

**Focus this month:
implement the
education strategy to
prepare agile (self-
aware and adaptive)
leaders for the
operational force**

“Today we’re at war, a war in which small units are making the difference every day, and we need agile and adaptive small-unit leadership. Our success in Iraq every day is directly attributed to the company of platoon-level leaders and their Soldiers. They’re working in complex environments, in ever-changing missions. Decisions made at the tactical level have strategic implications.” -- Gen. Kevin P. Byrnes, Training and Doctrine Command commanding general

Top stories this month in TRADOC Perspective:

BOLC	2
Trainers in GWOT	4
New intel leader	5
Best Ranger	6
Culinary contest	8
Bleed infantry blue	11
Best instructors	12
Journalism awards	13
Bronze Star	14
MacArthur Award	15
Terrorism fighter	16
Notable women	17-20
All-Army shooting	21
Basic training	23-24
Team teaching	25
PLDC pilot	26
Combatives	27
Lane training	28
COE training	29
Liberty City	31
Last blast	36



This month's focus: trends and training in TRADOC

Brass from all branches to train together *New kind of war calls for new kind of training*

Story and photo by Spc. Nikki St. Amant/
The Bayonet

FORT BENNING, Ga. (TRADOC News Service, March 18, 2004) – The U.S. Army Infantry Center is ramping up for one of the final pilot phases of the proposed new Basic Officer Leadership Course.

Starting July 10, the single company of 200 new officers will undergo 6 ½ weeks of intense combat training.

This single-site pilot is one of the final steps the Army is taking in preparation for the full-scale transition scheduled for June 2006.

The course differs from current OBC doctrine in that its sole focus is combat training and leadership.

"This is a rigorous, tough course," said Lt. Col. Marlon Blocker, the Fort Benning BOLC commander. "These officers will spend 80 percent of their course time in the field learning warrior tasks, battle drills and combat tactics. And it's not just the experience of walking through the training so they know the information, it's also teaching these young leaders how to train their Soldiers."

Officers currently receive initial training at West Point, Reserve Officer Training Corps or Officer Candidate School prior to commissioning and then proceed to branch-specific training.

Under the new Officer Education System, incoming leaders will receive, for the most part, the same training before commissioning (Phase I), come on active duty and report to BOLC for core combat skill and leadership training (Phase II) before going on to branch-specific courses

About the cover:

2nd Lt. Donald Veltum, a Transportation Officer Basic Course student, leads fellow students through tactical maneuvers during Manassas Run, a week-long training exercise at Fort A.P. Hill, Va. Leader training in all branch schools is evolving to better enable TRADOC to provide agile and adaptive leaders to the force for the Global War on Terrorism. (Photo by Sgt. Jacob Boyer, *The Wheel*)



Infantry Officer Basic Course students practice staying alert and alive as they provide cover and security for their battle buddies who are clearing buildings along a street at Fort Benning's McKenna MOUT site. The students are wearing protective gear to help lessen the impact of 9mm "simunition" rounds. Fort Benning is one of the pilot sites for the Basic Officer Leadership Course, a new course that differs from branches' current OBC in that its sole focus is combat training, like McKenna MOUT training, and leadership. All branches will soon train together in BOLC II.

(Phase III).

"Not only will this provide the Army with competent, confident officers capable of reporting to their first units as immediate value-added," Blocker said, "but it will allow the branch courses to focus on their core doctrine. The end result is officers who are better prepared to lead and train Soldiers."

BOLC students from all branches will train together rigorously on tactically oriented tasks like urban and convoy operations, advanced rifle marksmanship, Global Positioning System and advanced land navigation, combatives, battle drills and other core warrior tasks, Blocker said.

The move towards Army-wide implementation of BOLC will continue with a four-site pilot beginning in January at Forts Benning, Bliss, Sill and Knox.

BOLC will be a significant addition to

the heavy student load at Fort Benning, but Blocker said the post is prepared for the additional 400 students per cycle.

He said the 11th Infantry Regiment has already secured two barracks buildings within the Airborne School and Officer Candidate School complexes, which will be ready when the July pilot launches.

And equipment isn't an issue either. Blocker said the new courses have been coordinated extensively with Training and Doctrine Command and the program is well-resourced. Training officers will be exposed to the best equipment and training aids the Army has to offer.

"We will be creating well-grounded, more tactically and technically proficient officers in all branches," he said.

Sill home to BOLC II lieutenants course

By KW Hillis/*the Cannoneer*

FORT SILL, Okla. (TRADOC News Service, March 14, 2004) – Beginning in July 2006, each year 2,000 to 2,500 Active and Reserve Component lieutenants will attend the second phase of the Basic Officer Leadership Course taught by Fort Sill's 30th Field Artillery Regiment.

The new course will augment U.S. Army Training and Doctrine Command's officer basic course training at Fort Sill and will more than double the number of students who attended OBC at Sill last year. The course will also be taught at Fort Benning, Ga., Fort Bliss, Texas, and Fort Knox, Ky., as announced Feb. 23 by senior Army officials.

Preparations for BOLC II are already being felt on Fort Sill, and the addition will affect both the main post and the training range, said Maj. James A. Grigg, S-3, 30th FA Regiment.

"Barracks, a classroom building, battery headquarters (and) those kinds of projects are (starting to be) built and renovated," he said.

Because 28 days of the six-week course will be spent out in the field – training on grenades, convoy live fire, rifle and pistol ranges – renovations and additions will also be made to the ranges.

"We're getting some new rifle ranges built. It's brought money in here to help us build a new convoy live-fire range ... it's allowing us to improve our training base here at Fort Sill," he said.

Fort Sill has already received \$6 million to get ready for BOLC II. Barracks are already designated, work is starting on the renovation, and equipment and cadre are arriving, said Mike Dooley, 30th FA Regiment deputy.

"We currently have about 12 cadre on the ground from different specialties, and we are starting to get our BOLC II equipment in," Dooley said. The equipment is basic military equipment including tents, rucksacks and other items used in basic and field training.

Work should begin this week on the barracks, classroom and battery headquarters of the Fort Sill BOLC II complex, he said.

BOLC II skill set

"Leadership development – while educating them to think broadly – must prepare them for the complexities on the battlefields they'll see when they join their first units," said Gen. Kevin P. Byrnes, TRADOC commanding general, according

to a U.S. Army Public Affairs Feb. 22 news release.

The basic reason for BOLC II is that lieutenants weren't always prepared with basic skills required at every unit, regardless of an officer's specialty, Grigg said.

"You had to trust that you had a good platoon sergeant who was willing to teach a lieutenant how to ... give a platoon operations order, do a platoon convoy, man a checkpoint. ... The (noncommissioned officers) had to pick up a lot of slack and train the lieutenants on things they didn't get trained on before they hit their first unit," he said.

"You had to trust that you had a good platoon sergeant who was willing to teach a lieutenant how to ... give a platoon operations order, do a platoon convoy, man a checkpoint. ... The (noncommissioned officers) had to pick up a lot of slack and train the lieutenants on things they didn't get trained on before they hit their first unit." -- Maj. James A. Grigg, S-3, 30th Field Artillery Regiment

The current courses lieutenants attend have focused on specialty training without focusing on basic Soldiering skills or maintaining skills acquired during precommissioning training.

"You might be qualified with a weapon 24 months before you came to OBC, and that might be the last time you qualified with a weapon," Dooley said.

Grigg said he knows how valuable the training will be for lieutenants.

"I remember when I was a lieutenant and a fire-direction officer in a battery. Of course, Fort Sill had trained me very well on how to put together my firing charge ... and compute fire missions," he said. But when it came to arranging perimeter security, put together a guard mount for the firing point or even oversee his Soldiers' personal hygiene in the field, Grigg said he had no experience to draw on.

"Those are the things we have just relied upon the units to train lieutenants how to do. Before the BOLC concept came along, the institutional schoolhouses of TRADOC taught technical skills. There was just not a big emphasis placed on warrior skills, Soldier skills (and) fieldcraft kind of skills. Now we realize it is something we have to invest some time in. I think it is a great idea," Grigg said.

Three phases

TRADOC looked at all the tasks a lieutenant needs to know when assigned to his or her first unit, and broke the learning into three phases.

BOLC II "takes a new lieutenant in the Army, from his commissioning source ... and gives him six-week basic Army skills [training] that go across all branches and prepares him as the new junior officer and leader for Army-wide leadership skills and warrior tasks," Grigg said.

BOLC I is the precommissioning training. BOLC III will be "what we now call OBC and that is branch-specific" training, Grigg said.

The third phase of BOLC focuses on what an officer is going to be a specialist in – artillery, infantry, armor, quartermaster, ordnance or another specialty, Dooley said.

Timeline

Fort Benning will conduct a pilot program this spring, and 20 field artillery students will attend, Dooley said.

A multi-site pilot of BOLC II, conducted at all four sites, is scheduled for January 2006.

After a break to adjust schedules and fix any issues, the course is scheduled to officially begin at all four sites in the fourth quarter of fiscal year 2006, with 11 BOLC II classes scheduled per year, Dooley said.

Only one-third of the officers in each BOLC II will be field-artillery officers; the rest will be from other specialties, he said. When the course is over, there will be a break of five to 10 days so the lieutenants can travel to and process in at their BOLC III post for specialty-specific training. Field-artillery officers who attended BOLC II at one of the other sites will travel to Fort Sill for BOLC III training.

Scheduling the BOLC classes will be coordinated throughout TRADOC.

"All four BOLC II sites will have to start on the same day ... graduate the same day," Grigg said. "All 13 TRADOC schools that run OBC will have to adjust their BOLC III start dates based on BOLC II graduations."

After graduating from BOLC III, some officers will receive their first assignment, while others will receive more training such as the two-week Stryker transition course, Dooley said.



'Patriots' Soldiers Sgt. 1st Class Jarrett Halverson and Capt. Marc Cloutier practice their positioning on the squad reaction course to simulate entering a building and clearing a room.

Reserve Component trainers are GWOT-bound to train Iraqi Public Order units

Story by Staff Sgt. Felicity A. Binnier/78th Division (Training Support) Public Affairs Office

Photo by Staff Sgt. Danial Lisarelli, 75th Division Public Affairs Office

FORT HOOD, Texas (TRADOC News Service, March 22, 2005) – Set among free-range cattle pastures, 78th Division (Training Support) Soldiers, primarily from 2nd Brigade of Fort Drum, N.Y., prepared for their upcoming deployment to Iraq.

Their preparation included need-to-know information for survival: squad reaction when entering and clearing a building; convoy operations; and combat lifesaving, for instance.

The 78th Soldiers, comprised of trainers themselves, ordinarily are the instructors to National Guard and Army Reserve Soldiers in the Northeast. However, under the Multinational Security Transition Command-Iraq, the Patriot Brigade's new mission will use their skills to train Iraqi Public Order units.

The Iraqi Ministry of Interior has turned

to Public Order units to help in cities where the police force has not been established or has been plagued with insurgency activity. Iraqi Public Order units have a threefold role. They deal with large-scale disobedience, reinforce local police efforts and defeat insurgent activities.

"We have staffs and leaders who are experts at teaching, coaching and mentoring," said Col. Skip Davis, 2nd Brigade commander. "Keep in mind: for us to be successful in Iraq, we must train Iraqis to train themselves. The most important element is having Iraqi leaders accept changes and sustain what we teach."

Training-support brigades focus intently on preparing Reserve Component Soldiers and units to meet Army standards and for their roles in the event of mobilization. During the past year, 2nd Brigade has trained thousands of 42nd Infantry "Rainbow" Division Soldiers for the roles they are now serving in in Iraq.

"This new task, for us, crosses over into

an advisory role, so our training support's original function mirrors the mission profile," said Davis.

"We are not going to Iraq to be their leaders; we are going to help and support their leadership with training," said Command Sgt. Maj. Michael Bolduc, 2nd Brigade command sergeant major.

"Taking Soldiers with years of professional experience in combat who have acted in roles of trainers and coaches will positively impact the success of the mission," added Davis.

"Being on the cutting edge of what the future forces of Iraq will look like speaks enormously of the 78th Division Soldiers' competence," said Maj. Gen. Wayne Erck, 78th Division commander.

In the end, the success of the MNSTC-I operation could have an effect on the number of coalition forces needed for future deployments.

Soldiers in 2nd Bde., 78th Div. (TS), will deploy the last week of March.

Around the command: People, initiatives and milestones

Fast takes command of Fort Huachuca

By Spc. Joy Pariente/*The Scout*

FORT HUACHUCA, Ariz. (TRADOC News Service, March 16, 2005) – Soldiers, airmen, sailors, Marines and civilians gathered on historic Brown Parade Field to welcome Maj. Gen. Barbara G. Fast, the U.S. Army Intelligence Center and Fort Huachuca's new commanding general, during her assumption-of-command ceremony March 16.

More than 500 service members at their polished and pressed best stood on the 120-year-old parade field awaiting her first official review of her troops. Fast said the people on the parade field were just a small representation of the greatest service members she's ever known.

The major general reviewed her Fort Huachuca team with Gen. Kevin P. Byrnes, commanding general, U.S. Army Training and Doctrine Command, and Brig. Gen. Brian A. Keller, deputy commanding general, U.S. Army Intelligence Center and Fort Huachuca, and the ceremony's commander of troops.

"Today is a great day for the Army as we welcome a top-notch commander to the Intel School and Fort Huachuca," Byrnes said.

"We're entrusting the vital military-intelligence mission to a most gifted leader and combat veteran ... with an infectious enthusiasm," Byrnes continued. "She's the right leader to lead this pivotal organization ... at this time of war."

With Fast taking command, the Intelligence School should be preparing itself for a transition into an even more warfighting-minded training center.

Fast spoke of working to improve Soldiers' cultural awareness of the areas they're working in and improving the speed with which battlefield lessons-



Maj. Gen. Barbara G. Fast hands the colors to Command Sgt. Maj. Lawrence J. Haubrich, command sergeant major of the U.S. Army Intelligence Center and Fort Huachuca, signifying her assumption of command of USAIC&FH, March 16. At far left is Gen. Kevin P. Byrnes, U.S. Army Training and Doctrine Command commanding general, who officiated the ceremony.

learned are being implemented in the classroom.

"My first priority is to prepare ready Soldiers to go into combat," Fast said. "We train relevant, ready Soldiers, sailors, airmen and Marines who go into harm's way."

Showing that "infectious enthusiasm," Fast said she was excited about the intelligence personnel coming out of Fort Huachuca. "[Intelligence] prevents casualties ... it saves lives," she said.

"I'm ready to provide commanders and the nation with the best intelligence

Soldiers our nation can produce," Fast said.

And Fast should know good intelligence Soldiers; she is one herself. During her 28 years of commissioned service, she's served in intelligence units all over the world. Most recently, she served as the C-2 of the Multinational Force-Iraq during Operation Iraqi Freedom. She's also been at the helm of Fort Huachuca before as the deputy commanding general of USAIC&FH.

Fast holds a bachelors degree in German, a master's degree in business administration and a doctorate of laws.

Ranger Training Brigade ramps up for Best Ranger Competition April 22-25

By Bridgett Siter/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 31, 2005) – “It’s the best of the past, fine-tuned.” When pressed, that’s how Maj. Michael McNally described the 2005 Best Ranger Competition April 22-25.

As the operations officer for BRC’s host unit, the Ranger Training Brigade, McNally is one of a “panel of planners” who began blueprinting the 22nd annual event last fall.

As always, RTB officials are keeping a tight lip about the details – a skeletal description will be released on the eve of competition. But McNally revealed this much: the planners relied heavily on feedback from last year’s BRC, when the wartime optempo cut the number of competitors to an all-time low: 18 two-man teams. Of the 36 competitors, 21 were combat veterans.

“They said they wanted it to be more focused on military skills,” McNally said. “Last year, we focused mostly on fitness and endurance, and we’ll continue that, of course. But we’re definitely stressing practical military skills and events this year.”

