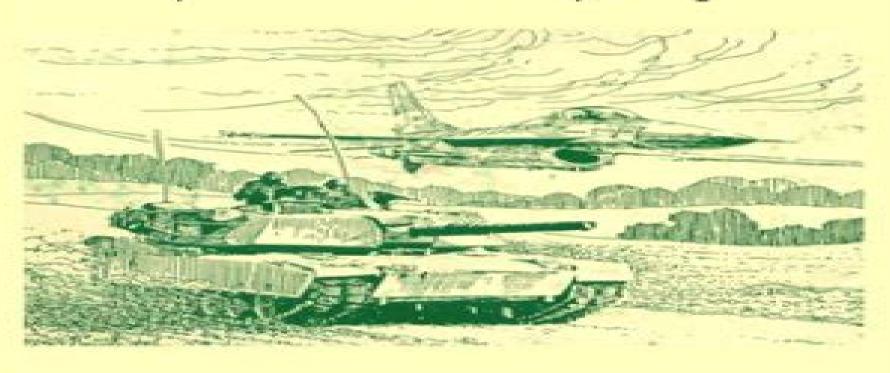
# The 31 Initiatives:

A Study in Air Force-Army Cooperation



Richard G. Davis
For The Office of Air Force History

# The 31 Initiatives A Study In Air Force Army Cooperation

**Richard G. Davis** 

#### The 31 Initiatives A Study In Air Force Army Cooperation:

The 31 Initiatives Richard G. Davis, 1987 This monograph analyzes US military air power US Army relations form 1907 to the present It emphasizes one aspect of those relations how air forces intended for the tactical support of ground forces can best be controlled and integrated into the overall ground battle After a review of changing air ground relationships from 1907 to 1982 this work examines the 31 Initiatives the most recent US Army US Air Force agreement on developing joint combat forces and battlefield cooperation It also discusses the process behind the formulation of the 31 Initiatives and discusses how that process provides one example of the introduction of innovation or change into a military organization In addition this work details the immediate and longer term response of the two services to the Initiatives The importance of this monograph is twofold It supplies a case study of innovation and more significantly it places the 31 Initiatives in their place as the far reaching and comprehensive end product of a decade of Air Force Army cooperation The 31 Initiatives Richard G. Davis, 2002-02-01 For the past eighty years the U S military establishment has worked to integrate air power into its doctrine strategy force structure and tactics in order to maximize the nations security This study by Dr Richard Davis prepared for the Office of Air Force History highlights one aspect of this process that of providing the most potent mix of army and air forces to prosecute ground warfare The 31 Initiatives Office of Air Force History, U.s. Air Force, 2015-01-27 For the past eighty years the US military establishment has worked to integrate air power into its doctrine strategy force structure and tactics in order to maximize the nation's security This study by Dr Richard Davis highlights one aspect of this process that of providing the most potent mix of army and air forces to prosecute ground warfare It also illustrates the impediments to joint action created by the services separate organizations and distinctive doctrine In addition this monograph suggests that changes to improve interservice cooperation are often either forced by combat or imposed from the top down by the highest levels of the service or defense hierarchies In World War II Korea and Vietnam the services developed weapons and systems that brought air power to bear on the battlefield in a relatively guick and overwhelmingly powerful manner Without the impetus of war however the services seem often to fall back on their broader agenda of preparation for future war In the case of the 1980s intervention by the Chiefs of the Air Force and Army Staffs forced increased cooperation for battlefield synchronization and integration In this instance the two Chiefs recognized the need and acted Generals Gabriel and Wickham aided by their deputies for plans and operations Lieutenant Generals John T Chain Jr and Fred K Mahaffey set up a small ad hoc group bypassing their own services formal staff structure to fabricate a new method of mutual force development including cross service budgeting and programming procedures The Chiefs adopted the group's recommendations as the foundation of a continuing joint force development process The 31 Initiatives: A Study in Air Force-Army Cooperation Richard G. Davis, 1987 This monograph analyzes US military air power US Army relations form 1907 to the present It emphasizes one aspect of those relations how air forces intended for the tactical support of ground

