

Archivist's Introduction

This archive was created at the direction of the Commander, Training and Doctrine Command (TRADOC), as part of an effort to preserve the legacy of TRADOC's founding leaders at a time when many of the challenges the founders faced are again confronting an Army emerging from a long war in a period of financial stringency and technological change.

Following Combat Studies Institute's publication of Press On: Selected Works of General Donn A. Starry, General Martin Dempsey, then TRADOC Commander, contacted General (Ret) Paul F. Gorman and asked if TRADOC might not undertake a similar effort for General Gorman. General Gorman played a key role in the early years of Training and Doctrine Command as the first Deputy Chief of Staff for Training. He is unarguably the Godfather of many of the training developments that marked the training revolution of the Army of the seventies and eighties, not least adoption of the After Action Review, implementation of various techniques of engagement simulation, especially the MILES System, and the National Training Center. General Gorman led Soldiers in combat in two wars, as a platoon leader in Korea and as a battalion and brigade commander in Vietnam. He also became one of the Armed Forces most successful strategists, completing his service as Commander in Chief, U.S. Southern Command, engaged in a classic low intensity conflict in Central America. He was a member of the Packard Commission that set the terms of the Department of Defense Reorganization and participated in other national level Blue Ribbon Panels on strategy in the nineteen eighties.

Initially General Gorman was somewhat reluctant. He relented with the proviso that TRADOC would use the effort as an exploration of publication via electronic media. The product was to be solely electronic, available on an Army website, as a demonstration of the feasibility of General Gorman's long standing belief that significant efficiencies and savings can be realized if the Army moves from a paper-based doctrinal community to one utilizing the electronic interface devices whose potential he foresaw over a quarter century ago.

A second commitment made by General Dempsey was that the project would be structured deliberately to represent General Gorman's views, largely without mediation by second parties. The collection was to be grounded on an Oral History assembled from interviews conducted with General Gorman. The archive would consist of the collection of papers General Gorman retained at his home, Cardinal Point, near Afton, Virginia. Third parties involved in the history and archive were to remain largely invisible and unobtrusive.

The archive is organized in three parts. The first is the Oral History, a narrative chronological overview by means of which General Gorman provides a context within which to interpret the various papers contained in the archive proper. The narrative is indexed and accompanied by interactive footnotes linked to relevant documents in the collection.

Second, there is a set of papers from the archive, which the archivist has titled the The Gorman Summa, or summary. These are uniquely reflective documents from the collection in which General Gorman summarizes the views he developed over the years on military affairs in general (*Summa Militaria*), on Army training (*Summa Disciplina*), and on strategy and the education of strategists (*Summa Strategica*). While there is a value to watching the ideas evolve over General Gorman's career by going directly to the early documents, these essays have been brought forward to supplement the Oral History as a kind of conceptual introduction to the issues that exercised General Gorman throughout his unusually productive and successful professional life.

The third major element is the archive itself. The papers provided electronically by General Gorman are organized chronologically. At the end of some sections, there are references to documents written out of sequence, mostly later on, that add additional information or perspective on the particular period. Emphasis is on General Gorman's time as Deputy Chief of Staff for Training (DCST) at Training and Doctrine Command during the first years of TRADOC's existence, under the command of General William E. DePuy. The TRADOC era papers reveal a remarkably coherent founding vision, design and implementation that shaped the recreation of the U.S. Army in the wake of the War in Vietnam. Others reveal the gradual erosion of the founding TRADOC ideal, as the 'heroic age' gave way to inevitable routinization, as successive TRADOC Commanders dealt with the consequences of early successes and failures, and as the Army confronted new and different priorities requiring other emphasis and different investment strategies. The papers covering General Gorman's assignment after TRADOC, commanding the 8th Infantry Division in Europe, illustrate the possibilities the new TRADOC training philosophy offered the Army in the field.

There is a Contents Page listing the documents in the archive. Each entry is linked electronically to the document itself. The archive is fully searchable, as is each document. Easy to follow instructions for setting up the index function are provided. At the bottom of the screen, upon opening each portfolio or folder, the user will find a set of thumbnails representing each document or subfolder. This tool makes it unnecessary to return to the contents page to move among the documents. The title of the paper is indicated if the user settles the indicator arrow over a thumbnail. The user can call up a particular document by double clicking on the thumbnail. The archive was created by Ms. Eleanor Joel of Booz Allen Hamilton (Leavenworth) using Adobe Acrobat 9, and can be viewed in Adobe Reader 9 or above.

The opening page of the archive also has a link to a speech given by General (Ret) John Vessey at General Gorman's 75th Birthday Celebration. This recording is attached prominently to provide an insight into the respect in which General Gorman is held by his peers.