INFANTRY LETTERS

STAFF RIDES

Congratulations to Captain Derek A. Miller for his splendid article "Historical TEWT" (INFANTRY March-April, 1987, pages 22-26) and to the leaders of the 1st Battalion, 16th Infantry, for their outstanding use of military history for the training and education of soldiers.

The battalion's study of those European campaigns and tours of battlefields constitute what we at the Center of Military History call a "staff ride." This is a traditional term that first appeared in the summer of 1906 when Major Eben Swift, then assistant commandant of what is now the Command and General Staff College (CGSC), took 12 officer-students to study and to visit Chickamauga Battlefield.

For five years the staff ride was an important part of the CGSC curriculum. Thereafter, it seems to have fallen into disuse until a slow revival began in the late 1960s and early 1970s. Professor Jay Luvaas, now on the staff of the Army War College, performed yeoman's service in redeveloping the staff ride technique on our nation's battlefields and in our service schools.

These new staff rides are a far cry from the relatively simple affairs of earlier years. Historical knowledge about all battles has advanced significantly. Military history as a specialized field of historical study has progressed since the first staff ride and has provided a certain rigor to the exercise that had been lacking in earlier versions.

Since its reestablishment, the staff ride has earned accolades from students, faculty, and unit chains of command as one of the most powerful techniques of instruction available for the education of professional soldiers.

In 1986 the Center of Military History was designated the coordinator of the Army's staff ride program. In January 1987 we published a preliminary version of the booklet *The Staff Ride*, which was written by the Combat Studies Institute at Fort Leavenworth. The booklet was designed for use by planners of staff rides, and it outlines flexible and practical procedures for successful exercises. This booklet was distributed to the Army's service schools and the United States Military Academy, with publication and Army-wide distribution of a reduced-size final version expected this summer

In summary, I am delighted that the 16th Infantry is in the forefront of this important initiative as it has been so many times in previous Army operations. I encourage the continued use of the staff ride technique in developing leaders. It can introduce them to the benefits of military history, supplement current doctrinal, operational, and technical knowledge, and improve unit esprit de corps and cohesion—those intangibles that are the keys to winning future battles.

WILLIAM A. STOFFT
BG, U.S.A.
Chief of Military History

I was delighted to read Captain Miller's article "Historical TEWT" in INFANTRY. As the TRADOC proponent for the "staff ride," the Army's formal term for what Captain Miller has called a "historical TEWT," I was pleased to see that the article addressed the value of this technique in training and professional development.

There has been an increased emphasis on the use of the staff ride within TRADOC. Each branch school must conduct one in its officer advanced course, and the ROTC Cadet Command is conducting voluntary staff rides in increasing numbers. I believe that articles such as Captain Miller's will do much to dispel the perception that the staff ride is solely a schoolhouse operation and beyond the capabilities of maneuver or support elements of the Army.

During the school year, our Command and General Staff College students are taught the battle analysis methodology used in conducting staff rides, and many students also participate in our Chickamauga Staff Ride elective. I would like to reprint the article for distribution to the student body here, because it reinforces our instruction and is a well-written primer on the staff ride. We think it should be in the training packets that CGSC students take with them as they return to the Army in the field.

LOUIS D.F. FRASCHE
COL, Infantry
Combat Studies Institute
Fort Leavenworth, Kansas

I was delighted to read Captain Derek Miller's account of how the 1st Battalion, 16th Infantry, 1st Infantry Division (Forward) used history in its training program. For several years now TRADOC has been emphasizing this same technique, although by another name—"the staff ride."

The U.S. Army Center of Military History has recently printed and distributed a final draft of a "how to" pamphlet entitled *The Staff Ride*, by William G. Robertson. Additionally, the Combat Studies Institute at Fort Leavenworth is preparing an Army-wide "how-to" video tape on the staff ride, which should be available for distribution in October 1987.

The staff ride pamphlet states, "Different from tactical exercises without troops or from battlefield tours, staff rides combine a rigorous course of historical preparation with an examination of the terrain on which an actual battle occurred." Clearly, this is exactly what the 1st Battalion, 16th Infantry did. Captain Miller's article is a perfect example

of how units can conduct exciting and realistic training with a historic basis.

As a member of the 16th Regiment (The Iron Rangers), I'm proud that they are leading the way in using this old and traditional method of training. The Iron Ranger staff ride is a perfect example of how units in the field can conduct this training and of the numerous benefits of this technique.