forces can best be controlled and integrated into the overall ground battle After a review of changing air ground relationships from 1907 to 1982 this work examines the 31 Initiatives the most recent US Army US Air Force agreement on developing joint combat forces and battlefield cooperation It also discusses the process behind the formulation of the 31 Initiatives and discusses how that process provides one example of the introduction of innovation or change into a military organization In addition this work details the immediate and longer term response of the two services to the Initiatives The importance of this monograph is twofold It supplies a case study of innovation and more significantly it places the 31 Initiatives in their place as the far reaching and comprehensive end product of a decade of Air Force Army cooperation

The 31 Initiatives United States United States Air Forces, 2015-07-08 The importance of this monograph is twofold It supplies a case study of innovation and more significantly it places the 31 Initiatives in their place as the farreaching and comprehensive end product of a decade of Air Force Army cooperation Because of the 31 Initiatives positive impact on joint Air Force Army battlefield capability and their visibility as an example of biservice harmony this study should be of value to professional military educators staff officers wishing to learn more about specific initiatives and their context and finally to future Air Force leaders concerned about change within the service and about the background of biservice relationships

West Point Graduates and the United States Air Force Charles F.G. Kuyk, Jr., Charles F.G. Kuyk III,2020-06-11 West Point graduates played a central role in developing U S military air and space power from the earliest days of mechanized flight through the establishment of the U S Air Force in 1947 and continuing through the Persian Gulf War These graduates served at a time when the world's greatest wave of technological advancement occurred in aviation nuclear weapons rocketry ICBMs computers satellite systems in inner space and man in outer space This history traces the advancement of weapons and space technology that became the hallmark of the U S Air Force and the pivotal role that West Point graduates played in integrating them into a wide variety of Air Force systems and programs Many became aircraft commanders test pilots astronauts and later in their careers general officers who helped shape and implement technologies still in use today

Strategic Air Power in Desert Storm John Andreas Olsen,2013-11-05 In response to the Iraqi invasion of Kuwait on the second of August 1990 a small group of air power advocates in the Pentagon proposed a strategic air campaign Operation Desert Storm designed to drive the Iraqi army from Kuwait by a sustained effort against the major sources of Iraqi national power John Andreas Olsen provides a coherent and comprehensive examination of the origins evolution and implementation of this campaign His findings derive from official military and political documentation interviews with United States Air Force officers who were closely involved with the planning of the campaign and Iraqis with detailed knowledge and experience of the inner workings of the Iraqi regime

The History of North American Small Gas Turbine Aircraft Engines Richard A. Leyes, William A. Fleming, 1999 This landmark joint publication between the National Air and Space Museum and the American Institute of Aeronautics and Astronautics chronicles the evolution of the small gas turbine engine through its

