

# THE ALL-VOLUNTEER FORCE

## A Selected Bibliography



U.S. ARMY WAR COLLEGE LIBRARY

February 2013

The patriot volunteer, fighting for country and his rights, makes the most reliable soldier on earth.

—Thomas J. “Stonewall” Jackson

With the signing of the peace agreement in Paris today, and after receiving a report from the Secretary of the Army that he foresees no need for further inductions, I wish to inform you [the American people] that the Armed Forces henceforth will depend exclusively on volunteer soldiers, sailors, airmen and Marines. Use of the draft has ended.

—Melvin Laird  
Secretary of Defense  
27 January 1973

In September 1972, I oversaw the end of the military draft in my role as secretary of defense. At that time, the Vietnam War was winding down after dividing our country and scarring our military. I believed then that we did the right thing by ending conscription and instituting an all-volunteer military. In addition, as the so-called “Father of the All-Volunteer Force,” I believe it even more strongly now.

—Melvin Laird  
Former Secretary of Defense  
28 October 2004



## PREFACE

Since the end of conscripted military service in the 1970s, the United States has struggled with the challenges, demands, opportunities, and costs of not only an all-volunteer force, but with the enhanced expectation of—and reliance upon—the Reserves and National Guard.

This bibliography highlights that transformation's unique impact on readiness, recruiting, training, retention, diversity issues, quality of life, leadership development, and the relationship between the all-volunteer force and the citizens it serves.

With the exception of certain notable materials, resources listed in this bibliography are dated 2008 to the present. All items are available through the USAWC Library. For your convenience, we have added U.S. Army War College Library call numbers, Internet addresses, or database links at the end of each entry. Websites were accessed February 2013.

This bibliography and others compiled by our research librarians are available online through the Library's home page at <http://www.carlisle.army.mil/library/bibliographies.htm>.

For additional information, please contact the Research, Instruction, and Access Services Division, U.S. Army War College Library, by sending an e-mail message to [USAWC.LibraryR@us.army.mil](mailto:USAWC.LibraryR@us.army.mil), or by phoning DSN 242-3202 or Commercial (717) 245-3202.

Compiled by  
Jenny Silkett, MSLS  
Research Librarian



# THE ALL-VOLUNTEER FORCE

## A Selected Bibliography

February 2013

### Contents

OVERVIEW .....	1
ORGANIZATION .....	2
READINESS.....	7
RECRUITING, TRAINING, AND RETENTION.....	13
COMPENSATION .....	18
QUALITY OF LIFE .....	21
DIVERSITY .....	25
PHYSICAL DISABILITY EVALUATION.....	29
LEADER DEVELOPMENT AND TALENT MANAGEMENT .....	31
ALL-VOLUNTEER FORCE AND PUBLIC RELATIONS .....	36
RELATED BIBLIOGRAPHIES .....	37



## OVERVIEW

### Books, Documents, and Internet Resources

- Asher, Robbie L. *Draft or Volunteer Army: Our Nation's Best Interest*. Civilian Research Project. Carlisle Barracks: U.S. Army War College, February 20, 2008. 34pp. (AD-A493-683) <http://handle.dtic.mil/100.2/ADA493683>
- Bailey, Beth L. *America's Army: Making the All-Volunteer Force*. Cambridge: Belknap Press of Harvard University Press, 2009. 319pp. (UB323 .B35 2009)
- Griffith, Robert K., Jr. *The U.S. Army's Transition to the All-Volunteer Force, 1968-1974*. Washington, DC: U.S. Army Center of Military History, 1997. 306pp. (UB323 .G631 1997)
- Mayer, Christopher Thomas. *Committed Service in the Military: Bringing Together Selflessness and Self-Fulfillment*. University of Virginia May 2010. 256pp. [ProQuest Dissertations](#)
- Rostker, Bernard. *I Want You! The Evolution of the All-Volunteer Force*. Santa Monica: RAND, 2006. 800pp. (UB323 .R571 2006) [http://www.rand.org/content/dam/rand/pubs/monographs/2007/RAND\\_MG265.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2007/RAND_MG265.pdf)
- Ryan, Cheyney. *The Chickenhawk Syndrome: War, Sacrifice, and Personal Responsibility*. Lanham, MD: Rowman & Littlefield, 2009. 215pp. (HM554 .R93 2009)
- Stewart, Richard W., ed. "Rebuilding the Army: Vietnam to Desert Storm." In *American Military History*, vol. 2, 373-411. 2nd ed. Washington, DC: U.S. Army Center of Military History, 2010. (E181 .A44 2010 v.2) [http://permanent.access.gpo.gov/gpo13826/CMH\\_Pub\\_30-22.pdf](http://permanent.access.gpo.gov/gpo13826/CMH_Pub_30-22.pdf)

### Articles

- Bandow, Doug. "Mend, Never End, the All-Volunteer Force." *Orbis* 44, no. 3 (Summer 2000): 463-475. [EBSCO OmniFile](#)
- "Compulsory National Service 2006-2007 Policy Topic Debate." *Congressional Digest* 85, no. 7 (September 2006): 193-205.
- Correll, John T. "Origins of the Total Force." *Air Force Magazine* 94, no. 2 (February 2011): 94-97. <http://www.airforce-magazine.com/MagazineArchive/Pages/2011/February202011/0211force.aspx>
- Hauser, William L., and Jerome Slater. "The Call-Up: Conscription, Again." *World Affairs* 172, no. 3 (January-February 2010): 75-82. [ProQuest](#)



- Henderson, David R. "From 'Porous' to 'Ruthless' Conscription, 1776-1917." *Independent Review* 14, no. 4 (Spring 2010): 587-598. [ProQuest](#)
- Kestnbaum, Meyer. "Citizenship and Compulsory Military Service: The Revolutionary Origins of Conscription in the United States." *Armed Forces & Society* 27, no. 1 (Fall 2000): 7-36. [ProQuest](#)
- Krebs, Ronald R. "The Citizen-Soldier Tradition in the United States: Has Its Demise Been Greatly Exaggerated?" *Armed Forces & Society* 36, no. 1 (October 2009): 153-174. [Sage](#)
- Moskos, Charles C., Jr. "The All-Volunteer Military: Calling, Profession, or Occupation?" Originally published in 1977. *Parameters* 40, no. 4 (Winter 2010-2011): 23-31. [ProQuest](#)
- Pickering, Jeffrey. "Dangerous Drafts? A Time-Series, Cross-National Analysis of Conscription and Use of Military Force, 1946-2001." *Armed Forces & Society* 37, no. 1 (January 2011): 119-140. [Sage](#)
- Rangel, Charles, et al. "Should the All-Volunteer Force Be Replaced by Universal, Mandatory National Service?" *Congressional Digest* 85, no. 7 (September 2006): 206-224.

## Multimedia

- Armitage, Richard. "How Does an All-Volunteer Military Affect America's Ability to Protect Its Interests." *BigThink* streaming video. 2 min. February 1, 2008. <http://bigthink.com/ideas/3074>
- Bailey, Beth L. *Today's Army: Is It Your Bag? The Market, the Citizen, and the Making of the All-Volunteer Army*. 75 min. Carlisle Barracks: U.S. Army Heritage and Education Center, 2007. DVD (UB343 .B23 2007)
- Linn, Brian McAllister. *The Army's Way of War*. 76 min. Carlisle Barracks: U.S. Army Heritage and Education Center, May 21, 2008. DVD and streaming video (UA25 .L341 2008) [http://www.carlisle.army.mil/AHEC/mediagallery/video/32\\_253.wmv](http://www.carlisle.army.mil/AHEC/mediagallery/video/32_253.wmv)

## ORGANIZATION

### Books, Documents, and Internet Resources

- Amos, James F. *General James F. Amos Commandant of the Marine Corps 2012 Report to the Senate Armed Services Committee on the Posture of the United States Marine Corps*. Washington, DC: U.S. Department of the Navy, March 15, 2012. 29pp. <http://www.armed-services.senate.gov/statemnt/2012/03%20March/Amos%2003-15-12.pdf>

- Association of the United States Army. Institute of Land Warfare. *Profile of the U.S. Army: A Reference Handbook*. Arlington: Association of the United States Army, Institute of Land Warfare, 2010. 109pp. (UA23 .P752 2010) [http://www.ausa.org/publications/ilw/ilw\\_pubs/Documents/Profile2010\\_web.pdf](http://www.ausa.org/publications/ilw/ilw_pubs/Documents/Profile2010_web.pdf)
- Association of the United States Army. Institute of Land Warfare. *The U.S. Army Squad: Foundation of the Decisive Force*. Arlington: Association of the United States Army, Institute of Land Warfare, October 2011. 19pp. (UA23 .A95T67 11-10) [http://www.ausa.org/publications/ilw/Documents/TB\\_The\\_Squad\\_web.pdf](http://www.ausa.org/publications/ilw/Documents/TB_The_Squad_web.pdf)
- Ausink, John A., et al. *Managing Air Force Joint Expeditionary Taskings in an Uncertain Environment*. Santa Monica: RAND, 2011. 62pp. (UG633 .M36 2011) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2011/RAND\\_TR808.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2011/RAND_TR808.pdf)
- Bond, Patrick. *Transformation, A Stronger Army Reserve*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 30, 2009. 24pp. (AD-A498-524) <http://handle.dtic.mil/100.2/ADA498524>
- Bradford, Zeb B., Jr., and Frederic J. Brown. "Sustaining Excellence: The Volunteer Force." In *America's Army: A Model for Interagency Effectiveness*, 62-88. Westport: Praeger Security International, 2008. (UA23 .B62 2008) [Praeger Security International](#)
- Brown, John Sloan. *Kevlar Legions: The Transformation of the U.S. Army, 1989-2005*. Washington, DC: U.S. Army Center of Military History, 2011. 539pp. (UA25 .B78 2011) [http://www.history.army.mil/html/books/070/70-118-1/CMH\\_70-118.pdf](http://www.history.army.mil/html/books/070/70-118-1/CMH_70-118.pdf)
- Burrelli, David F., et al. *FY2012 National Defense Authorization Act: Selected Military Personnel Policy Issues*. Washington, DC: U.S. Library of Congress, Congressional Research Service, January 5, 2012. 40pp. <http://www.fas.org/sgp/crs/natsec/R41874.pdf>
- Davis, Robert T., II. *The Challenge of Adaptation: The U.S. Army in the Aftermath of Conflict, 1953-2000*. Fort Leavenworth: Combat Studies Institute Press, 2008. 147pp. (U415 .C6G46 no.27) <http://usacac.army.mil/cac2/cgsc/carl/download/csipubs/davis.pdf>
- Dempsey, Martin E. *Chairman's Strategic Direction to the Joint Force*. Washington, DC: Chairman of the Joint Chiefs of Staff, February 6, 2012. 15pp. (UA23.7 .D46 2012) [http://www.jcs.mil/content/files/2012-02/021312101535\\_CJCS\\_Strategic\\_Direction\\_to\\_the\\_Joint\\_Force\\_-\\_13\\_Feb\\_2012.pdf](http://www.jcs.mil/content/files/2012-02/021312101535_CJCS_Strategic_Direction_to_the_Joint_Force_-_13_Feb_2012.pdf)
- Donley, Michael B., and Norton A. Schwartz. *Department of the Air Force Presentation to the Committee on Armed Services, United States Senate: Fiscal Year 2013 Air Force Posture Statement; Statement of the Honorable Michael B. Donley, Secretary of the Air Force [and] General Norton A. Schwartz, Chief of Staff, United States Air Force, March 20, 2012*. Washington, DC: U.S. Department of the Air Force, March 20, 2012. 26pp. <http://www.armed-services.senate.gov/statemnt/2012/03%20March/Donley-Schwartz%2003-20-12.pdf>

- Ellis, Richard A. *Contracting: Creating Gaps in Expeditionary Warfighting Capability*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1, 2011. 24pp. (AD-A543-684) <http://handle.dtic.mil/100.2/ADA543684>
- Falk, Early Ian. *Supporting Operational National Guard's Dual-Role: Reconsidering Reserve Component Categories*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 23, 2010. 30pp. (AD-A522-009) <http://handle.dtic.mil/100.2/ADA522009>
- Fortune, Michael D. *Using the Army Force Generation (ARFORGEN) Model as a Springboard to Transform Reserve Component Pre-Mobilization Collective Training*. Civilian Research Project. Carlisle Barracks: U.S. Army War College, March 31, 2006. 44pp. (SSC 2006 FOR)
- Gates, Robert M. *Quadrennial Defense Review Report*. Washington, DC: U.S. Department of Defense, February 2010. 105pp. (UA23.3 .Q121 2010) <http://www.defense.gov/qdr/QDR%20as%20of%2026JAN10%200700.pdf>
- Greenert, Jonathan. *Statement of Admiral Jonathan Greenert Chief of Naval Operations before the Congress on FY 2013 Department of the Navy Posture*. Washington, DC: U.S. Department of the Navy, March 2012. 23pp. [http://www.navy.mil/cno/120316\\_PS.pdf](http://www.navy.mil/cno/120316_PS.pdf)
- Hodgson, Quentin E. *Deciding to Buy: Civil-Military Relations and Major Weapons Programs*. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, November 2010. 117pp. <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=1030>
- Impavido, Leo M. *Transforming Army Financial Management Support*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 3, 2010. 21pp. (AD-A520-002) <http://handle.dtic.mil/100.2/ADA520002>
- Jerome, David. *Army Transformation: What Does It Mean?* University of Arkansas, December 2011. 272pp. [ProQuest Dissertations](http://www.proquest.com/docview/1011111111)
- Johnson, Michael J. *Resistance to Paradigm Change: Potential Crisis for the U.S. Army and the All-Volunteer Force*. Fort Leavenworth: U.S. Army Command and General Staff College, School of Advanced Military Studies, May 22, 2008. 46pp. <http://cgsc.cdmhost.com/cdm/singleitem/collection/p4013coll3/id/2313/rec/3>
- Johnson, Stuart E., et al. *A Review of the Army's Modular Force Structure*. Santa Monica: RAND, 2012. 57pp. [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2012/RAND\\_TR927-2.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2012/RAND_TR927-2.pdf)
- Kostic, Andrew J. *A Military Force for a Globally Engaged Superpower*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1, 2010. 30pp. (AD-A518-134) <http://handle.dtic.mil/100.2/ADA518134>

