Brief History and Overview of the Eisenhower Leader Development Program (ELDP) and Social-Organizational Psychology (SOP) at Teachers College, Columbia University (TC | CU)
# Brief History of the TAC Officer and TAC Education

## Brief History of the Tactical Officer*

CPT John Bliss – first “Commanding Officer of Battalion of Cadets” and instructor of infantry tactics

Prevailing belief: That field experience as successful company commanders was sufficient training to be a successful TAC – belief holds until 1969

Brigadier General Bernard Rogers – believing in value of behavioral science and organizational development – advocates for TACs to have graduate degrees; also that they would have “same educational advantages of advanced civil schooling as the academic instructors” (Harvell, 1994)

Perception begins to shift: The role of the TAC is not only command or rule enforcer, but also developer of cadets

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<th>1818</th>
<th>1969**</th>
<th>1986</th>
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<td>Needs Assessment conducted at USMA under General Palmer to clarify role of TAC. Although TACs were, at that time, enrolled in 3 different graduate programs, no program provided a cohesive curriculum to address and educate along the dimensions identified for a successful TAC. USMA desired a program “designed to help the TAC learn how to be a developer, how to pay attention to the culture in an organization, and how to change it if it needed to be changed” (Harvell, 1994)</td>
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* Courtesy of research paper - CPT T. Harvell, 1994

** Timeline NOT to scale :o
Brief History of the TAC Officer and TAC Education

**Brief History of the Tactical Officer***

Pilot graduate program for TACs undertaken at USMA. Program called “The Dwight David Eisenhower Program of Graduate Studies in Leader Development”

The two-year program placed an emphasis on “theory in practice” (Harvell, 1994)

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<td>Congress votes not to allow USMA to grant graduate degrees and the TAC education program must find another civilian institution</td>
<td>TACs enter program at Long Island University (LIU) in ‘Counseling and Development’. The name of the program is changed once again to the “Tactical Officer Education Program”, or TOEP</td>
<td>While the focus on development in the program at LIU is of some benefit, there is no emphasis on leadership development, organization culture, or organization change</td>
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LTC Todd Henshaw of BS&L approaches Dr. Burke about a possible partnership between USMA, BS&L, and the Program in Social-Organizational Psychology at TC

The Eisenhower Leader Development Program is launched in 2005, at TC.

* Courtesy of research paper - CPT T. Harvell, 1994  
**Timeline NOT to scale :o
Why a Partnership with the Social-Organizational Psychology Program at Teachers College?

The Program in Social-Organizational Psychology was created by Professor W. Warner Burke in 1979. Compared to similar programs across the country, the Program in Social-Organizational Psychology is unique in its synthesis of the disciplines of both social and organizational psychology, the examination of organizational issues from multiple perspectives and contexts, and in the adherence to a scholar-practitioner model that supports a strong foundation in research methodology and the application of theory to practice and practice to theory.

In addition, an emphasis on issues of leadership, organization change, change management, coaching, and human development and learning are also hallmarks of the curriculum, which is why the partnership with the United States Military Academy through the Eisenhower Leader Development Program was enacted.

Ten years in, the partnership remains enriching for both USMA and Teachers College.
In June of 2005, the Faculty of the Social-Organizational Psychology Program, Department of Organization and Leadership, Teachers College, Columbia University launched a slightly modified version of their M.A. program in organizational psychology for a cohort of U.S. Army officers, predominantly with the rank of Captain, at the United States Military Academy, West Point, New York. The M.A. Program is being conduct in collaboration with the Department of Behavioral Sciences and Leadership at the USMA. Faculty is predominantly from the Teachers College program with some from the USMA.

The cohort of 24 officers will complete the program of 45 credits, including a comprehensive examination at the end, in one year. In other words, their full-time duty is as a graduate student. Upon graduation, at least half of the officers will be assigned for two or three years as Tactical Officer in the U.S. Corps of Cadets at the USMA, West Point, an undergraduate institution. A Tactical Officer (TAC) is the legal Company Commander of a Cadet Company, comprised of about 100 individuals, and the primary developer of these cadets at the USMA, West Point.

The TAC officer assists each cadet in balancing and integrating the requirements of the physical, military, academic, and moral-ethical programs. The TAC officer trains and coaches the cadet chain of command to establish and sustain high unit standards and behavior essential to a cohesive company environment. TAC officers inspire cadets to develop effective leadership styles through role-modeling, counseling, teaching, and training. TAC officers also present formal and informal instruction to the company, implement special development programs for individual cadets as needed, and they are responsible for all company administration.

The cohort of 24 officers meets all standards of acceptance for admission into the Teachers College M.A. program. Five courses during the year are taken with other M.A. students at Teachers College, while the remainder is taught by Teachers College and USMA Faculty at the West Point Campus.
Partnership between ELDP and the SOP Program

Emphasis on development of leadership capacities
Emphasis on overall learning and development
Increasing academic rigor of ELDP
Focus on development of ELDP Officers as ‘change agents’
Develop mutually beneficial partnership between TC and the Army
Emphasis on multiple levels: Individual, Group, Intergroup, Organization, and Interorganizational
Social-Organizational Psychology includes studying such topics as:

- Organizational Performance
- Motivation
- Rewards & Recognition
- Group Processes
- Leadership
- Organizational Culture
- Organizational Change
- Conflict Resolution
Conceptual Framework for ELDP Curriculum
To see the ELDP MA Program Worksheet, click HERE.

To see the course descriptions for the ELDP MA Program, click HERE.

To see further information about ELDP on the USMA website, click HERE.

To see steps for applying on the TC Admissions Webpage – which may only be done if you have been accepted to serve as a USMA TAC or have an approved exception - click HERE.