comprehensive study of a major aerospace industry Drawing on in depth interviews with pioneers current project engineers and company managers engineering papers published by the manufacturers and the tremendous document and artifact collections at the National Air and Space Museum the book captures and memorializes small engine development from its earliest stage Leyes and Fleming leap back nearly 50 years for a first look at small gas turbine engine development and the seven major corporations that dared to produce market and distribute the products that contributed to major improvements and uses of a wide spectrum of aircraft In non technical language the book illustrates the broad reaching influence of small turbinesfrom commercial and executive aircraft to helicopters and missiles deployed in recent military engagements Detailed corporate histories and photographs paint a clear historical picture of turbine development up to the present See for yourself why The History of North American Small Gas Turbine Aircraft Engines is the most definitive reference book in its field The publication of The History of North American Small Gas Turbine Aircraft Engines represents an important milestone for the National Air and Space Museum NASM and the American Institute of Aeronautics and Astronautics AIAA For the first time there is an authoritative study of small gas turbine engines arguably one of the most significant spheres of aeronautical technology in the second half o Close Air Support And The Battle For Khe Sanh [Illustrated Edition] Lt.-Col Shawn Callahan USMC, 2014-08-15 Includes 7 maps 3 tables and more than 80 photo illustrations In the 77 days from 20 Jan to 18 March of 1968 two divisions of the North Vietnamese Army NVA surrounded a regiment of U S Marines on a mountain plateau in the northwest corner of South Vietnam known as Khe Sanh The episode was no accident it was in fact a carefully orchestrated meeting in which both sides got what they wanted The North Vietnamese succeeded in surrounding the Marines in a situation in many ways similar to Dien Bien Phu and may have been seeking similar tactical operational and strategic results General William C Westmoreland the commander of the joint U S Military Assistance Command Vietnam COMUSMACV meanwhile sought to lure the NVA into the unpopulated terrain around the 26th Marines in order to wage a battle of annihilation with air power In this respect Khe Sanh has been lauded as a great victory of air power a military instrument of dubious suitability to much of the Vietnam conflict The facts support the assessment that air power was the decisive element at Khe Sanh delivering more than 96 percent of the ordnance used against the NVA Most histories of the battle however do not delve much deeper than this Comprehensive histories like John Prados and Ray Stubbe s Valley of Decision Robert Pisor's End of the Line and Eric Hammel's Siege in the Clouds provide excellent accounts of the battle supported by detailed analyses of its strategic and operational background but tend to focus on the ground battle and treat the application of air power in general terms They do not however make significant distinction between the contributions of the two primary air combat elements in this air land battle the 7th Air Force and the 1st Marine Air Wing An analysis of their respective contributions to the campaign reveals that they each made very different contributions that reflected very Airpower Applied John Andreas Olsen, 2017-05-15 Airpower Applied different approaches to the application of air power

reviews the evolution of airpower and its impact on the history of warfare Through a critical examination of twenty nine case studies in which various U S coalitions and Israel played significant roles this book offers perspectives on the political purpose strategic meaning and military importance of airpower By comparing and contrasting more than seventy five years of airpower experience in very different circumstances readers can gain insight into present day thinking on the use of airpower and on warfare The authors all experts in their fields demystify some of airpower's strategic history by extracting the most useful teachings to help military professionals and political leaders understand what airpower has to offer as a continuation of politics by other means The case studies emphasize the importance of connecting policy and airpower operational effectiveness cannot substitute for poor statecraft As the United States its allies and Israel have seen in their most recent applications of airpower even the most robust and capable air weapon can never be more effective than the strategy and policy it is intended to support The Influence of Foreign Wars on U.S. Domestic Military Policy Robert W. Tomlinson, 2024-04-08 How do military organizations learn This book covers an important instance of military learning in which the United States military systematically examined the lessons of Israel's decisive victory in the 1973 Yom Kippur War and applied those lessons towards major doctrinal and equipment changes The book relies heavily on Paul Senge's model of learning organizations outlined in his seminal work The Fifth Dimension Using Senge's model the book examines the Departments of the Army Air Force and Navy s reactions to the Yom Kippur War and how they organizationally incorporated or ignored the lessons of the conflict within their force Using source documents including personal memoirs doctrinal publications and individual reflections the book offers a vital examination of how militaries can use foreign conflicts to make substantive and necessary organizational changes The Yom Kippur War particularly the Israeli experience in that conflict provided the American military a battle laboratory in which to develop new warfighting concepts and assess new weapons acquisitions In its conclusion the book offers a cautionary tale that suggests learning and change do not come automatically to military organizations If they are to be successful in the future military organizations must embrace learning structures