- Mabus, Ray. *Statement of the Honorable Ray Mabus, Secretary of the Navy, before the U.S. Senate Armed Services Committee on 15 March, 2012*. Washington, DC: U.S. Department of the Navy, March 15, 2012. 43pp. <http://www.armedservices.senate.gov/statemnt/2012/03%20March/Mabus%2003-15-12.pdf>
- McCloud, Sherry. *The High Cost of Serving in the Army Reserve*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 24, 2011. 23pp. (AD-A547-312) <http://handle.dtic.mil/100.2/ADA547312>
- McHugh, John M., and Raymond T. Odierno. *Statement of the Honorable John M. McHugh, Secretary of the Army and General Raymond T. Odierno, Chief of Staff, United States Army before the Committee on Armed Services, United States Senate, Second Session 112th Congress on the Posture of the United States Army, March 8, 2012*. Washington, DC: U.S. Congress, Senate Armed Services Committee, March 8, 2012. 51pp. <http://www.armed-services.senate.gov/statemnt/2012/03%20March/McHugh-Odierno%2003-08-12.pdf>
- Nagl, John, and Travis Sharp. *An Indispensable Force: Investing in America's National Guard and Reserves*. Washington, DC: Center for a New American Security, September 2010. 38pp. [http://www.cnas.org/files/documents/publications/CNAS\\_AnIndispensableForce\\_NaglSharp.pdf](http://www.cnas.org/files/documents/publications/CNAS_AnIndispensableForce_NaglSharp.pdf)
- O'Neill, Edward J. *Missile Defense Strategic Stationing*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 11, 2011. 27pp. (AD-A542-858) <http://handle.dtic.mil/100.2/ADA542858>
- O'Rourke, Ronald. *Navy Irregular Warfare and Counterterrorism Operations: Background and Issues for Congress*. Washington, DC: U.S. Library of Congress, Congressional Research Service, June 27, 2012. 33pp. <http://www.fas.org/sgp/crs/natsec/RS22373.pdf>
- Papp, Robert J., Jr. *United States Coast Guard 2012 Posture Statement; with 2013 Budget in Brief*. Washington, DC: U.S. Coast Guard, February 2012. 46pp. [http://www.uscg.mil/posturestatement/docs/USCG\\_2012\\_Posture\\_Statement.pdf](http://www.uscg.mil/posturestatement/docs/USCG_2012_Posture_Statement.pdf)
- Parlier, Greg H. *Transforming U.S. Army Supply Chains: Strategies for Management Innovation*. New York: Business Expert Press, 2011. 290pp. (UC263 .P37 2011)
- Rice, Patrick M. *Transforming the Army's Wartime Replacement System*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 7, 2008. 45pp. (AD-A481-461) <http://handle.dtic.mil/100.2/ADA481461>
- Riposo, Jessie, et al. *Navy Enterprises: Evaluating Their Role in Planning, Programming, Budgeting, and Execution (PPBE)*. Santa Monica: RAND, 2009. 44pp. (VB23 .E58 2009) [http://www.rand.org/pubs/monographs/2009/RAND\\_MG794.pdf](http://www.rand.org/pubs/monographs/2009/RAND_MG794.pdf)
- Smith, Jeffrey J. *Air Force Organizational Change: Tracing the Past, Mapping the Future*. Washington State University, August 2010. 523pp. [ProQuest Dissertations](http://www.proquest.com/docview/1011111111)

U.S. Department of Defense. *Defense Budget Priorities and Choices*. Washington, DC: U.S. Department of Defense, January 2012. 15pp. [http://www.defense.gov/news/Defense\\_Budget\\_Priorities.pdf](http://www.defense.gov/news/Defense_Budget_Priorities.pdf)

U.S. Joint Chiefs of Staff. Deputy Director JS, J7. *Compendium of Key Joint Doctrine Publications*. Washington, DC: U.S. Joint Chiefs of Staff, Joint Coalition Warfighting, Joint Doctrine Support Division, January 25, 2012. 10pp. [http://www.dtic.mil/doctrine/new\\_pubs/compendium.pdf](http://www.dtic.mil/doctrine/new_pubs/compendium.pdf)

Vergos, Deborah H. *Navy's Organizational Transformation: Substantive Change or Just More Management Hype?* Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1, 2010. 28pp. (AD-A520-132) <http://handle.dtic.mil/100.2/ADA520132>

Vink, Kevin J. *Army Reserve Component: Transformation to an Operational Force*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 20, 2010. 27pp. (AD-A518-419) <http://handle.dtic.mil/100.2/ADA518419>

## Articles

Cancian, Mark. "Contractors: The New Element of Military Force Structure." *Parameters* 38, no. 3 (Autumn 2008): 61-77. [ProQuest](#)

Carter, Walter E., Jr. "The Joint Enabling Capabilities Command: A Rarity within the Conventional Force." *Joint Force Quarterly*, no. 64 (1st Quarter 2012): 18-23. <http://www.ndu.edu/press/joint-enabling-capabilities-command.html>

Coggins, George A. "Can America Afford to Modernize the Air Force?" *Air Force Journal of Logistics* 34, no. 3-4 (2010): 28-39. [ProQuest](#)

Foley, Robert T., Stuart Griffin, and Helen McCartney. "'Transformation in Contact': Learning the Lessons of Modern War." *International Affairs* 87, no. 2 (March 2011): 253-270. [Wiley](#)

Goode, Steven M. "A Historical Basis for Force Requirements in Counterinsurgency." *Parameters* 39, no. 4 (Winter 2009/2010): 45-57. [ProQuest](#)

Hanover, Jason L. "Air Force Rescue: A Multirole Force for a Complex World." *Air & Space Power Journal* 25, no. 3 (Fall 2011): 16-25. [ProQuest](#)

McNabb, Duncan J. "We Measure Success through the Eyes of the Warfighter." *Air & Space Power Journal* 25, no. 4 (Winter 2011): 8-18. [ProQuest](#)

Meese, Michael J. "The Army Officer Corps in the All-Volunteer Force." *Contemporary Economic Policy* 20, no. 2 (April 2002): 101-110. [ProQuest](#)

- Patterson, John J., VI. "Integration of Special Operations Forces and Airpower in Irregular Warfare: Examining the 'FACs' [Forward Air Controllers]." *Air & Space Power Journal* 24, no. 4 (Winter 2010): 39-46. [ProQuest](#)
- Pietrucha, Michael W. "Seeing the Whole Elephant: Envisioning a Successful Light Attack Program for the US Air Force." *Air & Space Power Journal* 24, no. 3 (Fall 2010): 42-58. [ProQuest](#)
- Schake, Kori. "Choices for the Quadrennial Defense Review." *Orbis* 53, no. 3 (Summer 2009): 439-456. [ScienceDirect](#)
- Schake, Kori. "Margin Call: How to Cut a Trillion from Defense." *Orbis* 56, no. 1 (Winter 2012): 3-18. [ScienceDirect](#)
- Serene, Jan W. "Army Review Boards and Military Personnel Law Practice and Procedure." *Army Lawyer* (September 2010): 4-11. [ProQuest](#)
- Vacca, W. Alexander. "Military Culture and Cyber Security." *Survival* 53, no. 6 (December 2011-January 2012): 159-176. [Taylor & Francis](#)
- Weitzel, Mikhael. "History of Contracting in American Military Forces." *Army AL&T* (January-March 2011): 20-21. [http://asc.army.mil/docs/pubs/alt/archives/2011/Jan-Mar\\_2011.pdf](http://asc.army.mil/docs/pubs/alt/archives/2011/Jan-Mar_2011.pdf)

## Websites

- U.S. Department of the Army. *U.S. Army Office of Business Transformation Home Page*. <http://www.army.mil/obt>

## READINESS

### Books, Documents, and Internet Resources

- Barnes, Robert L., Jr. *Policies Governing Military Food Service Contracts Effect Soldier Readiness*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1, 2011. 24pp. (AD-A543-417) <http://handle.dtic.mil/100.2/ADA543417>
- Barno, David W., Nora Bensahel, and Travis Sharp. *Hard Choices: Responsible Defense in an Age of Austerity*. Washington, DC: Center for a New American Security, October 2011. 45pp. [http://www.cnas.org/files/documents/publications/CNAS\\_HardChoices\\_BarnoBensahelSharp\\_0.pdf](http://www.cnas.org/files/documents/publications/CNAS_HardChoices_BarnoBensahelSharp_0.pdf)



- Black, Bruce J. *The Legacy of Mahan for the 21st Century*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 7, 2006. 16pp. (AD-A449-259) <http://handle.dtic.mil/100.2/ADA449259>
- Breedlove, Philip. *Total Force Readiness: U.S. Department of the Air Force Presentation to the Committee on Armed Services, House of Representatives*. Washington, DC: U.S. Congress, House, Armed Services Committee, July 26, 2011. 6pp. <http://www.airforce-magazine.com/SiteCollectionDocuments/Testimony/2011/July%202011/072611breedlove.pdf>
- Button, Robert W., et al. *Maritime Prepositioning Force (Future) Capability Assessment: Planned and Alternative Structures*. Santa Monica: RAND, 2010. 79pp. (U261 .B88 2010) [http://www.rand.org/pubs/monographs/2010/RAND\\_MG943.pdf](http://www.rand.org/pubs/monographs/2010/RAND_MG943.pdf)
- Chadbourne, John P. *Soldiering in Persistent Conflict: Winning Today, Staying Ready for Tomorrow*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, December 14, 2009. 21pp. (AD-A517-908) <http://handle.dtic.mil/100.2/ADA517908>
- Chow, Brian G., Richard Silbergitt, and Scott Hiromoto. *Toward Affordable Systems: Portfolio Analysis and Management for Army Science and Technology Programs*. Santa Monica: RAND, 2009. 153pp. (U393 .C46 2009) [http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND\\_MG761.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND_MG761.pdf)
- Chow, Brian G., et al. *Toward Affordable Systems II: Portfolio Management for Army Science and Technology Programs under Uncertainties*. Santa Monica: RAND, 2011. 92pp. (U393 .C46 2011) <http://www.dtic.mil/dtic/tr/fulltext/u2/a543032.pdf>
- Chow, Brian G., et al. *Toward Affordable Systems III: Portfolio Management for Army Engineering and Manufacturing Development Programs*. Santa Monica: RAND, 2011. 60pp. (U393 .C46 2012) [http://www.rand.org/content/dam/rand/pubs/monographs/2012/RAND\\_MG1187.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2012/RAND_MG1187.pdf)
- Cogan, Kevin. *In the Dark: Military Planning for a Catastrophic Critical Infrastructure Event*. Carlisle Barracks: U.S. Army War College, Center for Strategic Leadership, May 2011. 38pp. <http://www.csl.army.mil/usacsl/publications/InTheDark.pdf>
- Cone, Robert W. *Laying the Groundwork for the Army of 2020*. Arlington: Association of the United States Army, Institute of Land Warfare, August 2011. 4pp. (UA23 .A95L15 11-2) [www.ausa.org/publications/ilw/Documents/LPE%2011-2\\_web.pdf](http://www.ausa.org/publications/ilw/Documents/LPE%2011-2_web.pdf)
- Crosby, Charles. *Staying Relevant in an Era of Reduced Resources*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 1, 2011. 23pp. (AD-A547-255) <http://handle.dtic.mil/100.2/ADA547255>
- Donnelly, Thomas, and Frederick W. Kagan. *Ground Truth: The Future of U.S. Land Power*. Washington, DC: AEI Press, 2008. 164pp. (UA23 .D55 2008)

