

# History of Army Officer Education: Documents and Reports

## Major Army Studies

The Following studies are in chronological order. When possible, full text links are provided. Many of the links are to large files.

**[Report of War Department Military Education Board on Educational System for Officers of the Army \(Gerow Board\)](#)** - (1946)

**[Report of the Department of the Army Board on Educational System for Officers \(Eddy Board\)](#)** - (1949) *Downloaded from MHI's Army Heritage Online Collection*

**[Report of the Department of the Army Officer Education and Training Review Board \(Williams Board\)](#)** - (1958)

**Report of the Department of the Army Board to Review of Army Officer Schools (Haines Board)**

[Haines Board -- Volume 1. Summary and Recommendations](#) (1966)

[Haines Board -- Volume 2. Description of Current Educational and Training Systems](#) (1966)

[Haines Board -- Volume 3. Analysis of Current Army System of Officer Schooling](#) (1966)

[Haines Board -- Volume 4. Glossary, Index, Distribution](#) (1966)

[Haines Board -- Record of Completed Actions](#) (1970)

**[Study on Military Professionalism](#)** (1970)

**Department of the Army Ad Hoc Committee Report on the Army Need for the Study of Military History**

[Volume I. Report and Recommendations](#) (1971)

[Volume II. Annexes A-B, D-H](#) (1971)

[Volume III. Annexes I-N](#) (1971)

[Volume IV. Annex C](#) (1971)

**Review of Army Officer Education Systems (Norris Review)**

[Norris Review -- Volume 1. Summary Report](#) (1971)

[Norris Review -- Volume 2. Full Report, and Annexes B, C](#) (1971)

[Norris Review -- Volume 3. Annex A - Good Programs](#) (1971)

**Leadership for the 1970's (Army War College)**

[Leadership for the 1970's](#) (July, 1971)

[Leadership for the 1970's](#) (October, 1971)

[Leadership for the 1970's. Consolidated Army War College Leadership Monograph Series 1 - 5](#) (1975)

**Review of Education and Training for Officers (RETO or Harrison Board)**

[RETO -- Volume 1. An Overview](#) (1978)

[RETO -- Volume 2. Career Progression](#) (1978)

[RETO -- Volume 3. The Data Base](#) (1978)

[RETO -- Volume 4. Rank- Independent Issue](#) (1978)

[RETO -- Volume 5. Special Groups](#) (1978)

### **Final Report: Army Staff College Level Training Study**

Final Report: Army Staff College Level Training Study (1983) -- by COL Huba Wass de Czege. Annex F of this report, "CGSC Advanced Studies Program", provided the framework for the creation of the School of Advanced Military Studies.

### **Professional Development of Officers Study (PDOS)**

PDOS -- Volume 1: February 1985 (1985)

PDOS -- Volume 2: Implementation Plan (1985)

PDOS -- Volume 3: Systems Wide Issues (1985)

PDOS -- Volume 4: Development Periods (1985)

PDOS -- Volume 5: Policy Impact Analysis (1985)

PDOS -- Volume 6: Survey (1985)

Total Warrant Officer System (TWOS). Volume 1 (1985)

Gender Analysis of the Professional Development of Officers Study (PDOS) Survey, Army Research Institute. (1985)

### **Leader Development Study (MG Gordon R. Sullivan)**

Leader Development Study (1987) -- ADB310149

Leader Development Action Plan (1988) -- ADB154351

### **Officer Personnel Management System XXI Task Force (OPMS XXI)** (1997)

### **The Army Training and Leader Development Panel Report (ATLDP)**

ATLDP Report (NCO) (2002)

ATLDPPHase III: Warrant Officer Study (2002)

ATLDP Officer Study Report (2003)

ATLDP Phase IV: Civilian Study (2003)

### **Leadership Lessons at Division Command Level** - 2004 (Army War College, Ulmer Report)

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## **CGSC Self-Studies**

- CGSC Institutional Self-Study (1975)
- CGSC Self-Study (1995)
- CGSC Program for Joint Education Self-Study Report (1997)
- CGSC Institutional Self-Study (1985)
- CGSC Non-Resident Self-Study (2007)
- CGSC Self-Study (2008)

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## **Army Doctrine**

- AR 350-1: Army Training and Leader Development (18 DEC, 2009)
- AR 600-100: Army Leadership (08 MARCH, 2007)
- DA PAM 350-58: Leader Development for America's Army (13 OCT, 1994)
- DA PAM 600-3: Army Personnel Development System (26 FEB, 2009)

## TRADOC and School Histories

- [CGSC and Fort Leavenworth History](#)
  - [Prepare the Army for War. A Historical Overview of the Army Training and Doctrine Command, 1973 - 1993.](#) Romjue, John. (1993)
  - [Transforming the Army. TRADOC's First Thirty Years: 1973-2003.](#) Chapman, King, and Lilly. (2003)
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## Articles & Article Databases

- Yaeger, John W. "[The Origins of Joint Professional Military Education.](#)" *JFO: Joint Force Quarterly* (Spring 2005): 74-82.
  - [EbscoHost Officer Education Search](#) (Available at CAC & CGSC or through our Proxy Server)
  - [Google Scholar: Military Officer Education](#)
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## Other Full-Text Documents

- [Aiming for Educated Officers: Curriculum Evolution in Early Professional Military Education in the United States, 1880-1914.](#) Donovan, William R. (2007)
  - [Department of Defense: Professional Military Education at the Three Senior Service Schools.](#) (GAO Report) (1991)
  - [How to Implement RETO \(A Review of Education and Training for Officers\) at the United States Army Command and General Staff College.](#) Mack, William. (1979)
  - Report of the Panel on Military Education of the One Hundredth Congress of the Committee on Armed Services. House of Representatives. 101st Congress, 1st Session. Washington, DC: GPO, 1989.
  - U.S. General Accounting Office. (1992, July). Military education. Report to the chairman, panel on military education, committee on armed services, house of representatives. Washington, DC: U.S. Government Printing Office.
  - [The School of Advanced Military Studies in the 21st Century.](#) Baggott, Christopher L. (1998)
  - [The Yin and Yang of Junior Officer Learning: The Historical Development of the Army's Institutional Education Program for Captains.](#) LTC Kelly C. Jordan. (2004)
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## Bibliographies

- [Air War College: Military Education Online](#)
- [17TH Military History Symposium: The History of Officer Social Origins, Selection, Education and Training Since the Eighteenth Century: An Introductory Bibliography.](#) Converse, Elliott V., III ; White, Elwood L. (1996)

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