The BRC is a 60-hour “Ranger Olympics” of sorts. It was established in 1982 with the objective of identifying the best two-man Ranger team in the Army through back-to-back, high-intensity events.

Teams are awarded points based on time and precision. Competitors frequently catch short naps here and there, depending on how early they complete each event, because no sleep is “programmed” into the schedule.

In a typical year, 50 teams start, and less than half finish.

Still, each year, planners strive to make the competition more challenging, McNally said, and Rangers from around the world – now from the Army, Air Force and Marines – volunteer to compete for the title.

Though new events or twists on old events are added each year, BRC planners stay true to the Ranger roots, McNally said. Some events are designed to test skills the Rangers would use on today’s battlefield, and others, like the hatchet throw, harken back to the days of Maj. Robert Rogers, the 18th century Ranger pioneer for whom the RTB’s Camp Rogers is named. The competition begins and

ends at Camp Rogers, and most of the action takes place within 60 miles of the camp.

McNally said planners for this year’s BRC took a close look at past competitions and drew from what they believed were the most challenging events.

Though no one’s confirming or denying, this year’s competitors can expect to be tested on their marksmanship, land navigation and water skills. They can count on a roadmarch, a physical-fitness test, spot jump and obstacle course.

The public can count on plenty of excitement, said Elsie Jackson, public-affairs specialist for Fort Benning. The BRC typically draws thousands of spectators. The Day Stakes on Todd Field and the Water Confidence Course at Victory Pond are “very spectator friendly,” Jackson said.

The BRC also draws more media attention to Fort Benning than any other event, she said. National media, including the Outdoor Life Network and ESPN, are frequent guests. This year’s competition will be aired on the Military Channel June 6.

TRADOC hosts Interservice Training Summit

Story by Bob Kerr/Fort Leavenworth Public Affairs Office

Photo by Prudence Siebert/*Fort Leavenworth Lamp*

FORT LEAVENWORTH, Kan. (TRADOC News Service, March 7, 2005) — The senior officers in charge of training the U.S. military met at Fort Leavenworth Feb. 25 to discuss training and developing officers who are capable and comfortable operating in a Joint environment.

The Interservice Training Summit, hosted by U.S. Army Training and Doctrine Command commanding general Gen. Kevin P. Byrnes, was attended by the training leaders of the Navy, Marine Corps, Air Force and Coast Guard.

Adm. Edmund P. Giambastiani Jr., commander of U.S. Joint Forces Command at Norfolk, Va., was the summit’s keynote speaker.

“Our nation’s forces will always fight Jointly, which means we must train and educate as we fight,” Giambastiani said. He added that the services are incorporating Jointness into current operations, “but we need to push Joint concepts harder.”

“Current operations are pulling Jointness deeper into your ranks, further into your units and earlier into any of your operations,” he said.

The admiral said Joint forces are more powerful than any single service, or any interagency or multinational group. He emphasized that Joint forces need speed — not just physical speed or precision weapons, but leaders with mental speed and situational awareness.

“Future Joint operators must be comfortable with change and innovation,” Giambastiani said.

Giambastiani told the other leaders that he believes they face three collective

challenges — challenges that no individual military service can resolve on its own.

The first challenge is to provide trained and ready Joint task forces to combatant commanders. Giambastiani said combatant commanders don’t have time to train and educate JTFs. And while his command is working with JTFs on the operational level, it is important for the services to emphasize Jointness at all levels of training and professional military education.

The next challenge is to institutionalize Joint training and education, Giambastiani said.

With the National Defense University, JFCOM currently presents the Capstone Joint Operations Module for newly selected flag and general officers, the Pinnacle Course for two- and three-star Joint task force commanders and the Keystone Course for senior-enlisted



Gen. Kevin P. Byrnes, commanding general of U.S. Army Training and Doctrine Command, listens to Adm. Edmund P. Giambastiani Jr., commander of U.S. Joint Forces Command, during the Interservice Training Summit Feb. 25 at Fort Leavenworth, Kan. Pictured at left is Air Force Gen. Donald G. Cook, Air Education and Training Command commander. The TRADOC-hosted training summit focused on leader development — sharing ideas and best practices among the service training chiefs to meet the needs of leaders today and tomorrow. Through summits like this one, officials said TRADOC is "leading the charge" in building the Joint team, in coordination with JFCOM, and is helping adapt to the needs of a nation at war.

leaders. Giambastiani said the services must institutionalize Joint concepts at their levels and embed a common Joint context into exercises, experiments and educational settings.

The last challenge Giambastiani outlined was enabling interdependence in all Joint operations. The services must practice the relationships of supporting or being supported, he said.

Giambastiani added that the services must ensure components are fully integrated and interoperable across the force; they must establish a culture that is comfortable with change and innovation; and they must produce capabilities that he called "born Joint": interoperable from conception. Finally, he said, the services

must leverage their core competencies to maximize the Joint experience and education.

The Feb. 25 training summit was the second for the armed services. The first was hosted by the Air Force at Randolph AFB, Texas.

Also attending the summit were Lt. Gen. William S. Wallace, commanding general of the Combined Arms Center and Fort Leavenworth; Maj. Gen. Paul D. Eaton, TRADOC deputy chief of staff for operations and training; and Brig. Gen. Volney J. Warner, deputy commandant of the Command and General Staff College.

The other service training chiefs attending included Gen. Donald G. Cook,

commanding general of Air Education and Training Command; Vice Admiral J. Kevin Moran, commander of the Naval Education and Training Command; Maj. Gen. Thomas S. Jones, commanding general of the Marine Corps Training and Education Command; and Rear Adm. James C. Van Sice, director of Reserve and Training, U.S. Coast Guard.

Marine Corps Maj. Gen. Jon A. Gallinetti, JFCOM director for Joint training, J-7, and commander of the Joint Warfare Training Center in Suffolk, Va., also attended.

(Editor's note: Mr. Kerr is Fort Leavenworth's command-information officer.)

Army's top chefs cross spatulas in culinary battle

Story by Timothy L. Hale and Sgt. Jorge Gomez/Fort Lee Public Affairs Office

Photo by Timothy L. Hale/Fort Lee Public Affairs Office

FORT LEE, Va. (TRADOC News Service, March 17, 2005) – More than 200 military chefs traded in their body armor for white coats and went spatula to spatula for the 30th annual U.S. Army Culinary Arts Competition that began March 7 at Fort Lee and ran through March 18.

Competitions range from preparing four-course meals and sculpting lavish pastries to the Army field cooking event.

A panel of certified judges from the American Culinary Foundation included the executive pastry chief of Caesars Palace in Las Vegas and Fritz Sonnenschmidt, chairman of the American Academy of Chefs.

Much like some cooking competitions seen on television today, the Senior Chef Competition included a mystery basket that forced competitors to create menus quickly on their feet.

"It's a skill they should be able to accomplish without too much difficulty," said Chief Warrant Officer 3 David Longstaff, chief of Craft Skills Training Branch, U.S. Army Center for Excellence-Subsistence, part of the Army's Quartermaster Center and School at Fort Lee.

Each competitor had 30 minutes to plan a menu, followed by four hours of intense chopping, slicing, dicing, blending and mixing ingredients to prepare a four-course meal for judging. After preparation, the competitors had one hour to serve each of the four courses.

"Proper techniques in the kitchen will determine what follows through in the taste," said judge Rudy Speckamp, a certified master chef and one of this year's judges. He said that the total package of eye appeal, aroma and taste are integral parts of the overall success of the menu.

Competitors are expected to exhibit a high standard of technical expertise, menu choice and execution of the meal to earn the prestigious title of Senior Army Chef of the Year. This year's competition featured a wide range of expertise as well as varying rank.

The most junior was Pfc. Christopher Zimmerman from Fort Campbell, Ky. But



Sgt. Karen Glanzer works with a flaming skillet during the Senior Army Chef of the Year Competition, part of the Army Culinary Arts Competition held March 7-18 at Fort Lee, Va.

despite his rank, Zimmerman was no stranger to the Army culinary program. A graduate of the Western Culinary Institute, he served two years in the Army Reserve as a food-service specialist, followed by two years of active duty before leaving the Army.

Zimmerman then worked as a sou chef in Louisiana and the wine country of California. He said he was watching television and saw a program about the Army Culinary Competition and, after some thought, contacted a recruiter and re-joined the Army.

On the opposite spectrum of the culinary competition, Soldiers had few

utensils and limited ingredients in the field-cooking event.

Chefs faced the pressure of preparing 50 meals in cramped space with very little room for error.

Teams of four Soldiers marched into their mobile kitchen trailers and took inventory of equipment. With a mystery basket of ingredients featuring pork chops, the chefs sketched a plan of attack.

Mobile burner units lit up at 8:30 a.m., launching the competition into full-battle cooking. Two senior food-service judges from Fort Lee closely observed the teams throughout the morning. Like hawks, they watched the Soldiers butcher meats,

knead dough, sauté onions and maintain sanitation procedures to meet the 11:30 a.m. deadline.

Designed to try the Soldiers in field cookery and teamwork, the event tested how the teams used their equipment, planned, prepared and served their meals. Points were awarded for sanitation, timing, techniques, presentation, nutrition and enhancement. Major points were awarded for flavor, taste, texture, temperature and doneness.

Given limited resources, Soldiers tackled the challenge of coming up with a creative way to “sell” their product to the judges, said Chief Warrant Officer 4 Arnold Montiel, Basic Food Services Training Division chief and judge.

“This experience encourages the Soldiers to maximize the use of all their ingredients to better prepare meals when they are out in the field. It teaches them there is always another way to prepare the same menu,” Montiel said.

“Anyone can make a pork chop,” said Command Sgt. Maj. Clinton Jackson, food-service sergeant major at Fort Drum, N.Y. “Creativity will be a key element in the competition, but the advantage may go to the teams who have more experience cooking in the field.”

(Editor’s note: Amy Clement and Travis Edwards of Fort Lee Public Affairs contributed to this article. Timothy Hale and Sgt. Jorge Gomez also write for the Traveller newspaper.)

Benning tests modified reserve chute

Center pull designed for easier access

By Bridgett Siter/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 18, 2005) – “You stand a better chance of being killed on I-185 between here and Exit 7 than jumping out of a military aircraft.”

That’s how Command Sgt. Maj. Donovan Watts assessed the evolution of the Army’s parachute.

Watts, the 1st Battalion (Airborne), 507th Parachute Infantry Regiment’s top noncommissioned officer, detailed the latest modification to the reserve chute March 15 as the March 17 graduating class prepared to jump.

Honor graduate Pvt. Josh Inmon made

his own assessment.

“I still get nervous about the jump, about remembering what to do and when to do it,” he said. “But I’m not nervous about the equipment. I trust it completely.”

Fort Benning’s airborne students have been training soft loop, center-pull reserve parachutes for six months.

The 82nd Airborne Division at Fort Bragg, N.C., has them, and the rest of the Army will gradually make the switch from the right-side release, Watts said. That will likely take two years to complete.

The modifications, which took two years to research and test, include the reposi-

tioning of the rip cord to protect it from exposure to left or right movement and making it easier for a left-handed jumper – or one with an injured right hand – to release the reserve in the event of a main chute malfunction.

The metal grommets that hold the locking pins (that secure the rip cord) have also been replaced with fabric cords for easier release.

“The Army is so focused on safety and performance issues that we’ve perfected the parachute and now we’re working on the ‘what ifs,’” Watts said. “The chances are you’ll never have to use it.”

“We must have officers equipped with the mental tools to deal with the environments they’re dealing with: basic supply; troop-leading procedures; tactics, techniques and procedures that orient them on specific types of operations. But things change; there are a lot of complicators in the [current] environment. ... When they roll out the gate, a lot of things happen that upset their apple cart: a frag order could be issued to move to and support a different organization, [watch over] celebratory fire, [support] media, [be ready for] events that cause some unexpected types of actions for that platoon: ambushes, etc. How the lieutenant thinks or how the sergeant thinks through actioning that unexpected requirement is key, and there’s no doctrinal prescription for that. He’s got to have the mental tools to draw quickly on a framework, develop solution sets – not a solution – quickly assess the best possible actions and then take immediate action. ... They’ve got to be quicker at sorting through information, using it properly, but also – as these different complicators present themselves on the battlefield – they’ve got to draw down deep on some of the fundamentals they learned and then figure out, think it through and come up with solutions to this very complex set of circumstances that have developed.” -- Gen. Kevin P. Byrnes, Training and Doctrine command commanding general

TRADOC commander visits Fort Jackson, talks with trainees, views training

Story and photo by Spc. Julia Simpkins/
Fort Jackson Leader

FORT JACKSON, S.C. (TRADOC News Service, March 31, 2005) – Gen. Kevin P. Byrnes, commanding general, Training and Doctrine Command, visited Fort Jackson March 25 and was the guest speaker at the basic combat training graduation at Darby Field.

Standing in front of the 952 graduates, Byrnes began his speech sympathizing with their discomfort at being in formation during an unseasonably hot day.

“It is warm today, and I’m going to break with tradition here for a minute – I want you Soldiers in the ranks to take 15 seconds to readjust your berets, wipe your brows, shake a few things out,” he commanded. “Drill sergeants, make it happen.”

After thanking everyone for attending, Byrnes spent the next few minutes addressing the achievements of the new Soldiers as well as the efforts of their drill sergeants.

“Today, more than 40 percent of our drill sergeants are combat veterans. And that number is rising,” he said. “When we ask for drill sergeants, only the best apply. In our drill sergeants we place the responsibility for the very treasure of our nation – our sons and daughters – and we ask them to transform civilians into Soldiers; to instill values, discipline and the Warrior Ethos. You will forget just about every leader you work for in your time in the service, but you will never forget the look or the name of that drill sergeant.

“Now to the Soldiers: your training’s been challenging and you’ve met every challenge head on and you’ve succeeded. You’ve overcome self-doubt, fear; you’ve pushed yourself mentally and physically beyond what you thought were your limits – you’ve gutted it out when it got tough.

“We never forget Warrior Ethos and the values we learned here. We will use them



Gen. Kevin P. Byrnes, commanding general, U.S. Army Training and Doctrine Command, talks with Soldiers from Company A, 2nd Battalion, 39th Infantry Regiment, during a visit to the U.S. Army Training Center, Fort Jackson, S.C., March 25. After observing the Soldiers go through convoy live-fire training, Byrnes spoke to them about basic combat training, the Global War on Terrorism and the new Army combat uniform.

as a guide in all that we do as Soldiers in this great Army of ours.”

Byrnes then addressed the audience, specifically the graduates’ families, to ease any doubts they might harbor.

“To the parents and loved ones here today, I assure you your sons and daughters made the right choice. I share any concerns you might have about service during a time of war. My son, too, is undergoing initial military training, and he’s at Fort Leonard Wood, Mo.”

Continuing to laud the achievements of Soldiers, Byrnes called Soldiering “the

most respected profession in the nation.”

Byrnes took command of TRADOC in November 2002, taking the reins of 33 military schools and centers at 16 Army installations.

His visit to Fort Jackson also included observing Soldiers from 2nd Battalion, 39th Infantry Regiment, as they participated in convoy live-fire training. He ate lunch with the unit, sharing knowledge with the Soldiers and listening to their experiences in BCT.

Byrnes finished his visit following 2/39th through contemporary operational environment training.

Foot Soldiers bleed infantry blue

Queen of Battle's ranks filled with elite

Story by Annette Fournier/*The Bayonet*

Photo by Spc. Nikki St. Amant/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 7, 2005) – “I was running with my battle buddies, chasing some guys into a treeline, and I could hear bullets ricocheting off the trees around me. I could hear bombs blowing up on one side and bullets whipping through the air.

“I slipped and fell into a puddle, and got back up and kept running. I remember being wet, covered in mud, freezing and scared of being shot, but I had my buddies watching my back. For me, that memory sums up what it means to be an infantryman.”

For Sgt. Israel Sanchez, 2nd Battalion, 29th Infantry Regiment, this story of one night during his deployment in Iraq brings up many memories of tough times and camaraderie in the infantry.