- Flavin, William. *Finding the Balance: U.S. Military and Future Operations*. Carlisle Barracks: U.S. Army War College, Peacekeeping and Stability Operations Institute, March 2011. 50pp. (UA13 .P2F532 2011) [http://pksoi.army.mil/PKM/publications/papers/download.cfm?paper\\_File=pub1046.pdf](http://pksoi.army.mil/PKM/publications/papers/download.cfm?paper_File=pub1046.pdf)
- Freier, Nathan. *U.S. Ground Force Capabilities through 2020*. Washington, DC: Center for Strategic and International Studies, October 2011. 94pp. (UA25 .F74 2011) [http://csis.org/files/publication/111011\\_Freier\\_USGroundForceCapa\\_Web.pdf](http://csis.org/files/publication/111011_Freier_USGroundForceCapa_Web.pdf)
- Hallmark, Bryan W., and S. Jamie Gayton. *Improving Soldier and Unit Effectiveness with the Stryker Brigade Combat Team Warfighters' Forum*. Santa Monica: RAND, 2011. 149pp. (UA30 .H35 2011) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2011/RAND\\_TR919.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2011/RAND_TR919.pdf)
- Hansen, Michael L., et al. *Reshaping the Army's Active and Reserve Components*. Santa Monica: RAND, 2011. 78pp. (UA25 .R47 2011) [http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND\\_MG961.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND_MG961.pdf)
- Keating, Edward G., et al. *Evaluating the Desirability of Navy F/A-18E/F Service Life Extension Programs (SLEPs)*. Santa Monica: RAND, 2010. 42pp. (VG93 .E932 2010) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2010/RAND\\_TR844.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2010/RAND_TR844.pdf)
- Matty, Douglas M. *Architectural Analysis of Enterprise Management*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 24, 2011. 26pp. (AD-A547-426) <http://handle.dtic.mil/100.2/ADA547426>
- Obama, Barack, and Leon Panetta. *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*. Washington, DC: U.S. Department of Defense, January 2012. 16pp. (UA23.3 .S87 2012) [http://www.defense.gov/news/Defense\\_Strategic\\_Guidance.pdf](http://www.defense.gov/news/Defense_Strategic_Guidance.pdf)
- Robbins, Marc. *Strategic Distribution Platform Support of CONUS [Continental United States] Army Units*. Santa Monica: RAND, 2011. 55pp. (UC273 .R63 2011) [http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND\\_MG632.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND_MG632.pdf)
- Rostker, Bernard D. *America Goes to War: Managing the Force during Times of Stress and Uncertainty*. Santa Monica: RAND, 2007. 97pp. (UA17.5 .U5R67 2007) [http://www.rand.org/pubs/monographs/2007/RAND\\_MG380.pdf](http://www.rand.org/pubs/monographs/2007/RAND_MG380.pdf)
- Sena, John E. *Non-Deployables: An Increasing Challenge for the Army*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 12, 2010. 22pp. (AD-A521-793) <http://handle.dtic.mil/100.2/ADA521793>



- Snider, Don M. *Once Again, the Challenge to the U.S. Army during a Defense Reduction: To Remain a Military Profession*. Professional Military Ethics Monograph Series, vol. 4. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, February 2012. 34pp. (U413 .A66P7 v.4) <http://www.strategicstudiesinstitute.army.mil/pubs/download.cfm?q=1097>
- Speights, Elmer, Jr. *Transforming an Army at War to an Army Preparing for War*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 21, 2011. 20pp. (AD-A543-736) <http://handle.dtic.mil/100.2/ADA543736>
- Thompson, Roger. *Lessons Not Learned: The U.S. Navy's Status Quo Culture*. Annapolis: Naval Institute Press, 2007. 252pp. (VA58.4 .T495 2007)
- U.S. Department of Defense. *Department of Defense Strategic Management Plan FY 2012 - FY 2013*. Washington, DC: U.S. Department of Defense, September 20, 2011. 41pp. <http://handle.dtic.mil/100.2/ADA550139>
- U.S. Department of the Army. *Affordable and Integrated Army Equipment Modernization White Paper*. Washington, DC: U.S. Department of the Army, 2011. 11pp. (UC523 .A34 2011) [http://www.g8.army.mil/pdf/AIMS\\_white\\_paper.pdf](http://www.g8.army.mil/pdf/AIMS_white_paper.pdf)
- U.S. Department of the Army. *The Army*. Army Doctrine Publication No. 1. Washington, DC: U.S. Department of the Army, September 17, 2012, Change No. 1, November 7, 2012. 74pp. [http://armypubs.army.mil/doctrine/DR\\_pubs/dr\\_a/pdf/adp1.pdf](http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp1.pdf)
- U.S. Department of the Army. *Army Modernization Plan 2012*. Washington, DC: U.S. Department of the Army, May 24, 2011. 64pp. (UA25 .U563 2012) [http://www.g8.army.mil/pdf/AMP2012\\_lq.pdf](http://www.g8.army.mil/pdf/AMP2012_lq.pdf)
- U.S. Department of the Army. *Army Strategic Planning Guidance*. Washington, DC: U.S. Department of the Army, March 25, 2011. 18pp. (UA25 .A75 2011) <http://usarmy.vo.llnwd.net/e2/c/downloads/219190.pdf>
- U.S. Department of the Army. *Operation and Maintenance, Army Justification Book*. Vol. 1 of *Department of the Army Fiscal Year (FY) 2012 Budget Estimates*. Washington, DC: U.S. Department of the Army, February 2011. 519pp. <http://asafm.army.mil/Documents/OfficeDocuments/Budget/BudgetMaterials/FY12/opmaint/oma-v1.pdf>
- U.S. Department of the Army. Training and Doctrine Command. *The U.S. Army Capstone Concept*. TRADOC Pamphlet 525-3-0. Fort Monroe: U.S. Department of the Army, Training and Doctrine Command, December 19, 2012. 39pp. (U153 .U534 2012) <http://www.tradoc.army.mil/tpubs/pams/tp525-3-0.pdf>
- Walker, Flem B. Donnie, Jr. *Outsourcing Sealift for the Modular Force*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 2, 2008. 34pp. (AD-A478-245) <http://handle.dtic.mil/100.2/ADA478245>

Whalen, Timothy J. *Considerations for a Post Conflict United States Army*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 24, 2010. 19pp. (AD-A520-102) <http://handle.dtic.mil/100.2/ADA520102>

Winborne, Tracy L. *Decreasing Non-Deployables: A Critical Task*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 24, 2011. 27pp. (AD-A547-372) <http://handle.dtic.mil/100.2/ADA547372>

Yardley, Roland J., et al. *Increasing Aircraft Carrier Forward Presence: Changing the Length of the Maintenance Cycle*. Santa Monica: RAND, 2008. 70pp. (V874.3 .I51 2008) [http://www.rand.org/pubs/monographs/2008/RAND\\_MG706.pdf](http://www.rand.org/pubs/monographs/2008/RAND_MG706.pdf)

Yardley, Roland J., et al. *Options for Filling Vacant Officer Positions*. Santa Monica: RAND, 2010. 85pp. (UB413 .O65 2010) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2010/RAND\\_TR881.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2010/RAND_TR881.pdf)

## Articles

Bah, Abdoulaye, et al. "Computing the Prevalence Rate of At-Risk Individuals for Suicide within the Army." *Military Medicine* 176, no. 7 (July 2011): 731-742. [Ingenta](#)

Berck, Peter, and Jonathan Lipow. "Military Conscription and the (Socially) Optimal Number of Boots on the Ground." *Southern Economic Journal* 78, no. 1 (July 2011): 95-106. [ProQuest](#)

Bossetti, Timothy G. "Joint Environmental Site Assessments in Support of Global Basing." *U.S. Army Medical Department Journal* (April-June 2009): 6-9. <http://www.cs.amedd.army.mil/AMEDDJournal/2009aprjun.pdf>

Brimley, Shawn. "Crafting Strategy in an Age of Transition." *Parameters* 38, no. 4 (Winter 2008-2009): 27-42. [ProQuest](#)

Burch, Traci. "Can the New Commander in Chief Sustain His All-Volunteer Standing Army?" *Du Bois Review* 6, no. 1 (Spring 2009): 153-171. [ProQuest](#)

Caldwell, William B. "Adapting Our Army to a Changing Environment." *DISAM Journal of International Security Assistance Management* 31, no. 3 (November 2009): 143-144. [ProQuest](#)

Clemis, Martin G. "Crafting Non-Kinetic Warfare: The Academic-Military Nexus in US Counterinsurgency Doctrine." *Small Wars & Insurgencies* 20, no. 1 (March 2009): 160-184. [Taylor & Francis](#)

Collmann, Jeff. "Force Health Protection: The Mission and Political Context of the Longitudinal Health Record." *Military Medicine* 174, no. 5, Supplement (May 2009): 12-20. [Ingenta](#)

- Combs, E. Wayne. "Army Force Health Protection: Past, Present, and Future." *U.S. Army Medical Department Journal* (April-June 2009): 81-84. <http://www.cs.amedd.army.mil/AMEDDJournal/2009aprjun.pdf>
- Dunlap, Charles J., Jr. "The Origins of the American Military Coup of 2012." Originally published Winter 1992-1993. *Parameters* 40, no. 4 (Winter 2010-2011): 107-125. [ProQuest](#)
- Galdorisi, George V., and Scott C. Truver. "The Zumwalt Class Destroyer: A Technology 'Bridge' Shaping the Navy After Next." *Naval War College Review* 63, no. 3 (Summer 2010): 63-72. [ProQuest](#)
- Gentile, Gian P. "The Imperative for an American General Purpose Army That Can Fight." *Orbis* 53, no. 3 (Summer 2009): 457-470. [ScienceDirect](#)
- Kline, Anna, et al. "Effects of Repeated Deployment to Iraq and Afghanistan on the Health of New Jersey Army National Guard Troops: Implications for Military Readiness." *American Journal of Public Health* 100, no. 2 (February 2010): 276-283. [ProQuest](#)
- Korb, Lawrence J., and David R. Segal. "Manning & Financing the Twenty-First-Century All-Volunteer Force." *Daedalus* 140, no. 3 (Summer 2011): 75-87. [MIT Press](#)
- Lacquement, Richard A., Jr. "In the Army Now." *American Interest* 6, no. 1 (September-October 2010): 27-31. [American Interest](#)
- Levy, Yagil. "The Essence of the 'Market Army'." *Public Administration Review* 70, no. 3 (May-June 2010): 378-389. [ProQuest](#)
- Lomsky-Feder, Edna, Nir Gazit, and Eyal Ben-Ari. "Reserve Soldiers as Transmigrants: Moving between the Civilian and Military Worlds." *Armed Forces & Society* 34, no. 4 (July 2008): 593-614. [Sage](#)
- Lynch, Michael, and William Stover. "A Turbulent Transition: The Army National Guard and Army Reserve's Movement to an Operational Reserve." *Journal of Political and Military Sociology* 36, no. 1 (Summer 2008): 65-84. [ProQuest](#)
- MacGregor, Douglas. "Don't Waste a Drawdown: As Budgets Shrink, Let's Rethink How We Organize, Train and Equip the Army." *Armed Forces Journal* 149, no. 6 (January-February 2012): 24-26, 38-39. <http://www.armedforcesjournal.com/2012/02/8817152/>
- Morrow, Michael G. "Sea Basing: Logistical Implications for the US Army." *Air Force Journal of Logistics* 33, no. 2 (Summer 2009): 10-19. [ProQuest](#)
- Moskos, Charles. "What Ails the All-Volunteer Force: An Institutional Perspective." *Parameters* 31, no. 2 (Summer 2001): 29-47. [ProQuest](#)

Ross, Angus K. "Four Lessons That the U.S. Navy Must Learn from the *Dreadnought* Revolution." *Naval War College Review* 63, no. 4 (Autumn 2010): 119-143. [ProQuest](#)

Shamir, Eitan. "The Long and Winding Road: The US Army Managerial Approach to Command and the Adoption of Mission Command (Auftragstaktik)." *Journal of Strategic Studies* 33, no. 5 (October 2010): 645-672. [Taylor & Francis](#)

Sheehan, James J. "The Future of Conscription: Some Comparative Reflections." *Daedalus* 140, no. 3 (Summer 2011): 112-121. [ProQuest](#)

Vasquez, Joseph Paul, III. "Shouldering the Soldiering: Democracy, Conscription, and Military Casualties." *Journal of Conflict Resolution* 49, no. 6 (December 2005): 849-873. [JSTOR](#)

## Websites

U.S. Army Combat Readiness and Safety Center. *The United States Army Combat Readiness/Safety Center (USACR/SAFETY CENTER) Home Page*. <https://safety.army.mil>

## RECRUITING, TRAINING, AND RETENTION

### Books, Documents, and Internet Resources

Asch, Beth J., and Paul Heaton. *An Analysis of the Incidence of Recruiter Irregularities*. Santa Monica: RAND, 2010. 52pp. (UB323 .A832 2010) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2010/RAND\\_TR827.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2010/RAND_TR827.pdf)

Asch, Beth J., Paul Heaton, and Bogdan Savych. *Recruiting Minorities: What Explains the Recent Trends in the Army and Navy?* Santa Monica: RAND, 2009. 91pp. (UB417 .A83 2009) [http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND\\_MG861.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND_MG861.pdf)

Asch, Beth J., et al. *Cash Incentives and Military Enlistment, Attrition, and Reenlistment*. Santa Monica: RAND, 2010. 167pp. (UC74 .C37 2010) [http://www.rand.org/pubs/monographs/2010/RAND\\_MG950.pdf](http://www.rand.org/pubs/monographs/2010/RAND_MG950.pdf)

Asch, Beth J., et al. *Military Enlistment of Hispanic Youth: Obstacles and Opportunities*. Santa Monica: RAND, 2009. 194pp. <http://www.rand.org/pubs/monographs/MG773.html>

Brown, Cynthia A. *Joint Recruiting ...Is the Time Right?* Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 17, 2008. 37pp. (AD-A479-073) <http://handle.dtic.mil/100.2/ADA479073>