Air Force Roles and Missions Warren A. Trest,1998 Traces the usage of and meaning given to the terms roles and missions relating to the armed forces and particularly to the United States Air Force from 1907 to the present Air Force roles and missions: A History ,1998 The twentieth century witnessed the emergence of three dimensionality in war surface forces flow became prey for attackers operating above and below the earth and its oceans The aerial weapon prophesied for centuries became a reality as did air power projection forces This insightful book by Warren A Trest traces the doctrinal underpinnings of the modern United States Air Force the world's only global air force We the men and women who serve in the Air Force but also our fellow airmen in America's other military services are the heirs and beneficiaries of a long heritage of doctrinal development and military thought Our predecessors pursued a vision of airborne global reach and power that often put them at odds with those who could not break free of the confines of conventional thought and lock step

traditionalism Fortunately they had the courage of their convictions and the faith in their vision to continue to pursue the goal of global air power despite such resistance Today America is a genuine aerospace power and that pioneering vision dating to the days of the Wright brothers has expanded to encompass operations in space and between the mediums of air and space As we approach the new millennium it is well to ponder the lessons and the history of how a small group of truly gifted airmen transformed their nation's military establishment and in so doing the world around them **Certain Victory** Robert H. Scales, 1997 A balanced comprehensive account of the largest armored battle since World War II Four Guardians Jeffrey W. Donnithorne, 2018-05-15 This book explains who the four US military services truly are and why they make and execute policy as they do The book focuses on American civil military relationships explaining why the services imperfectly satisfy their civilian bosses and why the four services think and act so differently from one another Ultimately the book offers three independent but mutually reinforcing contributions to the fields of security studies and American civil military relations First it builds on one of the major theoretical approaches to civil military relations agency theory and identifies key conditions under which agency theory best explains military service behavior Author Jeffrey W Donnithorne provides a principled agent model that finds four unique condition sets that explain civil military dynamics with new clarity Second the book exposes the importance of service culture in civil military relations and offers a rich yet concise portrait of each of the four US military services the Army Navy Air Force and Marine Corps Third the book offers two important case studies of civil military policymaking These two cases demonstrate the principled agent framework in action while amply revealing the four services as distinctly different political actors Finally the book offers both conclusions and implications for today s security environment suggesting likely pathways where the services will diverge in their approach to current defense issues With theoretical novelty empirical depth and engaging military history the book aims to reach academics practitioners John Warden and the Renaissance of American Air Power John Andreas Olsen, 2007 Dr John and general readers alike Andreas Olsen has written an insightful compelling biography of retired U S Air Force colonel John A Warden III the brilliant but controversial air warfare theorist and architect of Operation Desert Storm's air campaign Warden's radical ideas about air power's purposes and applications promulgated at the expense of his own career sparked the ongoing revolution in military affairs Legendary in defense circles Warden is also the author of The Air Campaign Planning for Combat republished by Brassey's Inc in 1989 Presenting both the positives and negatives of Warden's personality and impact in this objective portrait Olsen offers a trenchant analysis of his revolutionary ideas and great accomplishments **Certain Victory** Robert H. Scales, 1993 Written in a colorful readable style Certain Victory chronicles the Army's remarkable regeneration in the two decades after Vietnam the foundation of the Desert Storm victory Each chapter starts with a compelling personal combat story that puts the conflict into human perspective A quick read without military jargon Certain Victory brings the civilian reader into battle alongside individual soldiers On the Military Intelligence History Reading List 2012 Learning Large

<u>Lessons</u> David E. Johnson, 2007-03-30 The relative roles of U.S. ground and air power have shifted since the end of the Cold War At the level of major operations and campaigns the Air Force has proved capable of and committed to performing deep strike operations which the Army long had believed the Air Force could not reliably accomplish If air power can largely supplant Army systems in deep operations the implications for both joint doctrine and service capabilities would be significant To assess the shift of these roles the author of this report analyzed post Cold War conflicts in Iraq 1991 Bosnia 1995 Kosovo 1999 Afghanistan 2001 and Iraq 2003 Because joint doctrine frequently reflects a consensus view rather than a truly integrated joint perspective the author recommends that joint doctrine and the processes by which it is derived and promulgated be overhauled. The author also recommends reform for the services beyond major operations and campaigns to ensure that the United States attains its strategic objectives This revised edition includes updates and an index Air Force History Publications Air Force History and Museums Program (U.S.),2008 **Technical Reports Awareness Circular:** 

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