Sanchez remembers why it was important to him to become an infantryman.

“As a kid, I remember seeing Soldiers marching in parades,” he said. “They looked so proud, so disciplined, that I knew I wanted to be in the Army. I wanted that blue cord hanging from my shoulder to stand out as an infantryman.”

The history of the American infantryman precedes the founding of America. Leading up to the Revolutionary War, each colony had its own militia, and the colonies lacked a cohesive defense. George Washington and the Continental Congress unified the militias in June 1775 and established the infantry. The fighting forces were a success, and today the infantry makes up 13 percent of the Army.

The infantry is important because its troops are the force on the ground who can secure an area, said Master Sgt. Gary Fox, career-management noncommissioned officer, Office of Infantry Proponency.

“It takes foot Soldiers to hold ground against combatants,” Fox said. “The support units and the other combat arms are important, but it couldn’t be done without the infantry.”

It takes 13 weeks of basic training and advanced infantry training to become an

infantryman, with additional follow-on training after the Soldiers are assigned to a unit. Infantrymen can train at many schools like Ranger, airborne, Pathfinder, master fitness, combatives, Javelin gunner, master gunner, anti-tank weapons and more.

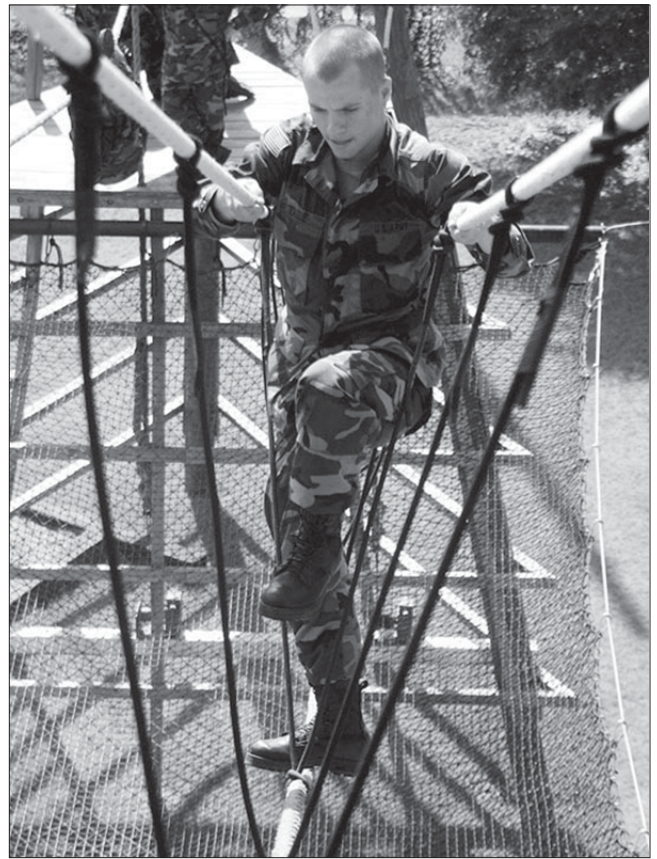
As infantry officers climb the ranks, professional-development courses include Infantry Officer Basic Course, Infantry Captains Career Course, intermediate-level education, Senior Service College and the Army War College. Infantry NCOs go to Primary Leadership Development Course, Basic NCO Course, Advanced NCO Course, First Sergeants Course and Sergeant Majors Academy.

There is a focus today on training because the infantryman has to be a multi-tasker who is situationally aware and can think on his feet, said Capt. Randy Garcia, Infantry Branch representative.

“The infantry isn’t about being a grunt toting a gun through the woods somewhere,” Garcia said. “It’s about leading Soldiers and developing the communication and analytical skills needed to take charge. Today’s infantryman is a much better Soldier than at any time in the past.”

The Army’s determination to train the best Soldier possible has resulted in changes in the infantry in the last few years. In the past, anyone who chose to be infantry came in as 11X, infantryman unidentified. After basic training, an 11X chose to become either an 11B infantryman, 11C infantry mortarman, 11H heavy anti-armor weapons infantryman or 11M mechanized infantryman.

The infantry was realigned in Septem-



A Soldier traverses a rope bridge while training as an infantryman.

ber 2001, and all infantry slots were converted into infantry or mortar. The concept behind the realignment was to make an all-around infantryman capable of being assigned in either light or heavy units.

“It encourages an infantryman to become well-rounded and capable of more skills,” said Sgt. 1st Class Montana Haas, 11C career-management NCO, Office of Infantry Proponency.

A former recruiter, Haas said adventurous people choose to join combat arms, especially infantry.

“The person who picks infantry wants to jump out of planes, shoot weapons and blow things up,” he said. “When I first joined the Army, I wanted to go to the 82nd Airborne because I knew I would get to do things I could never do in the civilian world.”

TRADOC names Instructors of the Year

FORT MONROE, Va. (TRADOC News Service, March 18, 2005) – U.S. Army Training and Doctrine Command has named the winners of the Army's Fiscal Year 2004 Instructor of the Year competition.

The winners are:

- Chaplain (Maj.) Mark Penfold, Transportation Center and School, Fort Eustis, Va., officer category;
- Chief Warrant Officer 4 Pamela M. Callaway, Military Police School, Fort Leonard Wood, Mo., top warrant officer instructor;
- Sgt. 1st Class Michael L. Shouse, Armor Center and Fort Knox, Fort Knox, Ky., noncommissioned officer category;
- Andrew J. Wilbur, Engineer School, Fort Leonard Wood, best civilian instructor;
- Master Sgt. Vernon C. Garcia, 95th Division (Institutional Training), Oklahoma City, Okla., top U.S. Army Reserve instructor; and
- Sgt. 1st Class Jerrell D. Wright, Professional Education Center, Camp Robinson, North Little Rock, Ark., best instructor representing the Army National Guard Bureau.

"Each candidate demonstrated superior ability, the majority winning an installation-level competition as a prerequisite for nomination to the TRADOC level," said Maj. Gen. Paul D. Eaton, TRADOC's deputy chief of staff for operations and training, in a memorandum dated March 3. "All deserve recognition for their outstanding performances. Their professionalism as leaders, instructors and mentors ensures the Army's preparedness for the challenges of the future."

The IOY program manager in DCSOPS&T, Renee Estephanos, said that the judges looked for instructors who went above and beyond the mechanics and were good at "engaging and explaining."

Chaplain (Maj.) Mark Penfold

Penfold serves as the Transportation School's chaplain and is a primary instructor for the Transportation Officers Basic Course at Fort Eustis. As instructor for the Inter-Modal Operations Division at the Transportation School, he expands the normal role of the school's chaplain by teaching classes such as role of the Army chaplain, counseling, Army writing, oral briefing and presentation, stress management, suicide prevention, Army Values/ethics/ethical decision-making and

memorial ceremonies/casualty notification and survivor-assistance officer duties.

Penfold participates in every field-training exercise for TOBC classes and mentors more than 90 officer basic course students.

"I find that students have preconceived ideas of a chaplain's role," he wrote in an essay for his nomination packet. "The fact that I teach other leadership classes, as well as participate as a trainer in the student [FTXs] and situational-training exercises, challenges their paradigm. ... I strive to help them see the ethical implications of every decision and how their decisions will affect the mission, positively or negatively.

"Being a leader in today's Army is not just about tactics, techniques and procedures, but about becoming the right kind of person who is able to understand the dual nature of our Army's focus of 'mission first, people always!' Our Soldiers will accomplish any mission if they are convinced their leaders make the right decisions and will do everything in their ability and power to care for them, their fellow Soldiers and their families," he said.

Chief Warrant Officer 4 Pamela Callaway

Callaway is chief of the Advanced Investigations Training Branch, Military Police Investigations Division, at the MP School, as well as the senior instructor and subject-matter expert in forensic science, crime-scene processing and physical evidence identification, recovery, collection, preservation and examination. She is responsible for training more than 1,000 multi-service and multinational students a year.

Callaway, who holds three master's degrees and has been a CID special agent for 19 years, recounted in her nomination packet that one of her instructors set her on the path she is on today. "In 1985, I was a young, fresh-faced sergeant, a student of the CID Basic Course, and eager to learn all there was to know about being a criminal investigator," she wrote. "Of all the instructors I learned from during those 16 weeks, the one affectionately dubbed 'Doctor Death' was the one who made the most lasting impression. It was so lasting that here I am, 19 years later, emulating him.

"One difference is that, in 1985, forensics was not the household word it is today. In many ways, teaching death investigations has been made easy by the

newfound interest in the field. The challenges, of course, are keeping up with the daily changes in technology and forensic capabilities, and refuting misconceptions of what is forensically possible as seen on television. With the emphasis on physical evidence in both real and make-believe, expectations have flourished beyond the reasonable. It's up to me to be the gatekeeper of what is real, and it's both a challenge and a privilege to direct young and impressionable minds to apply common sense and logical deductive thinking."

Sgt. 1st Class Michael Shouse

Shouse is an instructor/writer with the Armor Center's Bradley Automotive Branch and NCOIC of the military-occupation specialty 63M30 basic non-commissioned officers course. Between his Army assignments and his own professional-development efforts, he has become a recognized expert on the Bradley Fighting Vehicle.

"I love to teach and see the results of that teaching effort," he wrote in his nomination packet. "The results show when that young sergeant graduates with so much pride and knowledge. When I see him pass those tests that are required at each level of his training, and see the pride written all over his face, I have personal gratification in knowing that I did my job and I did my job well.

"I care very much for the Soldiers I teach," he wrote. "I give it all I have, and there is no limit to the time I take in preparing for a class. I have a burning desire to make a difference in the life of each Soldier. I want each of them to be successful, so I feel I must motivate and inspire them to be the best they can be.

Andrew Wilbur

Wilbur instructs the MOS 21B course at the Engineer School. He is a former drill sergeant who served 21 years in the Army before he retired – 10 of those as an instructor.

"My passion for instructing led me into my current job," he wrote in his nomination packet. "My main focus in what I teach is to share my (active-duty) experiences with new Soldiers and prepare them for the tough battles they will face as they continue to serve their country, whether in peace or in war.

"I always lead by example and insist those who work with me do the same," he

wrote. "Aside from drill sergeants, we are the first people the privates see, and I want them leaving (advanced individual training) knowing you can never take the Soldier out of a person."

Master Sgt. Vernon Garcia

Garcia is assigned to 9502nd Training Detachment (Noncommissioned Officer Education System), 6th Brigade, 95th Division (IT). She is coordinator for the Total Army Instructor Training Course and Small Group Instructor Training Course, and serves as primary instructor for 6th Brigade, supporting the Total Army School System battalions within 95th Division.

"The courses I teach ... are the basic foundation for all instructors and, ultimately, the foundation upon which the Army is built," Garcia wrote in her nomination packet. "If I did not care about the quality of instruction I deliver, the knowledge I impart, or the lasting impression I make on the students attending 'my' courses, I have failed them as an instructor.

"My greatest challenge as an instructor is how I bridge the enormous learning gap that today's classroom presents. Students come from a multitude of diverse educa-

tion levels and learning styles. Keeping far ends of the learning spectrum actively engaged in the learning experience is almost an hourly challenge," she wrote. "I must keep the collegiate student, who is conditioned to absorb large amounts of information in small periods of time and has well-developed study skills, from thinking the course is boring, while at the same time, try to reach the student who has not been in the active learning process for years."

Sgt. 1st Class Jerrell Wright

Wright is the course manager for the Military Entrance Processing Station Guidance Counselor Course and serves as a subject-matter expert on the development team of the Army National Guard's sales program, "comprehensive communication skills." He trained National Guard leadership and guidance counselors on CCS and supported Guard recruiting and retention with 17 mobile training events during FY04.

"My mission is to equip the Army National Guard with well-trained recruiting and retention NCOs capable of recruiting quality individuals, reducing attrition and

retaining MOS-qualified Soldiers," Wright wrote in his nomination packet. "I constantly remind myself and attempt to convey the Warrior Ethos mentality in all I do as well as those I train. Albert Einstein said, 'Not everything that is measured has meaning, and not everything that has meaning is measured.' I believe I contribute greatly by knowing the difference!

"The greatest challenge I have as an instructor is keeping pace with change," he said. "In our contemporary operational environment, changes are rapid and occur frequently. Change is required in the approach and methods we employ to train and motivate Soldiers. I once read, 'The pain of discipline is far less than the pain of regret.' I will do all I can to discipline myself to adjust, adapt and overcome change so, in the end, I will be without regrets."

Each winner will receive a congratulatory note from the TRADOC commanding general, Gen. Kevin P. Byrnes, a commander's coin and a plaque.

TRADOC's DCSOPS&T, which sponsors the competition, chose the winners from among 62 candidates in the Active Component categories and three each in the Reserve Component categories.

Army releases journalism award winners

FORT MONROE, Va. (TRADOC News Service, March 22, 2005) – Several U.S. Army Training and Doctrine Command journalists, and journalists on the installation newspapers that cover TRADOC stories, were among the winners in the 2004 Maj. Gen. Keith L. Ware Army Journalism Awards competition, the Army's chief of public affairs office announced March 22.

Turret, the Fort Knox, Ky., installation paper, placed second in the category of "metro-format newspapers." **Turret**, which is part of the Installation Management Agency Southeast Region, supports the Armor Center and School commanding general.

The **Fort Jackson Leader**, Fort Jackson, S.C., earned second place among the tabloid-format newspapers. **The Leader** is also part of IMA Southeast and supports the U.S. Army Training Center at Fort Jackson, which includes TRADOC schools such as the adjutant general, chaplain, finance, recruiting and

retention and drill sergeant schools, as well as a large initial-entry training center.

Spc. Eliamar Castanon, a writer for **The Bayonet** newspaper, Fort Benning, Ga., took second place in the running for the best military print journalist (Paul D. Savanuck Military Journalist of the Year). **The Bayonet** is part of IMA Southeast and supports the Infantry Center and School commanding general, as well as other TRADOC schools such as drill sergeant, officer candidate, Ranger and airborne schools, and the Army Physical Fitness School.

Patrick Buffett earned second place in the Moss-Holland Civilian Journalist of the Year category. Buffett, a former Soldier assigned to the TRADOC Public Affairs Office, edits **Casemate**, Fort Monroe's newspaper, which prints stories relating to TRADOC headquarters. Fort Monroe is part of IMA's Northeast Region.

Pfc. Sheena Williams of **The Leader** took second place in the "commentary"

category for her piece "Read the fine print."

Steve Arel received an honorable mention for his article "Cadets compete," which was entered in the "news article" category. Arel works for Eastern Region ROTC Public Affairs, U.S. Army Cadet Command.

Walt Kloepfel of U.S. Army Recruiting Command also received an honorable mention in the feature-article category for his story on "Tandem jumping with the Golden Knights."

Casemate's "News Notes" biweekly feature received an honorable mention in the "special achievement in print media" category. The 50th anniversary edition of **Army Flier**, Fort Rucker, Ala., also made honorable mention in the category. **Army Flier**, part of IMA Southeast Region, supports the Aviation Center and School's commanding general and news from the Warrant Officer Career Center.

There were no TRADOC winners in the broadcasting part of the KLV competition.

Army's vice chief of staff awards captain Bronze Star, Purple Heart

By Spc. Nikki St. Amant/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 31, 2005) – Capt. Charles E. Greene received the Bronze Star with valor device and the Purple Heart from Vice Chief of Staff of the Army Gen. Richard Cody in a ceremony March 24 in Infantry Hall.

Greene's awards stemmed from his deployment to Iraq from September 2003 to February 2004. Greene worked as an adviser to the 22nd Battalion of the Iraqi Intervention Force. While assigned to the unit, he was involved in several combat engagements and was shot in the head during a sniper ambush in Mosul.

Greene is currently serving as the director of professional military education in the Infantry Center and School's directorate of training.

His leadership, courage and tactical proficiency were essential to the accomplishment of the unit's mission to provide security and stability to the region before, during and after the January elections, according to his award narrative.