- Bunting, Steven A. *Angry Volunteers: Stop-Loss in Today's Army*. Fort Bliss: U.S. Army Sergeants Major Academy, January 3, 2008. 9pp <http://cgsc.cdmhost.com/cdm/singleitem/collection/p15040coll2/id/3543/rec/16>
- Erlandson, Ernest. *An Institution in Crisis: The Army Reserve Officer Corps*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 16, 2009. 29pp. (AD-A498-034) <http://www.dtic.mil/dtic/tr/fulltext/u2/a498034.pdf>
- Faruqi, Michael A. *Leadership in Recruiting: The One Thing You Need to Know*. Personal Experience Monograph. Carlisle Barracks: U.S. Army War College, April 23, 2009. 23pp. (PEM 2009 FarM)
- Faruqi, Michael A. *National Security Recruiting: Joint and Interagency*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 1, 2009. 25pp. (AD-A498-035) <http://handle.dtic.mil/100.2/ADA498035>
- Fields, Terrance I. *Reshaping Human Resource Strategy in the Army*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 3, 2009. 22pp. (AD-A498-028) <http://handle.dtic.mil/100.2/ADA498028>
- Garrett, Michael X. *Maintaining the All Volunteer Army to Meet Future Land Force Challenges*. Civilian Research Project. Carlisle Barracks: U.S. Army War College, March 25, 2009. 19pp. (AD-A510-896) <http://handle.dtic.mil/100.2/ADA510896>
- Godfrey, Michael. *Addicted to Stop-Loss: Army Personnel Readiness in the GWOT [Global War on Terrorism] Era*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 10, 2009. 30pp. (AD-A498-134) <http://handle.dtic.mil/100.2/ADA498134>
- Harrell, Margaret C., et al. *Information Systems Technician Rating Stakeholders: Implications for Effective Performance*. Santa Monica: RAND, 2011. 59pp. (VB183 .I54 2011) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2011/RAND\\_TR1122.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2011/RAND_TR1122.pdf)
- Hirsch, Joannathan R. *Continuing the Transition: Dealing with Desertion in the United States Army Reserve*. Washington, DC: Reserve Officers Association of the United States, January 2011. 14pp. (UA42 .H57 2011)
- Hosek, James, and Francisco Martorell. *How Have Deployments during the War on Terrorism Affected Reenlistment?* Santa Monica: RAND, 2009. 151pp. (UB323 .H67 2009) [http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND\\_MG873.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND_MG873.pdf)
- Hosek, James, and Trey Miller. *Effects of Bonuses on Active Component Reenlistment Versus Prior Service Enlistment in the Selected Reserve*. Santa Monica: RAND, 2011. 88pp. (UB323 .H672 2011) [http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND\\_MG1057.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND_MG1057.pdf)

- Jefferson, Christopher E., et al. *The Impact of the Global War on Terror on Army Retention*. Fort Bliss: U.S. Army Sergeants Major Academy, November 27, 2007. 32pp.  
<http://cgsc.cdmhost.com/cdm/singleitem/collection/p15040coll2/id/3028/rec6>
- Johnson, Fred W. *Assessing Cultural Change in the United States Army Recruiting Command*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, November 10, 2008. 24pp. (AD-A494-715) <http://handle.dtic.mil/100.2/ADA494715>
- Keating, Edward G., et al. *An Analysis of the Populations of the Air Force's Medical and Professional Officer Corps*. Santa Monica: RAND, 2010. 72pp. (UG793 .A53 2010)  
[http://www.rand.org/pubs/technical\\_reports/2010/RAND\\_TR782.pdf](http://www.rand.org/pubs/technical_reports/2010/RAND_TR782.pdf)
- Keeter, John M. *Branding: A Strategy for Manning an All-Volunteer Army*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 12, 2008. 31pp. (AD-A481-317)  
<http://handle.dtic.mil/100.2/ADA481317>
- Krebs, Ronald R. *Myths of the All-Volunteer Force: Rethinking Military Recruitment and the Fate of the Citizen-Soldier*. Minneapolis: University of Minnesota, n.d. 43pp.  
[http://www.polisci.umn.edu/~ronkrebs/Publications/Myths%20of%20the%20AVF%20\(complete\).pdf](http://www.polisci.umn.edu/~ronkrebs/Publications/Myths%20of%20the%20AVF%20(complete).pdf)
- Lopez, Maria I. *Educational Assistance for Recruitment and Retention: Enabling an Operational Reserve*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 25, 2008. 24pp. (AD-A479-725) <http://handle.dtic.mil/100.2/ADA479725>
- Loughran, David S., and Bruce R. Orvis. *The Effect of the Assessment of Recruit Motivation and Strength (ARMS) Program on Army Accessions and Attrition*. Santa Monica: RAND, 2011. 55pp. (GV436 .L68 2011) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2011/RAND\\_TR975.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2011/RAND_TR975.pdf)
- Mann, David R. *Choosing to Serve: Understanding the Military Participation Decision*. University of Pennsylvania, May 16, 2011. 114pp. [ProQuest Dissertations](#)
- Martin, Jeremy M. *21st Century Recruiting Challenges for America's Army*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 18, 2008. 22pp. (AD-A482-257)  
<http://handle.dtic.mil/100.2/ADA482257>
- McClain, Jeffrey D. *Army Recruiting Challenges in the 21st Century*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 20, 2008. 23pp. (AD-A479-098)  
<http://handle.dtic.mil/100.2/ADA479098>
- McIntosh, Molly F., and Seema Sayala. *Non-Citizens in the Enlisted U.S. Military*. Alexandria: CNA, November 2011. 98pp. <http://www.cna.org/sites/default/files/research/Non%20Citizens%20in%20the%20Enlisted%20US%20Military%20D0025768%20A2.pdf>



- Moore, George L. *Low Quality Recruits-Don't Want to Go to War with Them, Can't Go without Them: Their Impact on the All-Volunteer Force*. Fort Leavenworth: U.S. Army Command and General Staff College, School of Advanced Military Studies, March 12, 2009. 54pp. <http://cgsc.cdmhost.com/cdm/singleitem/collection/p4013coll3/id/2530/rec/21>
- Neal, Alexis A. *The Decline in African American Enlistment in the U.S. Army*. Fort Leavenworth: U.S. Army Command and General Staff College, School of Advanced Military Studies, November 21, 2008. 47pp. <http://cgsc.cdmhost.com/cdm/singleitem/collection/p4013coll3/id/2481/rec/11>
- Newman, Jill M. *Leading Generation Y*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 1, 2008. 25pp. (AD-A479-789) <http://handle.dtic.mil/100.2/ADA479789>
- Shelley, Johnette Joy. *Significant Indicators of Intent to Leave among Army Dental Corps Junior Officers*. University of Iowa, July 2010. 154pp. [ProQuest Dissertations](#)
- Shyne-Turner, Schneata. *Developing First-Level Supervisors in the Air Force Security Assistance Center: An Examination of Core Supervisory Competencies for Job Effectiveness and Performance*. Capella University, March 2010. 111pp. [ProQuest Dissertations](#)
- U.S. Army Recruiting Command. *Recruiter Handbook*. USAREC Manual 3-01. Fort Knox: U.S. Army Recruiting Command, November 22, 2011. 102pp. [http://www.usarec.army.mil/im/formpub/rec\\_pubs/man3\\_01.pdf](http://www.usarec.army.mil/im/formpub/rec_pubs/man3_01.pdf)
- U.S. Department of the Army. *Army Retention Program*. Army Regulation 601-280. Washington, DC: U.S. Department of the Army, January 31, 2006, Rapid Action Revision, September 15, 2011. 137pp. [http://www.apd.army.mil/pdf/r601\\_280.pdf](http://www.apd.army.mil/pdf/r601_280.pdf)
- U.S. Government Accountability Office. *Military Training: Army and Marine Corps Face Challenges to Address Projected Future Requirements*. Washington, DC: U.S. Government Accountability Office, July 2010. 37pp. <http://www.gao.gov/assets/310/307269.pdf>
- Walsh, Patrick J. *U.S. Army Recruiting: Improving Advertising, Community Outreach, and Social Media*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 22, 2010. 29pp. (AD-A521-796) <http://handle.dtic.mil/100.2/ADA521796>
- White, Michael A., et al. *Attrition in Navy Recruit Training: An Analysis from the First Watch on the First Term of Enlistment*. Millington: U.S. Bureau of Naval Personnel, Navy Personnel Research, Studies, and Technology (NPRST/BUPERS-1), August 2008. 59pp. (VB258 .A77 2008) <http://handle.dtic.mil/100.2/ADA486085>
- White, Michael A., et al. *First Watch on the First Term of Enlistment: A Summary and Update of Results from Version 1 of the First Watch Instruments*. Millington: U.S. Bureau of Naval Personnel, Navy Personnel Research, Studies, and Technology (NPRST/BUPERS-1), November 2008. 49pp. (VB258 .F372 2008) <http://handle.dtic.mil/100.2/ADA489579>

Yardley, Roland J., et al. *DDG-51 [Guided Missile Destroyer-51] Engineering Training: How Simulators Can Help*. Santa Monica: RAND, 2009. 87pp. (V411 .D38 2009)  
[http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND\\_MG874.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND_MG874.pdf)

## Articles

Cebula, Richard J., Usha Nair-Reichert, and Kyle Taylor. "Does a Lack of Health Insurance Elicit an Increase in the Rate of Voluntary Military Enlistment in the U.S.? The 'Military Health Care Magnet Hypothesis,' 1974-2007." *International Business Research* 3, no. 1 (January 2010): 13-21. [ProQuest](#)

Coates, Hunter R., et al. "The Effectiveness of the Recent Army Captain Retention Program." *Armed Forces & Society* 37, no. 1 (January 2011): 5-18. [Sage](#)

Hagopian, Amy, and Kathy Barker. "Should We End Military Recruiting in High Schools as a Matter of Child Protection and Public Health?" *American Journal of Public Health* 101, no. 1 (January 2011): 19-23. [ProQuest](#)

Horowitz, Michael C., and Matthew S. Levendusky. "Drafting Support for War: Conscription and Mass Support for Warfare." *Journal of Politics* 73, no. 2 (April 2011): 524-534. [Cambridge](#)

Huffman, Ann H., Satoris S. Culbertson, and Carl A. Castro. "Family-Friendly Environments and U.S. Army Soldier Performance and Work Outcomes." *Military Psychology* 20, no. 4 (October 2008): 253-270. <http://ezproxy.usawcpubs.org/login?url=http://psycnet.apa.org/journals/mil/20/4/253.pdf>

Kane, Tim. "Why Our Best Officers Are Leaving." *Atlantic Monthly* 307, no. 1 (January-February 2011): 80-82, 84-85. [ProQuest](#)

Marsman, Steven C. "Recruiting for 2030: Is the US Air Force Getting the Recruits It Needs for the Future?" *Air & Space Power Journal* 23, no. 3 (Fall 2009): 42-49. [ProQuest](#)

McCullough, Amy. "Too Much of a Good Thing." *Air Force Magazine* 94, no. 9 (September 2011): 80-82. <http://www.airforce-magazine.com/MagazineArchive/Documents/2011/September%202011/0911thing.pdf>

Meiners, Erica R., and Therese Quinn. "Militarism and Education Normal." *Monthly Review* 63, no. 3 (July-August 2011): 77-86. [ProQuest](#)

Millikan, Amy M., et al. "Retention of Mild Asthmatics in the Navy (REMAIN): A Low-Risk Approach to Giving Mild Asthmatics an Opportunity for Military Service." *Military Medicine* 173, no. 4 (April 2008): 381-387. [Ingenta](#)



- Niebuhr, David W., et al. "Preaccession Fitness and Body Composition as Predictors of Attrition in U.S. Army Recruits." *Military Medicine* 174, no. 7 (July 2009): 695-701. [Ingenta](#)
- O'Hanlon, Michael E. "Who Will Fight for Us?" *Orbis* 53, no. 3 (Summer 2009): 405-418. [ScienceDirect](#)
- Perla, Peter P., and E. D. McGrady. "Why Wargaming Works." *Naval War College Review* 64, no. 3 (Summer 2011): 111-130. [ProQuest](#)
- Seiler, Stefan, Andreas Fischer, and Yoon Phaik Ooi. "An Interactional Dual-Process Model of Moral Decision Making to Guide Military Training." *Military Psychology* 22, no. 4 (October 2010): 490-509. <http://ezproxy.usawcpubs.org/login?url=http://psycnet.apa.org/journals/mil/22/4/490.pdf>
- Singer, P. W. "Meet the Sims...and Shoot Them. The Rise of Militainment." *Foreign Policy*, no. 178 (March/April 2010): 91-95. [ProQuest](#)
- Stringer, Kevin D. "Global Counterinsurgency and US Army Expansion: The Case for Recruiting Foreign Troops." *Small Wars & Insurgencies* 22, no. 1 (March 2011): 142-169. [Taylor & Francis](#)
- Yeung, Douglas, and Brian Gifford. "Potential Recruits Seek Information Online for Military Enlistment Decision Making: A Research Note." *Armed Forces & Society* 37, no. 3 (July 2011): 534-549. [Sage](#)

## **Multimedia**

- Hosek, James, and Beth Asch. "Cash Incentives, and Military Enlistment, Attrition, and Reenlistment." Congressional Briefing. *RAND* streaming video. 35 min. June 14, 2010. [http://www.rand.org/multimedia/video/2010/06/14/cash\\_incentives\\_military\\_enlistment\\_attrition\\_reenlistment.html](http://www.rand.org/multimedia/video/2010/06/14/cash_incentives_military_enlistment_attrition_reenlistment.html)

## **COMPENSATION**

### **Books, Documents, and Internet Resources**

- Asch, Beth J., et al. *Assessing Compensation Reform: Research in Support of the 10th Quadrennial Review of Military Compensation*. Santa Monica: RAND, 2008. 116pp. (UC74 .A77 2008) [http://www.rand.org/pubs/monographs/2008/RAND\\_MG764.pdf](http://www.rand.org/pubs/monographs/2008/RAND_MG764.pdf)