KENNETH R. PIERCE
LTC, Infantry
Military History Education Committee
Combat Studies Institute
Fort Leavenworth, Kansas

BATTLES AND BATTLEFIELDS

It was a great pleasure to read "Historical TEWT," by Captain Derek A. Miller. This technique is an excellent idea and holds many advantages.

Captain Miller and other INFANTRY readers may be interested in a book distributed by the 82d Airborne Division Association entitled *The March to Victory*. It is a guide to World War II battles and battlefields from London to the Rhine. It not only gives the history of the battles but has detailed maps showing the locations of all museums and monuments.

Anyone who is interested may contact Dan Campbell, Secretary, 82d Airborne Division Association, P.O. Box 1442, Bloomington, IN 47402.

EDWARD A. ROCK, SR.
China Burma India Veterans Association
Munhall, Pennsylvania

OTHER HISTORICAL SOURCES

Major Glenn W. Davis's article "Unit Histories: A Guide to the Agencies That Can Help" (INFANTRY, January-February 1987, pages 13-14) is quite informative. Unfortunately, it only scratches the surface of the great number of resources available.

The best place for a new unit historian to start is AR 870-5, Military History: Responsibilities, Policies and Procedures. It gives detailed information on the Annual Historical Review, organizational history programs, preparation of unit histories, organizational history files, lineages and honors, and historical records and source material.

DA Pamphlet 20-200, The Writing of American Military History: A Guide, is also an excellent source guide for the research and writing of unit histories, and other valuable Army publications are:

- AR 840-10, Flags, Guidons, Streamers, Tabards and Automobile and Aircraft Plates.
- AR 870-20, Historical Properties and Museums.
- DA Pamphlet 672-1, Unit Citation and Campaign Participation Credit Roster.
- DA Pamphlet 672-3, Unit Citation and Campaign Participation Credit Roster, January 1960-February 1986.
- DA Pamphlet 870-2, The Military Historian in the Field (written for field representatives of the Office of Military History, but it has excellent tips on techniques for gathering historical information).
- CMH Publication 70-3, Guide to the Study and Use of Military History.
- CMH Publication 105-1, Guide to the Publications of the U.S. Army Center of Military History.

In addition, the following books may be available in local libraries:

- *A Guide to the Sources of United States Military History*, by Robin Higham.
- *Histories of American Army Units, World Wars I and II and the Korean Conflict with Some Earlier Histories*, by C.E. Dornbusch.

Historical records of many U.S. Army units that existed before 1933 can be found in the National Archives, 8th Street and Pennsylvania Avenue, N.W., Washington, DC 20408. A request for records should include a copy of the unit's lineage and honors so that archivists can properly identify the unit.

A unit that was inactivated for a period of time can request its retired organizational history files from HQDA, ATTN: DAMA-HSO, Washington, DC 20314.

Unofficial photos of U.S. Army history from the Mexican War to the present may be available from the U.S. Military History Institute, Carlisle Barracks, PA 17013-5008.

Other sources of information are post and branch museums, service school technical libraries (the Infantry School, for example, has an excellent collection of published and unpublished unit histories), college libraries, and post or service school historians. Although few libraries or museums have the staff to do a unit historian's legwork for him, they can often point him in the right direction.

Finally, sister units that may share the same regimental designation or lineage—in the Army National Guard and Reserve as well as in the Active Army—may be able to provide valuable historical information or an actual prepared unit history. The Organizational History Branch of the U.S. Army Center of Military History, Pulaski Building, 20 Massachusetts Avenue, N.W., Washington, DC 20314-0200, can help identify these units.

KEVIN M. BORN
CPT, Infantry
Berlin Brigade

MAYBE IT'S TIME

I read Captain William C. Mayville's article "A Soldier's Load" (INFANTRY, January-February 1987) with a great deal of interest and a significant amount of concern about what we are about to do to our already overburdened Infantry soldier.

Specifically, the Army is preparing to issue him a replacement for the 5.5-pound M72A3 LAW that weighs 15 pounds, is 40 inches long, and requires a special jump pack. Bear in mind that our soldiers currently can carry three or four LAWs per man, depending on the mission. (Airborne, Ranger, and Special Operations units currently jump that many, secured externally to their rucksacks.) When they land, they are ready to fight and do not have to fumble around with a bulky canvas container.

Captain Mayville's risk analysis ap-

proach for lightening the soldier's load must now address a "mission load" item that almost triples the load on a foot soldier. Those of us who, in the past, have humped and jumped the old loads can only marvel at what the Army has done in its "attempts" to take care of the troops.