It is highly unusual for the vice chief of staff to award individual decorations. Cody traveled to Fort Benning for Greene's award ceremony at the request of Gen. David Petraeus. Petraeus, the Multi-National Security Transition Command-Iraq commander, hand-picked Greene for the assignment with the 22nd but couldn't come back to the United States to award him his decorations.

Greene's wife, Cynthia, said her husband is a humble man, and she wasn't surprised when he chose not to make any remarks during the ceremony.

"He's one of those people whose reputation speaks for itself. His uniform speaks for itself," she said.

Cynthia said humility isn't the only trait that makes Greene the man he is. He is known around the world for his courage, determination and personal pride.

As an enlisted Soldier with the 75th



Vice Chief of Staff of the Army Gen. Richard Cody pins a Bronze Star for valor on Capt. Chuck Greene in a ceremony March 24 at Infantry Hall, Fort Benning, Ga. Greene also received a Purple Heart. He was shot in the head during a firefight in Mosul, Iraq, last year but continued to lead his unit through the battle.

Ranger Regiment in 1990, he was in a training accident involving mortar rounds. He was sprayed with shrapnel up and down his body. He returned to work in a matter of weeks. He still carries the shrapnel.

In 2003, he fell from a deerstand in Texas and broke six vertebrae in his spine. Doctors predicted he would be unable to work for five to six months. Greene said, "Nobody is going to take my command." He returned to duty 30 days later and was in Iraq 90 days after that.

Lying in bed on life support after

surgery in Germany for his gunshot wound, he wrote a note to the medical staff. "OK, you've patched me up. When can I go back?" it read.

"He's always been this kind of guy," Cynthia said. "I wouldn't expect anything else."

Greene continues to recover from his wounds. He has lost hearing in his left ear and has problems with his equilibrium, but his doctors are impressed with his recovery and say his eardrum has begun to rebuild itself.

EXFOR commander receives MacArthur Leadership Award

By Melissa House/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 11, 2005) – It took Capt. Clint Cox almost five years to graduate from college, but the fact he couldn't decide on a major hasn't had an impact on his career in the Army.

March 1, the Army named Cox as one of the recipients of the Gen. Douglas MacArthur Leadership Award, designed to recognize company-grade officers who demonstrate the ideals for which MacArthur stood: duty, honor and country.

Nominees must first meet height and weight standards and pass an Army Physical Fitness Test. A panel then evaluates each nominee's file and considers overall leadership performance, technical and tactical competence and commitment to Army values.

Cox has been living with the Army and its values since he was born. An Army brat whose father was a Signal Corps officer, he said his decision to become an infantryman was an easy one.

"Generally, everyone works for the infantry," he said. "So if I wanted to be a leader, the best way to have the most impact was in the infantry."

The panel selected Cox as the Army's Training and Doctrine Command recipient, looking at his performance since he was commissioned in the infantry in 1996.

His first assignment in Germany exposed him to the mechanized infantry,



Capt. Clint Cox

where he served in the 1st Infantry Division in Schweinfurt. Cox deployed to Bosnia and Macedonia and was recognized with a V Corps Distinguished Leadership award.

After attending the Armor Advanced Course, Cox was assigned to Fort Campbell, Ky. His time in the 101st Airborne Division, he said, was his best and most influential assignment so far.

He commanded an infantry company during Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom in Iraq. During OIF, his company was instrumental in seizing Baghdad's international airport and military district.

"I was in the right place at the right time and with great Soldiers and noncommissioned officers," Cox said. "That resounds the most with me. I was also fortunate to work with great leaders and have good mentors."

Cox requested a TRADOC assignment after company command – partly, he said, to take a break, but to also be in a position to continue to give something back to the Army.

His current contribution is as the commander of the Army's only Experimental Force Company, which stood up in May 2004. The unit conducts all testing and evaluation of new infantry equipment, weapons and doctrine.

"We're working on the future of the infantry and the Army," he said. "To be able to touch and influence the future is really rewarding."

Cox, the only TRADOC recipient, will join the 26 other MacArthur Leadership Award recipients in Washington, D.C., for several days of events ending with the formal award presentation May 25.

"I'm humbled," Cox said. "It came out of nowhere."

Soldier becomes an American, re-enlists to fight terrorism

Story by Master Sgt. Charles Brandon/
U.S. Army Intelligence Center and Fort
Huachuca

Photo by Elizabeth Davie/*The Scout*

FORT HUACHUCA, Ariz. (TRADOC News Service, March 7, 2005) – “It would be better to die in Iraq than get out of the Army right now.”

Those are pretty strong words for an American Soldier, especially during a time of war. Their power becomes even more impressive when you consider the person speaking them has only been an American for a few months.

“My second re-enlistment was more meaningful than my first one because I had the American flag behind me, and I was an American citizen,” said Sgt. Joseph Mutaku.

Mutaku is a native of Kenya who gained his citizenship last November. On Jan. 5, the 25R audiovisual specialist displayed his commitment to his new country by re-enlisting in a ceremony held at the Intelligence Electronic Warfare maintenance facility at Fort Huachuca. The Soldier is assigned to Headquarters and Headquarters Company, 111th Military Intelligence Brigade.

Mutaku’s motivation was simple. He wanted to fight back.

“Terrorists have attacked both my countries: Kenya and the United States,” he said. “Almost 280 Kenyans were killed when terrorists bombed the U.S. embassy in Nairobi; 11 Americans were killed in that attack. Kenya is a small country, and we could do nothing. America is a super-power; if they don’t do anything, then no other country will do anything, either.

“America is doing the right thing by fighting the war against terrorism, because if we don’t take care of this problem now, then our children will have to,” he said. “When I hear Soldiers saying they don’t agree with the war and are getting out, I think that is a shame.”

Mutaku immigrated with his parents to Baltimore in 1996. He became interested in joining the Army because of the opportunity to learn a skill and further his education. Since moving to Fort Huachuca from his first duty station in Hawaii, Mutaku has completed almost three years towards a degree in computer science.

“I like the training I get in the Army,” he said. “Recently I completed a class in Net-plus, and now I’m attending the Basic Installer Course. These were offered to me through my unit.”

Mutaku’s supervisor, Sgt. 1st. Class Ivan Kipp, was an active and integral part in the Soldier’s re-enlistment decision process.

“I was excited to hear of Mutaku’s decision to re-enlist,” Kipp said. “(He) is totally unselfish when it comes to taking care of missions and other Soldiers; he assumes the leadership position when I’m not here.”

Talking further about his re-enlistment, Mutaku related how the brigade’s career counselor, Staff Sgt. Eboni Britton, went the extra mile to get him an assignment to the Army Audiovisual Center in Washington, D.C.

“At first, they weren’t offering me anything I wanted, but (Britton) kept telling me she was going to get something for me – finally, right before Christmas, she did,” Mutaku said. “This assignment will give me more training and experiences, move me closer to my family, and maybe I can deploy from there.”

Asked what he liked best and least about the Army, Mutaku said the pay was what he liked least. “I think if we are going to defend America, we should get more pay,” he said.

The Army values and the camaraderie were the best things about the Army, according to the sergeant. “Every where I go in the Army, I meet great people and develop relationships that will last,” he said. “The Army Values are important guidelines to live by, no matter where you are.”



Sgt. Joseph Mutaku sets up audiovisual equipment for 111th Military Intelligence Brigade. The native of Kenya became a U.S. citizen in November 2004 and recently re-enlisted in the Army to fight terrorism. “Terrorists have attacked both my countries: Kenya and the United States,” he said. “America is doing the right thing by fighting the war against terrorism, because if we don’t take care of this problem now, then our children will have to.” He said it would be better to die in Iraq than leave the Army and the fight against terrorism.

Women's History Month

Officer overcomes bias, achieves career goals

Story and photo by Belinda Baker/
CaseMate newspaper

FORT MONROE, Va. (TRADOC News Service, March 14, 2005) – Fresh out of airborne school, a young second lieutenant was told by a commander that deployment with the unit would be out of the question despite the Soldier's status as a platoon leader.

That was 1979 at Fort Bragg, N.C. The commander's attitude at the time was gender-based. He held the opinion that women didn't belong in the rough, tough world of the XVIIIth Airborne, recalled Col. Jane F. Maliszewski, a career Soldier of 26 years who was the newly commissioned officer in question.

Today the colonel is Fort Monroe's highest-ranking female officer and serves as chief information officer for U.S. Army Training and Doctrine Command. She counts the Fort Bragg experience as her only brush with blatant gender bias.

"At that time, the XVIIIth Airborne Corps was part of a rapid-deployment force; if something happened, we would be on a plane and gone within 18 hours. I was told right up front by my commander, 'I know you're the platoon leader, but if we get the call, you're not going because you're a woman.' This was my first day on the job. I didn't say anything but thought, 'Alright, we're going to have to work on that one,'" she said with a slight chuckle at the memory.

Maliszewski said she proved worthy of the job by working hard and earning the trust of nearly 90 Soldiers under her command. "I jumped out of airplanes. I qualified with my weapon. I did everything I was supposed to do," she said. "(The commander's comment) did not become an issue because we never deployed during my time there. But this was the first and only time I was told I couldn't do something as a Soldier."

The encounter set the tone for the way Maliszewski has approached her military career ever since.

"Your personality and your competence



Col. Jane F. Maliszewski

have to drive everything," she said. "At times, you might take some good-natured joking, and I'm OK with that. I have run across people who, in my earlier days, did have a problem with women in positions of authority. Those were attitudinal things I would just work around. I never let it stop me.

"I have always been convinced that what I'm trying to do is the right thing for the Army and for the units I serve," she said. "I always expect a lot from myself in whatever I do. I drive myself the hardest, and I put in 100 percent."

She applied that same fortitude during a bout with breast cancer seven years ago. The colonel does not dwell on the episode except to say that she quickly opted for surgery because she had her sights on a dream overseas assignment.

"At the time I was diagnosed, I was supposed to move from Washington, D.C., to Korea for a battalion commander's

assignment. (It was) something I'd aspired to do in the Army my entire career, and breast cancer was not going to stop me," said Maliszewski. "When the doctor told me I would probably have to cancel my plans, I told him, 'No, you don't understand ... do whatever you have to do to get me to Korea, because I'm going to be in Korea in 60 days.' And I was."

Recovery took about a year and did not involve chemotherapy or radiation treatment. She was overseas as planned the entire time. "I took my 30 days' convalescent leave after the surgery and then went on and commanded my battalion," she said. "Nobody there ever knew – until near the end of my tour in 1999 during a women's health week of some kind."

She recalled taking the floor during a presentation about breast-cancer awareness and recounting her story for the first time outside of immediate family circles. The colonel said it was probably her single-minded focus on doing a good job as a commander that saw her through ... that and having something to look forward to each day.

Maliszewski acknowledged that challenges and obstacles are just facts of life everyone faces. She said during one assignment she was often asked about harassment and discrimination. She was the only female on a panel of senior officers from the U.S. Army War College that toured university campuses to discuss current affairs.

"My answer was always: 'The fact that (I'm) given the same opportunities (as male Soldiers), paid the same and expectations are the same shows that it's a level playing field,'" she stated firmly.

The colonel admitted joining the Army was not part of her life's plan. The idea was as "far-fetched as the concept of living on the moon" since she had no exposure to military life growing up in Washington Township, N.J. During her sophomore year at Rutgers University, she ambled over to the school's Army ROTC area with a friend one day during lunch. They both wound up

spending the summer in Fort Knox, Ky., at ROTC basic camp.

"I just loved it ... absolutely loved it. I didn't know anything about leadership at all or what I was getting into. I just really took to the military lifestyle, though. I was always patriotic ... tearing up whenever the national anthem was played," Maliszewski said with a beaming smile. "Anyway, we ended up signing up, and we're both still in. Making it as far as I have in the Army is one of the things I'm proud of. Being promoted to colonel as a woman in the Army is a pretty significant event.

"My career has certainly been more than I could have imagined. Before coming here in September 2003, I worked on the Army staff at the Pentagon and had the opportunity to work with all the key staff and the secretary of the Army. It was a wonderful opportunity to gain insight into how decisions are made at the highest levels and also to get the satisfaction of knowing that my input was driving some of the way the Army is going," she said.

Maliszewski said she enjoys the same satisfaction today at Fort Monroe and deems her role as TRADOC CIO her most plum assignment. She manages all the technology for the command, setting

policies and procedures in the information-technology arena.

"The command climate here is wonderful. I feel like I'm given the freedom to do the things I need to do in my job," she said. "It's been very rewarding, and it was such a challenge for me that I decided to delay my retirement for a year and stay.

"For me, the neat thing about the Army is that I've had such a variety of jobs and assignments," Maliszewski said. "Not all of them were things I wanted to do or necessarily liked. But I have learned something very critical out of every job, whether I liked the assignment or not. Everything I've done in the Army has been valuable from a professional and personal development standpoint. Every job I've had has been important in the big picture of things."

She also attributes her success to the people who have "mentored and nurtured" her and to the Soldiers she's led over time.

"My success is really based on other people's influence and just the high quality of people I have worked with. I'm proud of my affiliation with so many dedicated men and women," she said. "That brings me to the way I view our Soldiers today. I really admire men and women in the Army who have kids. My husband (Douglas Herr) and

I don't have any children. I have a lot of respect for those who are single parents, as well as the dual military couples who manage to raise children while facing deployments.

"Out of all the things I've done, and as much as I push myself to give 100 percent, I'm not sure I could handle that task. I have devoted my life and my energy to my work and to my husband. ... What I do pales in comparison. These Soldiers are bringing up the future. Theirs is a massive effort," she said.

The colonel holds a bachelor of arts in history and American studies from Douglass College and a master's degree in business administration from Campbell University, N.C. She also has a master's in national security strategy from the U.S. Army War College. She was commissioned in 1979 as a second lieutenant in the Army from the Rutgers University ROTC program.

Among her awards are the Defense Meritorious Service Medal and Army Meritorious Service Medal. Also, she earned the senior parachutist badge and wears the Office of the Secretary of Defense badge and the Headquarters Department of the Army Staff badge.

Incentive gains ROTC, Kentucky school 'the best of the best' officer and teacher

Story by Steve Arel/Eastern Region ROTC Public Affairs

Photo by Joe Bartley/Eastern Region ROTC Public Affairs

FORT KNOX, Ky. (TRADOC News Service, March 7, 2005) – Andrea Meyer ripped open the package and pulled out a pair of white tube socks. With a green stripe around the top, they were stitched with the words "Army ROTC."

A naïve teen then, Meyer feared accepting the socks obligated her to some sort of military service. So she sent them back.

Soon, another package arrived. Inside were the socks and the Army's request to accept them without obligation.

Meyer, preparing to enter college, kept them this time and decided to sign up for a military science class, figuring the least she could do was to get a peek at what the Army offered. She performed so well in the class, ROTC offered her a full scholarship.

Meyer committed to serve.

There's no telling where she might be today had it not been for those socks.

She might never have joined ROTC almost 25 years ago. She might never have ended up with a career as a U.S. Army Reserve officer. And she might never have become one of Kentucky's best teachers, an achievement for which she was honored recently.

Meyer received the 2005 WHAS-TV/LG&E Foundation ExCEL Award for Hardin County Schools in Kentucky. The annual award recognizes the district's top educator with a golden apple trophy and \$1,000 for instructional expenses.

Meyer, a Reserve major, teaches special education at Lincoln Trail Elementary in Elizabethtown, Ky. For six years, she has transformed the lives of physically and developmentally challenged students and prepared them for not only for middle school, but also for life.

Meyer approaches her students as she

would any other child. She doesn't consider their disabilities an excuse, but rather a point of motivation. What Meyer does for the children is push them to overlook their disabilities, see their strengths and believe they can succeed.

"My passion for these children grows deeper every day," she said. "Everyone has the capacity to learn and achieve, no matter what your IQ is."

Meyer said the award was as much the students' as hers.

