSYOP S instructors, and 61 percent of SFS instructors were ITC graduates. Development of self-paced instructor/supervisor training material to be utilized through the learning center was proceeding at year end. Other Faculty Development participation included:

<u>Activity</u>	<u>Number of Attendees</u>
Foreign Affairs Executive Seminars	11
Foreign Service Institute one week courses	4
Systems Engineering Workshops	46
Symposiums	52
Seminars, academic	53
Seminars, human relations	275
Seminars, other	8
Conferences	88
Professional association meetings	5
College level input (courses)	131
Degrees received:	
Associate	1
Baccalaureate	2
Masters	3
Ph D	1

Educational Television Branch

Modifications of its facility and acquisition of additional equipment, expanded ETV capabilities, resulting in the provision of better and more timely support. This has encouraged increased use of TV in instruction to 3,406 playbacks and 232 productions during the year. Improvements included: installation of a temperature control plant, which improved operating efficiency of personnel, and procurement of new equipment which included an audio console, an audio tape recorder, and a videotape reproducer which provided editing capability to the mobile van production unit. An audio recording unit was installed in the ETV facility.

Training Aids Coordinator

The Training Aids Coordinator processes work orders for and supplies to users of 35mm slides, slap-ons, charts, vu-graph slides, mock-ups, mounted photographs, and specially ordered items. Training Aids processed 1450 work orders during 1973.

Individual Learning Center

The Instructional Technology Division established an Individual Learning Center Branch in a classroom near the Library. It includes a Telex audio cassette which makes three copies from a master tape and fifteen 4'x4'x5' learning carrels each equipped with one:

- VP-1000 video cassette player
- 14" RCA color TV receiver
- Telex audio cassette player
- Kodak synchronized slide projector

Software in stock includes: 18 videotape cassettes and nine audio tape cassettes; more were on order at year end. During the last half of CY 73, 312 persons used the Learning Center.

Human Relations

Early in 1973, Human Relations instruction was accepted as a Faculty Development activity. During February, the USAIMA Educational Advisor, a post chaplain, and a Navy chaplain from Camp Lejeune conducted a three week human relations workshop for representatives of USAIMA schools and major staff sections. Two Faculty Development Branch members attended a four-week training course at Camp Lejeune and returned in March to become the USAIMA human relations instructors. Beginning April 1973, they conducted a series of two-week human relations leadership seminars to train personnel who would conduct similar seminars in their own units. They trained human relations seminar leaders for USAIMA units, 82d Airborne Division units, and XVIII Airborne Corps and Fort Bragg units; one hundred fifty one individuals attended. The CG, CONARC, authorized the award of SQI "B" to military graduates in June. In November, CG, TRADOC extended this authority for personnel to be trained through the third quarter FY 74. They also

conducted 21 hours of instruction in each instructor training course. A series of human relations seminars were conducted within all elements of USAIMA for troop leaders and for Institute school faculty and staff members. This program is continuing at the same level of activity into CY 74.

Marquat Memorial Library

The year 1973 for the USAIMA Library was climaxed on 14 December 1973 by the memorialization of the library as the Marquat Memorial Library in honor of Major General William F. Marquat, the Chief of Civil Affairs and Military Government Division, DA, from 1952 through 1955. This completed the expansion and physical renovation of the library which began in October 1971 with the movement of the Civil Affairs School to the Institute for Military Assistance. The floor space was expanded from approximately 3,000 square feet on a single level to approximately 6,000 square feet on two levels. With the exception of the librarian's office, all areas were carpeted; lighting was improved in the basement area; painting was finished; and the ceiling in B-10 was lowered and sealed. New equipment and study facilities were added to upgrade the general usefulness of the library. The research materials from the Civil Affairs School were moved from two storage buildings into the library, making these valuable references more readily available to all users. New research sources were added for the use of staff, faculty and students. In order to assist users, the Library Handbook was updated and published. A self-guided tour of the library was prepared to assist in locating material. In conjunction with CASAS and ETV, a film orientation for students was prepared. All Secret documents were indexed in the Semi-Automatic Technical Information Retrieval System (SATIRE) which greatly facilitates their retrieval. Use of all library facilities, including the MOS study facility, increased during the year.

Resident Training Management Division

The Commission on Accreditation of Service experiences of the American Council on Education evaluated USAIMA instruction in May. The review committee included Professor Warren B. Walsh of Syracuse University, Professor Ralph L. Powell of the American University, and Dean Arthur E. Burns of the George Washington University. The Commission's recommendations were: for the Civil Affairs Officer Course - six semester hours in general social science at the baccalaureate level. For the Foreign Area Officer Course - six semester hours to be selected from twelve semester hours at the graduate level or twenty semester hours at the baccalaureate level in the following subject areas:

	<u>Semester Hours</u>	
	Graduate	Baccalaureate
International Relations	3	4
Developmental Economics	3	4
Political Science	3	6
Interdisciplinary Science	3	6
	<u>12</u>	<u>20</u>

For the Psychological Operations Officer Course nine semester hours at the baccalaureate level in Cross Cultural Communications (including anthropology, social psychology, and sociology).