- Brown, Bruce C. *Returning from the War on Terrorism: What Every Veteran Needs to Know to Receive Your Maximum Benefits*. Ocala: Atlantic Publishing Group, 2008. 336pp. (KF7745 .B65 2008)
- Cannon, Sylvester. *Lowering the Retirement Age for Military Reservists*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 11, 2009. 20pp. (AD-A508-251) <http://handle.dtic.mil/100.2/ADA508251>
- Elmendorf, Douglas W. *Analysis of Federal Civilian and Military Compensation*. Washington, DC: U.S. Congressional Budget Office, January 20, 2011. 8pp. <http://www.cbo.gov/sites/default/files/cbofiles/ftpdocs/120xx/doc12042/01-20-compensation.pdf>
- Farrell, Brenda S. *Military Personnel: Comparisons between Military and Civilian Compensation Can Be Useful, but Data Limitations Prevent Exact Comparisons; Testimony before the Subcommittee on Personnel, Committee on Armed Services, U.S. Senate*. Washington, DC: U.S. Government Accountability Office, April 28, 2010. 11pp. <http://www.gao.gov/assets/130/124530.pdf>
- Farrell, Brenda S. *Questions for the Record Related to Military Compensation*. Washington, DC: U.S. Government Accountability Office, June 3, 2010. 10pp. <http://www.gao.gov/assets/100/96791.pdf>
- Hardison, Chaitra M., Michael G. Mattock, and Maria C. Lytell. *Incentive Pay for Remotely Piloted Aircraft Career Fields*. Santa Monica: RAND, 2012. 85pp. (UG883 .H37 2012) [http://www.rand.org/content/dam/rand/pubs/monographs/2012/RAND\\_MG1174.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2012/RAND_MG1174.pdf)
- Henning, Charles A. *Military Retirement Reform: A Review of Proposals and Options for Congress*. Washington, DC: U.S. Library of Congress, Congressional Research Service, November 17, 2011. 25pp. <http://www.fas.org/sgp/crs/misc/R42087.pdf>
- Hosek, James. *The Role of Incentive Pays in Military Compensation: Testimony Presented before the Senate Armed Services Committee, Subcommittee on Personnel on April 28, 2010*. Santa Monica: RAND, April 2010. 6pp. <http://www.rand.org/pubs/testimonies/CT345.html>
- Keating, Edward G., et al. *Air Force Physician and Dentist Multiyear Special Pay: Current Status and Potential Reforms*. Santa Monica: RAND, 2009. 122pp. (UG983 .A37 2009) [http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND\\_MG866.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2009/RAND_MG866.pdf)
- Leed, Maren, and Brittany Gregerson. *Keeping Faith: Charting a Sustainable Path for Military Compensation; A Report of the CSIS [Center for Strategic and International Studies] New Defense Approaches Project*. Washington, DC: Center for Strategic and International Studies, October 2011. 85pp. [http://csis.org/files/publication/111118\\_Leed\\_KeepingFaith\\_WebS.pdf](http://csis.org/files/publication/111118_Leed_KeepingFaith_WebS.pdf)
- Loughran, David S., et al. *The Effect of Military Enlistment on Earnings and Education*. Santa Monica: RAND, 2011. 56pp. (UB357 .E37 2011) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2011/RAND\\_TR995.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2011/RAND_TR995.pdf)

- Martorell, Francisco, Jacob Alex Klerman, and David S. Loughran. *How Do Earnings Change When Reservists Are Activated? A Reconciliation of Estimates Derived from Survey and Administrative Data*. Santa Monica: RAND, 2008. 54pp. (UA42 .M16 2008)  
[http://www.rand.org/pubs/technical\\_reports/2008/RAND\\_TR565.pdf](http://www.rand.org/pubs/technical_reports/2008/RAND_TR565.pdf)
- Murray, Carla Tighe. *Evaluating Military Compensation: Statement of Carla Tighe Murray before the Subcommittee on Personnel, Committee on Armed Services, United States Senate*. Washington, DC: U.S. Congressional Budget Office, April 28, 2010. 8pp.  
<http://www.cbo.gov/sites/default/files/cbofiles/attachments/04-28-MilitaryPay.pdf>
- Reitz, Howie. *Reserve Retirement Equality: Treating the Reserves Fairly While Saving Taxpayer Dollars*. Program Research Project. Carlisle Barracks: U.S. Army War College, June 9, 2010. 34pp. (AD-A526-193) <http://handle.dtic.mil/100.2/ADA526193>
- U.S. Defense Business Board. *Modernizing the Military Retirement System: Report to the Secretary of Defense*. Washington, DC: U.S. Defense Business Board, 2011. 41pp.  
[http://dbb.defense.gov/pdf/FY11-05\\_Modernizing\\_the\\_Military\\_Retirement\\_System.pdf](http://dbb.defense.gov/pdf/FY11-05_Modernizing_the_Military_Retirement_System.pdf)
- U.S. Defense Business Board. *Modernizing the Military Retirement System: Task Group*. Washington, DC: U.S. Defense Business Board, July 21, 2011. 23pp. (UB373 .M63 2011)
- U.S. Department of the Army. *Military Pay and Allowances Policy*. Army Regulation 37-104-4. Washington, DC: U.S. Department of the Army, June 8, 2005. 46pp. [www.apd.army.mil/pdf/afp/r37\\_104\\_4.pdf](http://www.apd.army.mil/pdf/afp/r37_104_4.pdf)
- U.S. Government Accountability Office. *Military Personnel: Military and Civilian Pay Comparisons Present Challenges and Are One of Many Tools in Assessing Compensation*. Washington, DC: U.S. Government Accountability Office, April 1, 2010. 52pp.  
<http://www.gao.gov/assets/100/96645.pdf>
- U.S. Government Accountability Office. *Military Personnel: Reserve Compensation Has Increased Significantly and Is Likely to Rise Further as DOD [Department of Defense] and VA [Veterans Administration] Prepare for the Implementation of Enhanced Education Benefits*. Washington, DC: U.S. Government Accountability Office, July 6, 2009. 22pp.  
<http://www.gao.gov/cgi-bin/getrpt?GAO-09-726R>

## Articles

- Hanson, Marshall. "Military Stimuli: The American Recovery and Reinvestment Act Includes Provisions for Armed Services." *Officer* 85, no. 4 (May 2009): 16. [ProQuest](#)
- Higdon, James N. "The Survivor Benefit Plan: Its History, Idiosyncrasies, Coverages, Cost, and Applications." *Family Law Quarterly* 43, no. 3 (Fall 2009): 439-484. [ProQuest](#)

Hogan, Paul F., and Rita Furst-Seifert. "Marriage and the Military: Evidence that Those Who Serve Marry Earlier and Divorce Earlier." *Armed Forces & Society* 36, no. 3 (April 2010): 420-438. [Sage](#)

Jackonis, Michael J., Lawrence Deyton, and William J. Hess. "War, Its Aftermath, and U.S. Public Health Policy: A Comprehensive Health Program for America's Military Personnel, Veterans, and Their Families." *Journal of Law, Medicine, & Ethics* 36, no. 4 (Winter 2008): 677-689. [EBSCO OmniFile](#)

Kennedy, Tom. "2009 Agreement with TRICARE." *Army Lawyer* (September 2011): 40-47. [ProQuest](#)

Maue, Brian E. A. "Why We Should End the Aviator Continuation Pay Bonus Program." *Air & Space Power Journal* 22, no. 4 (Winter 2008): 95-104, 127. [ProQuest](#)

Murray, Melissa. "When War Is Work: The G.I. Bill, Citizenship, and the Civic Generation." *California Law Review* 96, no. 4 (August 2008): 967-998. [JSTOR](#)

Reed, Thomas J. "Parallel Lines Never Meet: Why the Military Disability Retirement and Veterans Affairs Department Claim Adjudication Systems Are a Failure." *Widener Law Journal* 19, no. 1 (January 2009): 57-136. [EBSCO OmniFile](#)

Simon, Curtis J., Sebastian Negrusa, and John T. Warner. "Educational Benefits and Military Service: An Analysis of Enlistment, Reenlistment, and Veterans' Benefit Usage, 1991-2005." *Economic Inquiry* 48, no. 4 (October 2010): 1008-1031. [EBSCO OmniFile](#)

## Websites

U.S. Defense Finance and Accounting Service. *Defense Finance and Accounting Service Home Page*. <http://www.dfas.mil>

U.S. Department of Defense. Under Secretary of Defense, Personnel and Readiness. *Military Compensation Home Page*. <http://militarypay.defense.gov>

U.S. Department of the Army. *Benefits*. <http://www.goarmy.com/benefits.html>

## QUALITY OF LIFE

### Books, Documents, and Internet Resources

Association of the United States Army. Institute of Land Warfare. *Key Issues Relevant to Taking Care of Soldiers and Families*. Arlington: Association of the United States Army, Institute of Land Warfare, April 2009. 31pp. (UA23 .A95T67 09-04) <http://www.ausa.org/publications/torchbearercampaign/tnsr/Documents/TBNR%20-SoldiersandFamilies.pdf>

- Association of the United States Army. Institute of Land Warfare. *Resetting Reserve Component Units: Taking Care of Soldiers and Families*. Arlington: Association of the United States Army, Institute of Land Warfare, July 2011. 27pp. (UA23 .A95T67 11-07) [http://www.USA.org/publications/ilw/Documents/TB\\_Reset\\_web.pdf](http://www.USA.org/publications/ilw/Documents/TB_Reset_web.pdf)
- Chandra, Anita, et al. *Views from the Homefront: The Experiences of Youth and Spouses from Military Families*. Santa Monica: RAND, 2011. 96pp. (UB403 .V54 2011) [http://www.rand.org/content/dam/rand/pubs/technical\\_reports/2011/RAND\\_TR913.pdf](http://www.rand.org/content/dam/rand/pubs/technical_reports/2011/RAND_TR913.pdf)
- Harrell, Margaret C., and Nancy Berglass. *Losing the Battle: The Challenge of Military Suicide*. Washington, DC: Center for a New American Security, October 2011. 12pp. [http://www.cnas.org/files/documents/publications/CNAS\\_LosingTheBattle\\_HarrellBerglass.pdf](http://www.cnas.org/files/documents/publications/CNAS_LosingTheBattle_HarrellBerglass.pdf)
- Hosek, James, ed. *How Is Deployment to Iraq and Afghanistan Affecting U.S. Service Members and Their Families? An Overview of Early RAND Research on the Topic*. Santa Monica: RAND, 2011. 50pp. (U22.3 .H67 2011) [http://www.rand.org/content/dam/rand/pubs/occasional\\_papers/2011/RAND\\_OP316.pdf](http://www.rand.org/content/dam/rand/pubs/occasional_papers/2011/RAND_OP316.pdf)
- Lim, Nelson, and David Schulker. *Measuring Underemployment among Military Spouses*. Santa Monica: RAND, 2010. 87pp. (UB403 .L54 2010) [http://www.rand.org/pubs/monographs/2010/RAND\\_MG918.pdf](http://www.rand.org/pubs/monographs/2010/RAND_MG918.pdf)
- McClellan, Hagan R., Jr. *Adapting Military Chapel Priorities for Relevance with Postmodern Marines through Appreciative Inquiry*. Drew University, May 2011. 80pp. [ProQuest Dissertations](http://www.proquest.com/dissertations)
- Obama, Barack H. *Strengthening Our Military Families: Meeting America's Commitment*. Washington, DC: The White House, January 2011. 23pp. [http://www.whitehouse.gov/sites/default/files/rss\\_viewer/strengthening\\_our\\_military\\_families\\_meeting\\_americas\\_commitment\\_january\\_2011.pdf](http://www.whitehouse.gov/sites/default/files/rss_viewer/strengthening_our_military_families_meeting_americas_commitment_january_2011.pdf)
- Tarsa, Michael J. *Under the Scrutiny of the Baldrige National Quality Program: Charting the Way Ahead for Installation Management Command*. Civilian Research Project. Carlisle Barracks: U.S. Army War College, April 20, 2010. 24pp. (AD-A544-352) <http://handle.dtic.mil/100.2/ADA544352>
- Uriell, Zannette A., Carol E. Newell, and Rorie N. Harris. *Navy Spouses: Quality of Life and Satisfaction with Programs*. Millington: U.S. Bureau of Naval Personnel, Navy Personnel Research, Studies, and Technology Division (NPRST/BUPERS-1), March 2008. 1 vol. (V736 .U63 2008)
- U.S. Department of the Air Force. *Air Force Guidance Memorandum for AFI 36-2905, Fitness Program*. AFI 36-2905\_AFGM4. Washington, DC: U.S. Department of the Air Force, June 26, 2012. 104pp. <http://www.e-publishing.af.mil/shared/media/epubs/AFI36-2905.pdf>

U.S. Department of the Army. Family and Morale, Welfare and Recreation Command. *U.S. Army Deployment Cycle Readiness: Soldier's and Family Member's Handbook*. Washington, DC: U.S. Department of the Army Family and Morale, Welfare and Recreation Command, 2008. 165pp. (UB403 .U55 2008) [http://www.carlisle.army.mil/usawc/mfp/docs/OPREADY%20DCS%20HANDBOOK1\[1\].pdf](http://www.carlisle.army.mil/usawc/mfp/docs/OPREADY%20DCS%20HANDBOOK1[1].pdf)

U.S. Department of the Army. Family and Morale, Welfare and Recreation Command. *U.S. Army Deployment Readiness Handbook for DA Civilians and Family Members*. Washington, DC: U.S. Department of the Army, Family and Morale, Welfare and Recreation Command, 2010. 102pp. [Army OneSource](#)

U.S. Department of the Army. Installation Management Command. *Installation Management Energy Portfolio 2010-2017*. Washington, DC: U.S. Department of the Army, September 15, 2010. 43pp. (TJ163.5 .M54I57 2010) [http://army-energy.hqda.pentagon.mil/docs/Energy\\_Portfolio\\_15\\_Sep\\_10.pdf](http://army-energy.hqda.pentagon.mil/docs/Energy_Portfolio_15_Sep_10.pdf)