"They provide as much comfort to me as I do to them," she said. "I want them to get the attention. I wouldn't be who I am without them."

Meyer, 41, said the leadership skills she learned in ROTC and as a Reserve officer serves her in the classroom. With her students, she instills discipline, sets goals and lays out expectations.

The students have taken to the military presence, too. They march in straight lines when they maneuver around the school.



Andrea Meyer, an Owensboro, Ky., native, holds up the award designating her teacher of the year in Hardin County, Kentucky. An ROTC incentive 25 years ago -- a pair of white tube socks with a green stripe and 'Army ROTC' stitching -- led Meyer to service as a Reserve officer.

Some children even demand that she penalize them with pushups when they make mistakes.

But the uniform makes many of the children uneasy. Several fear the Army will take Meyer away from them and send her overseas. One child who recently thought she was shipping out hung onto her to keep her from going.

Meyer, who began her career in education as a speech therapist, got into teaching to make a difference in the lives of exceptional children.

"I wanted them to grow up and have some of the same experiences other kids have," she said. "As a speech therapist, I couldn't make that difference."

That difference is evident in the students.

Mike Byers, the retired Lincoln Trail principal who hired Meyer, has a granddaughter in Meyer's class. He attributes the progress the girl has made to Meyer's ability to excite children and bring out the best in them.

"There's a special connection between

Meyer and her students," Byers said.

Just ask the parents of Logan Rovinski. When their son joined Meyer's class three years ago, he drooled, struggled to keep his head up and couldn't hold eating utensils. Nowadays, he pays attention in class and uses forks and spoons to feed himself.

"She wants him to read and write and succeed just as we do," Greg and Donna Rovinski wrote in a letter recommending Meyer for the honor. "She is just as excited as we are with each and every accomplishment he makes. Her tears for his successes are just as genuine as ours."

In proclaiming March 2 as Andrea Meyer Day in Hardin County, the county's judge-executive reflected on the impact Meyer has had on the children.

"It's no doubt Meyer's class will remember her for the rest of their lives," Harry Berry said.

Meyer, a native of Owensboro, Ky., graduated in 1985 No. 1 in her class at Murray State University with a degree in communication disorders. She expected to serve on active duty but was placed in the Reserves.

On top of that, she was branched engineer, something in which she had no experience. But she reported to Fort Belvoir, Va., eager to learn. In 21 weeks, she learned everything from laying pipes to installing electrical equipment.

After she graduated, her husband, an armor officer, was sent to Fort Polk, La. But the Reserve unit there had no slot for her as an engineer, so she became a team leader with a replacement detachment.

After three years, her husband was sent to Fort Knox, Ky. They later left for Germany and returned to Fort Knox.

Meyer wanted to become a training officer, and she was given command of a basic-training unit. That was something of a rarity, she said, because few women hold such commands.

"The Soldiers were so shocked by it, but they were awesome," she said.

Meyer took over during a time of turmoil

for the unit. The previous commander had been relieved, and morale among the Soldiers was down.

But the trainees rallied around Meyer, who regularly conversed on a personal level with them and became affectionately known as "the ma'am." They would chant before chowtime until she would appear from her office and acknowledge them.

Meyer has been with the 8th Brigade of the 100th Division at Fort Knox for almost three years. Her role involves ensuring the Leader's Training Course at Fort Knox and Leader Development and Assessment Course at Fort Lewis, Wash., is manned with Reserve Soldiers to oversee ranges and other training sites.

Meyer reaches the 20-year service mark with the Reserves in May. If she doesn't retire, she'll appear before a lieutenant colonel board in September.

Meyer isn't sure what she will do. Part of what she is weighing is how to balance the demands of teaching and serving as an officer without giving one up.

When she's working for her unit, she pops in at the school each day to check on her students. When she's teaching, she fields calls almost each day from one of her Soldiers.

"There's no one weekend a month" with the Reserves, she said. "If you operate like that as an officer, you're not being functional for your unit."

Gary Roedemeier, the WHAS-TV anchor who presented the ExCEL award, described Meyer as "the best of the best" in the teaching profession. He said the golden apple is symbolic of students' love for their teacher.

"Thank you for inspiring us," Roedemeier told Meyer. "With your commitment, you're a beacon and a role model for all the teachers who care for our children."

Looking back, Meyer said she would not change anything about the way her life played out.

"Look what those socks did to me," she said.

Women's History Month

Top-ranking female Soldier shares heroic views

Story by Patrick Buffett/*The Casemate*

Photo by Matthew Thomas/Fort Monroe Photo Lab

FORT MONROE, Va. (TRADOC News Service, March 22, 2005) – The highest-ranking female Soldier in U.S. Army Training and Doctrine Command participated in Fort Monroe's Women's History Month observance March 11 at the post theater.

Maj. Gen. Ann E. Dunwoody, commander of the Combined Arms Support Command and Fort Lee, Va., delivered her keynote address – titled "Women Making History Today" – to an audience of roughly 200 community members.

The ceremony opened with the singing of the national anthem by Susan Pruitt of Joint Task Force Civil Support. She was followed by the invocation and opening remarks from Lt. Gen. John M. Curran, director of the TRADOC Futures Center.

"This year's theme, 'Women Change America,' celebrates the role of American women in transforming our culture, our history and our politics," Curran said.

"A knowledge of women's history provides a more expansive vision of what a woman can do," Curran also said. "This perspective can encourage young girls and women to think larger and bolder and give boys and men a fuller understanding of the female experience."

Curran referred to Dunwoody as a "shining example" of the success women continue to achieve. He briefly reviewed her history and commended her leadership style, which can be summed up by her favorite quote, "If I ever rise above the crowd, it is because I am standing on the shoulders of giants."



Maj. Gen. Ann E. Dunwoody

Dunwoody told the audience early on in her talk that she "never thought about what wasn't possible" because she was always allowed to do her job in peacetime and in war. "I don't take that for granted," she said. "I know that didn't happen by accident."

The general then offered an attention-grabbing overview of the accomplishments of "incredible women" past and present. While a few of the names she recited were instantly recognized, others were more obscure.

"Mad Anne Bailey – expert shot and skilled horsewoman – served as a scout, spy and messenger (during the Indian Wars).

"Sarah Edmonds initially served as a nurse (during the Civil War), but later

became a spy for the Union. She was a master of disguise, male or female, black or white, and she infiltrated enemy lines 11 times."

On the modern battlefield, Dunwoody noted, nearly 17,000 U.S. Army servicewomen are serving: "Proud daughters, wives, mothers – all serving and willing to put their lives on the line."

She then spoke of those who have "paid the ultimate sacrifice" in Iraq. Her narrative included Pfc. Rachel K. Bosveld, a young military policewoman from Giessen, Germany.

"When she found out she was going to Iraq, she said, 'Dad, I get to go,' not 'Dad, I have to go.' She was so proud and excited to have the opportunity to serve her country," Dunwoody said.

Bosveld narrowly escaped death in September 2004 when her humvee was hit by a rocket-propelled grenade, Dunwoody explained. "She escaped with bruises and sore muscles, only to be killed a few weeks later, on Oct. 26, in another attack (on a Baghdad police station.)

"They weren't told to serve, but rather they asked to serve. They weren't asked to put their lives on the line, but they chose to put their lives on the line," Dunwoody said.

Dunwoody mentioned the one document she carries with her at all times: the Soldier's Creed. "It unifies all Soldiers. It makes us a family of warriors," she said.

She then tugged her military identification tags out from under her shirt and expressed her thanks to the nation for allowing her to wear those tags.

"These are one of my most cherished possessions," Dunwoody said. "They mark my place in the greatest Army the nation has ever known."

USAMU Soldier wins Army small-arms championship

By Paula J. Randall Pagán/U.S. Army Marksmanship Unit, Accessions Support Brigade

FORT BENNING, Ga. (TRADOC News Service, March 22, 2005) – A Soldier assigned to the U.S. Army Marksmanship Unit triumphed over 123 competitors to take the overall prize in the All-Army Small Arms Championship March 20.

Spc. Sean P. Watson, a USAMU service-pistol team member, won the small-arms overall individual championship, which was an aggregate of the service-rifle individual championship and the service-pistol individual championship.

Spc. Craig S. Nelson, a USAMU gunsmith, took second place, and Sgt. Robert S. Park II, a USAMU service-pistol shooter, came in third.

Staff Sgt. John M. Buol was the winner in the novice division, followed by Staff Sgt. Russell V. Gerhardt in second place; both Soldiers are Reservists in the Small Arms Readiness Group. Sgt. 1st Class Kevin W. Bittenbender of the Pennsylvania National Guard took third place.

The Army service-rifle championship was an aggregate of four matches that were fired March 14-17: the Secretary of the Army Rifle Match, Chief of Staff of the Army Rifle Match, Commanding General U.S. Infantry Trophy Match and the All-Army Excellence in Competition Rifle Match.

The Army service-pistol championship was an aggregate of three matches that were fired March 18-19: the Secretary of the Army Pistol Match, Chief of Staff of the Army Pistol Match and the All-Army Excellence in Competition Pistol Match.

The Secretary of the Army Match was an aggregate of the Secretary of the Army Rifle Match and the Secretary of the Army Pistol Match. The winners were Watson, Park and Nelson in first through third. Buol won the novice division; in second place was Sgt. Christopher D. McGuire of the Wyoming National Guard, and in third was 2nd Lt. Jason E. Keohler of Fort Bragg, N.C.

The Chief of Staff of the Army Match was an aggregate of the Chief of Staff of the Army Rifle Match and the Chief of Staff of the Army Pistol Match. The winner was

Nelson, followed by Park, then Watson. Buol took the novice division, with Gerhardt in second place and Sgt. Richard F. Hartley of the Army Reserve 321st Engineer Battalion in third.

Watson won the Army service-pistol championship, followed by 1st Sgt. Joel P. Kaczorowski of Fort Bragg in second place, Park in third place and Nelson in fourth. The novice division winner was Capt. James R. Barrows of Fort Sill, Okla.; Buol took second place, and Sgt. 1st Class Andrew C. Fegley of the New York National Guard finished third.

Watson also won the Excellence in Competition Pistol Match, followed by Kaczorowski in second place and Nelson in third. Master Sgt. Roger A. Thompson of Fort Lewis, Wash., was the novice division winner, with Fegley in second place and Barrows in third.

A Sniper Platoon Soldier of the 3rd Battalion, 75th Ranger Regiment, blew away the competition to take the service-rifle individual championship. Staff Sgt. Jared N. van Aalst beat 147 Soldiers to win the service-rifle championship by 28 points more than the second-place finisher. Army National Guardsman 1st Lt. Rodney W. Richmond, the assistant state marksmanship coordinator for the New York National Guard, took second place, and Maj. Rhonda L. Bright of the Army Reserve Small Arms Readiness Group finished third. Sgt. Joel S. Micholick of the 3rd Battalion, 75th Ranger Regiment, was the winner in the novice category, followed by Hartley and Spc. Henry L. Gray of USAMU.

Kaczorowski was the winner in the Secretary of the Army Pistol Match, in which Watson was second and Park was third. Fegley took the novice division, with



Lt. Gen. Anthony R. Jones, U.S. Army Training and Doctrine Command deputy commanding general and chief of staff, awards Spc. Sean P. Watson, a U.S. Army Marksmanship Unit service-pistol team member, for winning the All-Army Small Arms Championship. Watson triumphed over 123 competitors to take the overall prize in the championship March 20, winning the small-arms overall individual championship, which was an aggregate of the service-rifle individual championship and the service-pistol individual championship.

Barrows in second place and Buol in third.

Army Reservist Staff Sgt. Keith N. Sanderson of the Small Arms Readiness Group won the Chief of Staff of the Army Pistol Match; Park was second and Nelson was third. Buol was the novice division winner; Lt. Col. Edward J. Stawowczyk of TRADOC Systems Manager-Close Combat Missile System took second place, and Barrows was third.

Sgt. 1st Class Jeffrey D. Stehling of the Texas National Guard won the Infantry Trophy Rifle Match. Maj. Ross N. Finley of the Nebraska National Guard was second, and van Aalst was third. In the novice category, Gerhardt was the winner. Sgt. Morgan E. Jenkins of the Wyoming National Guard took second place, and Thompson finished third.

Sgt. 1st Class Mark A. Benson of the Pennsylvania National Guard won the Excellence in Competition Rifle Match,

followed by van Aalst in second place and Sgt. Thomas J. Scott of the New York National Guard in third.

The Small Arms Readiness Group Army Reserve Team of Buol, Gerhardt, Staff Sgt. Leslie D. Lewis and Sgt. John F. Arcularius Jr. won the Army rifle team championship, which was an aggregate of the Infantry Trophy Team and the Sergeant Major of the Army Team matches. The team from the 3rd Battalion, 75th Ranger Regiment, of van Aalst, Micholick, Staff Sgt. Robby D. Johnson and Spc. Michael G. Kase took second place. The New York National Guard Team of Scott, Richmond, Sgt. 1st Class Randy Knowlton and Sgt. 1st Class David Evans finished third.

The New York National Guard Team won the Commanding General Infantry Trophy Rifle Team Match; team members were Scott, Richmond, Knowlton and Evans. Chief Warrant Officer 4 Greg S. Coker, Staff Sgt. Lowell B. Bindschatel, Sgt. David M. Tatone and Sgt. Eric D. Radford from Fort Campbell, Ky., took second place; the Small Arms Readiness Group Army Reserve Team finished third.

The 75th Ranger team won the Sergeant Major of the Army Rifle Team Match; van Aalst also had the highest individual score in the match of 231 points out of a possible 250 out of the 120 competitors. In second place was the Small Arms Readiness Group Army

Reservist team. The Pennsylvania National Guard team took third place; team members were Maj. Michael J. Levitsky, Capt. John A. Younger, Bittenbender and Benson.

Richmond, who won Day 1 of the All-Army Small-Arms Championship, also took the championship on Day 2. Richmond beat 147 other Soldiers to win the Chief of Staff of the Army Rifle Match; he also won the Secretary of the Army Rifle Match. In the Chief of Staff of the Army Rifle Match, Lewis took second place, and van Aalst came in third; in the novice category, the winner was by Micholick, followed in second place by Hartley and Bittenbender in third.

Van Aalst also took second place – only one point behind Richmond – in the Secretary of the Army Rifle Match, in which Bright finished third in the open category and was the highest female finisher. The novice winner was Pfc. Lee L. Vampola of Company B, 3rd Battalion, 75th Ranger Regiment. Micholick took second place, and Sgt. Christopher D. McGuire of the Wyoming National Guard came in third.

The USAMU team of Watson, Nelson, Park and Cpl. Walter E. Craig Jr. won the General Patton Pistol Match, which included a timed two-mile run. The 75th Ranger team took second place, and the Army Reserve team finished third.

The USAMU team won the Sergeant

Major of the Army Pistol Team Match; the Army Reserve team finished second, and the Pennsylvania National Guard team took third. The USAMU team also won the Combat Assault Pistol Match, in which the New York National Guard took second place and the Fort Campbell team finished third.

USAMU is hosting the All-Army Small-Arms Championships in conjunction with the U.S. Army Infantry Center through March 24.

Formed in 1956 by President Dwight D. Eisenhower to raise the standards of marksmanship throughout the U.S. Army, USAMU is assigned to the Accessions Support Brigade of Fort Knox, Ky., which is under U.S. Army Accessions Command, headquartered at Fort Monroe, Va. Accessions Command is charged with overseeing recruiting and training of the Army's enlisted Soldiers and officers. USAMU trains its Soldiers to win competitions and enhances combat readiness through train-the-trainer clinics, research and development. The world-class Soldier-athletes of the USAMU also promote the Army and assist recruiters in attracting young Americans to enlist in the Army.

For more information on USAMU, contact the Public Affairs Office at (706) 545-5436, paula.pagan@usaac.army.mil or <http://www.usarec.army.mil/hq/amu/>.