Curriculum Branch

At TRADOC's direction, a review of courses identified those with low student loads. As of the end of 1973, the following resident courses were offered:

<u>COURSE</u>	<u>LENGTH</u>	<u>FREQUENCY (FY 74)</u>
Foreign Area Officer (changed from Military Assistance Officer Command and Staff)	21 wk 1 day	2
Security Assistance Management Orientation Seminar (new course)	2 wk 3 1/2 days	6
Security Assistance Management (changed from Military Assistance Programmer Advisor)	4 wk	6
Civil Affairs Officer	7 wk 4 days	3
Civic Action	5 wk 4 1/2 days	4
Civil Affairs Officer Advanced (for USAR)		
Phase II	2 wk	4
Phase IV	2 wk	4
Phase VI	2 wk	4
Psychological Operations Officer (New Course)	12 wk	3
Psychological Operations Enlisted	2 wk	2
Special Forces Officer	13 wk	3
Special Forces Qualification	16 wk	8
Special Forces Operations & Intelligence - Phase II (New course)	8 wk 2 day	4
Special Forces Military Free Fall Parachutist	5 wk	5
Special Forces Military Free Fall Jumpmaster	3 wk 2 days	5
Special Forces Underwater Operations	5 wk 3 days	5
Special Forces Base Communications	6 wk	4

During 1973, the following courses were deleted or are no longer scheduled:

- Military Assistance Training Advisor (ARVN) Officer
- Province Senior Advisor
- Psychological Operations Unit Officer
- Special Forces Jumpmaster
- Special Forces Reconnaissance

Additional skill identifier FI was established for award to MOS qualified individuals upon successful completion of the Special Forces Operations and Intelligence Course.

Evaluation Branch

The major effort, started during October-December 1972, to promote systems engineering of USAIMA courses was continued. By mid 1973, all USAIMA courses required to be systems engineered had been completed. During the latter part of 1973, more emphasis was placed on developing a training quality control program. A USAIMA supplement to TRADOC Regulation 350-100-1, Systems Engineering of Training (Course Design), was drafted and coordination was begun to turn over management of systems engineering of courses to DC/CTD. The Evaluation Branch had several personnel changes during the year. The Education Specialist (Test and Measurements) position was downgraded from GS11 to GS09. The Branch began a program of evaluating each examination and critique conducted in USAIMA courses; this program has resulted in a significant upgrading of procedures used in conducting examinations and critiques. It started a program to analyze the examination systems in use in each of the USAIMA schools and to recommend to school directors better methods for testing students. This is a long range program which will continue well into 1974. During 1973, Evaluation Branch turned over the examination bank to the Special Forces School and PSYOP School, but continued to maintain the examination bank for the Civil Affairs School. It continued to review the lesson exercises and examination elements of nonresident courses and to review resident examination items.

Operations and Scheduling Branch

The Operations and Scheduling Branch was previously called the Operations and Administrative Division, which included the Operations/Administrative Branch, Scheduling Branch, Requirements Branch, and the Field Training Exercise Branch. Under the STEADFAST reorganization in 1973, Operations and Scheduling was placed under RTM and the administrative functions were deleted. The Operations and Scheduling Branch is responsible for scheduling of classes and classrooms; requesting personnel, transportation, and air support; and coordinating Field Training Exercise ROBIN SAGE (Formerly GOBBLER WOODS). Four GOBBLER WOODS Field Training Exercises were conducted during 1973. The FTX is a ten-day graduation exercise

for students attending the Special Forces Officers Course, Civil Affairs Officer Course and Psychological Operations Officer Course. This exercise is conducted in the North Carolina counties of Moore, Montgomery, Richmond, Randolph, and Anson. The maneuver area covers approximately 1.5 million acres of pine forest and farm lands.

ARMY WIDE TRAINING SUPPORT DIVISION

Administration and Processing Branch

During the reporting period the Department of Nonresident Instruction was reorganized into the Department of Army Wide Training Support. The Correspondence Course Division was redesignated the Administration and Processing Branch. The function and organization did not change. The Administration and Processing Branch administered the USAIMA correspondence courses for the Special Forces School, the Psychological Operations School, and the Civil Affairs and Security Assistance School (formerly Civil Affairs School and Military Advisors School). A total of eight courses were administered to an average of 5,817 students from Active Army and Reserve Components. During this period of time 1,281 students completed the courses. This was a decrease of 632 average number of students and an increase of 269 completions. The Internal Defense and Development Course was reduced to noncourse status but is still offered as a select group of individual subcourses. This status will continue until depletion of supplies. A new Special Forces Reserve Component Qualification Course was developed, incorporating the existing SF operations course as Phase III. This phase was offered beginning February 1974. Other phases will be developed and placed in the field through school year 1974. The responsibility for review of the Correspondence Course Catalog was transferred back to the Administration and Processing Branch. USAIMA was initially scheduled to be phased into TREDs (TRADOC Educational and Development System), a new centrally located computer to be shared by all service schools. Entrance of academic records was moved up to school year 1974 while Administration and Processing Branch was moved to January 1975. This delay triggered off numerous changes in the present ADP program.