U.S. Army Research Institute for the Behavioral and Social Sciences. *Well-being (Quality of Life) and Job Satisfaction: Active Army Soldiers*. Arlington: U.S. Army Research Institute for the Behavioral and Social Sciences, December 2008. 7pp. <http://www.mwrbrandcentral.com/HOMEPAGE/Graphics/Research/QOLsurveyreport.doc>

U.S. Department of Defense. *The Challenge and the Promise: Strengthening the Force, Preventing Suicide, and Saving Lives; Final Report of the Department of Defense Task Force on the Prevention of Suicide by Members of the Armed Forces*. Washington, DC: U.S. Department of Defense, August 2010. 233pp. <http://www.health.mil/dhb/downloads/Suicide%20Prevention%20Task%20Force%20final%20report%208-23-10.pdf>

U.S. Government Accountability Office. *Military Housing: Enhancements Needed to Housing Allowance Process and Information Sharing among Services*. Washington, DC: U.S. Government Accountability Office, May 2011. 49pp. <http://www.gao.gov/assets/320/318420.pdf>

Wong, Leonard, and Stephen Gerras. *The Effects of Multiple Deployments on Army Adolescents*. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, January 2010. 39pp. (U413 .A66W664 2010) <http://www.strategicstudiesinstitute.army.mil/pdf/files/PUB962.pdf>

## Articles

Carrell, Scott E., and Janice A. Hauge. "Politics and the Implications of Public Policy: The Case of the US Military Housing Allowance Program." *Public Choice* 138, no. 3-4 (March 2009): 367-386. [ProQuest](#)

Cox, Daniel W., et al. "Suicide in the United States Air Force: Risk Factors Communicated Before and at Death." *Journal of Affective Disorders* 133 (2011): 398-405. <http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1062&context=usuhs>



Dalack, Gregory W., et al. "Public-Academic Partnerships: Working Together to Meet the Needs of Army National Guard Soldiers; An Academic-Military Partnership." *Psychiatric Services* 61, no. 11 (November 2010): 1069-1071. [ProQuest](#)

Gorman, Lisa A., et al. "National Guard Families after Combat: Mental Health, Use of Mental Health Services and Perceived Treatment Barriers." *Psychiatric Services* 62, no. 1 (January 2011): 28-34. [ProQuest](#)

Hudak, Ronald P., et al. "The U.S. Army Wounded Warrior Program (AW2): A Case Study in Designing a Nonmedical Case Management Program for Severely Wounded, Injured, and Ill Service Members and Their Families." *Military Medicine* 174, no. 6 (June 2009): 566-571. [Ingenta](#)

Huebner, Angela J., et al. "Shadowed by War: Building Community Capacity to Support Military Families." *Family Relations* 58, no. 2 (April 2009): 216-228. [ProQuest](#)

Knox, Kerry L., et al. "The US Air Force Suicide Prevention Program: Implications for Public Health Policy." *American Journal of Public Health* (2010): e1-e7. [http://www.preparedpatientforum.org/research/support\\_052510.pdf](http://www.preparedpatientforum.org/research/support_052510.pdf)

Lester, Patricia, et al. "Families Overcoming Under Stress: Implementing Family-Centered Prevention for Military Families Facing Wartime Deployments and Combat Operational Stress." *Military Medicine* 176, no. 1 (January 2011): 19-25. [Ingenta](#)

Ugalde, Rosemarie M., and John J. Resta. "The US Army Public Health Command Initiative: Transforming Public Health Services for the Army." *U.S. Army Medical Department Journal* (April-June 2010): 4-10. <http://www.cs.amedd.army.mil/AMEDDDJournal/2010aprjun.pdf>

Williams, Edith M., et al. "Development of the Soldier Health Promotion to Examine and Reduce Health Disparities (SHPERHD) Project Coordinating Center: Challenges and Opportunities within a University/Community Partnership." *Military Medicine* 176, no. 7 (July 2011): 757-762. [Ingenta](#)

Zellman, Gail L., et al. "Meeting Family and Military Needs through Military Child Care." *Armed Forces & Society* 35, no. 3 (April 2009): 437-459. [Sage](#)

## Websites and Multimedia

Chandra, Anita. "Supporting the Needs of Veterans and Their Families." *RAND* streaming video. 3 min. November 11, 2010. [http://www.rand.org/multimedia/video/2010/11/11/supporting\\_needs\\_veterans\\_families.html](http://www.rand.org/multimedia/video/2010/11/11/supporting_needs_veterans_families.html)

Gerras, Stephen, moderator. "Strategy Conference: Military Families and Society." *U.S. Army War College YouTube Channel* streaming video. 50 min. April 6, 2011. <http://youtu.be/leYprPPbetU>

- Lynch, Rick. "Lt. Gen. Rick Lynch Talks Energy, Families with USAWC Audience." *U.S. Army War College YouTube Channel* streaming video. 33 min. March 29, 2011. [http://youtu.be/buA\\_MO33Tks](http://youtu.be/buA_MO33Tks)
- U.S. Coast Guard. Health, Safety, and Work-Life Directorate. *Office of Work-Life Programs: Suicide Prevention Program Home Page*. [http://www.uscg.mil/worklife/suicide\\_prevention.asp](http://www.uscg.mil/worklife/suicide_prevention.asp)
- U.S. Department of Defense. *Military Health System Home Page*. <http://www.health.mil>
- U.S. Department of Defense. *Military OneSource Home Page*. <http://www.militaryonesource.mil>
- U.S. Department of the Air Force. *Suicide Prevention: Caring for America's Airmen Program Home Page*. <http://www.af.mil/suicideprevention.asp>
- U.S. Department of the Air Force. Air Force Personnel Center. *Life and Careers Home Page*. <http://www.afpc.af.mil/lifeandcareer>
- U.S. Department of the Army. G-1. *Army Suicide Prevention Program Home Page*. <http://www.armyg1.army.mil/hr/suicide/default.asp>
- U.S. Department of the Army. Installation Management Command. *IMCOM.Army.Mil: The Official Website of the United States Army Installation Management Command Home Page*. <http://www.imcom.army.mil>
- U.S. Department of the Navy. Personnel Command. *Suicide Prevention Home Page*. [http://www.public.navy.mil/bupers-npc/support/suicide\\_prevention/Pages/default.aspx](http://www.public.navy.mil/bupers-npc/support/suicide_prevention/Pages/default.aspx)
- U.S. Marine Corps. Community Services. *Suicide Prevention Home Page*. <http://www.usmc-mccs.org/suicideprevent>

## **DIVERSITY**

### **Books, Documents, and Internet Resources**

- Asch, Beth J., Trey Miller, and Alessandro Malchiodi. *A New Look at Gender and Minority Differences in Officer Career Progression in the Military*. Santa Monica: RAND, 2012. 52pp. (UB417 .A82 2012) [http://www.rand.org/pubs/technical\\_reports/2012/RAND\\_TR1159.pdf](http://www.rand.org/pubs/technical_reports/2012/RAND_TR1159.pdf)
- Burrelli, David F. *Women in Combat: Issues for Congress*. Washington, DC: U.S. Library of Congress, Congressional Research Service, April 5, 2012. 12pp. <http://www.fas.org/sgp/crs/natsec/R42075.pdf>



- Griffis, Melodie. *Voices of Combat: Exploring Gender Differences in Emotion Work among U.S. Combat Veterans of Iraq and Afghanistan*. University of Arkansas, 2008. 80pp. [ProQuest Dissertations](#)
- Hansen, Kim Philip. *For Gods and Country: U.S. Military Chaplains and Religious Diversity*. University of California, San Diego, 2008. 440pp. [ProQuest Dissertations](#)
- Hehr, Jody M. *Combat Exclusion Policies: Unequal Protection under the Law*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 23, 2010. 42pp. (AD-A519-895) <http://handle.dtic.mil/100.2/ADA519895>
- Holmstedt, Kirsten A. *Band of Sisters: Women at War in Iraq*. Mechanicsburg, PA: Stackpole Books, 2007. 327pp. (DS79.76 .H54 2007)
- Holmstedt, Kirsten A. *The Girls Come Marching Home: Stories of Women Warriors Returning from the War in Iraq*. Mechanicsburg, PA: Stackpole Books, 2011. 325pp. (DS79.76 .H65 2011)
- Hunter, Charlotte E., and Lyman M. Smith. *Religious Diversity in the U.S. Military: Human Potential Supporting Cultural Acuity and Mission Accomplishment*. Patrick Air Force Base: U.S. Department of Defense, Equal Opportunity Management Institute, 2010. 24pp. [http://www.deomi.org/EOEEOResources/documents/Religious\\_Diversity\\_in\\_the\\_US\\_Military-Hunter\\_and\\_Smith.pdf](http://www.deomi.org/EOEEOResources/documents/Religious_Diversity_in_the_US_Military-Hunter_and_Smith.pdf)
- Lim, Nelson, et al. *Officer Classification and the Future of Diversity among Senior Military Leaders: A Case Study of the Army ROTC [Reserve Officer Training Corps]*. Santa Monica: RAND, 2009. 39pp. (U428.5 .O33 2009) [http://www.rand.org/pubs/technical\\_reports/2009/RAND\\_TR731.pdf](http://www.rand.org/pubs/technical_reports/2009/RAND_TR731.pdf)
- Mathews, Joane K. *Army National Guard: Embrace Diversity at All Ranks*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 23, 2011. 22pp. (AD-A547-311) <http://handle.dtic.mil/100.2/ADA547311>
- Mills, Scott. *Women in the Army—Review of the Combat Exclusion Policy*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 24, 2011. 21pp. (AD-A553-212) <http://handle.dtic.mil/100.2/ADA553212>
- Mitchell, Lentfort, Sr. *Investigating the Existing Gap between Army Culture and Black American Culture*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 19, 2008. 25pp. (AD-A480-124) <http://handle.dtic.mil/100.2/ADA480124>
- Moore, John Fitzgerald Kennedy. *A Case Study of Diversity among Male African American Officers in the Army*. University of Phoenix, May 2010. 109pp. [ProQuest Dissertations](#)
- Sheldon, Sara A. *The Few, The Proud: Women Marines in Harm's Way*. Westport: Praeger Security International, 2008. 155pp. (UB416 .W65S32 2008) [Praeger Security International](#)

- U.S. Air Force Academy. Office of the Superintendent. *USAFA Diversity Plan: The United States Air Force Academy Diversity Statement*. Colorado Springs: U.S. Air Force Academy, June 2009. 15pp. <http://www.usafa.edu/superintendent/diversityoffice/links/AFD-110316-012.pdf>
- U.S. Department of Defense. *Accommodation of Religious Practices within the Military Services*. Department of Defense Instruction 1300.17. Washington, DC: U.S. Department of Defense, February 10, 2009. 6pp. <http://www.dtic.mil/whs/directives/corres/pdf/130017p.pdf>
- U.S. Military Leadership Diversity Commission. *From Representation to Inclusion: Diversity Leadership for the 21st Century Military: Final Report*. Arlington: U.S. Military Leadership Diversity Commission, March 15, 2011. 140pp. [http://mldc.whs.mil/download/documents/Final%20Report/MLDC\\_Final\\_Report.pdf](http://mldc.whs.mil/download/documents/Final%20Report/MLDC_Final_Report.pdf)
- U.S. Military Leadership Diversity Commission. *Propensity to Serve in the Armed Forces: Racial/Ethnic and Gender Differences, Trends, and Causes*. Issue Paper no. 12. Arlington: U.S. Military Diversity Commission, January 2010. 4pp. [http://mldc.whs.mil/download/documents/Issue%20Papers/12\\_Propensity\\_to\\_Serve.pdf](http://mldc.whs.mil/download/documents/Issue%20Papers/12_Propensity_to_Serve.pdf)
- Watkins, Shanea J., and James Sherk. *Who Serves in the US Military? Demographic Characteristics of Enlisted Troops and Officers*. Washington, DC: Heritage Foundation, Center for Data Analysis, August 21, 2008. 21pp. [http://s3.amazonaws.com/thf\\_media/2008/pdf/cda08-05.pdf](http://s3.amazonaws.com/thf_media/2008/pdf/cda08-05.pdf)

## Articles

- Armor, David J., and Curtis L. Gilroy. "Changing Minority Representation in the U.S. Military." *Armed Forces & Society* 36, no. 2 (January 2010): 223-246. [Sage](#)
- Clifford, George. "Legalizing Selective Conscientious Objection." *Public Reason* 3, no. 1 (June 2011): 22-38. <http://www.publicreason.ro/pdfa/40>
- Dempsey, Jason K., and Robert Y. Shapiro. "The Army's Hispanic Future." *Armed Forces & Society* 35, no. 3 (April 2009): 526-561. [Sage](#)
- Dunn, Scott E. "The Military Selective Service Act's Exemption of Women: It Is Time to End It." *Army Lawyer* (April 2009): 1-22. [ProQuest](#)
- Elliott, Steve. "Sikh Soldiers Allowed to Serve, Retain Their Articles of Faith." *U.S. Department of Defense Information/FIND*, March 25, 2010. [ProQuest](#)
- Ender, Morten G., et al. "Civilian, ROTC [Reserve Officer Training Corps], and Military Academy Undergraduate Attitudes toward Homosexuals in the U.S. Military: A Research Note." *Armed Forces & Society* 38, no. 1 (January 2012): 164-172. [Sage](#)