Soldiers Army-wide learn valuable skills through marksmanship competition, training

By Paula J. Randall Pagán/U.S. Army Marksmanship Unit

FORT BENNING, Ga. (TRADOC News Service, March 22, 2005) – “Being able to shoot, being a marksman is what being a Soldier is all about.”

That’s what Lt. Gen. Anthony R. Jones, deputy commanding general and chief of staff of the Army’s Training and Doctrine Command, told the nearly 200 Soldiers gathered at the 2005 U.S. Army Small Arms Championships.

Jones was the guest speaker at the All-Army Championships awards ceremony March 20. Active duty, National Guard and Reserve Soldiers from across the country took part in the All-Army Pistol and Rifle Championships March 12-24. The U.S. Army Marksmanship Unit hosted the All-Army Small Arms Championships in conjunction with the U.S. Army Infantry Center.

“I know that now you’re more confident marksmen and better Soldiers, and I ask that you take this training back to your units and share it with your fellow Soldiers; it’s tremendously important,” Jones told the competitors. “Go back and tell your leaders about the good training the Army Marksmanship Unit and Fort Benning provide; I think there’s none better.”

Braving pouring rain and wind chills in the 30s, Soldiers competed with the M-16 rifle or M-4 carbine, M-9 pistol and M-24 or M-14 rifles against 188 counterparts from the regular Army, Reserve and National Guard. Rifle matches were shot at ranges from 200 to 500 yards. Pistol matches were fired under combat time standards at seven to 25 yards; one team match included a timed two-mile run with weapons and full combat gear. All firing was done with helmet and individual combat gear. Long-range matches were fired at ranges of 600 to 1,000 yards.

“The advanced shooting experience gained in these challenging matches translates into better trained and confident Soldiers, ready to meet the challenges of the Global War on Terrorism,” said USAMU’s commander, Lt. Col. David J. Liwanag. “These championships are the pinnacle of in-service Army competitive marksmanship training.”

Not only did the Soldiers learn from competing in the matches, but all competitors in the All-Army Championships also attend mandatory rifle, pistol and long-range training classes given by USAMU instructors and received certificates of training.

According to Liwanag, after last year’s All-Army competition, competitors from Fort Benning’s CONUS Replacement Center used the training they received and applied it to their own unit training, which resulted in a weapons qualification increase from 30 percent to 90 percent.

"The All-Army Competition gives all competitors the opportunity to spend a week on the ranges fine-tuning the fundamental skills necessary for successful shooting," said USAMU's Spc. Sean P. Watson, who won the small-arms overall individual championship and the service-pistol individual championship. "The added pressure of competition is important, as it keeps the shooters' motivation and mindset focused every day. These matches are unique in that all Soldiers competing are using their assigned or similar weapons. Many are very surprised to find how successful they can be engaging targets at extended ranges."

"The All-Army rifle championship was a tremendous event and a great experience for future leaders of our Army," said Staff Sgt. Jared N. van Aalst of 3rd Battalion, 75th Ranger Regiment, who won the service-rifle individual championship. "All the rifle firing was conducted on a known-

distance range and emphasized individual marksmanship skills and not target engagement. Most Soldiers lack the training and confidence necessary to reliably hit a man-sized target past 200 meters, much less 500 yards.

"Soldiers will also take back to their respective units the importance of known-distance firing because of the downrange feedback they received while firing," van Aalst continued. "I also believe the All-Army championships better prepares service members for combat; the only way to duplicate the marksmanship stress felt during combat is at the highest levels of individual shooting competition."

Matches were open to all Soldiers worldwide of any military-occupation specialty. Participants included active-duty Soldiers from Fort Benning; Fort Gillem, Ga.; Fort Bragg, N.C.; Fort Campbell, Ky.; Fort Sill, Okla.; Fort Lewis, Wash.; Fort Riley, Kan.; and Fort Drum, N.Y. National

Guardsmen came from New York, Pennsylvania, Nebraska, Wyoming and Texas, and many Army Reservists also participated.

About 40 percent of the Soldiers who competed were combat veterans of Operation Iraqi Freedom and Operation Enduring Freedom.

Other guests at the March 20 ceremony included Brig. Gen. Benjamin Freakley, Infantry Center and Fort Benning commanding general; Col. Ricardo Riera, Fort Benning garrison commander; Col. Freddie N. Blakely, Accessions Support Brigade commander; TRADOC Command Sgt. Maj. John D. Sparks; Fort Benning Command Sgt. Maj. Michael Kelso; Accessions Support Brigade Command Sgt. Maj. Thomas J. LiPuma; and retired Command Sgt. Maj. Jimmie W. Spencer, who represented the Association of the United States Army.

Day 1, basic training:

Discipline, values, attention to detail

Story by **Cannoneer** staff

Photos by Spc. Walter Ludka/**the Cannoneer**

FORT SILL, Okla. (TRADOC News Service, March 14, 2005) – About 150 basic combat trainees arrived at their new home: B Battery, 1st Battalion, 40th Field Artillery.

After being introduced to their drill sergeants at the 95th Reception Battalion, all were transported to the Central Issue Facility.

At CIF, trainees are issued their basic combat training gear – items as diverse as canteens, entrenching tools and headgear.

During issue, Soldiers must hold their laundry bags off the ground and in front of them. At first, the bags are light and the task is easy enough. The bag gets heavier. Much heavier.

Some are not surprised by the early rigors of "basic."

"I knew it was going to be challenging, but I knew it was going to get me physically and mentally fit in case I were to go to Iraq," said Pvt. Keith Mauga.

Basic military movements, pushups and precision are taught the first day, said Capt. Viet Lee, B Btry. commander.

Another reason for the activities on the

first day of BCT is "to shock the new trainees into a military frame of mind. It's an immersion into military culture," Lee said.

New trainees are taught the seven Army Values and Warrior Ethos. Drill sergeants emphasize teamwork, discipline and respect, said Pvt. Robert Davis, 1st Platoon.

Sgt. 1st Class Robert Langford, senior drill sergeant, told the trainees what would be expected of them during the next nine weeks. Trainees must understand that drill sergeants are in charge, he said.

The Soldiers react to the physical and mental demands.

"We're treated good, and the drill instructors are trying to get us in shape for what's to come," said Pvt. Chad Avita, 1st Platoon.



While following orders to hold a laundry bag straight out, Pvt. Michael Smith watches demonstrator Pvt. Eric Jones to learn which items need to be placed inside the bag.

Teamwork begins with competition

By Spc. Nikki St. Amant/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 18, 2005) – The goal March 14 was to increase fitness, toughen soft hands, begin building the fire that will become a warrior spirit and, most importantly, foster teamwork that will pull young infantrymen through the long days of training that lie ahead and the darker days of war which await many of them on the other side of graduation.

The troops of B Company, 1st Battalion, 50th Infantry Regiment, started the day with a physical-fitness test before rallying at the Sand Hill obstacle course for a morning of sweat, sandy mud, sore muscles and battered knees and elbows.

"I've told my drill sergeants to fire them up," said 1st Lt. Willie Bowen, executive officer. "We'll get them psyched up, but at the same time, their buddies will begin talking them up.

"This is where we see the beginning of teamwork and camaraderie. By sparking a little rivalry, they start identifying with each other and pulling together with the common goal to beat the other platoons," Bowen said.

Broken up into 10-man squads, the entire company navigated the roughly 400-meter course, which included about a dozen obstacles. The average time during the first iteration was 15 minutes.

"Hey, Cupcake! There's a cheeseburger waiting at the end of this, so you better be running the whole way, man!" said Pvt. Drew Smith to battle buddy Pvt. Anthony Strahin.

And then they did it again.

The second pass was marked by a stronger sense of unity within each platoon. Mottos were screamed between obstacles, teammates stuck together, and Soldiers cheered the weakest links forward through the muck and across the



Pvt. Benjamin Briggs puts some hard work into crab crawling at the Sand Hill obstacle course on Fort Benning, Ga. Briggs' unit, 1st Battalion, 50th Infantry Regiment, completed the obstacle course March 14 as part of Week 2 basic training.



Two Soldiers show they have learned the most important lesson of the day, teamwork, as they help a wounded comrade off the field of battle.

physical barriers. There was laughing, battle cries and frustrated charges all along the winding course.

Although tired, wet, sore and filthy beyond recognition, the Soldiers seemed to be having a good time.

"This is going to get us into shape, and they want to see us start working together as a team," said Pfc. Joshua Beck. "It has been fun, and that's part of the reason I joined as an infantryman. I didn't want to do some boring job; I wanted some excitement."

Team-teaching unique to 187th

Instructors work with Soldiers in, out of school

Story and photo by Pfc. Sheena Williams/
Fort Jackson Leader

FORT JACKSON, S.C. (TRADOC News Service, March 31, 2005) – The 187th Ordnance Battalion Wheeled Vehicle Mechanic School runs a unique program for its advanced individual training Soldiers. The team-teaching program, specially tailored for the rigorous hands-on and tactical environment of the school, helps provide mentors and leaders for its Soldiers.

“The team-teaching program allows instructors who normally are just teachers to go that extra step and work hand-in-hand with the drill sergeants,” said Capt. James Woods, commander, Headquarters and Headquarters Company, 187th Ordnance Battalion. “There is one team teacher assigned to each class. They help train Soldiers tactically and academically about their military-occupation specialty and act as a liaison between the AIT unit and the schoolhouse, where they learn their trade.”

Staff Sgt. Philip Harralson has been a team teacher at the 187th WVMS for a year.

“This is a good program because if we didn’t have team teachers, the Soldiers would just be at the company for the first and last part of the day, and in the middle of that, they would go to the schoolhouse,” said Harralson. “We as team teachers establish a buffer between the two places.”

Harralson’s duties require him to work beyond regular duty hours to ensure his Soldiers understand all the vital training they receive.

“I’m there with the Soldiers during physical training and after duty hours, helping them in any way I can. Sometimes there are Soldiers who have fallen behind in their studies, and I’m there as a resource for them,” said Harralson. “We help the drill sergeants by keeping order, and we help instructors by filling in some of that information a Soldier might not have received because they were on sick call.”

Though Harralson’s responsibilities are extensive, he finds being a team teacher very rewarding.

“I like being a team teacher because instructing is great, but when you actually get to influence Soldiers and help them train for war, it’s just so gratifying to see



Staff Sgt. Phillip Harralson, 187th Ordnance Battalion instructor, teaches a group of Soldiers at the Wheeled Vehicle Mechanic School. Harralson is a team teacher for Company C, 187th Ordnance Bn. In addition to instructing the future Army mechanics, he does physical training with them in the morning and is available during after-duty hours.

what a difference you can make,” said Harralson.

The team-teaching program was established in the 1980s and originated from another program called the Group Pace Instruction.

“The GPI program gave Soldiers the freedom to complete their modules at their own pace, allowing them to advance individually. Then another rendition of the program was created in the form of the team teacher,” said Chief Warrant Officer Harvey Jackson, director of WVMS.

“The change came about because having the team teacher was much more efficient for us, considering how a lot of the training here is hands-on. So not only do we need the supervision to allow these Soldiers to use the machinery, but we also needed to take into account the regulatory one-to-six ratio between instructors and students,” said Jackson.

Ever since the change, the new program has been a success for WVMS.

“It works well because you’re going to have students who are on sick call or going to clothing exchange, and when they do come back, they’re going to need help to catch up on all the important material they missed. That’s where the team

teacher facilitates,” said Jackson.

“We only have 11 weeks and two days to give our AIT Soldiers a skill, and we’re no longer working with just a big green vehicle any more,” he added. “We have so much more technology now at our fingertips. So our Soldiers need as much hands-on time as they can get, and the team teachers help them do that and grasp all the technical knowledge they need.”

Jackson recognized how well the program works for 187th Ordnance Bn., but he also stressed how the program is tailored to the school.

“You’ve got pros and cons because you have to look at your structure first. You have to see if you have enough instructors to pull off their teaching platforms and assign them to a class as a team teacher,” said Jackson. “It will work, but you’re going to have to put the work into it for it to accommodate you. You have to think, ‘Do I want to work harder, or do I want to work smarter?’ And I think if we want to work smarter, then the team teacher program will work for any AIT school and unit.

“You just have to be careful you don’t overextend your manpower,” Jackson emphasized.

Primary Leadership Development Course adapts to modern warfare

Story and photo by Tawny Archibald
Campbell/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 7, 2005) – Students attending the Primary Leadership Development Course at Fort Benning are seeing new training. Sgt. 1st Class Daniel Longstreet, Headquarters and Headquarters Detachment, NCO Academy, said the current PLDC class is the first to participate in a pilot program designed to help familiarize NCOs with issues that affect Soldiers in today's Army.

"We focus on things besides regular training," Longstreet said. "(The pilot program) added various reporting procedures, requests for medical evacuations and incorporated improvised explosive devices – something we were doing already."

A course on sexual assault was added to go along with the sexual-harassment classes already being taught. Land navigation and site training were also consolidated.

"It's good because all (NCOs), not just those in combat arms, will know what to do," said Sgt. Matthew Tennill, 3rd Battalion, 75th Ranger Regiment. "When they go on a convoy, they will know what to do with an IED on the side of the road. They can be the leader – step up and take control of the situation."

Besides basic training, this was the first time in the field for Sgt. Teria Wright from Fort Jackson, S.C.

"If somebody were to take me (without PLDC) and put four Soldiers under me, I



Spc. Tyesha Johnson of Fort McPherson, Ga., uses binoculars to survey an area of the woods as part of a reporting procedure drill. The reporting procedures are part of a pilot program being used at Fort Benning's Primary Leadership Development Course.

wouldn't know what to do," Wright said. "Everything they have added to this course is important, and noncombative Soldiers learn things we wouldn't have known before."

Neither Tennill nor Wright felt the program's seven-day work week was an issue. They felt taking out the breaks helped them retain information and stay in "learning mode" longer.

"Everything goes by quicker because

the weeks run together," said Sgt. Brynton Hester of Fort Gordon, Ga. "We don't have much time off, so the continual training instills discipline to be a Soldier 24/seven, not just as a nine-to-five job."

Hester said he thinks the training has changed because it is "a different war with different tactics, and we need to change our training to adapt to the world today."

The students in this PLDC cycle will graduate March 10.

Combatives course builds confident, strong warriors

Story and photo by Travis Edwards/Fort Lee Public Affairs

FORT LEE, Va. (TRADOC News Service, March 11, 2005) – American Soldiers have a new weapon, and it comes from within their very hearts and souls. Graduates of the recently implemented Modern Army Combatives Course at Fort Lee know exactly what it is and how powerful it can be.

“It” is a new regiment of combat submission maneuvers and grappling techniques, part of an Army-wide initiative, designed to give American Soldiers the upper hand in one-on-one engagements, allowing themselves to close with and subdue any enemy in close-quarters combat.

“The rules of engagement do not always allow a Soldier to employ his or her weapon without proper cause; and statistics show that nine out of 10 fights end up on the ground within five to seven seconds – the first 50 seconds of a fight usually determines the winner,” said Staff Sgt. Antonio Lynn of 23rd Quartermaster Brigade. He is the only modern Army combatives certified instructor at Fort Lee. “We teach Soldiers to win the fight.”

The week-long “train-the-trainer” course instructs Soldiers on techniques such as how to maintain dominant body positions, break dominant body positions, body manipulation, proper stand-up techniques, employ submissions and escape from certain submissions.

The program began in 1995 and, after receiving positive feedback, has been incorporated into the new Field Manual 3-25.150. It’s now being introduced to the Army through train-the-trainer courses like the one at Fort Lee, Lynn said.

When Soldiers arrive at the building where the Warriors Ethos-mandated training is held, they see a scene that looks like a movie: an Army fight club, where rank and authority are left at the door and the lesson of the day is proper grappling techniques.



Left to right: Newly trained modern Army combatives warriors, Staff Sgts. Stephanie Brown, Benita Johnson, Paulett Garcia and Christa Petersen, Fort Lee advanced individual training instructors, prove that teamwork can overcome size and strength as they attempt to subdue Staff Sgt. Cedric Spivey Feb. 28 during the final phase of the newly implemented five-day course.