Field Support Branch

During calendar year 1973 the Field Support Branch completed the development of the instructional material outlined in the FY 73 USAIMA NRI program; and developed, staffed and printed the FY 74 NRI Program. Having assumed responsibility for technical review and printing of all subcourses developed by the Institute, the FY 74 program was most comprehensive. The instructional material reviewed/revised or developed in conjunction with the schools during calendar year 1973 consisted of 11 Interschool Lesson Plans, 11 Interschool Subcourses, 2 Common Electives, 8 Programs of Instruction, 61 Subcourses, and 3 packets developed for Senior ROTC Training. The amalgamation of CAS and MAS into CASAS did not materially effect the development of nonresident material since the consolidation did not take place until the last

quarter of the calendar year. The branch coordinated, staffed, printed and distributed the "Special Catalog, Staff Training for Reserve Components." in support of reserve component staff training. This catalog contains instructional units recommended by the school directors in the training of specified unit staffs and for consideration by other types of units. Instructional material for the catalog, which was developed by the schools, printed by the branch, and stocked by the Supply Branch, consisted of 38 lesson manuscripts with albums of illustrations and associated student handouts. Three of these were Interschool Lesson Plans. The Branch participated in the interchange of instructional materials throughout the US Army school system with the publication of 6 volumes of a Monthly List of Instructional Materials. This is a listing of materials developed during the preceding two months, produced in bulk, and deemed appropriate for external distribution Army wide. Staff coordination visits were made to nonresident instruction division of Ft Benning, Ft Knox, Ft Sill, Ft Gordon, Ft Lee and Ft Eustis. The branch supports Reserve Component units, USAR Schools, Active Army units, Service Schools, units of the US Air Force, Navy and Marines by replying to over 2,500 letters, requests for instructional material, and/or student inquiries received from unit commanders and individuals. USAR Schools in the state of Louisiana were visited by branch staff officers as required by HQ, TRADOC.

Supply Branch

During calendar year 1973, 1,746,516 pieces of mail were shipped in support of the correspondence course program; a total of 604,725 pieces of mail were received and processed.

Course Development Branch

The Course Development Branch was organized in December 1973 to provide editorial, composing and publishing services in support of resident/non-resident instructional publication needs. This branch edits official and unofficial training literature, types and prepares final drafts for reproduction. Staffing includes one Supervisory Editor, one journeyman Editor, and four MTST machine operators.

OFFICE OF DEPUTY COMMANDANT, COMBAT AND TRAINING DEVELOPMENTS

During calendar year 1973, the Office of the Deputy Commandant for Combat and Training Developments completed several major projects in the respective areas of; Studies, Doctrine and Training Literature, and Organization and Materiel. The projects are summarized in the following paragraphs.

STUDIES

The Concepts and Studies Division continued work on ADVASO which began in September 1971 with the coordination draft distributed on 15 December 1972. Purpose of the study was to improve US Army doctrine and predeployment training for US Army advisors whose duties include providing stability operations advice and assistance to host country military forces. 1973 work centered on a revision of the study, to include the development of a section containing data and observations from advisors in the field. The revised study was presented in a briefing to the SAG meeting on 17-18 September 1973 and approved by the Commandant, USAIMA, on 20 September 1973. The decision briefing was presented at USACACDA on 9 October 1973. The study was approved and forwarded to TRADOC for final approval in late October 1973.

The Civil-Military Operations (CIMO) study directive was issued on 22 December 1971. Purpose of the study was to develop doctrine for Civil-Military Operations for the Army in the field in all intensities of conflict. The coordination draft of the study was distributed on 16 April 1973; the final Study Advisory Group meeting was held on 18-19 September 1973; and the final draft was published on 18 December 1973. Decision briefing at CACDA was scheduled for 15 January 1974. During 1973, selected findings of CIMO were incorporated into a revised edition of FM 41-10.

DOCTRINE AND TRAINING LITERATURE

During calendar year 1973, the following actions were completed:

- FM 31-19, Military Free Fall, forwarded for publication
- Joint FM 31-80, Unconventional Warfare Operations, forwarded for publication
- FM 33-5, Psychological Operations Techniques and Procedures, forwarded for publication
- Change 1 to FM 31-20, Special Forces Operational Techniques, was also forwarded for publication

ORGANIZATION AND MATERIAL

The Low Altitude Parachute Extraction System (LAPES), a system for airdropping supplies and equipment from USAF aircraft at altitudes from 0 to approximately 10 feet above the ground, was type classified standard A, completing the project.

Special Forces TOEs were revised during calendar year 1973. The revision included an increase in the number of operational detachments (A Detachments) from 45 to 54 per group, with a decrease of personnel represented by an overall reduction of 268 personnel positions per Special Forces Group. A distinct advantage of the revision is an increase in flexibility, with no decrease in capability.

USACDC PAM 310-10, Guide to Military Question Writing, was completed and published on 15 February 1973. It is a comprehensive guide dedicated to the improvement of military question writing. The guide covers most of the common problems of military question writing, and contains a complete annotated bibliography.