- Feldman, Susan, and Clare Hanlon. "Count Us In: The Experiences of Female War, Peacemaking, and Peacekeeping Veterans." *Armed Forces & Society* 38, no. 2 (April 2012): 205-224. [Sage](#)
- Green, Talya, et al. "The Impact of Culture Clash on Deployed Troops." *Military Medicine* 175, no. 12 (December 2010): 958-963. [Ingenta](#)
- Hajjar, Remi M. "A New Angle on the U.S. Military's Emphasis on Developing Cross-Cultural Competence: Connecting In-Ranks' Cultural Diversity to Cross-Cultural Competence." *Armed Forces & Society* 36, no. 2 (January 2010): 247-263. [Sage](#)
- Lutz, Amy. "Who Joins the Military? A Look at Race, Class, and Immigration Status." *Journal of Political and Military Sociology* 36, no. 2 (Winter 2008): 167-188. [ProQuest](#)
- MacLean, Alair, and Nicholas L. Parsons. "Unequal Risk: Combat Occupations in the Volunteer Military." *Sociological Perspectives* 53, no. 3 (Fall 2010): 347-372. [ProQuest](#)
- McSally, Martha E. "Defending America in Mixed Company: Gender in the U.S. Armed Forces." *Daedalus* 140, no. 3 (Summer 2011): 148-164. [ProQuest](#)
- Preston, Julia. "U.S. Military Will Offer Path to Citizenship." *New York Times*, February 15, 2009, A.1. [ProQuest](#)
- Smith, Irving, III. "Why Black Officers Still Fail." *Parameters* 40, no. 3 (Autumn 2010): 1-16. [ProQuest](#) Originally Published as a U.S. Army War College Strategy Research Project. (AD-A520-126) <http://handle.dtic.mil/100.2/ADA520126>

## Websites and Multimedia

- U.S. Coast Guard. Office of Diversity. *U.S. Coast Guard Office of Diversity (CG-12B) Home Page*. <http://www.uscg.mil/diversity>
- U.S. Department of the Army. *Army Diversity in Strength Home Page*. <http://www.armydiversity.army.mil>
- U.S. Department of the Navy. Navy Personnel Command. *Navy Diversity and Inclusion Home Page*. <http://www.public.navy.mil/bupers-npc/support/diversity/Pages/default2.aspx>
- U.S. Military Academy. Diversity Office. *West Point Diversity Office Home Page*. <http://www.usma.edu/diversity>

## PHYSICAL DISABILITY EVALUATION

### Books, Documents, and Internet Resources

- Andrews, James R. *Transformation of the Army's Physical Disability Evaluation System (PDES)*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, January 6, 2011. 25pp. (AD-A543-642) <http://handle.dtic.mil/100.2/ADA543642>
- Baird, Hal D. *Retooling DOD [Department of Defense] and VA [Veterans Administration] Disability Compensation Systems*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 19, 2009. 24pp. (AD-A508-246) <http://handle.dtic.mil/100.2/ADA508246>
- Bertoni, Daniel. *Military and Veterans Disability System: Preliminary Observations on Evaluation and Planned Expansion of DOD/VA [Department of Defense/Veterans Administration] Pilot; Testimony before the Committee on Veterans' Affairs, U.S. Senate*. Washington, DC: U.S. Government Accountability Office, November 18, 2010. 15pp. <http://www.gao.gov/assets/130/125386.pdf>
- Bertoni, Daniel. *Military and Veterans Disability System: Worldwide Deployment of Integrated Systems Warrants Careful Monitoring; Testimony before the Subcommittee on National Security, Homeland Defense, and Foreign Operations, Committee on Oversight and Government Reform, House of Representatives*. Washington, DC: U.S. Government Accountability Office, May 4, 2011. 14pp. <http://www.gao.gov/assets/130/126102.pdf>
- Committee on Veterans' Compensation for Post-Traumatic Stress Disorder. *PTSD Compensation and Military Service*. Washington, DC: National Academies Press, 2007. 249pp. (RC552 .P67P87 2007) [http://www.nap.edu/catalog.php?record\\_id=11870#toc](http://www.nap.edu/catalog.php?record_id=11870#toc)
- Elliott, Steve D. *Army Physical Disability Evaluation System: Time for an Overhaul, Not an Analysis*. Civilian Research Project. Carlisle Barracks: U.S. Army War College, March 30, 2010. 22pp. (AD-A544-754) <http://handle.dtic.mil/100.2/ADA544754>
- Polo, James A. *Reform of the Army Physical Disability Evaluation System*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, May 24, 2009. 24pp. (AD-A508-305) <http://handle.dtic.mil/100.2/ADA508305>
- U.S. Department of Defense. *Lead DoD Component for the Physical Disability Board of Review (PDBR)*. Department of Defense Instruction 6040.44. Washington, DC: U.S. Department of Defense, June 27, 2008, Change 1, June 2, 2009. 14pp. <http://www.dtic.mil/whs/directives/corres/pdf/604044p.pdf>
- U.S. Department of the Army. *Physical Evaluation for Retention, Retirement, or Separation*. Army Regulation 635-40. Washington, DC: U.S. Department of the Army, February 8, 2006, Rapid Action Revision, March 20, 2012. 75pp. [http://www.apd.army.mil/pdf/files/r635\\_40.pdf](http://www.apd.army.mil/pdf/files/r635_40.pdf)

U.S. Government Accountability Office. *Military and Veterans Disability System: Pilot Has Achieved Some Goals, but Further Planning and Monitoring Needed; Report to Congressional Committees*. Washington, DC: U.S. Government Accountability Office, December 2010. 65pp. <http://www.gao.gov/assets/320/313076.pdf>

U.S. Government Accountability Office. *Recovering Servicemembers: DOD [Department of Defense] and VA [Veterans Administration] Have Jointly Developed the Majority of Required Policies, but Challenges Remain; Report to Congressional Committees*. Washington, DC: U.S. Government Accountability Office, July 2009. 32pp. <http://www.gao.gov/assets/300/292153.pdf>

U.S. Government Accountability Office. *Traumatic Brain Injury: Better DOD [Department of Defense] and VA [Veterans Administration] Oversight Can Help Ensure More Accurate, Consistent, and Timely Decisions for the Traumatic Injury Insurance Program*. Washington, DC: U.S. Government Accountability Office, January 2009. 40pp. <http://www.gao.gov/new.items/d09108.pdf>

U.S. Government Accountability Office. *Veterans' Disability Benefits: Further Evaluation of Ongoing Initiatives Could Help Identify Effective Approaches for Improving Claims Processing; Report to the Committee on Veterans' Affairs, U.S. Senate*. Washington, DC: U.S. Government Accountability Office, January 2010. 38pp. <http://www.gao.gov/assets/310/300398.pdf>

## Articles

Bell, Nicole S. "The Changing Profile of Disability in the U.S. Army—A Study: Costs, Seeking Causes, and Hoping to Positively Impact Change." Interview by Maria Caroff. *Exceptional Parent* 38, no. 4 (April 2008): 84-87. [ProQuest](#)

Chucala, Steven. "Disability and Service Separation." *Soldiers* 58, no. 10 (October 2003): 46-47. [ProQuest](#)

Dorotheo, Lakandula Duke. "The Army Physical Disability Evaluation System." *U.S. Army Medical Department Journal* (January-March 2010): 5-19. <http://www.cs.amedd.army.mil/AMEDDJournal/2010janmar.pdf>

"Evaluating Soldiers' Fitness." *Officer* 81, no. 9 (November 2005): 42-43. [ProQuest](#)

Hoge, Charles W., et al. "The Occupational Burden of Mental Disorders in the U.S. Military: Psychiatric Hospitalizations, Involuntary Separations, and Disability." *American Journal of Psychiatry* 162, no. 3 (March 2005): 585-591. [ProQuest](#)

Maynard, Charles, et al. "Department of Veterans Affairs Compensation and Medical Care Benefits Accorded to Veterans with Major Limb Loss." *Journal of Rehabilitation Research & Development* 47, no. 4 (2010): 403-408. [ProQuest](#)

Niebuhr, David W., et al. "Risk Factors for Disability Retirement among Healthy Adults Joining the U.S. Army." *Military Medicine* 176, no. 2 (February 2011): 170-175. [Ingenta](#)

Rosen, Marc I. "Compensation Evaluations for PTSD [Posttraumatic Stress Disorder]—An Opportunity for Treatment?" *Journal of Rehabilitation Research & Development* 47, no. 5 (2010): xv-xxii. [ProQuest](#)

Sikorski, Cynthia, et al. "Risk Factors for Medical Disability in U.S. Enlisted Marines: Fiscal Years 2001-2009." *Military Medicine* 177, no. 2 (February 2012): 128-134. [Ingenta](#)

Taylor, Sharon Renee. "Stopping the Runaround: New Disability Evaluation System Benefits Soldiers." *Soldiers* 66, no. 5 (May 2011): 38-40. [ProQuest](#)

## Websites and Multimedia

"Army Physical Disability Evaluation System." *U.S. Army Human Resources Command*, January 28, 2012. <https://www.hrc.army.mil/site/active/tagd/pda/ArmyPDES.html>

Gerras, Stephen, moderator. "Strategy Conference: Military Families and Society." *U.S. Army War College YouTube Channel* streaming video. 50 min. April 6, 2011. <http://youtu.be/leYprPPbetU>

U.S. Department of Defense. Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury. *Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury Home Page*. <http://www.dcoe.health.mil/>

U.S. Department of Defense. Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury. *Real Warriors Campaign Home Page*. <http://www.realwarriors.net/>

U.S. Department of Defense. Deployment Health Clinical Center. *Healthcare and Support Services Home Page*. <http://www.pdhealth.mil>

## LEADER DEVELOPMENT AND TALENT MANAGEMENT

### Books, Documents, and Internet Resources

Benson, Kevin C. M. *Educating the Army's Jedi: The School of Advanced Military Studies and the Introduction of Operational Art into U.S. Army Doctrine, 1983-1994*. University of Kansas, 2011. 327pp. [ProQuest Dissertations](#)

Boyer, Jeffrey A. *George C. Marshall Strategic Leadership Competencies: Lessons for Today's Strategic Leaders*. Strategy Research Project. Carlisle Barracks, PA: U.S. Army War College, February 25, 2010. 30pp. (AD-A517-939) <http://handle.dtic.mil/100.2/ADA517939>



- Brown, Stanton. *The Empowerment of the Noncommissioned Officer Corps*. Fort Bliss: U.S. Army Sergeants Major Academy, November 17, 2010. 10pp.  
<http://cgsc.cdmhost.com/utis/getfile/collection/p15040coll2/id/7601/filename/7602.pdf>
- Climmer, C. Thomas. *Maintaining the Professionalism of the U.S. Army Officer Corps*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 12, 2010. 29pp. (AD-A517-927) <http://handle.dtic.mil/100.2/ADA517927>
- Cook, Robert J. *Rebalancing the Military Profession*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 17, 2011. 32pp. (AD-A553-005)  
<http://handle.dtic.mil/100.2/ADA553005>
- Defense Group Inc. *The Vital Army Officer Profession: Report of the Officer Development Project*. Washington, DC: Defense Group Inc., March 1, 2009. CD-ROM. (UB413 .V58 2009)
- Dempsey, Martin E. *America's Military: A Profession of Arms*. White Paper. Washington, DC: U.S. Joint Chiefs of Staff, 2012. 6pp. (UB147 .D46 2012) [http://www.jcs.mil/content/files/2012-02/022312120752\\_Americas\\_Military\\_POA.pdf](http://www.jcs.mil/content/files/2012-02/022312120752_Americas_Military_POA.pdf)
- Faruqui, Michael A. *Leadership in Recruiting: The One Thing You Need to Know*. Personal Experience Monograph. Carlisle Barracks: U.S. Army War College, April 23, 2009. 23pp. (PEM 2009 FarM)
- Gerlach, James M. *A Comprehensive Officer Sabbatical Program: Rethinking the Military Officer Career Path*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, April 9, 2009. 31pp. (AD-A499-117) <http://handle.dtic.mil/100.2/ADA499117.pdf>
- Gerras, Stephen J., ed. *Strategic Leadership Primer*. 3rd ed. Carlisle Barracks: U.S. Army War College, Department of Command, Leadership and Management, 2010. 66pp. (U413 .C67S77 2010) <http://www.carlisle.army.mil/usawc/dclm/slp3.pdf>
- Grandstaff, Mark, and Georgia Sorenson, eds. *Strategic Leadership: The General's Art*. Vienna, VA: Management Concepts, 2009. 335pp. (U413 .C67S76 2009)
- Grindle, Charles E. *21st Century Senior Leader Education: Ubiquitous Open Access Learning Environment*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 22, 2011. 24pp. (AD-A543-398) <http://handle.dtic.mil/100.2/ADA543398>
- Hossenlopp, Paul S. *Adapting Officer Education to Support Counterinsurgency Warfare*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, December 15, 2009. 21pp. (AD-A518-059) <http://handle.dtic.mil/100.2/ADA518059>