Strewn across the gym are empty bottles of Gatorade and canteens ... the liquid from them dripping off the faces of the freshly “roughed up” warriors.

There are no profile Soldiers in this course and no waivers, either. Those who get a profile can consider it a pink slip because they’re as good as gone.

In modern Army combatives, there are only full-fledged trainees. Handicaps don’t exist.

The instructor does not hide the fact that trainees can and have been hurt during the training. He had seen it all firsthand, since he went through the tougher instructor-certification course himself.

“Soldiers are also taught [in the combatives course] that the winner of an urban battlefield close-quarters confrontation is the one whose battle buddies come through the door first – with a weapon,”

Lynn said. “The course provides the confidence needed to engage the enemy.”

“We are tasked to take down an opponent during the course who is trying to punch us in the face,” said Staff Sgt. Jenny Canalas, Headquarters and Headquarters Company, 262nd Quartermaster Battalion. She was the smallest Soldier in her class. “It gives me confidence that my size is not a factor if I implement my moves correctly.”

“By-the-numbers is the most important part of the training, in my opinion,” said Staff Sgt. Cedric Spivey.

“I really enjoy this training because it shows you what you can do without your weapon,” said Staff Sgt. Benita Johnson, Headquarters and Headquarters Company, 266th Quartermaster Battalion. “Even cooks need to be able to defend themselves.”

Scenario lane training simulates contemporary operating environment

Story and photo by Spc. Armando Monroig/
The Signal

FORT GORDON, Ga. (TRADOC News Service, March 31, 2005) – The 15th Signal Brigade conducted scenario lane-training exercises in Training Areas 9 and 10 March 23-25 with the 369th, 447th and 551st Signal Battalions participating.

In this field-training exercise, each battalion set up a station in which different warrior tasks and Soldiers' reactions to specific scenarios was tested.

The round-robin training had each battalion training their own Soldiers at their station and then rotating those Soldiers through the other battalions' stations.

At Training Area 9, 369th's station involved training Soldiers on dismounted patrol, breaching warrior obstacles, reacting to ambush, sending radio reports, quick reactionary force, roving guards, military vehicle checkpoints and use of the Global Positioning System.

The Soldiers stayed in the training area the full length of the training exercise – three days, two nights – and also trained on night land navigation.

At Training Area 10, 447th's station tested Soldiers on conducting an unmounted patrol and reacting to various scenarios during the patrol.

Also at Training Area 10, 551st's station taught how to clear buildings, execute military operations in urban terrain procedures and deal with encountering the enemy while conducting searches. They also trained on signal and hand communications in a field environment.

About 115 initial-entry training Soldiers participated in the training event.

Sgt. 1st Class Raymond Thompson of Headquarters and Headquarters Company, 447th Signal Battalion, and one of the cadre members in charge of running a training lane, said the training conducted is based on real-world events such as ones Soldiers find themselves in in Iraq.

"We're getting the young Soldiers familiar with what they're going to be doing once they get deployed," said Thompson.

At 447th's station, a group of 12 Soldiers ran through the lane at a time and accomplished several tasks within an hour.

The Soldiers had to react to a chemical or biological hazard, decontaminate themselves and their equipment, react to an unexploded ordnance, react to contact and



A Soldier stares intensely through the sights of his M16A2 rifle while conducting security during lane-training exercises. Soldiers from 15th Signal Brigade (369th, 447th and 551st Signal Battalions) participated in the three-day training event.

ambush, move under direct fire, evaluate a casualty and perform first aid, and react to man-to-man contact.

Company E, 369th Signal Battalion, 1st Sgt. Rafael Gonzalez said the training is vital to Soldiers' future success.

"We have made warrior task and drills training priority one," said Gonzalez, "and it is paying off because the Soldiers are executing in an outstanding manner during this brigade FTX."

Capt. James Dailey, Co. C, 369th Sig. Bn., commander, said the FTX was good, realistic training for young Soldiers who will, on average, see the battlefield 27 days after graduating IET.

"These lane trainings may provide them with a snapshot of what they may see in the future," said Dailey.

He added that having outstanding drill sergeants such as Staff Sgt. Hugh Sullivan – who recently graduated the Combat Leaders Course at Fort Benning, Ga. – and Sgt. 1st Class Christopher Madorma

training IET Soldiers helps provide realism to the training.

"These lessons-learned out here will provide serious impact when they get on the battlefield," said Dailey. "We are teaching them now how to react later."

Staff Sgt. Stephen Aldrich, a drill sergeant assigned to Co. E, 369th Sig. Bn., assisted in the hand-to-hand combatives training.

"Nowadays, especially with what's going on in Iraq, you may find yourself clearing a building, taking a prisoner and in a hand-to-hand combatives situation," he said. "This training is going to be extremely vital to these Soldiers' future."

Pfc. Michael Gregory, an IET Soldier assigned to Co. C, 369th Sig. Bn., who went through the lane training, said this was good refresher training.

"I thought it was great," he said. "There are things that can be done better, but overall I'm glad we're doing this because we're getting ready to head out to various units and will be deployed soon."



Soldiers from Company A, 2nd Battalion, 39th Infantry Regiment, provide cover for checkpoint operations during urban-operations training at the new contemporary operating environment training facility at Fort Jackson, S.C. The COE site was constructed through a joint effort by 2nd Bn., 39th Inf. Regt., and 2nd Bn., 13th Inf. Regt., to prepare Soldiers for urban warfare.



A sign in English and Arabic warns of a checkpoint ahead.

Contemporary operating environment training: Adjusting to urban warfare

Story and photos by Carmen Slaybaugh/
The Leader

FORT JACKSON, S.C. (TRADOC News Service, March 24, 2005) – The way the Army trains Soldiers for the contemporary operating environment is evolving almost daily.

In the last 40 years, urban dwellers have more than tripled in number. Factoring in this rapid rate of the world's urbanization, the potential for U.S. military forces undertaking some type of operations in urban areas is a more than a possibility – it is a reality, making urban-operations training all the more imperative.

Lt. Col. Allen Reece, commander of 2nd Battalion, 13th Infantry Regiment, and Lt. Col. Fred Johnson, commander of 2nd Battalion, 39th Infantry Regiment, both saw the need for a site that would help prepare their basic combat training Soldiers for fighting in the 21st century.

Reece said that he and Johnson developed the idea of where they wanted to build it and how it would be laid out, including use of the Boy Scout area.

"We always tied it to existing structures that were already there so we would not have to build all of them from scratch," he said.

"(Johnson) started pushing the initiative to gain access to the Boy Scout area. As

we got approval to take more and more of the land and approval to have these buildings built, (Johnson) and I decided to make that whole tract into a training area he could use, and I could use, and 2nd Battalion, 60th Infantry Regiment, could use," said Reece.

Static vehicles positioned between buildings allow Soldiers to practice finding cover. They learn cover is not only provided by trees and rocks but can be a parked truck or the side of a building.

Conversely, they "eat the dirt" while they high- and low-crawl – a lifesaving skill for Soldiers in suburban areas and shantytowns where fewer buildings and vehicles equal less and more isolated objects that can be used as protection from attackers.

"You can do everything (in the new training area). Everything from first aid, to engage enemy forces in an urban area, to entering and clearing a room, to check-point operations and (enemy prisoner of war) holding-facility procedures, to calling in a (medical evacuation), to calling in fire – name it, you can do it all," said Reece.

"Most installations have a (military operations in urban terrain) site, a city-type site. I think what we have here is definitely making us more prepared," Reece added. "We don't just have a MOUT site; we have

an area that allows us to create these environmental situations Soldiers will have to deal with. You can drive your trucks through them, you can drive convoys through them. You can get ambushed and fight on the truck, off the truck. Soldiers high, Soldiers low. It is situation-awareness types of scenarios."

"We have adjusted the training to the conditions we are going to fight in. To survive as an Army, you have to do that. We are a learning organization," said Johnson.

One training area of the site that zeroes in on a critical issue Soldiers are facing, especially in Iraq, is the improvised explosive device lane.

The urgency of the IED training becomes apparent with the stark statistics of Operation Iraqi Freedom. As of March of this year, a total of 328 Soldiers have lost their lives in Iraq to IEDs.

Along the lane, three IEDs are hidden. The first two are detonated by a trip wire and release a water spray, Johnson said. The last one is command-detonated so Soldiers get the experience of one going off in case they were able to locate and avoid the first two.

"It is good for a focused training event. I want Soldiers to have situational awareness. And, the spray of water shows the

Soldier his lack of situational awareness can result in something detrimental," said Johnson.

Johnson added that the checkpoint drills also help train awareness in Soldiers. "There is no doubt in my mind they are going to have to guard something wherever they go," he said. "They may not be entering and clearing a room, but they will have to manage a guardpost. I can make sure they can do that piece of it right."

Right now, only a few of the buildings in the new training area have furniture in them.

"The endstate is to have tables and chairs so when (Soldiers) clear the room, they have to deal with that obstacle," said Johnson.

Other aspects the Soldiers train for is media contact and the presence of non-combatants on the battlefield.

While the site is fairly comprehensive, there are six more buildings that need to be constructed to make it a three-battalion training area, said Reece.

Down the road, possibilities include paintball training and use of the proven Multiple Integrated Laser Engagement System. The commanders would also like to have some walls built to create a courtyard effect, replicating what Iraqi cities have, said Reece.

There are no plans for installing pop-up silhouette targets.

"If I put people in proper (opposing forces) uniforms, I feel (Soldiers) are getting better trained for shooting at another human being," said Johnson.

Reece said plans are underway to build three more training sites. Also, the installation MOUT site at Training Area 19



Second Bn., 39th Inf. Regt., Soldiers evacuate a wounded comrade from the improvised explosive device lane, part of Fort Jackson's new COE training site.

Bravo will continue to grow and be improved, he said.

Don Richardson, an engineering technician with the Directorate of Engineering and Logistics, said no decisions have been made on where the new sites will be located, nor is there a set time when construction will begin.

Reece, who is helping head up development of the sites, said they hope to keep the costs at approximately \$70,000 per site.

When all the sites are finished, Reece said two will be controlled by 1st Basic Combat Training Brigade and two by 4th Training Brigade.



A group of Soldiers from 2nd Battalion, 80th Field Artillery Regiment, rush to one of the buildings in Liberty City, Fort Sill, Okla., while another group provides security and cover fire.

Soldiers readied for Iraq's urban environment

Story and photos by Spc. Walter Ludka/
the Cannoneer

FORT SILL, Okla. (TRADOC News Service, March 14, 2005) – *Last week you graduated from advanced individual training.*

This week you are in Iraq, "clearing" buildings with a unit you just joined mid-deployment.

You're ready.

AIT Soldiers from 2nd Battalion, 80th Field Artillery, practiced urban warrior tasks and drills at Fort Sill's new Liberty City Feb. 24.

Fort Sill has a new training site built after a typical Iraqi urban setting. Liberty City has two-story buildings with balco-

nies, narrow streets and walls with a single gate leading into a courtyard. Buildings, walls and gates have Arabic writing and decoration painted on them.

The rooms' designs are identical to a typical small Iraqi room, with office desks and furniture, said Lt. Col. Shawn Vishneski, commander, 2nd Bn., 80th FA.

"But it is about 60 percent complete," said Vishneski. Burned-out vehicles, electronics and targets will be added to the site to enhance realism, he said.

The project was a collective effort throughout Training and Doctrine Command to train new Soldiers based on the Army's recent experiences and requirements in Iraq. The drill sergeants at Fort Sill are the same who were involved in the

training of Iraqi Soldiers only months ago. They provided the information and experience needed to set up urban operations training, said Vishneski.

He explained that the warrior tasks and drills incorporate a new training method in which the drill sergeants now operate as squad leaders, thereby teaching their Soldiers what it takes to be a good noncommissioned officer. Soldiers will build confidence in their leaders and will not be afraid to ask questions, said Vishneski.

"Our intent is to train on basic infantry skills. We're not going to make a proficient infantryman, but when somebody tells them to do a four-man stack, they will understand how to do the basics," said Vishneski.

Liberty City is the Middle East version of the more Baltic-themed nearby Freedom Town – but with a different training mindset, he said.

After Liberty City, Soldiers will have some experience before going to their regular units, said the C Battery commander, Capt. Joe Gallaher. Before going through the site, Soldiers practiced the building-clearing processes in a simulated room called the "glass house," he said.

The instructors lead and evaluate how Soldiers perform the tasks, and on-the-spot corrections can be made while in a learning environment, said Gallaher.

When Soldiers finish with the "glass house," they move on to more complex clearing situations and then secure Liberty



Drill sergeant Sgt. 1st Class Robert T. Craven, Btry. A, 2nd Bn., 80th FA, leads his Soldiers to the outside wall of a courtyard at Liberty City.



Pfc. Dakota Horn, Spc. John Dickerson and Pvt. Anthony McIntosh from Btry. A, 2nd Bn., 80th FA, scan rooftops of Liberty City for insurgents and rehearse clearing a closed courtyard.



Pvt. Nicole Romanshko, left, and Pvt. Josie Wall, both of Battery B, 2nd Bn., 80th FA, guard a building's corner and watch the street for insurgents while another team secures the building at Liberty City.



Pvt. Thomas Glancy and Pfc. Kyle Hopkins of Btry. C, 2nd Bn., 80th FA, check a room and its exits before moving to the building's second floor.

City. While trainees go from room to room and floor to floor, instructors observe the events, give corrections and directions.

Soldiers learn to operate with distraction such as simulated grenades, enemies and sounds of the battlefield, said Pfc. Keith Johnson, C Btry. "Any practice is good ... but (Liberty City) will definitely help you (perform urban operations)," said Johnson.

Various potential targets are placed throughout the city. These full-scale photos are as diverse as a man holding a weapon, a child and a uniformed U.S. Soldier. The friendly targets have a Multiple Integrated Laser Engagement System gear attached, so if a Soldier shoots friendly targets, the MILES-gear alarm will sound.

"Because you're going to have friendlies in the building – you'll have little kids and women when you do room clearing," said Gallaher.

Having snipers on rooftops and various kinds of targets inside the rooms trains Soldiers to pay close attention to their surroundings, said Pfc. Robert Guthrie, C Btry.

Like at Freedom Town, the new Liberty City also boasts a tough opposing force – leaders, volunteers and Airborne hold-over Soldiers who act as realistic OPFOR, said Vishneski.



"Insurgent" Pfc. Benjamin Frye, Headquarters Service Btry., 1st Bn., 78th FA, waits to ambush Soldiers as they search from room to room.

Vietnam, 9-11 hero honored at Benning

Rescorla's widow unveils portrait at infantry museum

Story and photo by Bridgett Siter/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, March 11, 2005) – If war heroes, like athletes, had signature moves, Rick Rescorla's would be the "final sweep."

That's 2nd Lt. Rescorla featured on the cover of *We Were Soldiers Once ... And Young* conducting a final sweep on Vietnam's bloody Ia Drang battlefield in 1965. It was a clean sweep – Rescorla brought all his men out, all but one alive.

And that's retired Col. Rescorla featured in what has become a familiar image of 9-11, a barrel-chested man with a bullhorn overseeing the evacuation of the South Tower of the World Trade Center. As the vice president of corporate security for Morgan Stanley, Rescorla was responsible for the safety of more than 2,700 employees. All but six made it out alive. Rescorla died making a final sweep.

"He saved 2,700 lives, only to give his own," wrote James Stewart in *Heart of a Soldier*, a tribute to the man they called "Hard Core" in Vietnam because he sang soothing Cornish folk songs while the battle raged all around him.

When Rescorla's widow, Susan, visited Fort Benning last week to unveil his portrait at the National Infantry Museum, she described a big, strong man with a big, soft heart. Doctors had diagnosed prostate cancer and gave him six months to live back in 1998, months before she met him while out walking her dog.