Maybe it's time for the Infantry Association to be resurrected and a strong, united voice raised in concern, with responsible solutions offered from those who have been in combat.

Maybe it's time, because we are tripling the weight, increasing the length, and paying three or four times as much for a system that will probably not increase our soldier's fighting capability by a similar ratio. And maybe it's time for my good friends and former comrades-in-arms who are in positions of leadership and trust to stand up, look at themselves in a mirror, and call a halt to unwise decisions that often have not been made in the best interests of those they are sworn to take care of. Lightening their load would be a first step.

THOMAS A. SIMCOX
LTC, Infantry
U.S. Army Retired
Huntsville, Alabama

LOAD PLANNING

I am pleased with the attention now being given the issue of the infantryman's load. I am dumbfounded, however, by the lack of coordinated systems approach to squad and platoon level load planning. Take, for example, the selection of the new squad automatic weapon (SAW). The addition of a weapon that uses belt-fed ammunition, even though of the same type carried by the rifle team members, adds perceptibly to the load placed on the squad. Further, it is carried in a form that cannot be used by any other member of the squad.

Instead of optimizing weapon systems, we ought to optimize the *squad*, and one of the key criteria should be the aggregate weight carried by all members. My instincts tell me that would lead to a squad automatic weapon that would fire 30-round or 40-round magazines instead of belts. This would lighten the load and, in an emergency, would give other members of the squad quick and easy access to the ammunition allocated for that weapon.

MICHAEL J. BAYER
LTC, Infantry
D.C. Army National Guard
Washington, D.C.

MOUT TRAINING INADEQUATE

Success in low-intensity conflicts will depend on the ability of the various services to work jointly and to be able to master a variety of difficult and complex tasks. These tasks are made even more difficult by rapid industrial development and increasing urban sprawl. In fact, most of these conflicts will be fought on urban terrain. Whether in the defense or in the offense, this will mean detailed planning, the efficient use of resources, a complete knowledge of weapons and their effects, and the use of all the elements of the combined arms team.

In any review of U.S. doctrine on urban warfare, the Army is the primary focus because it will be involved most often in city fighting. The problem is that there seems to be a conflict in the Army's tactical doctrine. FM 90-10, Military Operations on Urban Terrain (MOUT), stresses that "urban combat operations are conducted only when required" and that built-up areas are to be "isolated and by-passed" rather than risk a costly, time-consuming operation in this difficult environment. FM 71-2 states, however, that "military operations in built-up areas are an integral part of combat operations," and FM 100-5 terms these operations "unavoidable." FC 100-20 states that "operations in an urban environment require different emphasis and different techniques from those in rural areas" but contains little discussion of these differences.

Stated simply, conflict on the low-end of the intensity scale is difficult to categorize, and MOUT is not the type of combat the Army would like to be engaged in. Nevertheless, the growth of urban areas will increasingly require military forces to operate on urban terrain.

The Army must therefore take steps to prepare its forces to conduct MOUT in a low-intensity environment. And because MOUT battles are fought by small units, the burden of leadership is placed on the small-unit leader.

Urban fighting consists mainly of close, violent combat. Add to that the psychological nature of low-intensity conflict, and it becomes clear that soldiers must be highly trained and well prepared. This includes being able to communicate and conduct resupply operations, and also knowing building types and weapons effects.

The three-dimensional character of urban fighting (in multi-story buildings; at ground level; and in subway tunnels, sewers, and other underground passages) also contributes directly to the stress of urban battle. Hard realistic training can greatly reduce this stress.

I believe that current doctrine as reflected in FC 100-20 and ARTEP 7-15 needs to be revised to emphasize training in the doctrine and techniques of urban warfare.

Effective training is the single most important activity for a unit during peacetime. Commanders must understand this need to prepare for low-intensity conflict and must teach their soldiers how to fight on urban terrain.

CHARLES M. AYERS
MAJ, Infantry
Langley AFB, Virginia

MANUSCRIPTS SOLICITED

The Texas A & M University Press has initiated a new military series that will allow for a wide range of military subjects, with preference given to the modern era. Manuscripts of topical interest, along with those that interrelate with other disciplines, are especially invited.

Inquiries should be addressed to the director or editor of the Texas A & M University Press, Drawer C, College Station, TX 77843-4354; telephone (409) 845-1436.

LLOYD G. LYMAN
Director