- Markel, M. Wade, et al. *Developing U.S. Army Officers' Capabilities for Joint, Interagency, Intergovernmental, and Multinational Environments*. Santa Monica: RAND, 2011. 147pp. (UB413 .D48 2011) [http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND\\_MG990.pdf](http://www.rand.org/content/dam/rand/pubs/monographs/2011/RAND_MG990.pdf)
- Nagl, John A., and Brian M. Burton, eds. *Keeping the Edge: Revitalizing America's Military Officer Corps*. Washington, DC: Center for a New American Security, February 2010. 76pp. <http://www.cnas.org/files/documents/publications/FINAL%2010102CNA%20Officership%20Report.pdf>
- Rosenthal, Seth A., et al. *National Leadership Index 2012: A National Study of Confidence in Leadership*. Cambridge: Harvard University, Kennedy School, Center for Public Leadership, 2012. 14pp. [http://www.centerforpublicleadership.org/images/pdf/NLI/cpl\\_nli\\_2012.pdf](http://www.centerforpublicleadership.org/images/pdf/NLI/cpl_nli_2012.pdf)
- Smith, Mittie A. *Evaluation of the Leadership Professional Development Program in the U.S. Army's Education System*. Northcentral University, January 2009. 105pp. [ProQuest Dissertations](http://www.proquest.com/dissertations)
- Taylor, Robert L., William E. Rosenbach, and Eric B. Rosenbach, eds. *Military Leadership: In Pursuit of Excellence*. 6th ed. Boulder: Westview Press, 2009. 321pp. (UB210 .M553 2009)
- U.S. Department of the Army. *Army Leadership*. Army Regulation 600-100. Washington, DC: U.S. Department of the Army, March 8, 2007. 18pp. [http://www.apd.army.mil/pdffiles/r600\\_100.pdf](http://www.apd.army.mil/pdffiles/r600_100.pdf)
- U.S. Department of the Army. *Commissioned Officer Professional Development and Career Management*. Army Pamphlet 600-3. Washington, DC: U.S. Department of the Army, February 1, 2010. 430pp. [http://www.apd.army.mil/pdffiles/p600\\_3.pdf](http://www.apd.army.mil/pdffiles/p600_3.pdf)
- Vandergriff, Donald E. *Manning the Future Legions of the United States: Finding and Developing Tomorrow's Centurions*. Westport: Praeger Security International, 2008. 178pp. (UB323 .V36 2008) [Praeger Security International](http://www.praeger.com)
- Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Accessing Talent: The Foundation of a U.S Army Officer Corps Strategy*. Officer Corps Strategy Monograph Series, vol. 4. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, February 2010. 41pp. (U413 .A66W273 2010 v.4) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB972.pdf>
- Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Talent: Implications for a U.S. Army Officer Corps Strategy*. Officer Corps Strategy Monograph Series, vol. 2. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, November 2009. 24pp. (U413 .A66W273 2009 v.2) <http://www.strategicstudiesinstitute.army.mil/pdffiles/PUB948.pdf>



Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: A Proposed Human Capital Model Focused upon Talent*. Officer Corps Strategy Monograph Series. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, April 2009. 42pp. (U413 .A66W273 2009) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB912.pdf>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Developing Talent*. Officer Corps Strategy Monograph Series, vol. 5. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, March 2010. 31pp. (U413 .A66W273 2010 v.5) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB977.pdf>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Employing Talent*. Officer Corps Strategy Monograph Series, vol. 6. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, May 2010. 29pp. (U413 .A66W273 2010 v.6) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB988.pdf>

Wardynski, Casey, David S. Lyle, and Michael J. Colarusso. *Towards a U.S. Army Officer Corps Strategy for Success: Retaining Talent*. Officer Corps Strategy Monograph Series, vol. 3. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, January 2010. 64pp. (U413 .A66W273 2010 v.3) <http://www.strategicstudiesinstitute.army.mil/pdf/PUB965.pdf>

Weaver, Jeffrey S. *Comparing Leadership Competencies of U.S. Army Generals and U.S. Army Civilian Senior Executives: A Case Study*. Capella University, November 2008. 115pp. [ProQuest Dissertations](#)

Zinni, Anthony C. *Leading the Charge: Leadership Lessons from the Battlefield to the Boardroom*. New York: Palgrave Macmillan, 2009. 243pp. (HD57.7 .Z56 2009)

## Articles

Abbe, Allison, and Stanley M. Halpin. "The Cultural Imperative for Professional Military Education and Leader Development." *Parameters* 39, no. 4 (Winter 2009-2010): 20-31. [ProQuest](#)

Bering, Henrik. "The Perfect Officer." *Policy Review*, no. 168 (August-September 2011): 51-68. [EBSCO OmniFile](#)

Bullis, R. Craig. "The NFP [Intuitive, Feeling and Perceiving] Strategic Leader." *Parameters* 39, no. 4 (Winter 2009-2010): 32-44. [ProQuest](#)

Dempsey, Martin E. "Leader Development." *Army* 61, no. 2 (February 2011): 25-28. [ProQuest](#)

- Dubik, James M. "Leadership beyond the Chain of Command." *Army* 59, no. 12 (December 2009): 16-18. [ProQuest](#)
- Fallesen, Jon J., Heidi Keller-Glaze, and Christina K. Curnow. "A Selective Review of Leadership Studies in the U.S. Army." *Military Psychology* 23, no. 5 (2011): 462-478. <http://ezproxy.usawcpubs.org/login?url=http://psycnet.apa.org/journals/mil/23/5/462.pdf>
- Foster, T. Noble, and Eric R. Farquharson. "On Teaching: Assessment Procedures for Skills-Based MBA Courses Adapted from the U.S. Army Reserve Officer Training Corps Leadership Development Program." *Negotiation Journal* 27, no. 3 (July 2011): 367-386. [Wiley](#)
- Funari, Tamara S., Kathleen Ford, and Bruce A. Schoneboom. "Leader Development Transformation in the Army Nurse Corps." *U.S. Army Medical Department Journal* (October-December 2011): 24-30. <http://ameddcs.army.mil/AMEDDJJournal/OctDec2011.pdf>
- Johnson, Judith L., and William R. Hill. "Personality Traits and Military Leadership." *Individual Differences Research* 7, no. 1 (March 2009): 1-13. [EBSCO OmniFile](#)
- Johnson-Freese, Joan. "The Reform of Military Education: Twenty-Five Years Later." *Orbis* 56, no. 1 (January 2012): 135-153. [ScienceDirect](#)
- Kohn, Richard H. "Tarnished Brass: Is the U.S. Military Profession in Decline?" *World Affairs* 171, no. 4 (Spring 2009): 73-83. [ProQuest](#)
- Longo, Richard C., and Paul E. Funk, II. "CONCEPT: Developing Adaptable Soldiers, Leaders and Units to Meet the Challenge of Persistent Conflict." *Army* 61, no. 3 (March 2011): 45-46, 49-50. [ProQuest](#)
- Mastroianni, George R. "Occupations, Cultures, and Leadership in the Army and Air Force." *Parameters* 35, no. 4 (Winter 2005-2006): 76-90. [ProQuest](#)
- Reed, George E., and R. Craig Bullis. "The Impact of Destructive Leadership on Senior Military Officers and Civilian Employees." *Armed Forces & Society* 36, no. 1 (October 2009): 5-18. [Sage](#)
- Robertson, Cassandra Burke. "Organizational Management of Conflicting Professional Identities." *Case Western Reserve Journal of International Law* 43, no. 3 (2011): 603-623. [ProQuest](#)
- Ulrich, Marybeth P. "The General Stanley McChrystal Affair: A Case Study in Civil-Military Relations." *Parameters* 41, no. 1 (Spring 2011): 86-100. [ProQuest](#)
- Whiffen, Harold H. "Becoming an Adaptive Leader." Originally published in November-December 2007. *Military Review* (September 2011): The Profession of Arms Special Edition, 92-98. [ProQuest](#)

Yudhoyono, Agus, and Malik Ahmad Jalal. "Unlikely Routes: Stronger Militaries through the Transformation of Military Education." *Kennedy School Review* 10 (2009-2010): 109-113. [ProQuest](#)

## Websites

U.S. Air University. Air War College. "Strategic Leadership Studies." June 6, 2012. <http://www.au.af.mil/au/awc/leadership>

## ALL-VOLUNTEER FORCE AND PUBLIC RELATIONS

### Books, Documents, and Internet Resources

Davis, Robert T., II. *The U.S. Army and the Media in the 20th Century*. Fort Leavenworth: Combat Studies Institute Press, 2009. 127pp. (U415 .C6G46 no.31) [http://usacac.army.mil/cac2/cgsc/carl/download/esipubs/OP31\\_USArmyAndMedia.pdf](http://usacac.army.mil/cac2/cgsc/carl/download/esipubs/OP31_USArmyAndMedia.pdf)

Dempsey, Jason K. *Our Army: Soldiers, Politics, and American Civil-Military Relations*. Princeton: Princeton University Press, 2010. 266pp. (JK330 .D46 2010)

Edge, Jeffery R. *Improving Public Opinion to Support the All-Volunteer Military*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, February 24, 2009. 22pp. (AD-A500-529) <http://handle.dtic.mil/100.2/ADA500529>

Field, Kimberly C. *The Long War and America's Relationship with Its Military*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 23, 2008. 32pp. (AD-A479-656) <http://handle.dtic.mil/100.2/ADA479656>

Gelpi, Christopher, Peter Feaver, and Jason Aaron Reifler. *Paying the Human Costs of War: American Public Opinion and Casualties in Military Conflicts*. Princeton: Princeton University Press, 2009. 289pp. (UA23 .G45 2009)

Nielsen, Suzanne C., and Don M. Snider, eds. *American Civil-Military Relations: The Soldier and the State in a New Era*. Baltimore: Johns Hopkins University Press, 2009. 409pp. (UA23 .A45 2009)

Norris, Tracy R. *Strengthening Military Relationships for Defense Support of Civil Authorities*. Strategy Research Project. Carlisle Barracks: U.S. Army War College, March 18, 2008. 24pp. (ADA478-993) <http://handle.dtic.mil/100.2/ADA478993>

U.S. Department of the Army. *The Army Public Affairs Program*. Army Regulation 360-1. Washington, DC: U.S. Department of the Army, May 25, 2011. 101pp. [http://www.apd.army.mil/pdf/files/R360\\_1.pdf](http://www.apd.army.mil/pdf/files/R360_1.pdf)

## Articles

- Duggan, Sean E. "Redefining the Relationship: Reclaiming American Public Diplomacy from the US Military in Iraq." *Middle East Journal* 66, no. 1 (Winter 2012): 53-78. [ProQuest](#)
- Jacobson, Gary C. "A Tale of Two Wars: Public Opinion on the U.S. Military Interventions in Afghanistan and Iraq." *Presidential Studies Quarterly* 40, no. 4 (December 2010): 585-610. [ProQuest](#)
- Leal, David L. "American Public Opinion toward the Military: Differences by Race, Gender, and Class?" *Armed Forces & Society* 32, no. 1 (October 2005): 123-138. [Sage](#)
- Perla, Hector, Jr. "Explaining Public Support for the Use of Military Force: The Impact of Reference Point Framing and Prospective Decision Making." *International Organization* 65, no. 1 (January 2011): 139-167. [Cambridge](#)
- Rossen, Eric, and Courtney D. Carter. "Supporting Students from Military Families." *Education Digest* 77, no. 6 (February 2012): 4-8. [ProQuest](#)
- Simon, Christopher A., and Nicholas P. Lovrich. "Citizen Support for Military Expenditures: A Longitudinal Analysis of Public Opinion, 1999-2002." *Armed Forces & Society* 36, no. 3 (April 2010): 454-480. [Sage](#)

## Websites

- U.S. Naval Postgraduate School. *Center for Civil-Military Relations Home Page*.  
<http://www.ccmr.org>

## RELATED BIBLIOGRAPHIES

- Andrusyszyn, Greta H., comp. *Civil-Military Relations: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, May 2011. 44pp. (U413 .Z92C48 2011)  
<http://www.carlisle.army.mil/library/bibs/CivilMilitary11.pdf>
- Andrusyszyn, Greta H., comp. *Military Families: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, August 2011. 16pp. (U413 .Z92M5 2011)  
<http://www.carlisle.army.mil/library/bibs/milfam2011.pdf>
- Andrusyszyn, Greta H., comp. *Officership and the Profession: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, August 2010. 16pp. (U413 .Z92O44 2010)  
<http://www.carlisle.army.mil/library/bibs/Officership.pdf>

- Andrusyszyn, Greta H., comp. *Women in the Military: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, August 2009. 26pp. (U413 .Z92W62 2009) <http://www.carlisle.army.mil/library/bibs/women09.pdf>
- Burress, Landrus, Zannette A. Uriell, and Amanda R. Kee. *Annotated Bibliography of Diversity Research Issues in the Navy and U.S. Military*. Millington: U.S. Bureau of Naval Personnel, Navy Personnel Research, Studies, and Technology Division, (NPRST/PERS-1), April 2008. 128pp. (Z6835 .U5B76 2008) <http://handle.dtic.mil/100.2/ADA480403>
- Garder, Lenore K., comp. *Human Dimensions of Strategic Leadership: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, January 2010. 26pp. (U413 .Z92H85 2010) <http://www.carlisle.army.mil/library/bibs/humandim10.pdf>
- Garder, Lenore K., comp. *Institutional Adaptation: Library Notes*. Carlisle Barracks: U.S. Army War College Library, October 2011. 6pp. <http://www.carlisle.army.mil/library/bibs/InstitutionalAdaptation2011.pdf>
- Garder, Lenore K., comp. *Irregular Warfare: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, November 2009. 28pp. (U413 .Z92I77 2009) <http://www.carlisle.army.mil/library/bibs/IWnov09.pdf>
- Garder, Lenore K., comp. *Jointness: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, December 2010. 16pp. (U413 .Z92J65 2010) <http://www.carlisle.army.mil/library/bibs/joint10.pdf>
- Garder, Lenore K., comp. *Strategic Vision: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College Library, April 2011. 28pp. (U413 .Z92S79 2011) <http://www.carlisle.army.mil/library/bibs/strvis11.pdf>
- Shope, Virginia C., comp. *Army Force Management: A Selected Bibliography*. Carlisle Barracks: U.S. Army War College, August 2002. 31pp. (U413 .Z92A73 2002) <http://www.carlisle.army.mil/library/bibs/frcmgt02.htm>