They fell in love soon after, and when Rescorla's cancer went into remission, he credited Susan. He sang to her a Cornish ballad, "White Rose," and sent her dozens of white roses every week. And he proposed. The couple had been married two years when he was killed.

Now Susan has made it her mission to erect a bronze statue of Rescorla at Fort Benning, where he attended basic training and Officer Candidate School. It would be the first of its kind, a statue depicting and honoring an individual. That would be fitting, his wife said, because Rescorla was one of a kind, "a new hero for a new millennium."

But Rescorla's story began more than 60 years before the new millennium, in Cornwall, England, home of the legendary King Arthur, where these days they sing "The Ballad of Ricky Rescorla." He left home at 18 and served with the Queen's

army in Cyprus before joining the Colonial Police in Rhodesia. There he met Dan Hill, a "freelance soldier" who would become a lifelong friend.

"What now?" Hill asked Rescorla as they prepared to leave Rhodesia.

"I want to fight communism," Rescorla said.

"Then come to America with me," his friend replied. "We'll fight it together."

That's how Rescorla came to be a platoon leader with B Company of the 7th Cavalry's 2nd Battalion. B Co. came to the aid of 1st Battalion, which was being chewed up by 2,000 North Vietnamese forces in one of U.S. history's bloodiest battles. And that's how war correspondent Peter Arnett captured the photo of Rescorla conducting a final sweep, with his M-16, bayonet fixed, leading the way.

Rescorla left active duty in 1967 but remained with the Reserves and retired as colonel in 1990. By then he'd earned a law degree, owned a construction company, served as military instructor, professor and occasional writer.

But it was in his position as security chief for Morgan Stanley that Rescorla shined, using the skills and logic he'd honed on the battlefield. The employees were less than impressed when he instituted a regular evacuation drill for the company's 30-plus floors.

"Everybody used to laugh. No one took it seriously," one employee told Jane Pauley in a "Dateline" report last year. "He drilled it into our heads."

That was before the truck-bomb attack in 1993. After that, Morgan Stanley employees trusted Rescorla's instinct, and it served them well. When the first plane hit the North Tower in 2001, he ordered an immediate evacuation, despite assurance



Susan Rescorla speaks to the press about her efforts to erect a statue of her husband at Fort Benning.

from World Trade Center officials that everything was all right and everyone should remain in their offices.

Morgan Stanley employees got an 18-minute head-start to safety. Along the way, someone snapped a picture of Rescorla with a bullhorn. He sang Cornish tunes, some later told Susan, and urged them to "be proud, it's a great day to be an American."

When the last of the Morgan Stanley employees passed his way, Rescorla headed back up the tower for a final sweep. It cost him his life, Susan said, but he gave it freely.

"He couldn't have lived with himself if he made it out safe and lost someone there," she said. "He was a Soldier on that day. He was doing what he did in Vietnam. I wouldn't have expected anything less."

Rescorla's body was never recovered,

a fact that Susan doesn't dwell on.

"I don't need a body. I don't need a memorial at Ground Zero," she said. "What I'd like is for people to never forget. Never forget what happened on 9-11.

"I'm proud of my husband, and I'm proud of America, and I'm proud of our Soldiers," she said. "I want them to know this is not another Vietnam. They have our support."

Susan would also like to see her husband awarded the Presidential Medal of Freedom, and she's collected 30,000 signatures petitioning Congress to do just that.

"When he was alive, he didn't want to be honored for anything," she said. "If he were here today, he'd be asking what all the fuss is about.

"I'm doing this for me. It's how I deal

with it. People say, 'You know, after a while, you should get over it.' I'll never get over it. I've decided to live with my grief. I think about him everyday."

Rescorla's portrait, painted by Al Reid, and his medals will be displayed on the first floor of the National Infantry Museum. Donations for his statue can be mailed to the Rick Rescorla Memorial Fund, Post Office Box 128, Brookside, NJ 07926.

Rucker top instructors recognized

By Sarah Schuchard/*Army Flier*

FORT RUCKER, Ala. (TRADOC News Service, March 17, 2005) -- In a ceremony at the U.S. Army Aviation Museum March 9, the U.S. Army Aviation Center awarded two instructor pilots for their outstanding commitment to making professional aviators out of flight students.

Chief Warrant Officer 2 Nathan J. Stewart, an OH-58 Kiowa instructor pilot at Shell Army Heliport assigned to Company A, 1st Battalion, 212th Aviation Regiment, was named Officer Instructor Pilot of the Quarter, and Mark E. Beck, an OH-58D Kiowa Warrior instructor pilot at Hanchey Army Heliport, was named Civilian Instructor Pilot of the Quarter for the first quarter of Fiscal Year 2005.

Present for the ceremony were Brig. Gen. William Jacobs, deputy commanding general, USAAVNC and Fort Rucker; Col. Steven Semmens, commander of the 110th Aviation Brigade and president of the Aviation Center Chapter of the Army Aviation Association of America; and Chester Sowell, mayor of Dothan, Ala., and president of the Wiregrass Chapter of the Association of the United States Army.

Semmens gave the remarks at the beginning of the ceremony, discussing the origins of the Instructor of the Quarter program and the specifics of the evaluation process. He praised the impressive

efforts of the more than 800 instructor pilots currently teaching at Fort Rucker.

"They're out there slugging it out in the cold and the heat, day after day, doing hard work in difficult circumstances, and they all take their tasks seriously," Semmens said. "But what separates these two instructors is not only that passion for the job, but an understanding of how important it is not just to have our graduates -- our young WO1s and lieutenants -- leave here with technical skills, but to leave here as well-rounded professionals in every sense of the word."

After Semmens presented each winner with a plaque and certificate of achievement from USAAVNC and a plaque from AAAA, Sowell presented them with plaques from AUSA.

Stewart, originally from Mandan, N.D., entered the Army in January 1996. He served as an AH-64 Apache crew chief with Co. B, 1st Bn., 227th Aviation Regt., Fort Hood, Texas, before entering Warrant Officer Career School at Fort Rucker in September 1997. He then began flight training at Rucker, finishing in December 1999. In January 2000, Stewart became a line pilot with 1st Squadron, 17th Cavalry Regt., Fort Bragg, N.C.

Since December of 2001, Stewart has been an instructor pilot at Fort Rucker, teaching the OH-58A/C basic combat skills and contact courses.

Above all, Stewart said he thinks he brings a real-world feel to his instruction. He assists students with the mission they will have "when they get out in the field, whether they're going to another Training and Doctrine Command unit, to a continental U.S. station or over in the Global War on Terrorism," Stewart said.

Beck, a native of Enterprise, Ala., joined the Army in 1976. He finished flight school in 1982 and became an instructor pilot in 1985. In May 1996, Beck retired from the Army and entered into civilian service.

Since that time, he has been at Fort Rucker teaching a wide range of subjects pertaining to OH-58D Kiowa Warrior instruction, including contact or emergency procedures, manual throttle, night-vision goggles and live-fire gunnery.

"I think I make it fun," Beck said, explaining what he contributes to flight instruction. "It's challenging enough to fly a helicopter with all the different systems in it -- it gets pretty technical -- so you've got to keep it fun."

Each quarter, academic instructors and instructor pilots at Fort Rucker are selected by their supervisors to compete in the Instructor of the Quarter program. The nominees are evaluated on the quality of their instruction as they act as briefing officers for the flight line and then teach a class on a subject relating to flight training.

General observes training, gauges future force's needs

By Sgt. Shatara Seymour/*Guidon*

FORT LEONARD WOOD, Mo.

(TRADOC News Service, March 24, 2005)
-- Seeing today's training in action will help develop tomorrow's force and the technology it will need to succeed.

This is the message Lt. Gen. John M. Curran, director of the Futures Center, U.S. Army Training and Doctrine Command, brought when he visited Fort Leonard Wood March 8-10.

During his stay, Curran received briefings on military police, engineer operations and a chemical overview. He also saw a special tactics-training demonstration at Stem Village.

In October, TRADOC will celebrate the two-year anniversary of the Army's Futures Center at Fort Monroe, Va.

"The Futures Center is to design, develop and integrate the future force for our Army," Curran said.

He said this includes working the full spectrum of doctrine, organization, training, materiel, leader development, personnel and facilities.

The Futures Center's work includes organization construction done in Task Force Modularity; managing the Future Combat System with the units of action; and associated higher headquarters for

the Army's future force. There are studies and analysis, experimentation and the architecture work required to build the future force while simultaneously supporting activities needed to develop and sustain current forces, Curran said.

During the past year, the Futures Center has achieved a number of milestones.

A significant one reached early on for the center was bringing together various organizations and molding them into a cohesive team, he said.

A second milestone is developing the Joint Capabilities Integration and Development System, which helps identify and close capability gaps for current and future forces across the DOTMLPF domain.

Curran said he sees the future working in three dimensions: moving the current force toward the future force; looking forward into the future as technologies mature and bring those into the current force; and focusing on what the current force needs today to meet our current challenges.

The continued efforts needed to develop, design and integrate the future force includes determining what gaps there are in current capabilities and

working to get those capabilities to the Soldiers in the field today, Curran said.

"I think for the force today, the Futures Center is working on this daily to make sure Soldiers have what they need out there. We can continue to make our Soldiers successful," he said.

While here, the focus was the Global War on Terrorism and the many aspects of training, equipment and how technology is advancing. One way is through geospatial services.

Col. David Kingston, TRADOC Program Integration Office for Terrain Data director, said he wanted support and funding for geospatial services.

Kingston said they need the support for continued prototyping and spiraling of enterprise geospatial solutions into the current force. This technology gives the capability to better find and get aerial images of improvised explosive devices, he said.

Maj. Gen. Randal Castro, Maneuver Support Center and Fort Leonard Wood commanding general, said the greatest detector of an IED is the person on the ground. Supporting geospatial technology gives greater capability to aid Soldiers in finding and combating IEDs.

Smith's actions inspirational for all

By Spc. Tremeshia Ellis/*Guidon*

FORT LEONARD WOOD, Mo.

(TRADOC News Service, March 31, 2005)
-- Command Sgt. Maj. William McDaniel, command sergeant major of the U.S. Army Maneuver Support Center and Fort Leonard Wood, sent out an e-mail to the installation's senior-enlisted leadership after learning of the president's approval of the first Medal of Honor for actions in Operation Iraqi Freedom to Sgt. 1st Class Paul Smith.

"I thought it was important for our leaders to read the citation and share

(Smith's) story with their subordinates," McDaniel said.

Smith's story is not only important because he trained at Fort Leonard Wood (Smith attended basic and advanced individual training here in 1989), it's important because he was the first person to receive the award since 1993.

"We're in the business of training new Soldiers, young warriors, and providing professional development, whether it's the officer basic course, Noncommissioned Officer Education System courses or the captain's career course.

"It's important for our leaders to use this

story to stress the importance of the training they receive here," he said.

This war isn't being fought by generals and colonels but by a sergeant first class and his platoon.

"(Smith) faced a situation and made a split-second decision," McDaniel said. "He is certainly not the only hero from Operation Iraqi Freedom, just the first Medal of Honor recipient."

His story is just one example of the thousands of NCOs and Soldiers who have demonstrated outstanding heroism and patriotism in the face of danger.

Smith was killed in action April 4, 2003.

TRADOC Perspective is produced by Command Information Branch, TRADOC Public Affairs Bldg. 27 66 Ingalls Road Fort Monroe, Va. 23651



EMAIL:

tradocpao@monroe.army.mil



WEB:

www.tradoc.army.mil/pao/index.htm

What's **TRADOC Perspective**? It's a monthly "ezine" capturing TRADOC strategic stories and top articles from TRADOC News Service while providing a perspective on what happened around the command during the previous month. Used in conjunction with TNS email notifications, **TRADOC Perspective** gives TNS and TRADOC strategic topics/themes more visibility and thus keeps readers more mindful of TRADOC's focus and the command's important work.

About TRADOC Public Affairs:

Training and Doctrine Command Public Affairs Office's mission is to provide information to the TRADOC community, the Army at large and the general public about TRADOC. The PAO advises TRADOC's commanding general and deputy commanding general/chief of staff on all Public Affairs matters, especially on the most effective strategic, operational and tactical strategies to communicate the CG's

Last blast: TRADOC News Service, *TRADOC Perspective* seeing changes

TRADOC News Service and its partner, **TRADOC Perspective**, are refocusing.

The TNS homepage is now serving as a "one-stop shop" for information for and about the people and work of TRADOC, while **TRADOC Perspective** is regearing to provide feature articles about TRADOC activities not based at Fort Monroe, Va.

Already complete is Stage 1 of TNS's changes: a reorganization of TRADOC news and features into major areas of interest. The TNS homepage (<http://www.tradoc.army.mil/pao/TNSarchives/TNSarchives.htm>) now is divided not only into TNS releases by month, but it also has links to TRADOC Public Affairs media releases, Web specials, **TRADOC Perspective**, fact sheets / backgrounders, the TRADOC poster series and Army Values. Two new areas for TNS are "closeup on training" and "people portraits."

Coming soon – and already seen as an area of interest on the TNS homepage – will be news videoclips relevant to TRADOC.

Stage 2 of the TNS refocus is scheduled to be effective May 1. The story-publishing part of TNS at that time will dedicate to producing and releasing Headquarters TRADOC stories, or stories that have command-wide impact. Training features and people portraits will continue to be posted in HTML format as part of the Web-based TNS.

But many other stories on what's happening at TRADOC's schools and centers will be collected exclusively into the monthly ezine **TRADOC**

Perspective, as **TRADOC Perspective** evolves to become the place for TRADOC-relevant stories about entities not at the command's headquarters.

In this way, **TRADOC Perspective's** scope will actually expand from the publication's previous approach. **TRADOC Perspective** will become "the newsmagazine for the TRADOC community" while TNS will serve as a resource for more HQ TRADOC-central news and features.

What won't change is that **TRADOC Perspective** will continue to capture Army-published strategic stories while providing a perspective on what happened around the command during the previous month. The publication will still focus on a hot topic or trend monthly.

As this refocus is put into place, readers will see this edition is slightly larger as we regear to the newsmagazine approach. Also, as we begin to divide editorial content, the April edition of **TRADOC Perspective** and the April headline postings in TNS will have some overlap, but in May, the division of content between the two complementary products of **TRADOC Perspective** and the TNS Web headlines will be clear.

At this time, **TRADOC Perspective** will continue to be distributed via email and will be available on the Public Affairs' Website as a PDF. Readers can read the publication on-line or print it and read it.

The rest of TNS will remain HTML-based and Web-distributed for easy access.

NEXT MONTH'S CALENDAR



Event	Date	Location
AMSC PME I deadline	April 15	Fort Belvoir, Va.
Best Ranger Competition	April 22-25	Fort Benning, Ga.
Wreath-laying ceremony, James Monroe	April 28	Richmond, Va.
Philip A. Connelly Awards competition	April 28-May 1	San Diego, Calif.

TRADOC FOCUS AREAS JANUARY THROUGH JUNE



- Access the "right" force (featured in January 2005 **TRADOC Perspective**)
- Implement the training strategy to increase rigor in our training environments (featured in February 2005 **TRADOC Perspective**)
- Implement the education strategy to return agile (self-aware and adaptive) leaders to the operational force (featured in March 2005 **TRADOC Perspective**)
- Accelerate the transition to the future force
- Advance Joint interdependencies
- Ensure new capabilities via Soldier-as-a-System

vision, priorities and objectives.

We serve as the command's official spokesperson and liaison with the news media. We provide professional and technical expertise to the commander and staff in the areas of command information, media relations, community relations and communications plans. We exercise operational control of The U.S. Continental Army Band as Headquarters TRADOC's prime community-

outreach tool. We provide guidance to and advise TRADOC senior mission commanders and their Public Affairs representatives.

We also provide content oversight for TRADOC Webpages for currency, accuracy and compliance with CG vision, objectives and priorities. We work with the TRADOC Chief Information Officer to ensure an effective Web presence for TRADOC in portraying the command's vision.